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DCA Departmental Report 2005/06



T/O

This document (Cm 6820) is part of a series of three documents that make up the Departmental Report of the Department for Constitutional Affairs 2005/06. The other two documents are the 2005/06 annual report of the Scotland Office (Cm 6834) and the 2005/06 annual report of the Wales Office (Cm 6835). It is part of a series of departmental reports which, along with the Main Estimates, the document *Public Expenditure: Statistical Analyses 2005/06*, and the Supply Estimates 2005/06: Supplementary Budgetary Information, present the Government's expenditure plans for 2005/08.

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Cm 6820



Presented to Parliament by the Secretary of State for Constitutional Affairs and Lord Chancellor and the Chief Secretary to the Treasury by Command of Her Majesty

DCA Departmental Report 2005/06 The Government's Expenditure Plans for 2005-08





DCA Departmental Report 2005/06 The Government's Expenditure Plans for 2005-08

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May 2006

Cm 6820

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Overview by the Secretary of State and Lord Chancellor

This is the third year of the existence of the Department for Constitutional Affairs.

Our responsibility within Government is to protect and enhance the public's rights, their justice and their democracy – the critical building blocks on which our freedom and prosperity as a society depends.

The DCA upholds the rule of law. It protects the independence of the judges and provides a justice system that is fair and effective in dealing with crime and civil disputes. It provides legal aid so as to ensure a genuine access to justice for all. It protects and promotes human rights. It champions the proper application of Freedom of Information, Data Protection and Data Sharing Policy and Legislation. It ensures that our democracy works in a way that connects with the people it serves.

The past year has seen substantial delivery of the aims with which the Department was created. All who work with the DCA family can be justifiably proud of what we have achieved. This report sets out in detail the progress we have made since our last annual report. In this foreword, I can only highlight some of the achievements this year. There have been many, and this is an indication of just how important and vital the business of the past year has been.

The most recent event saw a continuation of delivery on the constitutional changes announced in June 2003. I ceased to be head of the judiciary in England and Wales on 3 April 2006. That role has been taken over by the Lord Chief Justice, and with it brings new arrangements for judicial deployment and discipline. The same date saw the commencement of the Judicial Appointments Commission, seeing in a new system of appointing judges. The changes will preserve judicial independence but at the same time make the process of appointment to the judiciary transparent, giving the public increased confidence in the judges that mete out justice in their local communities.

3 April 2006 was a particularly eventful date for the DCA. The Tribunal Service also came into existence on the same date. The largest central government tribunals came into the DCA family, with a programme being developed for other tribunals to join in the coming years.

Tribunals deal with over 500,000 cases a year – more than any other part of the civil justice system. The creation of the Tribunal Service will allow for uniform high standards throughout the tribunals and will improve decision making in the bodies they judge.

What is important about the constitutional changes is that they free the office of the Lord Chancellor to be what it has long been in practice – a political role with responsibility for the investment of public funds in order to deliver first-class services for the public.

DCA has been working to that end all this year, indeed since its inception, and the beginning of the year saw Her Majesty's Courts Service commence operation. It has brought all the courts in England and Wales under one organisational roof, allowing for efficient business practices with greater clarity and ease of access for the public.

After the general election, DCA became responsible for policy on coroners. We promptly announced changes to provide better leadership for coroners in England and Wales. We have proposed the appointment of a new Chief Coroner, who will help guide and administrate coroners, but who will have a specific responsibility to ensure the service is much more focussed on the needs of bereaved families. This thread has been common to our reforms this year, and we have worked with the Home Office, the Crown Prosecution Service and the Office for Criminal Justice Reform in order to commence a pilot of a Victim's Advocates scheme, allowing the families of victims of murder and manslaughter a real voice in court for the first time.

With legal aid, we have set out a strategic direction that provides a fairer deal for the public. 50 per cent of the legal aid budget in the higher criminal courts goes on just 1 per cent of cases. We want to spend less on the big criminal cases and more on the civil and family legal aid that is so vital in ensuring effective dispute resolution for those at their lowest ebb.

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This is the third year of the existence of the Department for Constitutional Affairs.

Overview by the Secretary of State and Lord Chancellor



In conjunction with the Department for Trade and Industry we have sponsored the Equality Act, which creates the Commission for Equality and Human Rights. DCA and other government departments will work to make it an effective body that guarantees the rights of the individual.

In order to ensure people's confidence in our democratic procedures, we have introduced the Electoral Administration Bill. Amongst other things, it promotes greater registration amongst those eligible to vote while improving the security of the electoral process.

People's rights are more secure than they have been before thanks to the work of the DCA. We have overseen the first year of Freedom of Information. There is now a wealth of new information in the public domain, for the benefit of the public. There is no going back on this of the public. There is no going back on this ouiet revolution.

In order to ensure people's confidence in our democratic procedures, we have introduced the Electoral Administration Bill. Amongst other things, it promotes greater registration amongst those eligible to vote while improving the security of the electoral process.

To this end, we have appointed Lord Carter of

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which the legal profession will have confidence.

Already Lord Carter and his team have reported

on the legal aid procurement process, and have

set out a path that will see us spend less on the

procurement of defence services while ensuring

In the legal services sector, we have published

a white paper setting out how we will improve

the regulation of the legal profession, broadly

in line with the proposals of Sir David Clementi.

It is essential that we ensure proper consumer

protection whilst also ensuring that restrictions

on how lawyers can deliver legal services for

their clients are limited by the strict guidelines

designed to protect the lawyer's market. The

Compensation Bill also seeks to protect the

consumer by providing for the regulation of

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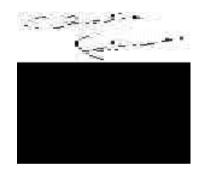
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Coles to report and deliver a new system in

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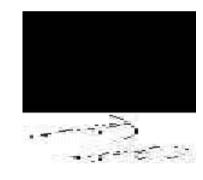
Protecting and serving the public is the very heart of all that DCA does. The delivery of the constitutional changes, the improvement of legal aid, the opening of the legal services market, and the continual improvement of the process by which courts determine criminal cases are just a few example of how we are doing law differently for the public. We have maintained the same high standards of probity and quality, but insisted upon a much greater focus on the needs of victims, witnesses, and all who depend on a properly functioning court system, to deliver justice.

Our year has been successful in having an impact on people's lives. Though there is always more to do, we have achieved much this year. This document sets out that progress. It is progress of which we are justifiably proud.



Rt Hon Lord Falconer Secretary of State for Constitutional Affairs and Lord Chancellor

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To this end, we have appointed Lord Carter of Coles to report and deliver a new system in accordance with that strategic vision and one in which the legal profession will have confidence. Already Lord Carter and his team have reported on the legal aid procurement process, and have set out a path that will see us spend less on the procurement of defence services while ensuring both quality of representation and outcome.

DCA Departmental Report 2005/06 | Overview



Overview by the Permanent Secretary

The past 12 months have been an interesting time for the Department for

Constitutional Affairs, as we have continued to improve how we deliver our services to the public. I am proud that we have achieved so much in such a short space of time and I am proud to have been able to work alongside the people who have made this possible.

This report shows far more than just the progress we have been making in enhancing confidence in the justice system, making people aware of their rights and operating more efficiently. It also explains how we are pushing forward in delivering excellent public services and ensuring that DCA has an appropriate portfolio to provide the changes needed for this and to bring about reform.

Her Majesty's Court Service has completed its first year of operation and following on from the Leggatt Review we have created the Tribunals Service, a single, dedicated tribunals agency. The Tribunals Service provides administrative support to tribunals, and operates independently of Government departments whose decisions it reviews. It will provide information to users, consistent practice and procedure and better use of resources, as well as being the review body for decisions made by departments.

To ensure efficiency and optimal performance in delivering to the public the services they expect and deserve, we have developed a people and organisation strategy. This strategy is aimed at identifying and supporting the needs of the future organisation and its staff and focuses on leadership, consistent employment conditions and diversity.

For leadership, we have developed a strategy aligned with Professional Skills for Government. This leadership strategy focuses on ensuring that all staff possess the expertise and experience needed for supporting business delivery.

We have also been bringing together elements within the DCA family so that we can eventually achieve a single employment deal for all. This process began in April 2005 with the implementation of 11 new people management policies which provide guidance to managers in dealing with a range of issues such as conduct, flexible working and recruitment.

In addition to this, the pay and grading project is reviewing the whole range of reward and grading structures and designing a common set of terms and conditions of employment for the whole of the DCA to support the Department in becoming a more modern and flexible organisation.

We have also been concentrating on increasing and supporting diversity within the DCA family. The Department has one of the most comprehensive systems of staff networks in the country. Further effort has been put into developing the positive action training programme for staff of minority ethnic origin and we have increased the number of minority ethnic staff in the senior civil service grades within the Department. We also continue to be recognised as being at the forefront of best practice on supporting staff with caring responsibilities. Furthermore, the Stonewall Equality Index 2006 rates the DCA as being the third best government department for lesbians, gay men and bisexuals to work for.

We are building up the strategic capability of our communications function in order for us to better deliver on our priorities. Our focus on 'real people, real lives' runs throughout our engagement with stakeholders and the public on the development, implementation and publication of Government policy. Working collaboratively with business partners and departments across Whitehall our communications are more consistent, effective and better value for money.

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Overview by the Secretary



6

DCA Departmental Report 2005/06 | Overview

Overall, this has been a very good year. Our ministerial team have continued to show their commitment to the reforms needed for DCA to remain at the forefront of delivery for customers. This would not have been possible without the professional and dedicated staff working within the Department and the wider DCA family to bring about these reforms that make a real difference to people's lives in delivering Justice, Rights and Democracy.

Alex Allan

Permanent Secretary, DCA

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DCA Departmental Report 2005/06 | Executive Summary

Executive Summary

Our purpose

It is our responsibility to uphold justice rights and democracy. We do this first and foremost through serving the public, but also by supporting legal service providers.

Our functions

During 2005/06, DCA has been responsible for around £3.7 billion of public spending. Most of our spending has been on providing legal aid (around £2 billion) and on administering the court system (around £1 billion) so that it can provide fair and effective criminal, family and civil justice for all.

This past year has been one of considerable change for us. DCA has established Her Majesty's Courts Service (HMCS), prepared for the launch of the Tribunals Service and taken on responsibility for policy on coroners. We have also established a new role for the Lord Chancellor as the Lord Chief Justice takes over the role of head of the judiciary.

We have established an independent Judicial Appointments Commission (JAC) and related bodies, and we retain our association with several sister departments, non-departmental public bodies and executive agencies, including the Northern Ireland Court Service, Her Majesty's Land Registry, The National Archives (TNA); the Legal Services Commission (LSC) and the Public Guardianship Office (PGO).

The administrative functions of Scotland Office and Wales Office are part of DCA. These two offices have produced separate annual reports for 2005/06.

How we are organised

DCA has a Secretary of State (Lord Falconer, who is also the Lord Chancellor), a Minister of State (Rt Hon Harriet Harman QC MP) and three Parliamentary Under Secretaries of State (Baroness Ashton of Upholland, Bridget Prentice MP and Vera Baird QC MP).

The ministerial team is supported by a Permanent Secretary (Alex Allan), and a Ministerial Executive Board which includes the seven senior officials from DCA and its major agencies and five non-executive directors.

Justice

DCA is working closely with the Home Office, the Crown Prosecution Service, and other agencies throughout the criminal justice system to reduce crime and anti-social behaviour.

More offenders brought to justice

The number of crimes for which an offender was brought to justice increased to 1.267 million (December 2005) compared to 1.131 million (December 2004). Ineffective trials – hearings which are cancelled and delayed to a later date – have reduced over the same period from 24 to 14.4 per cent in the Crown Court and from 31 to 22.7 per cent in the magistrates' courts.

Increased public confidence in the criminal justice system

In conjunction with our criminal justice system partners, we have increased the number of people who feel that the system is effective in bringing criminals to justice from 43 per cent in December 2004 to 44 per cent as of December 2005.

We have continued to make progress on the IT modernisation programme in the courts. This is improving the way information is shared, resulting in delivery of a better service to the public.

Engagement with black and minority ethnic communities

More than 100 participants have taken part in the Magistrates Shadowing Scheme that we run in partnership with Operation Black Vote, enabling people from black and minority ethnic communities to shadow a pair of magistrates for six months. In line with our PSA target, fewer members of black and minority ethnic communities report that they feel treated differently in their encounters with the justice system.

More effective ways of solving disputes

We continue helping people to resolve disputes as early in the process as possible through promoting mediation as an alternative to going to court. We are also running a pilot encouraging solicitors to help people settle disputes away from court.

Victims and Witnesses

We have driven forward a number of initiatives to improve the experience of victims and witnesses within the courts, reflecting the Victims and Witnesses
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Our purpose

Executive Summary

The DCA report, Increasing Diversity in the Legal Profession, published in November 2005 recommended that solicitors' firms and barristers' chambers take steps to ensure greater diversity in the legal profession. A working group led by DCA is currently considering further action.

Reforming legal services
An independent review of the regulatory
framework for legal services by Sir David
Clementi recommended the creation of a legal
services board to oversee the legal services
sector and open up the way legal practices
are managed. It also proposes setting up an
independent body to deal with complaints
about lawyers.

We are currently consulting for procedural rules of the Inquiries Act. The Act provides powers so that facts can be established earlier on, helping to increase public confidence in inquiries.

We have begun a programme of work across Government to tackle perceptions of a compensation culture and to improve the way valid claims are dealt with.

In public family law cases, we are increasing the number of care cases being dealt with within 40 weeks, reducing the length of uncertainty experienced in these complex and difficult proceedings. Video equipment is enabling experts to give evidence away from the courtroom and the 'Family Resolutions' pilot project evaluation was published in March 2006.

Protecting individuals' rights
Working closely with other Government
departments and agencies, we remain
focussed on protecting the vulnerable and
socially excluded in society.

Raising awareness of individuals rights and improving access to services

We are continuing to help people be aware of their rights through a series of roadshows on human rights and our ongoing support of measures such as CLS Direct (a telephone advice line for civil matters) and reforming legal sid so that resources are focused on those who need them most.

Rights

The Criminal Defence Service Act 2006 became law on 30 March 2006. This enables the introduction of a new financial eligibility theintroduction of a new financial eligibility who can afford their defence costs will be asked to pay for them. This will free up valuable resources that can be used more valuable resources that can be used more effectively for those who need them most.

This includes a number of projects that are now underway to further improve the fit between the provision of legal aid and the effective and efficient administration of justice. In addition, the paper set the terms of reference for Lord Carter's independent review of legal aid procurement. Lord Carter published his interim report in February 2006 and his final report will be published in summer 2006.

- fair to practitioners.
- fair to the vulnerable
 - fair to defendants
- fair to the taxpayer

of the law-abiding public

The DCA paper, A Fairer Deal for Legal Aid,
was published in July 2005. It sets out DCA's
strategy for providing a public service that is:

Lawyers and legal aid meeting the needs

The Tribunals Service will further help the Asylum and Immigration Tribunal to improve the appeals process.

Faster asylum and immigration appeals
Under the Asylum and Immigration Tribunal,
established in April 2005, the significantly
faster timescales for the new appeals process
together with the new legal aid arrangements
is reducing unfounded asylum claims whilst
continuing to ensure that claimants have
appropriate legal support.

pivotal role they have in ensuring the law is upheld. These have included a consultation paper for families to have their voice heard in murder and manalaughter cases, investment in improving facilities for victims and witnesses and the introduction of witness liaison officers. Victim and witness satisfaction remains on target at 59 per cent as of December 2005, an increase from our baseline of 58 per cent in the six months to March 2004.

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Faster asylum and immigration appeals

Under the Asylum and Immigration Tribunal, established in April 2005, the significantly faster timescales for the new appeals process together with the new legal aid arrangements is reducing unfounded asylum claims whilst continuing to ensure that claimants have appropriate legal support.

The Tribunals Service will further help the Asylum and Immigration Tribunal to improve the appeals process.

Lawyers and legal aid meeting the needs of the law-abiding public

The DCA paper, A Fairer Deal for Legal Aid, was published in July 2005. It sets out DCA's strategy for providing a public service that is:

- fair to the taxpayer
- fair to defendants
- fair to the vulnerable
- fair to practitioners.

This includes a number of projects that are now underway to further improve the fit between the provision of legal aid and the effective and efficient administration of justice. In addition, the paper set the terms of reference for Lord Carter's independent review of legal aid procurement. Lord Carter published his interim report in February 2006 and his final report will be published in summer 2006.

The Criminal Defence Service Act 2006 became law on 30 March 2006. This enables the introduction of a new financial eligibility test for criminal legal aid so that only those who can afford their defence costs will be asked to pay for them. This will free up valuable resources that can be used more effectively for those who need them most.

Rights

Raising awareness of individuals rights and improving access to services

We are continuing to help people be aware of their rights through a series of roadshows on human rights and our ongoing support of measures such as CLS Direct (a telephone advice line for civil matters) and reforming legal aid so that resources are focussed on those who need them most.

Protecting individuals' rights

Working closely with other Government departments and agencies, we remain focussed on protecting the vulnerable and socially excluded in society.

In public family law cases, we are increasing the number of care cases being dealt with within 40 weeks, reducing the length of uncertainty experienced in these complex and difficult proceedings. Video equipment is enabling experts to give evidence away from the courtroom and the 'Family Resolutions' pilot project evaluation was published in March 2006.

We have begun a programme of work across Government to tackle perceptions of a compensation culture and to improve the way valid claims are dealt with.

We are currently consulting for procedural rules of the Inquiries Act. The Act provides powers so that facts can be established earlier on, helping to increase public confidence in inquiries.

Reforming legal services

An independent review of the regulatory framework for legal services by Sir David Clementi recommended the creation of a legal services board to oversee the legal services sector and open up the way legal practices are managed. It also proposes setting up an independent body to deal with complaints about lawyers.

The DCA report, *Increasing Diversity in the Legal Profession*, published in November 2005 recommended that solicitors' firms and barristers' chambers take steps to ensure greater diversity in the legal profession. A working group led by DCA is currently considering further action.

DCA Departmental Report 2005/06 | Executive Summary

A new interim scheme for selecting Queen's Counsel has been developed and is expected to make its first recommendations this summer. We have also reviewed the availability of quality information for consumers of legal services. The results of this are currently being analysed.

Democracy

A modern department focused on the public's priorities

Under the Constitutional Reform Act, which received Royal Assent in March 2005 we are establishing an independent Judicial Appointments Commission and associated bodies. The Lord Chancellor will no longer be a judge or head of the judiciary, focussing instead on delivering services for the public and upholding the rule of law in Government. We are also on track to establish a new Supreme Court.

A strong, independent and diverse judiciary

A key part of reform has been to promote a more diverse judiciary. As well as creating the Judicial Appointments Commission, DCA is committed to increasing diversity within the judiciary. We have developed a clearer framework for judicial selection, with assessment centres being used for an increased number of appointments. New arrangements are in place for circuit bench and recorder appointments, and new 'lay interviewers' have been appointed, further increasing black and minority ethnic representation.

Citizens engaged with democracy

DCA is committed to getting more people involved in the electoral process. This includes new ways of voting. Postal and electronic voting was piloted in local elections between 2000/03. All-postal voting was piloted in four areas in the June 2004 European and local elections. And a key objective behind the Electoral Administration Bill currently before Parliament is to promote access to elections.

Delivery

Delivering justice, rights and democracy

In December 2004, DCA published its strategy for the next five years based around the priorities of reducing crime, speeding up asylum and immigration appeals, protecting the vulnerable, faster and more effective dispute resolution, and renewing the

relationship between the public and the state. DCA has also agreed a specific Public Service Agreement to help us focus on these objectives.

Putting the public first

Her Majesty's Courts Service was launched in April 2005 to merge the 42 former Magistrates' Courts Committees with the Court Service. This has created a more streamlined structure, which is making it easier for courts to respond to national priorities and the needs of local communities.

By bringing together many of the largest central government tribunals we are providing real improvements in services to tribunal users. The new Tribunals Service was launched in April 2006, and by 2008 DCA's current tribunals will be joined by other major tribunals to offer a higher level of consistent service to all users.

A motivated, effective and efficient department

The diversity of DCA staff continues to improve and thereby better reflect and serve our diverse communities. In accordance with our obligations under the Civil Service 10-Point Plan we are committed to achieving progress at all responsibility levels, including at senior civil service (SCS) level. This year at SCS level the percentage of women has increased from 33.7 per cent to 36.3 per cent, and of staff of minority ethnic origin from 2 per cent to

We are continuing our efforts to put value for the taxpayer's money at the heart of what we do. The efficiency agenda is now in the mainstream of the Department – all areas of business are taking up the challenge of delivering streamlined, efficient services for the public. We are on course to deliver our full efficiency target of £292 million.

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A motivated, effective and efficient

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Putting the public first

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Delivery

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Democracy

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Department for Constitutional Affairs Justice, rights and democracy

Chapter 1: Purpose

Chapter 1: Purpose



- 1.1 The Department for Constitutional Affairs (DCA) is the Government department responsible for upholding justice, rights and democracy - the foundations of a civilised society. We work from the simple rule that we exist to serve the public - not the providers.
- **1.2** Our role is to drive forward the reform and improvement of the legal and justice system in England and Wales. We are responsible for upholding the rule of law and for reforming and safeguarding the constitution so that they serve the public effectively.
- **1.3** We are responsible for the administration of the courts in England and Wales through Her Majesty's Courts Service (HMCS) and for the overall management of legal aid through sponsorship of the Legal Services Commission (LSC). Also associated with DCA are a number of organisations such as the National Archives and HM Land Registry. Our annual budget for 2005/06 is £3.7 billion, of which around £1 billion is spent on the courts and £2 billion on legal aid.
- 1.4 The priorities that flow from our five year strategy are to:
- reduce crime and anti-social behaviour, protecting the rights of the law abiding citizen and making our communities safer
- speed up the asylum and immigration appeals system as part of delivering a fair, effective and efficient overall migration process
- protect the vulnerable, especially children at risk and the socially excluded
- enable people to resolve their problems by promoting and delivering faster and more effective dispute resolution
- strengthen democracy, rights and responsibilities by renewing the relationship between the public and the state.

Strategic objectives

- 1.5 The Department has four strategic objectives:
- Objective I

To provide criminal, civil, family and administrative justice systems that command public respect and confidence.

Objective II

To ensure the public, especially the socially excluded and vulnerable, have access to excellent services, which enable them to exercise their rights in law.

Objective III

To develop democratic institutions of Government that command public confidence.

Objective IV

To create a modern, efficient and effective department that can deliver excellent public services.

Public Service Agreement (PSA) targets

1.6 The Department has agreed a set of challenging Public Service Agreement (PSA) targets for the period covered by the 2004 Spending Review to help deliver our strategic objectives. The first year of that period (2005/06) is also the last year of the period covered by the 2002 Spending Review. Progress against the 2004 targets is covered in Chapter 2. Progress against the 2002 targets not carried forward into the 2004 measures is summarised on page 142.

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targets Public Service Agreement (PSA)

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confidence. Government that command public To develop democratic institutions of

Objective III

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Objective II

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Strategic objectives

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serve the public effectively. safeguarding the constitution so that they upholding the rule of law and for reforming and England and Wales. We are responsible for improvement of the legal and justice system in 2.1 Our role is to drive forward the reform and

exist to serve the public - not the providers. society. We work from the simple rule that we democracy – the foundations of a civilised responsible for upholding justice, rights and (DCA) is the Government department 1.1 The Department for Constitutional Affairs



Barbara Moorhouse

Rod Clark

Helen Dudley



Peter Handcock



Lucian Hudson



Clare Dodgson







Departmental Management Board



QC MP

Vera Baird

Sir Ronald De Witt KB

Ursula Brennan

Bridget Prentice



of Upholland notheA enineAshton Baroness



ØC Wb Harriet Harman



of Thoroton

Ministers

How we are organised

How we are organised

Ministers



Lord Falconer of Thoroton



QC MP



Baroness Catherine Ashton MP of Upholland



Bridget Prentice



Vera Baird QC MP

Departmental Management Board



Alex Allan



John Lyon CB



Rod Clark



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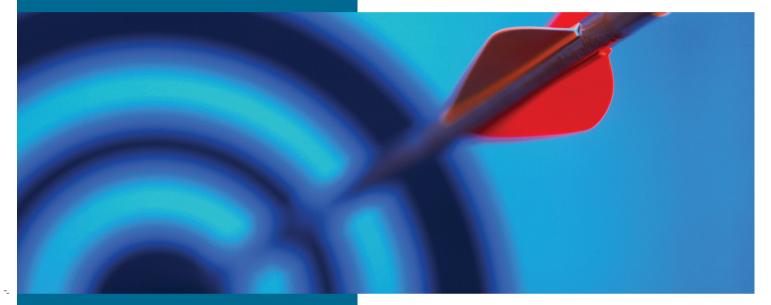
Helen Dudley



Annette Vernon

DCA Departmental Report 2005/06 | Purpose







Chapter 2: Performance in 2005/06

SR2004 PSA targets: performance table

Target 1

Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007/08. (Contributes to Criminal Justice System PSA)

Measures

Increasing the number of crimes for which an Offender is Brought To Justice

Latest Outturn

AHEAD

Latest performance (December 2005) shows that 1.267 million offences were brought to justice1.

Target 2

Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the criminal justice system, without compromising fairness.

Responsibility for the three reassurance elements of this target lies with the Home Office and will be reported on in their Autumn Performance Report; the three confidence elements as set out below are shared between the Home Office, the Department for Constitutional Affairs and the Crown Prosecution Service.

Measures

Public confidence in the CJS

This is determined using questions in the British Crime Survey (BCS) which ask whether the public believes the CJS is effective in bringing people who commit crimes to Justice

Ethnic minority confidence

This is determined using questions in the Home Office Citizenship Survey which ask whether people from a black or minority ethnic background believe the CJS would treat them worse than people of other races

Victim and witness satisfaction

This is measured using BCS questions on victim and witness satisfaction with the CJS.

Latest Outturn

Baseline (BCS 2002/03): 39 per cent Target (BCS 2007/08): an increase Annual Outturn (BCS 2004/05): 43 per cent Latest outturn (Year to December 05): 44 per cent

ON COURSE

Baseline (HOCS 2001): 33 per cent Target (HOCS 2007): a decrease Annual Outturn (HOCS 2005): 31 per cent

ON COURSE

Baseline (BCS six months to March 2004): 58 per cent Target (BCS 2007/08): an increase Annual Outturn (BCS 2004/05): 59 per cent Latest outturn (Year to December 05): 59 per cent

This includes an estimate for the Hampshire & Isle of Wight areas.

Latest outturn (Year to December 05): Annual Outturn (BCS 2004/05): 59 per cent Target (BCS 2007/08): an increase 28 ber cent victim and witness satisfaction with the CJS. Baseline (BCS six months to March 2004): This is measured using BCS questions on Victim and witness satisfaction ON CONBSE treat them worse than people of other races ethnic background believe the CJS would Annual Outturn (HOCS 2005): 31 per cent whether people from a black or minority Target (HOCS 2007): a decrease Home Office Citizenship Survey which ask Baseline (HOCS 2001): 33 per cent This is determined using questions in the Ethnic minority confidence ON CONBSE 44 per cent crimes to Justice Latest outturn (Year to December 05): effective in bringing people who commit Annual Outturn (BCS 2004/05): 43 per cent whether the public believes the CJS is Target (BCS 2007/08): an increase British Crime Survey (BCS) which ask Baseline (BCS 2002/03): 39 per cent This is determined using questions in the Public confidence in the CJS **QA3HA** Latest Outturn Measures the Crown Prosecution Service.

29 per cent

Responsibility for the three reassurance elements of this target lies with the Home Office and

confidence in the criminal justice system, without compromising fairness. Reassure the public, reducing the fear of crime and anti-social behaviour, and building

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Target 2

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brought to justice1.

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QA3HA

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Measures

Latest Outturn

(Contributes to Criminal Justice System PSA)

is brought to justice to 1.25 million by 2007/08. Improve the delivery of justice by increasing the number of crimes for which an offender

Target 1

SR2004 PSA targets: performance table

This includes an estimate for the Hampshire & Isle of Wight areas

There was a slight downturn in performance over the latter part of 2005/06 but work continues with areas not meeting the targets to bring about performance improvements.

County courts (care centres): 45.9 per cent Magistrates' courts (Family Proceedings Courts): 56.1 per cent

:si 90/900g

In the current financial year to date (April 2005 to February 2006) the performance for

ON CONBSE

Latest Outturn

county courts (care centres) achieve 48 per cent and the magistrates' courts (Family Proceedings Courts) achieve 56 per cent.

Within 40 weeks by 10 per cent.

The target will be met if by 2009/10 the

By 2009/10, increase the proportion of care cases being completed in the courts within 40 weeks by 10 per cent.

Measures

40 weeks by 10 per cent.

By 2009/10, increase the proportion of care cases being completed in the courts within

Target 4

Baseline (2002/03): 70,200 Target: a reduction Latest outfurn (2004/05): 52,000

AHEAD

Latest Outturn

Reduce unfounded asylum claims

Measures

in the baseline year being 2002/03. (Joint target with Home Office)

Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration. The target will have been achieved if the number of unfounded asylum claims in the year 2007/08 is less than

Target 3

Target 3

Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration. The target will have been achieved if the number of unfounded asylum claims in the year 2007/08 is less than in the baseline year being 2002/03. (Joint target with Home Office)

Measures

Reduce unfounded asylum claims

Latest Outturn

AHEAD

Baseline (2002/03): 70,200 Target: a reduction

Latest outturn (2004/05): 52,000

Target 4

By 2009/10, increase the proportion of care cases being completed in the courts within 40 weeks by 10 per cent.

Measures

By 2009/10, increase the proportion of care cases being completed in the courts within 40 weeks by 10 per cent.

The target will be met if by 2009/10 the county courts (care centres) achieve 48 per cent and the magistrates' courts (Family Proceedings Courts) achieve 56 per cent.

Latest Outturn

ON COURSE

In the current financial year to date (April 2005 to February 2006) the performance for 2005/06 is:

County courts (care centres): 45.9 per cent Magistrates' courts (Family Proceedings Courts): 56.1 per cent

There was a slight downturn in performance over the latter part of 2005/06 but work continues with areas not meeting the targets to bring about performance improvements.

DCA Departmental Report 2005/06 | Performance in 2005/06

Target 5

To achieve earlier and more proportionate resolution of legal problems and disputes by:

- Increasing advice and assistance to help people resolve their disputes earlier and more effectively
- Increasing the opportunities for people involved in court cases to settle their disputes out of court
- Reducing delays in resolving those disputes that need to be decided by the courts.

Measures

Increasing advice and assistance to help people resolve their disputes earlier and more effectively;

Target will be achieved with a 5 per cent increase from 47.5 per cent to 49.9 per cent in the proportion of justiciable problems in respect of which people receive suitable advice and assistance;

Increasing the opportunities for people involved in court cases to settle their disputes out of court;

Target will be achieved with a 5 per cent reduction from 40.5 per cent to 38.5 per cent in the proportion of disputed claims in the courts that are ultimately resolved by a hearing;

Reducing delays in resolving those disputes which need to be decided by the courts.

Target will be achieved with a 2 per cent increase from 79.9 per cent to 81.5 per cent in the proportion of Small Claim hearings that take place within target time.

Latest Outturn

NOT YET ASSESSED

Achievement of this target is measured by the English and Welsh Civil and Social Justice Survey (formerly the National Periodic Survey of Justiciable Problems), which commences early in 2006. Results will be available from Spring 2006 and at quarterly intervals thereafter.

SLIPPAGE

41.3 per cent (February 2006) Performance was expected to remain 'flat' in 2005/06, with the impact of planned activities being delivered over 2006/07 and 2007/08.

Data is year to February for the preceding 12 months.

AHEAD

83.0 per cent (February 2006)
Data is year to February for the preceding 12 months.

Target will be achieved with a 2 per cent increase from 79.9 per cent to 81.5 per cent in the proportion of Small Claim hearings that take place within target time.

Reducing delays in resolving those disputes which need to be decided by the courts.

Target will be achieved with a 5 per cent reduction from 40.5 per cent in the proportion of disputed claims in the courts that are ultimately resolved by a hearing;

Increasing the opportunities for people involved in court cases to settle their disputes out of court;

Target will be achieved with a 5 per cent increase from 47.5 per cent to 49.9 per cent in the proportion of justiciable problems in respect of which people receive suitable advice and assistance;

Increasing advice and assistance to help people resolve their disputes earlier and more effectively;

NOT YET ASSESSED

Latest Outturn

12 months.

AHEAD

12 months.

and 2007/08.

SLIPPAGE

Data is year to February for the preceding

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Performance was expected to remain 'flat'

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Justice Survey (formerly the National

Achievement of this target is measured by the English and Welsh Civil and Social

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41.3 per cent (February 2006)

quarterly intervals thereafter.

Measures

- out of court
 Reducing delays in resolving those disputes that need to be decided by the courts.
- Increasing the opportunities for people involved in court cases to settle their disputes
- To achieve earlier and more proportionate resolution of legal problems and disputes by:

 Increasing advice and assistance to help people resolve their disputes earlier and

Target 5

Chapter 3: Reducing crime and anti-social behaviour





Chapter 3: Reducing crime and anti-social behaviour

DCA's role

- **3.1** As part of the wider Criminal Justice System (CJS), we continue to drive forward the reform of courts and associated processes, focussing on the needs of the law-abiding citizen.
- **3.2** We are making sure that the courts are efficient, robust and command the respect of the public, providing confidence that the system will fight crime effectively.
- **3.3** For people to have confidence and trust in the system, justice must be seen to be done. Those in communities that suffer the most from crime must be shown that justice can be achieved.
- **3.4** Our responsibilities include making improvements in the efficiency and effectiveness of the courts and improving the enforcement of criminal penalties, whilst delivering for victims and witnesses, jurors, professional users of the courts and the public.

Joined up

- **3.5** DCA is one of three departments jointly responsible for the CJS. We share this responsibility with the Home Office, which oversees the Police and the National Offender Management Service (Prison Service and Probation Service) and the Office of the Attorney General, which oversees the Crown Prosecution Service, the Serious Fraud Office and the Revenue and Customs Prosecutions Office.
- 3.6 The Government body responsible for co-ordinating the efforts of these departments and agencies is the Office for Criminal Justice Reform (OCJR). OCJR is a cross-departmental organisation with staff from, and reporting to, ministers in all three government departments. OCJR drives forward improvements set out by the National Criminal Justice Board (NCJB), which is made up of ministers and senior officials.

- 3.7 The NCJB provides co-ordination at central Government level, with Local Criminal Justice Boards (LCJBs) providing the co-ordinated force to fight crime within each CJS area (see www.cjs.gov.uk for a description and links to how these local boards work in each of 42 local criminal justice areas in England and Wales).
- 3.8 The role of the LCJBs is to deliver, locally, the CJS Public Service Agreement (PSA) targets around narrowing the justice gap and improving levels of public confidence in the CJS as well as a number of supporting measures. The boards are made up of chief officers from the police, courts, CPS, probation service, prison service and youth offending teams. The line of accountability in addition to that of the individual agencies is to the NCJB.
- 3.9 The role of the DCA in the CJS is to ensure the fair, efficient and effective delivery of justice through the courts. We can only make our contribution effectively if we do it jointly with the other agencies and departments. The executive agency of DCA responsible for administration and management of the courts is Her Majesty's Courts Service (HMCS), established in April 2005 to create a single, comprehensive national service from the former Court Service and the 42 individual Magistrates' Courts Committees.

Efficient and effective courts inspiring confidence

- **3.10** We provide a public service which must meet the expectations of its customers, whether they be victims, witnesses, defendants, jurors or members of the public. In order to achieve this, we must ensure that the court system can be relied upon to deal with cases fairly, speedily and efficiently.
- **3.11** When trials collapse or cases drag on for months, public confidence in the system is undermined. Victims of crime and the public both want to see timely justice. Witnesses and jurors do not want to be called back to court time and again. Defendants need to get on with their lives or begin their punishment and reparation. Nobody is served by court processes that are slow and inefficient.

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3.4 Our responsibilities include making improvements in the efficiency and effectiveness of the courts and improving the enforcement of criminal penalties, whilst delivering for victims and witnesses, jurors, professional users of the courts and the public.

3.3 For people to have confidence and trust in the system, justice must be seen to be done. Those in communities that suffer the most from crime must be shown that justice can be achieved.

3.2 We are making sure that the courts are efficient, robust and command the respect of the public, providing confidence that the system will fight crime effectively.

3.1 As part of the wider Criminal Justice System (CJS), we continue to drive forward the reform of courts and associated processes, focussing on the needs of the law-abiding citizen.

DCA's role

taken into consideration. the possession of cannabis, or an offence penalty notice, a caution, a formal warning for crime it there is a charge summons, a fixed target. A sanction detection is claimed for a by 2007/08 which will help to meet the UBIJ implies a sanction detection rate of 25 per cent offences to justice by 2007/08; this target also delivery of justice by bringing 1.25 million 3.19 The CJS has a PSA target to improve the Bringing more offences to justice

offences brought to justice (OBIJ). shared CJS aim to increase the number of ancy brogrammes have also assisted in our end of March 06 target of 23 per cent). Overall quarter to end of February 2006 (against an September 2002) to 20.9 per cent to rolling reduced from 30.9 per cent (baseline magistrates' courts ineffective trials have March 06 target of 17 per cent). In the to end of February 2006 (against an end of in August 2002) to 12.5 per cent rolling quarter Court has improved from 24 per cent (baseline Ineffective trial rate performance in the Crown Crown Court and the magistrates' courts. driving down ineffective trial rates in both the 3.18 These programmes have contributed to

completion before the end of 2006. so far and the remainder are on course for been completed in fifteen criminal justice areas reviews of the framework implementation have across their areas. Post implementation completed implementation of their CCMFs 3.17 All criminal justice areas have now

and improve victim and witness satisfaction. in the number of offences brought to justice Lyiz in turn will produce a corresponding rise unnecessary adjournments or ineffective trials. broperly prepared before a hearing, reducing now geared up to ensure that cases are requirement for case progression. Areas are Hules were introduced, providing a legislative 3.16 In April 2005 the Criminal Procedure

case progression officer. case progression function and the role of the (updated in April 2005) which introduced the Management Framework (CCMF) in July 2004 Home Office jointly issued the Criminal Case Attorney General and Minister of State for the The Lord Chief Justice, Lord Chancellor, progression has become increasingly important. management and in particular for active case 3.15 The requirement for good case Effective trial management

successfully brought to justice. witness confidence as they see more offences aims, in turn, helps to improve victim and advance of the trial date. Success in these necessary case management is complete in an inetrective that by ensuring that all Trial Management, which minimises the risk of before the case comes to court, and Effective defendant is charged with the right offence qızcouţiungucez p\ making certain the of the charging initiative, which reduces in court when needed. This supports the aims ineffective trials caused by witnesses not being witness attendance, reducing the number of ofher: 'No Witness, No Justice' improves 3.14 Each of these initiatives builds on the

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deliver a consistent programme of change. initiatives that work together to develop and The Programme brings together three key the whole of the criminal justice process right. drive to reform the CJS, focusing on getting 3.13 CCMP is an important step forward in our Programme (CCMP) The Criminal Case Management

against performance targets. ineffective trials and to measure our progress brocesses, to reduce the wastage caused by measures to improve the efficiencies of court develop new proposals and implement justice agencies, we have been working to 3.12 In collaboration with the other criminal 3.12 In collaboration with the other criminal justice agencies, we have been working to develop new proposals and implement measures to improve the efficiencies of court processes, to reduce the wastage caused by ineffective trials and to measure our progress against performance targets.

The Criminal Case Management Programme (CCMP)

3.13 CCMP is an important step forward in our drive to reform the CJS, focusing on getting the whole of the criminal justice process right. The Programme brings together three key initiatives that work together to develop and deliver a consistent programme of change.

- The charging initiative focuses on the criminal process pre-court, building a strong case with the right charge from the start and therefore minimising discontinuances (where the CPS decide not to continue to prosecute the case)
- Effective trial management builds on these cases involving case preparation and progression; ensuring trials go ahead as planned and reducing the number of ineffective trials (when a hearing is cancelled on the day it was due to go ahead and has to be delayed to a later date)
- The 'No Witness, No Justice' initiative gives each witness a dedicated officer whose responsibility it is to ensure that the witness is kept informed of developments and attends trial as required. It has so far has seen the witness attendance rate increase from 78 per cent to 85 per cent as of the end of December 2005.
- **3.14** Each of these initiatives builds on the other: 'No Witness, No Justice' improves witness attendance, reducing the number of ineffective trials caused by witnesses not being in court when needed. This supports the aims of the charging initiative, which reduces discontinuances by making certain the defendant is charged with the right offence before the case comes to court, and Effective Trial Management, which minimises the risk of an ineffective trial by ensuring that all necessary case management is complete in advance of the trial date. Success in these aims, in turn, helps to improve victim and witness confidence as they see more offences successfully brought to justice.

Effective trial management

3.15 The requirement for good case management and in particular for active case progression has become increasingly important. The Lord Chief Justice, Lord Chancellor, Attorney General and Minister of State for the Home Office jointly issued the Criminal Case Management Framework (CCMF) in July 2004 (updated in April 2005) which introduced the case progression function and the role of the case progression officer.

- 3.16 In April 2005 the Criminal Procedure Rules were introduced, providing a legislative requirement for case progression. Areas are now geared up to ensure that cases are properly prepared before a hearing, reducing unnecessary adjournments or ineffective trials. This in turn will produce a corresponding rise in the number of offences brought to justice and improve victim and witness satisfaction.
- **3.17** All criminal justice areas have now completed implementation of their CCMFs across their areas. Post implementation reviews of the framework implementation have been completed in fifteen criminal justice areas so far and the remainder are on course for completion before the end of 2006.
- **3.18** These programmes have contributed to driving down ineffective trial rates in both the Crown Court and the magistrates' courts. Ineffective trial rate performance in the Crown Court has improved from 24 per cent (baseline in August 2002) to 12.5 per cent rolling quarter to end of February 2006 (against an end of March 06 target of 17 per cent). In the magistrates' courts ineffective trials have reduced from 30.9 per cent (baseline September 2002) to 20.9 per cent to rolling quarter to end of February 2006 (against an end of March 06 target of 23 per cent). Overall such programmes have also assisted in our shared CJS aim to increase the number of offences brought to justice (OBTJ).

Bringing more offences to justice

3.19 The CJS has a PSA target to improve the delivery of justice by bringing 1.25 million offences to justice by 2007/08; this target also implies a sanction detection rate of 25 per cent by 2007/08 which will help to meet the OBTJ target. A sanction detection is claimed for a crime if there is a charge summons, a fixed penalty notice, a caution, a formal warning for the possession of cannabis, or an offence taken into consideration.

* Supporting Magistrates Courts to Provide Justice, cm6681 November 2005 www.official-documents.co.uk/document/cm66/6681/6681.pdf

3.20 Provisional figures for the year to the end of December 2005 show that 1.267 million offences were brought to justice in England and Wales, up 26 per cent on the baseline figure. In addition at the end of December 2005 the sanction detection rate was at 23.2 per cent.

3.21 A key element of the strategy for bringing more offences to justice is the drive to increase the sanction detection rate by providing targeted support to help forces deliver improved sanction detection performance. More specifically this will be achieved through increased recording efficiency and sharing of best practice knowledge as well as by helping police forces to develop generic and crime specific investigation standards. The sanction detection rate for 2005/06 will be published in July 2006.

3.22 This target continues to ensure that the public has confidence in the CJS and that victims and witnesses will receive a consistently high standard of service from all criminal justice agencies.

Criminal Justice: Simple, Speedy, Summary (CJSSS)

3.23 Summary justice refers to offences that can only be tried in magistrates' courts as opposed to offences that must be dealt with in the Crown Court or may be dealt with in either the magistrates' courts or in the Crown Court. All criminal cases in England and Wales are initiated in magistrates' courts and about 95 per cent are resolved there, although not all of these will be summary-only offences (many will be either-way cases which could also be tried in the Crown Court). We have made progress in increasing the efficiency of magistrates' courts and the average time taken to dispose of a case has improved from 33 days in September 2004 to 30 days in September 2005. We aim to continue this trend and increase efficiency still further. We are continuing to bring more offences to justice however, and this means increasing the amount of work dealt with in magistrates' courts, so our aim is to minimise the impact this increase in workload has on the efficiency of the courts.

3.24 The DCA is working with the other criminal justice departments on the Speedy, Simple, Summary programme. This CJSSS work is considering a range of timeliness and efficiency issues, which include both improved

processes and diverting certain types of low-level offences from the magistrates' courts. This enables the courts to concentrate on more serious cases. Our aim is to ensure that guilty pleas are identified and dealt with at the earliest opportunity and not-guilty plea cases proceed to an effective trial date with the fewest possible hearings, so that the resources of the court are used to the best effect.

Supporting magistrates to provide justice

3.25 The Supporting Magistrates to Provide Justice Programme was launched by the Lord Chancellor in 2004 to find improvements to the way magistrates' courts operate. It began with a major communications exercise, in which we asked all those that work in and with magistrates' courts what could be done to improve the performance of the courts and public confidence in them. Following 2,300 responses, the Supporting Magistrates' Courts to Provide Justice² White Paper was published in November 2005. This paper reviewed our progress since the communications exercise and set out the Government's plans for making magistrates' courts better connected to their communities, more respected and more effective. As well as measures to improve efficiency and timeliness in magistrates' courts, these include new enforcement measures, community justice pilots, specialist courts, the recruitment and retention of magistrates and improvements for victims, witnesses and jurors.

Focussed on customers

3.26 Our aim is to put the public at the heart of what we do, so that victims, witnesses and jurors feel confident in the system. The continued effectiveness of the court system relies on their contribution and we recognise the need to provide greater customer focus.

Victims and witnesses

3.27 Improving the CJS experience for victims and witnesses is a Government priority. We invested more than £3 million in 2005/06 in improving accommodation facilities at courts for victims and witnesses. Local areas have used the money to improve safety and comfort. Funding was also provided to every local area specifically for improving facilities for child witnesses.

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3.37 The enforcement programme has already successfully delivered against key milestones and continues to take forward a challenging range of work. Improved information sharing arrangements have been introduced with other arrangement departments and agencies to aid Government departments and agencies to aid

3.36 HMCS has an enforcement programme in place to deliver sustained improvement in both civil and criminal enforcement performance within the 42 HMCS court areas in England and Wales. It aims to ensure a joined-up approach to delivering an effective enforcement process, and send a clear message to offenders that the orders of the court must be respected. The intention is that by 2008, rigorous enforcement intention is that by 2008, rigorous enforcement and orders of the court, resulting in an increase and orders of the court, resulting in an increase in public confidence in the CJS and the reinvigoration of fines as a credible penalty.

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3.34 The effective use and enforcement of penalties, both financial and non-financial, is crucial to maintaining confidence in the CJS (PSA2). Increasing public confidence ensures that victims and witnesses are more willing to engage with the courts system, and that the public as a whole feels more protected. Offenders realise that they cannot ignore the orders of the court. If the justice system is to be respected, sentences and court orders must be complied with.

Building confidence and respect for the CJS through enforcement

3.33 We confinue to improve facilities provided to jurors, investing a further £1 million in this in 2005/06. Local areas have used this money to improve the ambience in juror areas. Improvements include purchasing large screen displays, comfy seating, bookcases, pictures, lockers, games, videos, books and redecorating deliberation rooms and juror assembly areas.

3.32 All information provided to jurors has been updated and simplified to present a clear, easy to follow description of jury service. This includes a video and literature provided to jury service. Information is currently available in English and Welsh. We aim to provide Braille, large print and audio versions in 2006/07.

Improving the juror experience 3.31 Juror needs are of the highest importance, reflecting our belief that jury service is one of the most important civic duties a person can be asked to perform. In light of this, we are working to improve the experience of jurors from receiving the summons to completion of their service.

3.30 Also in 2005 we introduced witness liaison officers in all courts to act as a contact point for information and published an employee handbook for all staff who have a responsibility in supporting victims and witnesses.

3.29 We are piloting a DVD in Nottingham for victims and prosecution/defence witnesses, which will provide the information on what to expect at court when they go to give evidence. The DVD has an alternative translation in Hindi to provide information to BME groups from the Asian community. The pilot evaluation report will measure how effective the DVD has been in meeting consumer needs and thereby

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- **3.35** Given the cross-CJS nature of enforcement, we must work closely with other Government departments and criminal justice agencies in order to drive up enforcement performance. We aim to build public confidence in the CJS by demonstrating that court orders will be enforced and that justice is being done - fines must be paid, community penalties must be enforced and attendance at court must be seen as compulsory. If enforcement performance is maintained at a sufficiently high level, it will have a positive effect on public confidence in the CJS as a whole. We are working in partnership with the judiciary, the Home Office, OCJR, the police, the National Probation Directorate, the National Offender Management Service, Department for Work and Pensions (DWP) and LCJBs to ensure that there is a co-ordinated approach to enforcement.
- 3.36 HMCS has an enforcement programme in place to deliver sustained improvement in both civil and criminal enforcement performance within the 42 HMCS court areas in England and Wales. It aims to ensure a joined-up approach to delivering an effective enforcement process, which will uphold the authority of the courts and send a clear message to offenders that the orders of the court must be respected. The intention is that by 2008, rigorous enforcement will revolutionise compliance with sentences and orders of the court, resulting in an increase in public confidence in the CJS and the reinvigoration of fines as a credible penalty.
- **3.37** The enforcement programme has already successfully delivered against key milestones and continues to take forward a challenging range of work. Improved information sharing arrangements have been introduced with other Government departments and agencies to aid

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identification of previously hard-to-trace defaulters. Court enforcement teams now have access to DWP's Customer Information System, the police national computer and police photographs of fine defaulters as well as the Equifax credit reference agency database.

Fine enforcement

- **3.40** Significant progress has been made to raise the profile of court fines as an effective penalty. The 2004/05 national fines payment rate was 80 per cent, exceeding our national headline performance target for the year of 78 per cent.
- **3.41** The 2005/06 national fines payment rate target of 81 per cent remains achievable but challenging. The latest (April 05 February 06 year-to-date) payment rate stands at 83 per cent, an encouraging overall position, indicating that the focus on enforcement continues to deliver results.
- **3.42** To secure and maintain improvements in the enforcement performance, the programme continues to provide target-led support to areas as required, in particular to the six 'big impact' metropolitan areas (Thames Valley, London, Merseyside, Manchester, Birmingham and West Yorkshire).
- 3.43 Nationally co-ordinated 'Operation Payback' fines blitzes have been a resounding success with nearly £4.5 million in unpaid financial penalties recovered. The success of these initiatives has resulted in closer working with the police and other criminal justice agencies as well as a high level of positive publicity. The latest national blitz, 'Operation Payback 3', ran in October 2005 and had a positive impact of more than £2 million on the payment rate.
- 3.44 The programme continues to examine new ways of enforcement, in addition to making the most effective use of existing methods. A feasibility study looking at telephone fines collection has been completed and work is underway on examining how best to use the private sector. Text messaging was used during Operation Payback 3 to contact defaulters, resulting in three-quarters of recipients paying up immediately the programme is consequently looking at ways of expanding its use.
- **3.45** Ministers have agreed a national payment rate target of 83 per cent for 2006/07.

Community penalties

- **3.46** Community Penalty Breach Warrant execution performance has significantly improved over the past year but more remains to be done. The CJS Community Penalty Enforcement Group has a cross-agency delivery plan in place to drive up performance across the process and we are involved in the provision of targeted support to improve performance in poorer performing areas.
- 3.47 A joint protocol has been introduced to improve the listing and notification of hearings and a 'fast track' process focusing on getting high-risk offenders back to court quickly and efficiently has been rolled out. HMCS has also introduced the COMET (Community Penalty Enforcement Tracker) case tracker to allow areas to better manage cases and provided court enforcement staff with access to a number of databases (including the police national computer, Equifax and DWP's customer information system database) which enable the better tracing and location of offenders.

Fail to Appear (FTA) warrants

- **3.48** Defendant non-attendance is one of the main reasons for ineffective trials, leading to distress and inconvenience for victims and witnesses, delays in justice, wasted resources and undermining public confidence. The Defendant Attendance Steering Group, chaired by OCJR and reporting to the NCJB, is co-ordinating the concerted efforts of the criminal justice agencies to tackle the problem.
- **3.49** HMCS has a target for courts to notify 90 per cent of FTA warrants to the police within one working day and 100 per cent within three working days. Following the introduction of secure email for warrant notification, most areas are now performing at, or close to, target levels. Current performance (December 2005 data) is at 85 per cent on the one-day target and 97 per cent on the three-day target.

Courts Act

3.50 Rollout of the new package of enforcement measures contained in the Courts Act 2003 were completed in March 2006. These include: wider use of Attachment of Earnings and Deduction from Benefit orders; the appointment of fines officers; a new offence for non-provision of means information; further use of clamping; registration on the new Register of Judgements and, for those who are genuinely unable to pay, the discharge of fines through Fines Payment Work.

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3.59 The provision of Legal Aid plays a central role in the CJS in ensuring that people accused of a crime receive a proper defence and so a fair hearing. Criminal Defence Service (CDS)

Legal aid in the CJS

3.58 In December 2005 the Lord Chancellor and the Lord Chief Justice launched dedicated drug court pilots in Leeds and West London. We aim to complete evaluation in the summer of 2007. The results will inform decisions about roll-out.

Drug courts

3.57 Drug dependency is often the major factor in driving offending behaviour, and evidence shows that close review of drug treatment by sentencers plays a significant treatment by sentences of the major.

conta, but in all magistrates' courts. not just in the anti-social behaviour response eusnie these standards become embedded local issues and concerns. Work is ongoing to and court staff are fully trained and aware of witness care; and ensuring that magistrates cases swiftly and efficiently; providing high level closely with other CJS agencies; dealing with improving service delivery through working liftering, misuse of fireworks and thuggery, while to dealing with local disorder such as graffiti, England and Wales. These courts are committed in 31 criminal justice areas spread throughout anti-social behaviour response courts based anti-social behaviour. There are now 157 3.56 Courts have a key role to play in tackling Anti-social behaviour response courts

3.55 We are developing a Community Justice Initiative within Salford Magistrates' Court (launched in November 2005). This is looking at magistrates' court system. DCA will be working with other CJS partners to take the working with other CJS partners to take the lessons learned from these projects to other areas of England and Wales.

meetings at the centre mean that sentences provide punishment combined with help for the underlying causes of offending such as drug addiction, housing, debt or education problems. Each of the services at the centre is available to anyone within the community, not just offenders. Volunteer mentors are recruited from the local area to support offenders and help the local area to support offenders and help them regain a place within the community.

sentenced the same day: multi-agency that an offender can be arrested and to the community. On-site provision means qikectly to the court, sending a strong message offenders who do not turn up and bring them community. They are also on hand to pick up where it is needed most, at the heart of the community support officers provide a presence broblems. The centre's on-site police and the centre's judge and his team to explain their communities. Local people are able to meet connected to and informed by local brovides speedier, more simple Justice, sug peloud means that community justice start of a problem right through to resolution 3.54 Teamworking between agencies from the

Community justice3.53 DCA has been working with the Home Offlice and the Crown Prosecution Service to provide the first Community Justice Centre in Morth Liverpool. The centre brings a courtroom, the criminal justice agencies and voluntary service providers together in one building in the heart of the community, working with local people to tackle local problems.

3.52 While it is crucially important to ensure that court orders are complied with, it is also important that this compliance is visible.

Justice must be seen to be done if we are to continue to build confidence in the CJS. Some drug-related crime, others by anti-social drug-related crime, others by anti-social behaviour. It is important that we work with these communities, not only to tackle these crimes, but also to ensure that the penalties are visible. The renewed focus on the enforcement of community penalties contributes to this aim, but the last year has seen the introduction of put the last year has seen the principle of

Working in the community

National enforcement service 3.51 Ministers have approved the introduction of the 'national enforcement service' model. A regional pathfinder began in the North West implementation from 2007/08. Building upon existing enforcement structures, rather than establishing a new organisation, the objective is to maximise the effectiveness of all those involved in compliance and CJS enforcement to produce a service that is highly visible, to produce a service that is highly visible,

National enforcement service

3.51 Ministers have approved the introduction of the 'national enforcement service' model. A regional pathfinder began in the North West Region of HMCS in April 2006, with a view to implementation from 2007/08. Building upon existing enforcement structures, rather than establishing a new organisation, the objective is to maximise the effectiveness of all those involved in compliance and CJS enforcement to produce a service that is highly visible, professional and collaborative.

Working in the community

3.52 While it is crucially important to ensure that court orders are complied with, it is also important that this compliance is visible.

Justice must be seen to be done if we are to continue to build confidence in the CJS. Some communities are blighted by the problems of drug-related crime, others by anti-social behaviour. It is important that we work with these communities, not only to tackle these crimes, but also to ensure that the penalties are visible. The renewed focus on the enforcement of community penalties contributes to this aim, but the last year has seen the introduction of pilot initiatives to take the principle of community justice further.

Community justice

3.53 DCA has been working with the Home Office and the Crown Prosecution Service to provide the first Community Justice Centre in North Liverpool. The centre brings a courtroom, the criminal justice agencies and voluntary service providers together in one building in the heart of the community, working with local people to tackle local problems.

3.54 Teamworking between agencies from the start of a problem right through to resolution and beyond means that community justice provides speedier, more simple justice, connected to and informed by local communities. Local people are able to meet the centre's judge and his team to explain their problems. The centre's on-site police and community support officers provide a presence where it is needed most, at the heart of the community. They are also on hand to pick up offenders who do not turn up and bring them directly to the court, sending a strong message to the community. On-site provision means that an offender can be arrested and sentenced the same day: multi-agency

meetings at the centre mean that sentences provide punishment combined with help for the underlying causes of offending such as drug addiction, housing, debt or education problems. Each of the services at the centre is available to anyone within the community, not just offenders. Volunteer mentors are recruited from the local area to support offenders and help them regain a place within the community.

3.55 We are developing a Community Justice Initiative within Salford Magistrates' Court (launched in November 2005). This is looking at ways of bringing the concept into the wider magistrates' court system. DCA will be working with other CJS partners to take the lessons learned from these projects to other areas of England and Wales.

Anti-social behaviour response courts

3.56 Courts have a key role to play in tackling anti-social behaviour. There are now 157 anti-social behaviour response courts based in 31 criminal justice areas spread throughout England and Wales. These courts are committed to dealing with local disorder such as graffiti, littering, misuse of fireworks and thuggery, while improving service delivery through working closely with other CJS agencies; dealing with cases swiftly and efficiently; providing high level witness care; and ensuring that magistrates and court staff are fully trained and aware of local issues and concerns. Work is ongoing to ensure these standards become embedded not just in the anti-social behaviour response courts, but in all magistrates' courts.

Drug courts

3.57 Drug dependency is often the major factor in driving offending behaviour, and evidence shows that close review of drug treatment by sentencers plays a significant role in successful rehabilitation.

3.58 In December 2005 the Lord Chancellor and the Lord Chief Justice launched dedicated drug court pilots in Leeds and West London. We aim to complete evaluation in the summer of 2007. The results will inform decisions about roll-out.

Legal aid in the CJS

3.59 The provision of Legal Aid plays a central role in the CJS in ensuring that people accused of a crime receive a proper defence and so a fair hearing. Criminal Defence Service (CDS)

funding enables people to defend themselves against criminal accusations, where the interests of justice requires, at public expense. This is important, since people need to be confident not only that those who have committed offences are brought to justice, but also that those who are not found guilty, are acquitted.

- **3.60** We have continued to develop proposals aimed at halting the rising costs of criminal legal aid and preventing any negative impact on the civil legal aid budget, which is used in the wider fight to tackle disadvantage and social exclusion.
- **3.61** The Fundamental Legal Aid Review, announced in May 2004, was tasked with reforming the provision of legal aid to ensure that it was fair to defendants, fair to taxpayers and fair to providers.
- **3.62** The Review's conclusions were set out in *A Fairer Deal for Legal Aid*. These included a range of recommendations to improve the fit between the provision of legal aid and the operation of the CJS:
- tackling high cost cases
- closer working between courts and the CDS to reduce wasted time and money
- getting more early criminal case disposals
- increasing value for money in purchasing criminal legal aided service.
- **3.63** A number of projects arising from these recommendations are now being taken forward. These include:
- extending the entitlement to remand privileges to the point of sentence for those entering an early guilty plea
- allowing discussions between duty prosecutors and defence practitioners around the point of charge
- enabling more effective prison legal visits.
- **3.64** A Fairer Deal for Legal Aid also announced that Lord Carter of Coles would review procurement of criminal defence services. Lord Carter's interim report, published in February 2006, set out underlying principles for the

procurement of publicly-funded advice and representation in criminal cases, and outlined schemes for delivering those principles.

3.65 To ensure that we continually improve the way high cost cases are managed, key players from across the CJS have a seat on the 'Very High Cost Case Review Board' set up in 2005. The board examines the reasons why cases have taken so long to try, and consumed so many resources, and agrees ways that the control and management of these cases can be improved.

Criminal Defence Service Act 2006

3.66 In the 2005 Queen's Speech, it was announced that DCA intended to bring forward legislation to reform the CDS and make better use of legal aid resources. The resultant CDS Bill, which received Royal Assent in March 2006, will facilitate the introduction of a new financial eligibility test for criminal legal aid, as well as transfer responsibility for the grant of representation from the courts to the LSC.

- **3.67** Implementation of the provisions under the CDS Act will:
- ensure that those who can afford to pay for their own criminal defence costs are made to do so
- achieve greater consistency and more effective control over the grant of criminal legal aid representation
- focus the limited resources available for funding more closely on those who need them most
- deliver estimated savings of £35 million a year in the magistrates' courts alone.

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Chapter 4: Speeding up asylum and immigration appeals





Chapter 4: Speeding up asylum and immigration appeals

DCA's role

- **4.1** The Government continues its drive to improve the UK's asylum and immigration laws by promoting a 'managed-migration' process and tackling abuses of the system. We have supported this initiative by developing a robust and efficient asylum and immigration appeals system, whilst maintaining our commitment to ensure a more flexible and quality-focussed service.
- **4.2** The launch of the Asylum and Immigration Tribunal (AIT) in April 2005 has significantly improved overall performance and the speed of processing appeals. This has led to faster integration of genuine asylum seekers, helped to deter unfounded asylum applications and dealt with failed asylum seekers more swiftly.
- 4.3 With the Government's focus firmly on the promotion of controlled legal migration, our priority is to further speed up the asylum and immigration appeals system, as part of delivering a fair, effective and efficient migration process.

Speeding up asylum and immigration appeals

Spending Review 2002 PSA Target 5

4.4 PSA Target 5 for the Spending Review 2002 period (shared with the Home Office) is to:

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

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

- 4.5 DCA contributes directly to the aim of "a proportion, including final appeal, are decided within six months."
- 4.6 For the year ending March 2004, the target was 60 per cent. This was surpassed, with 64 per cent of applications being decided within
- 4.7 For the year ending March 2005 the target was 65 per cent. In total, 67 per cent of applications were decided within six months.
- 4.8 For the year ending March 2006, the proportion target is 75 per cent. Final performance figures will be available from October 2006.

Spending Review 2004 PSA Target 3

4.9 PSA Target 3 for the Spending Review 2004 period (joint with the Home Office) is to:

"Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration. The target will have been achieved if the number of unfounded asylum claims in the year 2007-08 is less than in the baseline year being 2002-03".

The Asylum and Immigration Tribunal (AIT)

- **4.10** We have achieved a major milestone over the last year in the reformation of the asylum and immigration appeals service. We have supported the Government's aims of curbing the abuse of the asylum and immigration system and improving the efficiency and quality of this service by introducing a streamlined process of appeal, a system of higher court oversight and new legal aid arrangements.
- **4.11** Since introducing the new legislative changes, we have:
- significantly reduced timescales for asylum appeals
- ensured both asylum seekers and immigrants have access to legal and other support
- introduced a review and benefits evaluation of the AIT to assess current performance and facilitate the tribunal's future development.

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DCA's role

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3 "Controlling our borders: making migration work for Britain - five year strategy for asylum and immigration (February

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4.15 Working jointly with the Home Office, we:

4.14 The five-year strategy for asylum and immigration³, announced in February 2005 underpins the Department's reform of the appeals system. In line with the Government's agends, we have continued to build on the successes of our joint programme of work with the Home Office on asylum and managed migration.

Further reforms

 the Home Office has sped up the processing of initial decisions in the north west of England and rolled out two elements of a 'new asylum model' in Liverpool and Croydon. As a result, the LSC has created a rota scheme for applicants in Liverpool and provided a list of suppliers to applicants in Croydon to improve the acquisition of legal advice.

 the LSC is piloting regular on-site advice surgeries to individuals who are detained in immigration removal centres. The pilot is expected to last for six months from December 2005

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4.13 Legal sid reforms have been introduced to continue to deliver access to justice more effectively as part of our reforms in the immigration and asylum tribunal appellate structure. Achievements this year include:

Asylum Legal Aid

4.12 The Tribunals Service is a new executive agency launched in April 2006. It is made up of the 16 tribunals already within DCA, plus five further tribunals to be transferred in from other Government departments in the coming years. The AIT is the largest of the DCA tribunals. The bringing together of the largest central Government tribunals will allow the AIT to further develop best practice models, to further develop best practice models, be further the analysis of the shared resources and deliver shared benefits to users.

Tribunals Service

centres and hearing centres.

 additional staff have been employed to deal with the initial stage of the recovery, recording all appeals and issuing a notice of receipt to all appellants by the end of December 2005

 a recovery project team has been set up to ensure systems are in place to deal with this work and communicate to stakeholders, judiciary and other AIT staff

4.11 Due to increased workloads from the embassies and a change in procedures, there have been delays to overseas appeal cases. We have been working within AIT and with both Ukvisas and the Immigration and Mationality Directorate to resolve this. Measures include:

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- other work has been redeployed to support centres and hearing centres.

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- the Immigration and Asylum Accreditation Scheme came into force in August 2005.
 This ensures that those seeking legal advice on immigration and asylum receive a high quality service
- the LSC has established a fast track scheme to ensure that prompt, competent and independent legal services are available to detained asylum applicants at Yarl's Wood Detention Centre. The LSC has a duty representative scheme that provides clients in the process with early advice and representation at both Yarl's Wood and Harmondsworth Detention Centres.
- the LSC is piloting regular on-site advice surgeries to individuals who are detained in immigration removal centres. The pilot is expected to last for six months from December 2005
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Further reforms

- **4.14** The five-year strategy for asylum and immigration³, announced in February 2005 underpins the Department's reform of the appeals system. In line with the Government's agenda, we have continued to build on the successes of our joint programme of work with the Home Office on asylum and managed migration.
- **4.15** Working jointly with the Home Office, we:
- have introduced measures to allow the service of appeal determinations by the Home Office through personal service⁴.

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- are contributing to the development of a new asylum model. Under this model, specialist caseworkers will deal with asylum claims from initial application through to integration or removal. Our role is to ensure the appeals process is fully incorporated in to the new scheme.
- have introduced a fast track process for single females at Yarl's Wood Detention Centre together with Harmondsworth and Oakington facilities.
- are supporting provisions in the Immigration, Asylum and Nationality (IAN) Bill 2005 which pave the way for the introduction of a pointsbased system for immigration.

Future programme of work

- **4.16** The launch of the Tribunals Service in April 2006 will help us to meet the expectations of our customers by allowing us to develop our business capabilities. Feedback from the AIT Continuous Improvement Review and customer surveys will also help us to improve efficiency and effectiveness. We intend to provide a fully integrated case management and electronic filing and document solution for the AIT.
- **4.17** In partnership with the Home Office, and in line with joint PSA commitments, we will implement a framework for asylum cases which supports the new model for asylum processing. Working with UKvisas, we will explore ways of streamlining the entry clearance appeals process and introduce a more effective system for tribunal users.
- **4.18** We will also investigate concerns of a shortfall in publicly funded immigration and asylum legal advice as well as predicting future need.

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Chapter 5: Protecting the vulnerable





Chapter 5: Protecting the vulnerable

DCA's role

- **5.1** DCA's role is to ensure that vulnerable people can exercise their rights and solve their problems, and enable the courts to provide necessary protection. We continue to promote our human rights agenda throughout the UK and are protecting individuals rights through ensuring that their civil issues are resolved in the most efficient and effective way possible.
- 5.2 Children involved in care proceedings are among the most vulnerable groups in society. Our aim is to provide a speedier resolution of issues affecting their future. In order to achieve this, DCA is working closely with the Department for Education and Skills (DfES), Children and Family Court Advisory and Support Service (CAFCASS), LSC, local authorities and other agencies to reduce unnecessary delays in care proceedings.
- **5.3** We are also working on ways to protect victims of domestic violence and people who lack mental capacity.

Relationship breakdown

- **5.4** The Green Paper Parental Separation: Children's Needs and Parents Responsibilities⁵ published in July 2004, set out reforms to the family justice system to improve outcomes for children whose parents are separating. The 'Next Steps' document, was issued in January 2005 by The Secretary of State for Constitutional Affairs, The Secretary of State for Education and Skills and The Secretary of State for Trade and Industry. It sets out which proposals will be taken forward. DCA is working with the DfES, CAFCASS and the LSC to deliver the proposals.
- 5.5 The Government's plans include improvements to the information available to parents and greater use of alternative dispute resolution mechanisms such as mediation and conciliation before or at the start of court proceedings. The Government intends to promote these methods as better ways to reach agreement than through contested court hearings. Other aspects of the programme are:
- The Children and Adoption Bill. This began its Parliamentary passage in June 2005. If enacted, it will give the courts more flexible powers to facilitate child contact and enforce contact orders made under the Children Act 1989

- revised forms were introduced in January 2005 which are designed to identify allegations of harm as early as possible in the court process. Their impact and effectiveness are currently being evaluated
- DfES has published revised 'parenting plans' to help parents to agree contact arrangements
- CAFCASS is making changes to its practices by moving away from report writing to problem solving. Around 85 per cent of areas now have some form of in-court conciliation process as a result. An evaluation of three different models of In Court Conciliation was published in March 2006
- the 'Family Resolutions Pilot Project' has tested new methods for handling more complex contact cases. Evaluation of the pilot was published in March 2006
- a pilot testing a restructured way of delivering legal aid to encourage solicitors to help clients settle disputes away from the court process began in October 2005.
- **5.6** The Private Law Programme was launched in January 2005. It is designed to improve judicial case management and reduce delays in private law family cases. We are continuing to work closely with the judiciary to deliver the programme.

Domestic violence

- **5.7** We are continuing to improve the justice system so that the victims of domestic violence have access to swift and effective protection from the courts.
- 5.8 In March 2005 DCA and the Home Office published *Domestic violence: a national plan*, which outlines ways of delivering a better service. For example, we are developing a pilot for the first integrated domestic violence court at Croydon in 2006. This would mean that criminal and civil aspects of domestic violence proceedings involving the same family would be heard in a designated court. Working jointly with the Home Office we plan to expand the number of Specialist Domestic Violence Courts across England and Wales. The first 25 such courts were announced in October 2005. The Home Office has recently announced a further £1 million to develop and extend the programme

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www.dtes.gov.uk/childrensneeds/docs/DtesChildrensNeeds.pdf

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DCA's role

Civil legal sid reforms 5.17 In March 2005 the Government announced a package of measures to reform civil and family legal aid. This followed the 2004 consultation paper 'A new focus for civil legal aid – encouraging early resolution; discouraging unnecessary litigation'.

5.16 The Review of Child Care Proceedings examined the extent to which the current system for deciding care cases in the courts ensures that all resources are used in the most effective, efficient, proportionate and timely way to meet the needs of children and families. Recommendations include exploring variations in routes into care, examining how well the core principles of the Children Act 1989 are being met and looking at ways of preventing cases coming to court unnecessarily. Ministers are now considering the recommendations and mow considering the recommendations and will provide a response in due course.

5.15 Future work will also be informed by the judicial Thematic Review of the Protocol for Judicial Case Management in Public Law Children Act Cases and the outcome of the cross-Government Review of Child Care Proceedings.⁶

5.14 Achievements so far include the installation of video conferencing equipment in care centres enabling experts to give evidence remotely, and establishing inter-agency Local Family Justice Councils who are now holding conferences on delay. We are also piloting Family Court Centres and the use of Case Jurisdiction to nominated Recorders and District Judges (County Courts) to hear care cases. As reported in the performance tables, the positive impact of initiatives to reduce delay were seen in 2005/06.

5.13 Work to deliver improvement centres on four key areas: effective case management; more flexible judicial allocations/use of courtrooms; more efficient and effective use of experts and better inter-agency working.

5.12 Our aim, as set out in the Department's five-year strategy, is to improve outcomes for children by providing a speedier resolution of issues affecting their future – one of the Department's key objectives under its PSA targets. The PSA measure is: "By 2009/10, to increase the proportion of care cases being completed by the courts within 40 weeks by 10 per cent".

Spending Review 2004 PSA Target 4 – reducing unnecessary delay in public law care cases

Families and children

awareness events.

5.11 The Office of the Official Solicitor and Public Trustee (OSPT), which is part of DCA, is the central authority on international child abduction. DCA publishes information leaflets for those involved in international maintenance issues, as well as giving financial support (£110,000 in 2005/06) to Reunite, the charity which helps parents whose children have been abducted. Reunite publishes information, runs as 24-hour helpline and holds training and

5.10 DCA continues to play an active role in ensuring that all international forums are used to help protect the vulnerable. The Department is responsible for treaties and legislation between the UK and our international partners in relation to cross-border legal disputes between family members that are covered by international agreements.

International

5.9 We are also improving powers of protection through the Domestic Violence, Crime and Victims Act 2004. This Act includes measures to improve the protection available to victims of domestic violence and help ensure that perpetrators are brought to justice. The provisions of the Act will be implemented on a provisions of the Act will be implemented on a provisions of the Act will be implemented on a rolling basis when funding and training allow.

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- **5.15** Future work will also be informed by the judicial *Thematic Review of the Protocol for Judicial Case Management in Public Law Children Act Cases* and the outcome of the cross-Government Review of Child Care Proceedings.⁶
- **5.16** The Review of Child Care Proceedings examined the extent to which the current system for deciding care cases in the courts ensures that all resources are used in the most effective, efficient, proportionate and timely way to meet the needs of children and families. Recommendations include exploring variations in routes into care, examining how well the core principles of the Children Act 1989 are being met and looking at ways of preventing cases coming to court unnecessarily. Ministers are now considering the recommendations and will provide a response in due course.

Civil legal aid reforms

5.17 In March 2005 the Government announced a package of measures to reform civil and family legal aid. This followed the 2004 consultation paper 'A new focus for civil legal aid – encouraging early resolution; discouraging unnecessary litigation'.

 $^{^{\}mbox{\tiny 6}}$ announced on 5 July 2005 in A Fairer Deal For Legal Aid

5.18 New regulations were introduced between April and October 2005 to implement the reforms, which should deliver savings of £56.3 million over three years. They include measures to encourage claimants in clinical negligence cases and actions against the police, to pursue their claims through any available complaints system first.

5.19 In family cases, reforms will provide stricter controls over multiple and repeat applications. Other reforms include increasing eligibility for victims of domestic violence seeking protection from the court, whilst simplifying eligibility by aligning the disposable income and capital limits for legal help and legal representation.

5.20 We are also reforming the 'Very High Cost Civil Cases' budget to ensure that disproportionately expensive cases do not prevent access to justice for smaller cases. In family cases, we are looking at reducing the number of ancillary relief cases (division of assets in divorce and separation) which would be funded by legal aid. Some of these cases could be funded by the assets themselves or by loans secured against the assets. Reform is aimed at encouraging early repayment of legal aid costs.

5.21 In March 2006 the Department published the report Getting Earlier, Better Advice To Vulnerable People. The report suggests that better, more co-ordinated delivery of advice could help resolve disputes about debt, housing, employment and other matters earlier and more effectively. It aims to develop a strategy for helping people, especially the vulnerable and socially excluded, to obtain such advice more easily. The report was published alongside the LSC's Community Legal Service (CLS) strategy, which is central to delivering these wider aims. This collection of work forms an important contribution to the process initiated in A Fairer Deal for Legal Aid in July 2005 and being taken forward by Lord Carter's Review of legal aid procurement. The aim is a sustainable future for the CLS, which continues the good work of the last few years in providing quality legal services to those most in need.

Mental Capacity Act 2006

5.22 The Mental Capacity Act provides greater rights for people who lack capacity and became law in April 2005. The Act introduces, for the first time, a presumption of capacity.

5.23 Work is underway, following the appointment of the Public Guardian designate in October 2005 to establish the new Office of the Public Guardian as an agency of DCA. A new Court of Protection, with wider powers to include health and welfare cases in addition to the present financial cases, will be established. A president, vice-president and senior judge will lead this new court, which will provide increased accessibility in conjunction with HMCS.

5.24 Over the next year we will be encouraging views from others, through consultation on issues such as lasting powers of attorney and the code of practice that accompanies the Act. The Act also recognises the importance of advocacy, and we are working with the Department of Health which is setting up the new Independent Mental Capacity Advocate service.

Adoption and Children Act 2002

5.25 We have also implemented the Adoption and Children Act 2002. This introduced new arrangements for domestic and inter-country adoption and measures to reduce delay, both in terms of case management and by the use of specialist adoption centres. The Act firmly places the welfare and wellbeing of the child at the centre of the adoption process. It is the first comprehensive review in a quarter of a century and replaces the Adoption Act 1976. The regulations, court rules and guidance required to implement the Act were put in place during Autumn 2005. This was followed by a period of preparation and training and the Act was implemented in December 2005.

Access to advice and legal services (PSA Target 6)

5.26 Achievement of PSA6 is measured by the English and Welsh Civil and Social Justice Survey (formerly the National Periodic Survey of Justiciable Problems), which has been conducted every three years, but is now moving to a continuous basis. Results will be available from summer 2006, and at quarterly intervals thereafter.

5.27 Between 2001 and 2004 the number of people experiencing justiciable problems – problems which raise a legal issue, whether or not any action is taken – fell considerably, by about 15 per cent. Although there has been an increase of 11 per cent in the

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32

proportion of problems reported as receiving assistance, the net result has been a fall of about five per cent in the number of problems reported as receiving assistance since the start of the SR02 period. As a result the target is unlikely to be met.

5.28 Contributors are making efforts to come as close as possible to meeting the target and the LSC is preparing to assist on problems in 2006. Important pro bono activity such as the LawWorks Clinic Project is also on target.

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DCA Departmental Report 2005/06 | Protecting the vulnerable

Chapter 6: Faster and more effective dispute resolution





Chapter 6: Faster and more effective dispute resolution

Alternatives to court

6.1 Many people are apprehensive about using the legal system and often lack information about other ways to settle disputes. In many cases, alternatives can provide a quicker and less costly means of resolving disagreement. We have been promoting the use of alternative means of resolving disputes for many years, and have agreed specific performance targets to reduce the proportion of disputes that go to court.

Mediation

- **6.2** We have supported the development of a number of court-based and court-linked mediation schemes, and have now produced the Court Mediation Service Toolkit. This will help courts, judges and mediation providers set up effective mediation services in their local areas by providing guidance and a framework for setting up mediation schemes.
- 6.3 We have worked closely with the Civil Mediation Council (CMC), the umbrella organisation representing commercial mediation providers, to develop an accreditation programme for organisations seeking to provide such services. The pilot accreditation scheme was launched by the CMC in December 2005. It provides users with an effective benchmark of quality for any mediation services promoted by the courts.

Mediation Week

6.4 We ran a successful mediation awareness campaign in 2005 bringing together civil, family and community mediators to help spread key messages to judiciary, staff and court users. The campaign culminated in October 2005 with Mediation Week, in which more than 60 courts took part, hosting various events to promote mediation. We are repeating the event in 2006.

National Mediation Helpline

6.5 We have continued to develop the National Mediation Helpline throughout the year. This was set up to help court users and members of the public settle their disputes and arrange low-cost mediation appointments. The helpline took more than 2000 calls from members of the public during 2005. By the end of the year, more than 87 per cent of the matters referred to mediation through the helpline had been settled.

Small claims

- **6.6** We are piloting a number of potential new services (free of charge to users) to establish the best ways to help people with lower value disputes settle their cases before a court hearing. The pilots will run for a year before being assessed, and we aim to begin implementing the preferred model in April 2007.
- **6.7** The success of these initiatives is measured during SR02 by PSA target 3 and during SR04 by PSA target 5 (measure 2). PSA target 3 final outturn is available in Chapter 10 of this report and data on PSA target 5 is available in Chapter 2.

Lawyers serving the public

- **6.8** Both the Lord Chancellor's *Making* a difference: taking forward our priorities⁷ and Doing Law Differently⁸ documents set out our commitment to reforming the regulatory structure of legal services in England and Wales.
- **6.9** In October 2005 the Government published a White Paper setting out proposals for reform of legal services regulation and delivery. Our proposals make consumers the top priority and provide for:
- a Legal Services Board (LSB) to provide strong and independent oversight with day to day regulation left to front line regulators (such as the Bar and the Law Society) if they meet the LSB's standards. The LSB will also have clear statutory objectives that will apply to all partners in the regulatory framework
- alternative business structures to enable lawyers and non-lawyers to work together to deliver legal and other services
- a single and fully independent Office for Legal Complaints – to address concerns about the quality, independence, and consistency of complaints handling by the legal professions
- a mechanism to protect consumers if new problems occur – by enabling additional legal services to be brought quickly under the regulatory control of the LSB by secondary legislation.

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www.dca.gov.uk/dept/priorities2005.htm www.dca.gov.uk/dept/doinglawdiff.htm

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6.11 We will publish a draft Bill accompanied by a full Regulatory Impact Assessment for pre-legislative scrutiny in this Parliamentary Session with legislation to follow as soon as Parliamentary time permits.

6.10 These proposals support our strategic objective to 'ensure that the public, especially the socially excluded and vulnerable, have access to excellent services, which enable them to exercise their rights in law and understand, exercise and fulfil their responsibilities' (Strategic Objective 2). They also support SR 02 PSA 5 to 'achieve earlier and more proportionate the Departmental Five-Year Strategy priority; the Departmental Five-Year Strategy priority; who enable people to resolve their problems better by promoting and delivering faster and better by promoting and delivering faster and more effective dispute resolution".

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Chapter 7: Strengthening democracy, rights and responsibilities





Chapter 7: Strengthening democracy, rights and responsibilities DCA Departmental Report 2005/06 | Strengthening democracy, rights and responsibilities

DCA's role

- **7.1** DCA aims to strengthen democracy and rights and renew the relationship between the citizen and the state. Our core objectives are:
- strengthening and upholding people's human rights and rights to information
- strengthening democracy and public engagement with decision-making
- enhancing the credibility and effectiveness of our public institutions.
- 7.2 We are achieving these objectives by:
- maintaining an independent judiciary
- establishing the Supreme Court for the UK and the Judicial Appointments Commission (JAC)
- reform of the Office of the Lord Chancellor and the House of Lords
- strengthening engagement with the democratic process and ensuring the electoral process is more open and accessible
- ensuring that public services protect and respect individuals' rights and incorporate key human rights principles into service delivery
- ensuring people can effectively exercise their information access rights through the Freedom of Information (FOI) and Data Protection Acts
- making the law fairer and simpler
- developing a diverse judiciary, representative of the people it serves
- maintaining the devolution settlement and managing the constitutional settlement as it relates to the Crown, the Church and between the UK and Crown Dependencies.

Human rights

7.3 During 2005 DCA has focussed on promoting human rights values amongst public authorities. We hosted five roadshows to audiences primarily composed of local authority staff. We continue to support the Impetus Education Project, which introduces the concept of human rights to students from primary school age to undergraduate level.

- 7.4 The Equality Act 2006 will create the Commission for Equality and Human Rights. It will be a strong champion for human rights, applying such principles to its work on equality, diversity and community relations. Amendments to the Act include a power to bring judicial review proceedings on human rights grounds.
- 7.5 During the UK Presidency of the EU, DCA chaired meetings of the Working Group on Fundamental Rights, which considered the Draft Regulation and Decision on the establishment of a Fundamental Rights Agency at the EU level. DCA will continue to represent the UK Government's interests in Council Working Group during discussions under the Austrian and Finnish Presidencies. DCA provided the Secretariat and co-ordination for Lord Woolf's Review of the Management of the European Court of Human Rights. Both the Court and Council of Europe have welcomed this as providing a range of imaginative and practical suggestions for reform.
- **7.6** In July and November 2005 DCA arranged visits to the UK by the European Committee for the Prevention of Torture. The visits were to investigate the treatment of people suspected of involvement in international terrorism and detained without trial. On both occasions the committee was fully satisfied with the arrangements made.

Civil rights

7.7 As part of our objective of creating civil law that is fairer, simpler and more cost-effective, we have continued our efforts to identify ways in which Law Commission recommendations can be more readily implemented. We have worked closely with the Cabinet Office and this has led to the introduction of the Legislative and Regulatory Reform Bill, which proposes to speed up the rate at which accepted recommendations of the commission become law.

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DCA's role

committee to develop a data sharing strategy for the public sector. This will help the Government to strike the right balance between greater data sharing for better public services and the appropriate degree of privacy for individuals.

 supported the establishment of a new cabinet committee to develop a data sharing strategy

 represented the Government in both EU and Council of Europe committees and working groups to influence developments affecting the field of information rights

 represented the Government in the EU to establish a regime for data protection in police and judicial co-operation in criminal matters across the EU

 established a programme to develop understanding of data protection in Whitehall and ensure it is considered in policy-making where appropriate

 worked closely with the Information
 Commissioner's Office to promote better understanding of data protection

7.14 To ensure that the data protection regime continues to be fit for purpose, DCA has:

 worked closely with the Information
 Commissioner's Office to assist the independent regulator in the first year of full implementation.

made an order to bring a further 22 bodies within scope of the Act

 published a review of legislation that prevents the disclosure of information, with commitments to amend or repeal 40 such provisions and limit 19 others

continued our programme to raise awareness
of the Act, including ministerial speeches,
articles and further improvement of the FOI
website: www.foi.gov.uk. Our FOI networks
are helping DCA to exchange good practice
and provide support to our stakeholders in
Government and the wider public sector

 continued to develop guidance on the Act providing Government, and the wider public sector, with the tools they require to apply the legislation consistently and appropriately

 published quarterly monitoring bulletins, providing information on Government compliance with the FOI Act provided consistent, expert and co-ordinated advice to departments in relation to the processing of FOI requests

7.13 As part of the FOI operational programme DCA has:

7.12 One year after full implementation of the FOI Act, thousands of FOI requests have been received by public authorities across the public sector. Central government bodies alone are estimated to have released around 20,000 pieces of information in response to FOI requests.

7.11 DCA continues to take the lead on Information Rights within Whitehall, with policy responsibility for the FOI Act and the Data Protection Act.

Information rights

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7.10 The Compensation Bill was introduced in the House of Lords in November 2005. It

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claim for compensation.

Improve the system for those with a valid

• find ways to discourage and resist bad claims

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prevent a compensation culture from developing

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- prevent a compensation culture from developing
- tackle perceptions that can lead to a disproportionate fear of litigation and risk averse behaviour
- find ways to discourage and resist bad claims
- improve the system for those with a valid claim for compensation.
- 7.9 Parliamentary Under Secretary of State Baroness Ashton chairs a ministerial group involving nine departments, which is co-ordinating and delivering this work across Government. It is supported by a range of stakeholder working groups, including members of the legal profession, insurers, trade unions, consumer and voluntary groups, business, local authorities and the judiciary. DCA held a conference in November 2005 involving six ministers and a wide range of stakeholders, to set out progress and future direction of work, and to share information and promote discussion.
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- published quarterly monitoring bulletins, providing information on Government compliance with the FOI Act
- continued to develop guidance on the Act providing Government, and the wider public sector, with the tools they require to apply the legislation consistently and appropriately
- continued our programme to raise awareness of the Act, including ministerial speeches, articles and further improvement of the FOI website: www.foi.gov.uk. Our FOI networks are helping DCA to exchange good practice and provide support to our stakeholders in Government and the wider public sector
- published a review of legislation that prevents the disclosure of information, with commitments to amend or repeal 40 such provisions and limit 19 others
- made an order to bring a further 22 bodies within scope of the Act
- worked closely with the Information Commissioner's Office to assist the independent regulator in the first year of full implementation.
- **7.14** To ensure that the data protection regime continues to be fit for purpose, DCA has:
- worked closely with the Information Commissioner's Office to promote better understanding of data protection
- established a programme to develop understanding of data protection in Whitehall and ensure it is considered in policy-making where appropriate
- represented the Government in the EU to establish a regime for data protection in police and judicial co-operation in criminal matters across the EU
- represented the Government in both EU and Council of Europe committees and working groups to influence developments affecting the field of information rights
- supported the establishment of a new cabinet committee to develop a data sharing strategy for the public sector. This will help the Government to strike the right balance between greater data sharing for better public services and the appropriate degree of privacy for individuals.

Inquiries

- 7.15 The Inquiries Act 2005 provides a new statutory framework for ministerial inquiries into events which have caused or are capable of causing public concern. It covers the establishment of inquiries, the appointment of people to run them, their procedures and powers and the submission and publication of inquiry reports. It gives an inquiry the powers to establish the facts quickly, effectively and at a reasonable cost. This in turn will help to promote public confidence in the inquiry process, its conclusions and any recommendations it may make.
- **7.16** The Inquiries Act also covers areas such as evidence and procedure, awards of expenses to people involved in an inquiry and records management at the close of an inquiry. The procedural rules are undergoing a full public consultation which began in March 2006.

Electoral administration

- **7.17** People should be able to exercise their democratic rights in a way that fits in with the demands of a modern lifestyle. They should have complete confidence in the security and fairness of elections.
- 7.18 Following the 2005 general election, DCA assumed responsibility for policy on local elections and referendums in England and Wales as well as national elections and referendums. We are working closely with electoral administrators and other stakeholders as they prepare for the May 2006 local elections. We took a similar approach in anticipation of the 2005 general election, which enabled us to secure funding for returning officers well in advance of the election and to help them meet the challenges of increased postal vote volumes.
- **7.19** After the 2005 elections, we published a policy paper on proposed changes to electoral administration. This informed development of the Electoral Administration Bill which was introduced to the House of Commons in October 2005 and is presently being considered in the House of Lords.
- **7.20** The Bill was accompanied by the publication of DCA's paper, *Electoral Administration legislative proposals resulting from consideration of the policy discussion*

paper published on 25 May 2005 and by a package of secondary legislation, focussing on enhancing security.

- 7.21 We worked with 15 local authorities on pilots for the May 2006 elections. They built on the experience of local government pilots between 2000 and 2003 and included innovations like early and mobile voting, and electronic counting. We are continuing to develop a programme of work aimed at meeting the Government's longer-term aim of an online General Election some time after 2008. This includes the Coordinated On-line Record of Electors, which will provide national access to registration data.
- **7.22** In December 2005 we published *The Boundary Commission for Wales fifth periodical report on parliamentary constituencies* and first report on National Assembly for Wales electoral regions. The Boundary Commission for England is currently undertaking a review of English parliamentary boundaries. It is statutorily required to complete the review and present its report to the Secretary of State for Constitutional Affairs by April 2007.
- 7.23 We have begun a series of initiatives aiming to encourage young people to register to vote and, in particular, to improve awareness in London, which has the lowest registration rates in the country. In November 2005 we launched a registration campaign targeted at London's urban youth in partnership with the Mayor for London, Operation Black Vote, the Association of London Government, the Electoral Commission and electoral administrators ahead of the May 2006 London local elections. The campaign (the "1824 Collective") ended in March 2006 and is currently being evaluated.
- **7.25** We have set up a programme of work to increase the capacity of Government to undertake democratic engagement activities. A small innovations fund will help to establish what works well. Eight projects are being funded in the first phase.
- **7.26** We are also conducting research into the experience of different electoral systems in the UK, in line with the Government's manifesto commitment.

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The legal system working for the public 7.32 The Lord Chancellor remains accountable

7.27 The Constitutional Reform Act 2005 contains provisions to reform the office of the Lord Chancellor, clarifying the office as a ministerial role with responsibility for, amongst other things, the judiciary and the courts and tribunals, and meaning that the Lord Chancellor is no longer a judge. The Act also establishes the Lord Chief Justice as head of the judiciary of England and Wales, establishes a Supreme Court for the UK and an independent JAC for England and Wales.

7.28 Most of the provisions in the Act commenced in April 2006, apart from the powers to create the Supreme Court, which will commence when the Court opens for business in 2009.

Reforming the office of Lord Chancellor

7.29 Reforming the office of Lord Chancellor is a key part of the Government's aim to clarify the responsibilities of the judiciary, the legislature and executive. Reforming the office so that the Lord Chancellor is no longer a judge or head of the judiciary of England and Wales, enables the Lord Chancellor to focus on delivering key public services including HMCS and the new Tribunals Service.

7.30 The role of the judiciary, separate and independent of the executive, is also made clearer, with the Lord Chief Justice becoming President of the Courts of England and Wales and Head of the Judiciary of England and Wales. The Lord Chief Justice has responsibility in his new role for ensuring the views of the judiciary are represented effectively, for judicial training and education and for deployment of members of the judiciary.

7.31 The reformed office of Lord Chancellor is recast as the ministerial post with responsibility for the judiciary, and the administration of the courts and tribunals. Whilst the Lord Chancellor is no longer a judge, he is responsible for upholding the independence of the judiciary and the rule of law. The Lord Chancellor's responsibilities also include statute law reform, legal aid, public records and the National Archives, and the Crown Dependencies. Together these changes reinforce the independence of the judiciary.

The legal system working for the public 7.32 The Lord Chancellor remains accountable to Parliament for the efficiency and effectiveness of the court system, and for supporting the judiciary in enabling them to fulfil their functions.

> 7.33 The Secretary of State for Constitutional Affairs has responsibility for Data Protection and FOI, human rights and electoral law, devolution and regulation of the legal professions in England and Wales. This office is currently held by the Lord Chancellor.

Support for the judiciary

7.34 In April 2006, the Directorate of Judicial Offices for England and Wales was launched to support the Lord Chief Justice and senior judiciary and, through them, serving members of the judiciary. The directorate's remit encompasses the Judicial Office, the new Judicial Communications Office, providing communications for judicial office holders in England and Wales, and the Judicial Studies Board, which provides education and training for the judiciary, under the responsibility of the Lord Chief Justice.

7.35 The Judicial Office is based at the Royal Courts of Justice and assists the senior judiciary in their roles and responsibilities under the Constitutional Reform Act 2005. These include:

- the Lord Chief Justice's new role as Head of the Judiciary responsible for all judges
- the Lord Chief Justice's role in judicial appointments
- judges' well being.

Support for the Lord Chancellor

7.36 DCA has also changed to reflect the new role of the Lord Chancellor. The Lord Chancellor remains accountable to Parliament for the delivery of public services, including resourcing the courts and the provision of the judiciary.

7.37 DCA has restructured to support these reformed roles to ensure that public interest is represented in decisions taken under the new constitutional arrangements and that the public is provided with a well selected, trained, remunerated and independent judiciary.

Creating the Judicial Appointments Commission

7.38 The JAC was launched in April 2006. It will ensure that members of the judiciary are appointed on an independent, transparent and accountable basis. It also strengthens judicial independence by removing the appointments process from the hands of a single minister.

7.39 Baroness Prashar, Chairman of the Commission, will lead the JAC in its work of selecting people for judicial appointment. She and five other of the 14 commissioners are lay members, and there are five judicial members, two legal professionals, one tribunal office holder and one magistrate.

7.40 The JAC is sponsored by DCA and the Lord Chancellor. It has been established as an independent non-departmental public body, managed by its own Chief Executive.

Creating the Judicial Appointments and Conduct Ombudsman and the Office for Judicial Complaints

7.41 The office of the Judicial Appointments and Conduct Ombudsman was launched in April 2006. The Ombudsman will consider complaints about the judicial appointments process and about the judicial disciplinary process, and will report and make recommendations as appropriate. He is independent of the Government, DCA and the judiciary.

7.42 In the area of judicial appointments, the Ombudsman deals with complaints from candidates about the way in which their application for judicial office was handled.

7.43 The Office for Judicial Complaints, also launched in April 2006, deals with matters of judicial conduct and discipline. The Ombudsman may be involved where a complainant, or a judge who is the subject of a complaint, is unhappy about how that complaint was handled.

Establishing a Supreme Court for the United Kingdom

7.44 In June 2003 the Prime Minister announced the Government's intention to remove the jurisdiction of the Appellate Committee of the House of Lords and transfer it to a new Supreme Court for the UK. This is a key part of the changes to the relationship between Parliament, Government

and the judiciary. Provisions for establishing a Supreme Court are set out in the Constitutional Reform Act.

7.45 The Supreme Court will assume the jurisdiction of the Appellate Committee and the devolution jurisdiction of the Judicial Committee of the Privy Council. These changes will provide greater clarity in our constitutional arrangements.

7.46 To increase the separation between the judiciary and legislature, the Supreme Court will be located away from the Houses of Parliament. The Lord Chancellor announced, in December 2004, that Middlesex Guildhall, on Parliament Square, had been selected as the preferred location. Subject to planning approval, Middlesex Guildhall will be refitted to include a number of support services such as catering, security, library facilities and IT infrastructure.

7.47 Middlesex Guildhall is at present an operational Crown Court. Existing work undertaken by the Crown Court will be moved. To ensure that this happens efficiently, HMCS is overseeing the construction of additional courtrooms at Isleworth Crown Court and is advising to senior members of the judiciary on proposed changes to the committal paths for Crown Court work.

7.48 As a new and independent institution, the Supreme Court will require finely tuned business processes and procedures. In consultation with the Law Lords we are devising the rules, developing an organisational structure, and defining and creating a distinctive identity for the court.

Quality and best value in the legal services market

7.49 In 2003 the then Lord Chancellor's Department carried out a consultation on the future of Queen's Counsel. As a result of this, the legal professions, together with DCA, have developed a new interim scheme for selecting Queen's Counsel. The scheme sought applications between July and September 2005 and its independent selection panel is now assessing candidates. It expects to make its first recommendations to the Secretary of State in summer 2006.

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7.59 The Department had responsibility for those parts of the European Union Bill which made provision for a referendum on whether the proposed European Constitution should be accepted in the UK. Following the referendums in France and the Netherlands in 2005 which rejected the Constitution, the Bill did not proceed.

European Constitution

7.58 Throughout the Presidency, DCA ministers and officials developed a close working relationship with their European counterparts in justice ministries in other member states, with MEPs and the European Commission and Council Secretariat, and actively engaged with domestic stakeholders. Looking ahead, the Department aims to build on these contacts to become one of the leading voices on civil justice across the EU.

A557 At policy level, we highlighted proposals designed to improve access to justice across EU borders. At the December JHA Council, we secured political agreement on the European Order for Payment (facilitating the easier the significant progress made during our the significant progress made during our procedure (providing cost effective way of procedure (providing cost effective way of resolving small claims across borders) and agreed key principles on the Mediation and Directive (facilitating the use of mediation in the resolution of cross-border disputes).

7.56 A civil law conference in Edinburgh, hosted jointly with the Scottish Executive, discussed how to improve access to crossborder justice for European citizens. Sessions on alternative dispute resolution and family mediation, e-justice, the civil judicial network and streamlined court processes all produced constructive ideas on more efficient, affordable and user-friendly dispute resolution.

7.55 A major contract law conference, also in September 2005 looked at ways of improving the consumer acquis (the series of European directives designed to safeguard consumer interests).

7.54 At the informal JHA Council in Newcastle in September 2005 DCA ministers helped resolve a dispute over whether civil law measures should apply only to cross-border cases or might also apply to purely domestic cases. It was agreed that the former argument should apply.

7.53 In the second half of 2005 the UK took its turn as President of the Council of the EU. The Department's European business – broadly, civil justice, data protection and human rights – forms part of the EU Justice and Home Affairs (JHA) agenda. DCA shares lead responsibility in the UK with the Home Office. Our key goal was to demonstrate the role that civil justice can play in providing practical solutions to the problems which practical solutions to the problems which work, study, buy, sell and do business across work, study, buy, sell and do business across ease of access to justice as at home.

European Presidency

7.52 The Government continues to work on reforms launched in 1999. Further steps include a joint committee to consider the powers and procedures of the House, a free vote on future composition, legislation to limit to 60 days the time the upper chamber has to deal with a bill and a proposal to remove the remaining hereditary peers who sit and vote in the House of Lords.

7.51 The Department is providing policy support to the Leader of the House of Commons, Jack Straw, who has been given Ministerial responsibility for taking forward the Government's commitments on House of Lords reform.

House of Lords reform

ministers from the Legal Services Consultative Panel. The report recommends that solicitors' firms and barristers' chambers publish details of their diversity and equality policies and statistics on the make up of the organisation. A working group led by DCA, with representatives from the profession, academia and the regulatory bodies, is currently considering regulatory bodies, is currently considering further action.

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Court and tribunal business

Role of the judiciary

7.60 DCA continues to rely on the judiciary as key partners in the Department's work. This has been shown in particular in the preparations for the implementation of the Constitutional Reform Act 2005 where judicial office-holders were members of project boards and were heavily involved in establishing the new arrangements. The judiciary's knowledge and experience continue to be invaluable in all areas of the Department's work.

7.61 Members of the judiciary have also contributed to a range of other initiatives and programmes by sitting on working groups, responding to consultations, and commenting on the development of policy. For example, in the run up to the launch of the Tribunals Service in April 2006, the designated Senior President of Tribunals, supported by the Tribunals Presidents Group, has been providing input and consultation on behalf of tribunal judiciary. By listening to the first-hand experiences of the judiciary and acknowledging their role as key partners in this way we help ensure that the public benefit from a first-rate justice system.

Judicial pensions

7.62 In December 2005 the Lord Chancellor announced in a Written Ministerial Statement that the judicial pension schemes which he administers would no longer be registered schemes when the relevant provisions of the Finance Act 2004 came into effect in April 2006.

7.63 The effect of doing this, combined with the payment to judges of a service award near retirement and an adjustment to the contributions rate will be to maintain, though not improve, the overall remuneration package for the serving judiciary. This ensures that the Government's commitment to the judiciary is met and will also help to protect the principle of judicial independence.

7.64 In these circumstances it was not necessary to introduce separate legislation for judicial pensions and the Lord Chancellor indicated that he would not be proceeding with the Judicial Pensions Bill announced to Parliament at the time of the Queen's Speech in May 2005.

Appointments

7.65 Key appointments made during the year were as follows:

- the appointment of Lord Phillips of Worth Matravers as Lord Chief Justice
- one Lord of Appeal in Ordinary (Lord Mance), three Heads of Division (Sir Anthony Peter Clarke as Master of the Rolls, Sir Igor Judge as President of the Queen's Bench Division, Sir Mark Potter as President of the Family Division), and six Lord Justices of Appeal (four from the Queen's Bench Division, one from the Chancery Division and one from the Family Division)
- ten appointments to the High Court (six to the Queen's Bench Division, two to the Chancery Division and two to the Family Division)
- The Secretary of State also supported the Foreign Secretary on international judicial appointments, including recommending an appointment as Advocate General of the European Court of Justice.

7.66 In 2005/06, we ran a competition for judicial appointments to the High Court. Entry was by application only and applicants were considered against a revised qualities and skills framework, making the competition more open and transparent while retaining the principle of appointment on merit.

7.67 Key activities in judicial appointments below High Court level in 2005/06 included:

- ongoing appointments to the circuit bench nationally and for recorder posts. Assessment centres have been used for the first time in the recruitment of recorder posts
- competitions for a number of specialist posts both to the circuit and district benches
- the conclusion of the district judge (civil and magistrates' courts) and deputy district judge (civil) competitions and the launch of a competition for deputy district judge (magistrates' courts).

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Court and tribunal business

Chancellor, after consultation with the Lord Chancellor, after consultation with the Lord Chief Justice and the Judicial Appointments Commission, to amend the qualifications needed for particular judicial offices, in order to widen eligibility. In addition, the current statutory requirement for possession of rights of audience will be replaced with a requirement for a

7.76 In July 2005 the Lord Chancellor announced changes designed to widen eligibility for judicial appointment. These changes will allow Fellows of the Institute of Legal Executives and registered Patent Agents and Trade Mark and registered Patent Agents and solicitors, to apply for appointment for judicial posts.

7.75 The Department has already taken steps to encourage greater diversity in the judiciary. For example, extending the judicial work shadowing scheme to district judges (magistrates' courts), publishing a new e-newsletter, which now has more than 1,700 subscribers, and holding events aimed at under-represented groups.

 ensuring that the way judicial office operates encourages and supports a more diverse judiciary.

- removing barriers to appointment
 - encouraging applications and raising awareness

Developing a diverse judiciary 7.74 Following the October 2004 consultation paper Increasing Diversity in the Judiciary, the Secretary of State and Lord Chancellor announced the Judicial Diversity Programme. It focuses on three main areas:

Pilot appraisal for recorders
7.73 In October 2003 a working group was set up to address concerns about the quality and consistency of selection decisions and the weighting of the various types of evidence available to the panels. One of the group's proposals was an appraisal scheme for recorders. In order to assess the feasibility of this proposal, a pilot appraisal scheme for recorders was developed and run on the for recorders was developed and run on the for recorders was developed and run on the piloting would be useful before concluding piloting would be useful before concluding with development needs can be identified using this appraisal scheme.

Employment Inbunals. the appointment of fee-paid chairpersons of nave also developed an assessment centre for ot the behavioural skills of each candidate. We possible and allowed a thorough assessment simulate the work of a recorder as far as appointments. The centres are designed to centres have been used for recorder deputy district judge competitions, assessment anccessful use of assessment centres for all assessment and consultation. In line with the focus on the best evidence from selffrom nine to five. This is helping sift panels to considered at the initial sift stage was reduced June 2005 the number of competences High Court level, excluding the magistracy. In pasis of assessment in all competitions below needs of particular jurisdictions, forms the 7.72 A competence framework, tailored to the

Improvements to the appointments process

7.71 The latest figures on appointments to courts and tribunals can be found in the seventh Judicial Appointments Annual Report, published in January 2006 which covers the period 1 April 2004 to 30 September 2005. This can be found at www.dca.gov.uk

immigration adjudicators became immigration judges and a new post of senior immigration judge was created to manage judicial centres and develop jurisprudence within the new appeals system. A notable feature of this new judicial management structure was the creation of designated immigration judges to oversee the personal development and appraisal of small teams of salaried and fee-paid immigration judges.

7.69 The launch of the AIT in April 2005 saw the creation of a single asylum and immigration jurisdiction. A president at High Court level and two deputies were appointed to oversee and then manage the new tribunal. A new structure was put in place to help develop a coherent was put in place to help develop a coherent judicial management strategy.

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Improvements to the appointments process

7.72 A competence framework, tailored to the needs of particular jurisdictions, forms the basis of assessment in all competitions below High Court level, excluding the magistracy. In June 2005 the number of competences considered at the initial sift stage was reduced from nine to five. This is helping sift panels to focus on the best evidence from selfassessment and consultation. In line with the successful use of assessment centres for all deputy district judge competitions, assessment centres have been used for recorder appointments. The centres are designed to simulate the work of a recorder as far as possible and allowed a thorough assessment of the behavioural skills of each candidate. We have also developed an assessment centre for the appointment of fee-paid chairpersons of Employment Tribunals.

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Developing a diverse judiciary

7.74 Following the October 2004 consultation paper *Increasing Diversity in the Judiciary*, the Secretary of State and Lord Chancellor announced the Judicial Diversity Programme. It focuses on three main areas:

- encouraging applications and raising awareness
- removing barriers to appointment
- ensuring that the way judicial office operates encourages and supports a more diverse judiciary.

7.75 The Department has already taken steps to encourage greater diversity in the judiciary. For example, extending the judicial work shadowing scheme to district judges (magistrates' courts), publishing a new e-newsletter, which now has more than 1,700 subscribers, and holding events aimed at under-represented groups.

7.76 In July 2005 the Lord Chancellor announced changes designed to widen eligibility for judicial appointment. These changes will allow Fellows of the Institute of Legal Executives and registered Patent Agents and Trade Mark Attorneys, as well as barristers and solicitors, to apply for appointment for judicial posts.

7.77 There will also be a power for the Lord Chancellor, after consultation with the Lord Chief Justice and the Judicial Appointments Commission, to amend the qualifications needed for particular judicial offices, in order to widen eligibility. In addition, the current statutory requirement for possession of rights of audience will be replaced with a requirement for a

specified number of years' post-qualification legal experience. The specified number of years will be reduced from seven or ten (according to the judicial post concerned) to five or seven. These changes will be made as soon as parliamentary time allows.

7.78 In November 2005 the Lord Chancellor announced a package of measures including: a new drive to encourage solicitors to apply to become judges; publication of the Step Up to a Judicial Career booklet and DVD; a leaflet aimed at students; a career break scheme for the salaried judiciary; a pilot mentoring scheme for district judges; an action plan to address disability issues in judicial appointments; and consultation with the Judges' Council on the issue of permitting judges to return to legal practice.

7.79 The JAC will have a statutory duty to have regard to the need to encourage diversity in the range of people available for selection as judges. The Department will work closely with the Commission and other key stakeholders to continue to drive delivery of the judicial diversity programme.

7.80 More information about the Judicial Diversity Programme, with links to relevant documents and speeches, can be found at www.dca.gov.uk/judicial/diversity/index.htm

7.81 A statistical breakdown of judges in post can be viewed at www.dca.gov.uk/judicial/jaarep2005/index.htm

Diversity among magistrates

7.82 As part of our commitment to ensure that magistrates reflect the communities they serve, DCA has developed a national recruitment strategy. The strategy aims to increase the profile of the magistracy, recruit magistrates from a diverse spectrum of the population and support the appointments process.

7.83 In August 2005 the Department introduced new advertising and application materials complemented by a new website www.magistrates.gov.uk. This encourages a more consistent approach to planning and delivering local recruitment campaigns, which includes greater focus on targeting under-represented groups.

7.84 To support the recruitment of more young magistrates, a working group has been set up to enable DCA to work in partnership with employer organisations, the Trade Unions Council and the Magistrates' Association on initiatives to encourage employers to release staff for magistrate service.

7.85 DCA also continues to support existing awareness-raising initiatives, including the magistrates' shadowing scheme, which promotes minority ethnic involvement with the magistracy, the mock trials competition, which raises the profile of the magistracy amongst young people, and the 'Magistrates in the Community' project, which raises awareness of the magistracy in the wider community.

7.86 The time taken to process appointments has been reduced from ten weeks to six weeks, in addition to which advisory committees now have greater flexibility when submitting appointment recommendations.

7.87 In the year ending March 2005, 1766 magistrates (including the Duchy of Lancaster) had been appointed. The percentage of magistrates from ethnic minority backgrounds in post has risen from 6.1 per cent in 2002/03 to 6.7 per cent in 2004/05.

Charter Mark

7.88 Seven business areas in judicial appointments have been working to improve customer service excellence and were awarded Charter Marks in March 2006.

Other constitutional functions

7.89 We manage the relationship between the UK and the Crown Dependencies. Jersey, Guernsey and the Isle of Man are internally self-governing dependencies of the Crown, each with its own ministerial system of government and legal, judicial, fiscal and administrative systems. We work with the governments of each to represent and promote their policy interests to relevant UK Government departments.

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19

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Constitutional settlement

7.91 We sustain the constitution by upholding the core values of justice, rights and democracy. This includes advising on the use of the Royal Prerogative, the relationship between Church and State, the sovereignty of Parliament, and the overall UK devolution settlement.

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DCA Departmental Report 2005/06 | Strengthening democracy, rights and responsibilities

Chapter 8: Delivering for the public





Chapter 8: Delivering for the public

DCA strategy 2004-09

- **8.1** In December 2004 we published *Delivering Justice, Rights and Democracy: DCA Strategy 2004-09*. This set the direction for the Department's activity over that period. The strategy identified priority areas where improvements would be of greatest benefit to the public. These were the areas covered in previous chapters, namely reducing crime and anti-social behaviour, speeding up asylum and immigration appeals, protecting the vulnerable, delivering faster and more effective dispute resolution, and strengthening democracy, rights and responsibilities.
- **8.2** We aim to deliver these priorities by:
- developing polices that empower citizens and communities, giving communities the power and confidence to tackle crime and anti-social behaviour and helping people manage their problems more effectively
- providing better education, information, and advice, so that people can settle their disputes away from formal court and tribunal processes where appropriate
- changing the way we deliver services, so that magistrates and Crown courts can develop their partnerships with other criminal justice agencies and stakeholders, helping to make sure that advice and legal services are more responsive to public needs and give greater value for money
- reshaping our organisation and infrastructure around the needs of the public and focussing on our priorities as efficiently as possible.
- **8.3** Both the Lord Chancellor's *Making a Difference: Taking Forward our Priorities* and *Doing Law Differently* documents reinforced the strategic underlying principle of delivering on the priorities of the public. Progress on delivering those priorities is described throughout this report. In addition, we have carried out a number of projects identifying the needs of different consumer groups. These include a major survey into people's experience of the CJS and continuing work on the Department's education, information and advice strategy.

Spending Review strategy

Comprehensive Spending Review (CSR)

- **8.4** In July 2005 the Chancellor announced plans for a second CSR reporting in 2007. The CSR involves a long-term review of Government expenditure. It will cover departmental allocations for 2008/09, 2009/10 and 2010/11, with allocations for 2007/08 held to the agreed figures already announced in the 2004 Spending Review.
- **8.5** The CSR gives us the opportunity to assess the way we spend public money. From 2006 we will take forward a programme of work to ensure that the CSR is based upon a rigorous analysis of our departmental spending.
- **8.6** We are reviewing key areas of spending, the results of which will show how effective we are in meeting the Government's long-term objectives.
- **8.7** The Department will work closely with the Treasury to develop an efficiency programme to cover the CSR period, to ensure that we continue to drive out efficiencies and embed efficiency within the Department and its expenditure planning.
- **8.8** We will also be looking at the key trends and challenges that will affect DCA's business in the years to come. This will inform how we develop and shape our services for the future.

Efficiency

Financial savings

- **8.9** As part of the 2004 Spending Review, Sir Peter Gershon looked at ways of making efficiency savings in central government, with a view to reallocating resources to frontline services.
- **8.10** The Department agreed efficiency savings of £292 million to be delivered by March 2008. At least £57 million of this should produce a tangible cash benefit, which may then be redirected to other areas.

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Spending Review strategy

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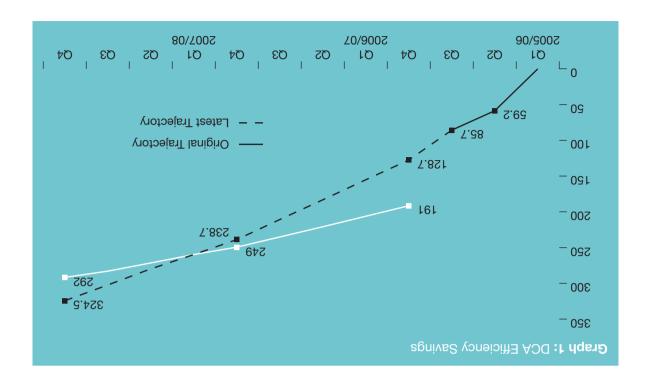
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8.2 We aim to deliver these priorities by:

8.1 In December 2004 we published Delivering Justice, Rights and Democracy: DCA Strategy 2004-09. This set the direction for the strategy identified priority areas where improvements would be of greatest benefit to the public. These were the areas covered in previous chapters, namely reducing crime and anti-social behaviour, speeding up asylum and immigration appeals, protecting the vulnerable, delivering faster and more effective dispute resolution, and strengthening democracy, rights and responsibilities.

DCA strategy 2004-09



could provide savings of around £18 million. savings. In addition to these, the new AIT finance and IT) will account for the remaining corporate services (i.e. human resources, 8.12 Improvements to productive time and

rationalising major IT contracts). a national strategy within HMCS and • procurement (£15 million, from launching

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£292 million in 2006/07 and 2007/08. of meeting and exceeding our overall target of This is helping us identify more realistic means structure of quarterly monitoring and reporting. 8.16 We have also established a rigorous

from the areas delivering efficiency savings. forecast is based on December 2005 reports is set against our delivery to date. The current shows our predicted savings for 2005/06 and reduced staffing by 317 FTEs. Graph 1 (below) savings (of which £27.6 million is cashable), and Department had delivered £85.7 million of 8.15 At the end of December 2005 the Progress to date

headquarters.

before relocating, and the Iribunals Service JAC, which will initially have a London base 2010. Current plans to achieve this include the ont of London and the South East by March agenda, and requires us to relocate 200 posts relocation also forms part of DCA's efficiency 8.14 The Lyons Review of public sector Relocation

processes within HMCS (800 FTEs). re-engineering working practices and the centre of DCA (300 FTEs) and (FTEs). This is to be achieved by redesigning of employees by 1,100 full-time equivalents 8.13 The Department is to reduce the number **Morkforce**

the former Court Service, and by making of 42 Magistrates' Courts Committees and

the main elements being:

8.11 The financial savings (totalling £292 million) are being delivered by all areas of our business. the main elements being:

- legal aid spending (£198 million, through, for example, controlling the costs of very high cost criminal cases and introducing a system of tailored fixed fees)
- HMCS (£41 million, following the unification of 42 Magistrates' Courts Committees and the former Court Service, and by making better use of resources)
- initiatives and programmes across the CJS (£25 million, by streamlining business processes and reducing rates of ineffective and cracked trials - when a case is concluded without a trial)
- procurement (£15 million, from launching a national strategy within HMCS and rationalising major IT contracts).
- **8.12** Improvements to productive time and corporate services (i.e. human resources, finance and IT) will account for the remaining savings. In addition to these, the new AIT could provide savings of around £18 million.

Workforce

8.13 The Department is to reduce the number of employees by 1,100 full-time equivalents (FTEs). This is to be achieved by redesigning the centre of DCA (300 FTEs) and re-engineering working practices and processes within HMCS (800 FTEs).

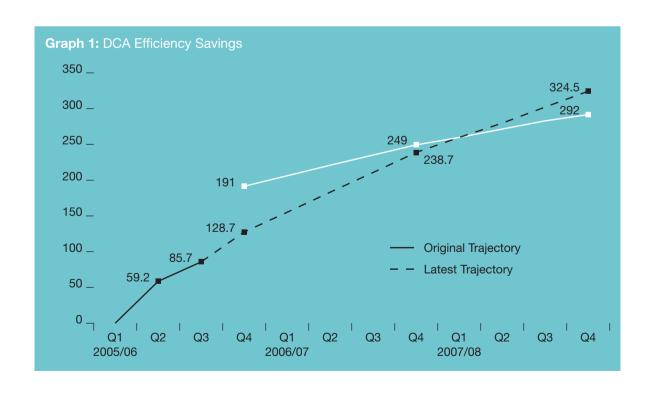
Relocation

8.14 The Lyons Review of public sector relocation also forms part of DCA's efficiency agenda, and requires us to relocate 200 posts out of London and the South East by March 2010. Current plans to achieve this include the JAC, which will initially have a London base before relocating, and the Tribunals Service headquarters.

Progress to date

8.15 At the end of December 2005 the Department had delivered £85.7 million of savings (of which £27.6 million is cashable), and reduced staffing by 317 FTEs. Graph 1 (below) shows our predicted savings for 2005/06 and is set against our delivery to date. The current forecast is based on December 2005 reports from the areas delivering efficiency savings.

8.16 We have also established a rigorous structure of quarterly monitoring and reporting. This is helping us identify more realistic means of meeting and exceeding our overall target of £292 million in 2006/07 and 2007/08.



DCA Departmental Report 2005/06 | Delivering for the public

8.17 Table 1 (below) details the breakdown of financial savings and the quality measures underpinning these, which ensure that efficiency gains are not affecting the quality of service delivered. Table 2 (below) details headcount reductions.

Table 1

| Workstream/Initiative | Savings to date | Quality Assurance Outurn |
|---|---|---|
| Legal Aid Delivered by controlling the costs of VHCCCs, establishing CLS Direct, capping legal help, and the CPS Charging Project | £43.9 million (non-cashable) | 'Quality Profiles' are an integral element of the supplier management process and form part of a range of tools to monitor and manage the quality of advice and performance of suppliers. Quality profile reports demonstrate whether a firm is 'out of profile' at which stage further investigation occurs in the form of 'audit' or a 'peer review'. By January 2006, 89 per cent of suppliers rated 'unacceptable' had either been improved or removed. |
| HMCS Savings delivered through line management and support function re-organisation, rationalisation and pooling of court business, estates integration and more efficient use of corporate resources | £17.1 million (cashable) £570,000 (non-cashable) | Increasing customer satisfaction in key areas such as: knowledge of court staff at public counter – 84 per cent against a baseline target of 85 per cent knowledge of staff on telephone service – 84 per cent against a baseline target of 80 per cent target helpfulness of written communication – 83 per cent against baseline target of 80 per cent |

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|---|--------------------------------|---|
| function re-organisation, rationalisation and pooling of rationalisation and pooling of integration and more efficient use of corporate resources | (9idshable) (570,000 | knowledge of court staff at public counter – 84 per cent against a baseline target of 85 per cent knowledge of staff on |
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| Legal Aid Delivered by controlling the costs of VHCCCs, establishing CLS Direct, capping legal help, and the CPS Charging Project | noillim 9.£43.9 (əldsdəsə-non) | 'Quality Profiles' are an integral element of the supplier management process and form part of a range of tools to monitor and manage the quality of advice and performance of suppliers. |
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| Quality measures are currently being identified and tested as part of a continuous review project. | noillim S£.£3 (eldsdssp-non) | Asylum & Immigration Tribunal Streamlining the asylum process by reducing the time between an appeal and the decision |
|---|---|---|
| Department in meeting our overall PSA targets. See the 'Reshaping Outcome' and Departmental PSA sections for further information. | noillim 43 (eldshass) | Corporate services Reorganisation of business processes in IT, HR and finance functions |
| Reshaping the corporate centre and reorganising business processes within corporate services is intended to increase the effectiveness of the | £3 million (eldshable) | Policy, funding and regulation Costs associated with 100 FTE headcount reduction delivered by re-shaping the centre of DCA |
| an HMCS procurement strategy key performance indicators on corporate cleaning, catering and security contracts. | | |
| quarterly meeting of HMCS Procurement Board | | |
| an agreement between DCA Commercial Group and HMCS | noillim 24.63 (əldadəsə) | Procurement Delivered by securing value-formoney commodities, contracts and services, and by improving the use of resources |
| Crown Court – 78 per cent against baseline of 68.2 per cent cases commenced within 16 weeks. | | |
| magistrates' courts – 30 days vs. a baseline of 33 days from first listing to completion. | | cracked trial rates, and sasociated costs |
| Timeliness: | | of the courts through reducing ineffective and |
| Crown Court – 14.1 per cent against a baseline of 23.1 per cent | | up-to-date as hearings progress) Performance improvement Improving the performance |
| magistrates' courts – 21.3 per cent against a baseline of 30.6 per cent | (502) (2017) (2017) (2017) (2017) (2017) (2017) | following the rollout of Xhibit (a new IT system designed to keep jurors, counsel and court staff |
| Ineffective trials rates: | noillim S. t3 (əldsdasə-non) | Cross-CJS business change Brusiness change in the courts |
| Quality Assurance Outurn | Savings to date | Workstream/Initiative |
| | | |

Table 1 (continued)

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| Workstream/Initiative | Savings to date | Quality Assurance Outurn | |
|--|--|---|--|
| Cross-CJS business change Business change in the courts following the rollout of Xhibit (a new IT system designed to keep jurors, counsel and court staff up-to-date as hearings progress) Performance improvement Improving the performance of the courts through reducing ineffective and cracked trial rates, and saving associated costs Procurement Delivered by securing value-for- money commodities, contracts and services, and by improving the use of resources | £1.2 million (non-cashable) £9.1 million (non-cashable) £3.42 million (cashable) | Ineffective trials rates: magistrates' courts – 21.3 per cent against a baseline of 30.6 per cent Crown Court – 14.1 per cent against a baseline of 23.1 per cent Timeliness: magistrates' courts – 30 days vs. a baseline of 33 days from first listing to completion. Crown Court – 78 per cent against baseline of 68.2 per cent cases commenced within 16 weeks. an agreement between DCA Commercial Group and HMCS which sets out the relationship, strategic direction and methods of measuring service delivery quarterly meeting of HMCS Procurement Board an HMCS procurement strategy key performance indicators on corporate cleaning, catering and security contracts. | |
| Policy, funding and regulation Costs associated with 100 FTE headcount reduction delivered by re-shaping the centre of DCA | £3 million (cashable) | Reshaping the corporate centre and reorganising business processes within corporate services is intended to increase | |
| Corporate services Reorganisation of business processes in IT, HR and finance functions | £4 million (cashable) | the effectiveness of the Department in meeting our overall PSA targets. See the 'Reshaping Outcome' and Departmental PSA sections for further information. | |
| Asylum & Immigration Tribunal Streamlining the asylum process by reducing the time between an appeal and the decision | £3.32 million (non-cashable) | Quality measures are currently being identified and tested as part of a continuous review project. | |

DCA Departmental Report 2005/06 | Delivering for the public

DCA Departmental Report 2005/06 | Delivering for the public

Table 2

| Workstream/Initiative | FTE reductions to date |
|---|------------------------|
| DCA Headquarters Re-shaping DCA centre | 100 FTEs |
| HMCS Line management and support function re-organisation | 217 FTEs |

8.18 In addition, we have recently reviewed our 'efficiency technical note', which outlines the initiatives delivering savings, and the quality measures underpinning the programme. It has been published online at: www.dca.gov.uk/dept/technote.pdf

Auditing of efficiency savings

8.19 All declared savings are checked before they are reported. At the end of each financial year, savings are reviewed as part of an internal validation process, in line with Office of Government Commerce guidance.

Future programme of work

8.20 We remain committed to ensuring that our targets are met and exceeded, and that efficiency remains a crucial aspect of all future business planning. Our programme of work for the next six to twelve months will focus on additional areas of saving, and securing the full delivery of savings already underway. Some key milestones are outlined in the table below:

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| DCA Headquarters Re-shaping DCA centre | 100 FTEs |
| Workstream/Initiative | FTE reductions to date |
| T SIGNI | |

8.22 DCA produced a 'Statement on Internal Control' for 2004/05, and work has been continuing throughout 2005/06 to further develop our risk management capabilities, using HM Treasury's risk framework. Notable achievements include:

8.21 Fundamental to the efficient, effective and economical achievement of the Department's objectives, is the active management of risk. Risk is increasingly central to the way business is conducted within the Department and forms an integral element of DCA's management board element of DCA's management board performance reviews. It informs the financial

planning process, operational decision-making, contingency planning, and investment decisions in DCA.

Risk management

 JAC was launched in April 2006, with consideration and approval of a relocation strategy expected by the end of 2006.

• JAC to approve relocation plan following launch

 an outline plan was completed in March 2006, with a full business case to be commissioned in late 2006 Relocation:

• Tribunals Service to produce an outline relocation project plan following the recent preliminary business case and market test

 this is to be launched in June 2006, with implementation of the findings of the pay and grading review beginning in August 2006. a new employment deal will be launched to cover the entire Department, which will be followed by a review of pay and grading throughout DCA

rollout began in April 2006, with completion
expected by August 2006

HR system

Corporate Services (HR):

• phased implementation of the single

Agreement on the business case with HM
 Treasury was reached at the end of March 2006, with the result of best and final offers later in the year.

Procurement:

a DISC business case is to be agreed with
HM Treasury, which will be followed by the
result of best and final offers

• this is due to be completed by the end of June 2006.

• LIBRA roll-out (Phase 1)

 savings were agreed in time for the new financial year, and will be reflected in the Autumn Performance Report Cross-CJS business change:

• following the pilot exercise LIBRA will have agreed savings which will be owned and delivered by the courts

 these were agreed with HM Treasury in March 2006 and will be reflected in the Autumn Performance Report. part of the HMCS business strategy, which will cover the remainder of the SR04 period and beyond

HMCS:plans for further savings to be agreed as part of the HMCS business strategy, which

 Lord Carter is expected to report by summer 2006, recommending new areas of saving. Legal aid:

• the Carter Review will make recommendations
on the future procurement of legal aid services

Timeframe

Workstream: Milestone

Table 3

Table 3

Workstream: Milestone

Timeframe

Legal aid:

• the Carter Review will make recommendations on the future procurement of legal aid services • Lord Carter is expected to report by summer 2006, recommending new areas of saving.

HMCS:

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Cross-CJS business change:

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- financial year, and will be reflected in the Autumn Performance Report

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Corporate Services (HR):

- phased implementation of the single HR system
- rollout began in April 2006, with completion expected by August 2006
- a new employment deal will be launched to cover the entire Department, which will be followed by a review of pay and grading throughout DCA
- this is to be launched in June 2006, with implementation of the findings of the pay and grading review beginning in August 2006.

Relocation:

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8.21 Fundamental to the efficient, effective and economical achievement of the Department's objectives, is the active management of risk. Risk is increasingly central to the way business is conducted within the Department and forms an integral element of DCA's management board performance reviews. It informs the financial

planning process, operational decision-making, contingency planning, and investment decisions in DCA.

8.22 DCA produced a 'Statement on Internal Control' for 2004/05, and work has been continuing throughout 2005/06 to further develop our risk management capabilities, using HM Treasury's risk framework. Notable achievements include:

- improved risk management reporting to the Department's management and ministerial executive boards
- greater focus on addressing highlighted risks
- further development of a risk-based approach to internal audit planning and execution.
- **8.23** In common with other Government departments, DCA continues to report its progress on management of risk to the Civil Service Management Board. Areas requiring further development include:
- developing a programme of work to increase risk management capabilities across HMCS
- further strengthening of the Department's risk management with its partners, for example through joint working within the CJS.

Reshaping the centre of DCA

- **8.25** We have reorganised the centre of the Department. This is now smaller and more strategic, providing better support to our delivery arms and helping us to serve the public more effectively. Policy and operations have been brought together into single teams within HMCS and the Tribunals Service, meaning that policy development is integrated with operational delivery. It avoids duplication, enables faster decision-making, improves accountability and gives a clear structure with which stakeholders can engage.
- **8.26** We have also created more efficient corporate services through the introduction of shared service functions and better use of resources.
- **8.27** As a result of the new organisational structure, further workforce reductions and efficiency savings will be delivered in 2006/07. These will be monitored as part of the wider Departmental efficiency programme.

Better regulation

Improving policy development and Regulatory Impact Assessment (RIA)

8.28 The key method of improving engagement with stakeholders has been the establishment of a Departmental monitoring group. The group includes representatives from interested business groups who are able

to comment on findings as the project progresses and identify any significant issues from the business perspective (e.g. omissions, most burdensome regulations).

8.29 In common with all Government departments, DCA has established an online portal to allow people to submit proposals for simplification. By February 2006, DCA had received five proposals, each of which is being considered.

8.30 DCA has produced internal guidance for its policymakers. A number of directly relevant training courses have also been advertised to staff with the aim of driving up the overall standard of skills.

Plans to improve RIA quality

8.31 In April 2005 DCA, with Cabinet Office's assistance, held two workshops to provide policymakers with practical experience of completing RIAs. The workshops also provided a forum to discuss the main issues concerning better regulation.

8.32 DCA is currently reviewing its own RIA guidance to make sure it fully reflects recent developments on better regulation.

Examples of effective RIA use (e.g. containing sunset clauses and commitments to review, RIA used to inform EU negotiations or avoid gold plating)

8.33 The RIA for the proposals on the 'Supporting Magistrates to Provide Justice' programme not only contained an explicit commitment to review the effectiveness of the proposals 6 months after implementation, but also identified the specific body that would be responsible for the review. The review body will not only include officials from the DCA and other interested Government departments but also representatives of those directly affected by the proposals (e.g. the Magistrates Association and members of the judiciary).

The Department's overall level of compliance with Cabinet Office guidance – "Better Policy Making: A guide to Regulatory Impact Assessment", and details of occasions when an RIA was not produced when required

8.34 All of the full consultation papers issued by DCA during the year had an accompanying partial RIA where one was required under current guidance.

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• greater focus on addressing highlighted risks

 improved risk management reporting to the Department's management and ministerial executive boards LC

Limited consultations

8.39 The 13 limited consultations lasted less than 12 weeks and were targeted at a specialist audience. 12 of these consultation papers contained an explicit reference to ministerial authorisation and set out the appropriate. The other limited consultation, appropriate. The other limited consultation, CP(L) 10/05 was authorised by a minister, but the consultation letter did not refer to this but the consultation letter did not refer to this of the authorising minister and the reason for of the authorising minister and the reason for the limitation are given in Table 4 overleaf:

Total number of consultations started during the year auring the year, DCA and HMCS 8.38 During the year, DCA and HMCS launched a total of 29 public consultations. 16 of these were full, public consultations were limited consultations, all authorised by the appropriate DCA minister in accordance with the Government's code of practice on with the Covernment's code of practice on public consultation.

Consultation

Progress on making annual rolling statements and sectors covered by Common Commencement Dates
8.37 So far DCA has made only limited progress with annual rolling statements and hopes to make substantive progress on this during 2006.

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Examples of good risk assessment

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8.35 The partial RIA accompanying the White Paper on the 'Review of Legal Services' is a comprehensive analysis of the current system of regulation of the legal profession. It sets out the case for replacing the present regulatory framework with a simpler and more transparent structure, which will deliver benefits both to the legal profession and consumer. The risk assessment sets out clearly the case for reform and how the proposals provide a simpler and more rational regulatory structure.

Transparency of implementation plans for European legislation

8.36 DCA is not responsible for implementing large volumes of European legislation. The majority of the European proposals that fall under its responsibility provide alternative, voluntary routes for securing desired outcomes. For example, in 2005 DCA consulted on proposals for a European Small Claims Procedure (ECSP). The ESCP is intended to provide a simpler clearer route for those living in the EU to pursue cross border disputes. It is not intended to replace domestic procedures but provide a voluntary alternative. The RIA explains the costs and benefits to the UK of adopting this process and how DCA would monitor the process should it be implemented.

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8.37 So far DCA has made only limited progress with annual rolling statements and hopes to make substantive progress on this during 2006.

Consultation

Total number of consultations started during the year

8.38 During the year, DCA and HMCS launched a total of 29 public consultations. 16 of these were full, public consultations lasting for 12 weeks or more. The other 13 were limited consultations, all authorised by the appropriate DCA minister in accordance with the Government's code of practice on public consultation.

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8.39 The 13 limited consultations lasted less than 12 weeks and were targeted at a specialist audience. 12 of these consultation papers contained an explicit reference to ministerial authorisation and set out the reasons why a limited consultation was appropriate. The other limited consultation, CP(L) 10/05 was authorised by a minister, but the consultation letter did not refer to this explicitly. For each limited consultation the name of the authorising minister and the reason for the limitation are given in Table 4 overleaf:

DCA Departmental Report 2005/06 | Delivering for the public

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Table 4

| Consultation Paper | Minister | Reason |
|---|-----------------|---|
| General Commissioners (Jurisdiction and Procedure) (Amendment) Regulations 2005 [CP(L) 1/05] | Baroness Ashton | The draft regulations will make only minor, procedural amendments. |
| Special Commissioners (Jurisdiction and Procedure) (Amendment) Regulations 2005 [CP(L) 2/05] | Baroness Ashton | The draft regulations will make only minor, procedural amendments. |
| Proposed Changes to Social Security Procedure Regulations: Appeals from the Pensions Appeal Tribunal [CP(L) 3/05] | Baroness Ashton | Short period remaining to allow implementation by required date of 6 April 2006. |
| Asylum and Immigration Tribunal - Fast Track Procedure Rules [CP(L) 5/05] | Lord Falconer | Targeted at stakeholders with specialised knowledge and experience. The main procedural changes have already been the subject of consultation. |
| Proposed changes to Social Security Procedure Regulations: Appeals from the Pensions Appeal Tribunal [CP(L) 8/05] | Baroness Ashton | Short period remaining to allow implementation by required date of 6 April 2006. |
| Requirements for imprints on election material – alterations to be made to Political Parties, Elections and Referendums Act 2000 [CP(L) 9/05] | Chris Leslie | The very specialised nature of the changes proposed and the limited number of stakeholders that will have a particular interest in the changes. |
| Proposed amendment to the Lord Chancellor's Direction – Protection of Children Act Tribunal [CP(L) 10/05] | David Lammy | The very specialised nature of the changes proposed and the limited number of stakeholders that will have a particular interest in the changes. |
| European Small Claims Procedure [CP(L) 12/05] | Baroness Ashton | Time available for consultation limited by fixed deadlines for European negotiations. |
| Merger of Local Justice Areas [CP(L) 15/05] | Harriet Harman | To ensure the timescale for the election of bench chairman and deputy chairman can be met and in view of the fact that there are no changes envisaged that would alter the service to the public. |

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| Table 4 Consultation Paper | Minister | Reason |

63

independent regulators in the Better Regulation Agenda

8.41 DCA engaged with all of its related bodies to secure their full commitment to delivering on the better regulation agenda, in particular on simplification and administrative burden reduction. As an example, regulations that fall under the responsibility of the LSC and the Land Registry have been included within the work to establish the DCA baseline for the administrative burden reduction project.

burdens reductions:

How departments are engaging their

Simplification and administrative

quality consultation documents and methodology have positively influenced policy formulation

8.40 The consultation paper on Jury Research and Impropriety is an example of a very prompted many high quality responses, which directly influenced subsequent policy directly influenced subsequent policy formation. Respondents proved that it was both legally possible and also desirable to do more research within the existing law than had previously been thought possible. This allowed further progress to be made without first further progress to be made without first further brogress to be made without first further progress to be made without first forward legislation.

Best practice: for example how good

Table 4 (continued)

| Parliamentary Costs Consolidation Bill [CP(L) 33/05] | Lord Falconer | The Bill's specialised nature and limited number of stakeholders directly involved. The shorter consultation period would also allow the introduction of the Bill in the current parliamentary session. |
|--|-----------------|---|
| Civil and Family Court Fee Increases [CP(L) 24/05] | Baroness Ashton | Consultation limited to the detail of the proposed package and not the underlying policy and targeted at a limited audience, namely the consultees required by statute and other key stakeholders. In addition, the deadline for responses was shortened because one key objective was to increase fee income to cover costs in the current financial year. |
| Electoral registers: Proposed changes to the Representation of the People Regulations [CP(L) 21/05] | Harriet Harman | Proposed changes being made within the framework established by the Representation of the People Regulations, upon which there was previous consultation. There have also been prior discussions with key interested organisations about the proposals. |
| Civil Partnership Act 2004 – amendments to family procedure [CP(L) 19/05] | Baroness Ashton | Technical nature of these particular rule amendments and wide public consultation that has already taken place on policy. Also considered appropriate to target this consultation at professional and institutional stakeholders. |
| Consultation Paper | Minister | Reason |
| | | |

Table 4 (continued)

| Consultation Paper | Minister | Reason |
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| Civil Partnership Act 2004 – amendments to family procedure [CP(L) 19/05] | Baroness Ashton | Technical nature of these particular rule amendments and wide public consultation that has already taken place on policy. Also considered appropriate to target this consultation at professional and institutional stakeholders. |
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Best practice: for example how good quality consultation documents and methodology have positively influenced policy formulation

8.40 The consultation paper on *Jury Research* and *Impropriety* is an example of a very effective DCA consultation paper that prompted many high quality responses, which directly influenced subsequent policy formation. Respondents proved that it was both legally possible and also desirable to do more research within the existing law than had previously been thought possible. This allowed further progress to be made without first having to wait for an opportunity to bring forward legislation.

Simplification and administrative burdens reductions:

How departments are engaging their independent regulators in the Better Regulation Agenda

8.41 DCA engaged with all of its related bodies to secure their full commitment to delivering on the better regulation agenda, in particular on simplification and administrative burden reduction. As an example, regulations that fall under the responsibility of the LSC and the Land Registry have been included within the work to establish the DCA baseline for the administrative burden reduction project.

Officials from those organisations have been included within the monitoring and reference groups established as part of the framework for those projects.

8.42 DCA has also kept the Office of the Information Commissioner (ICO) fully informed of relevant developments. In recognition of the ICO's independent status, it has not been included in DCA's results but instead has dealt directly with Cabinet Office where it is able to contribute directly to work on better regulation.

The steps taken to ensure a risk based approach to regulation

8.43 DCA has used the RIA as the primary tool in promoting a risk-based approach to regulation when developing policies. It allows for a proportionate approach to dealing with risk and finding the best solution to achieving departmental objectives. Two recent examples of this are the RIAs accompanying the *Review of Legal Services* White Paper and the Compensation Bill.

Progress on producing and publishing a rolling simplification plan

8.44 Although DCA has produced initial drafts of its simplification plan it has not yet been published. The plan is being discussed with the Better Regulation Executive at the Cabinet Office and will be refined in the light of those discussions prior to publication. The DCA has also been in discussion with Cabinet Office on cross-Government issues such as data sharing where it might be able to take a lead across Government or act as a facilitator.

Examples of simplification measures that have already been delivered, not just for the stock of regulation, but also compensatory deregulation for proposed new measures and proposals to reduce burdens on front line staff

8.45 The Regulatory Reform Order (RRO) on the Execution of Deeds and Documents came into force on 15 September 2005 and will deliver savings as a result of clearer and more consistent rules that will simplify transactions.

8.46 Work has also been completed on bringing together the 'Courts Standards and Design Guide' to make it more user-friendly for HMCS estates staff and professional advisors when they are considering new court building projects.

Number of Regulatory Reform Orders (RROs) delivered, giving examples

8.47 In September 2005 the RRO on the 'Execution of Deeds and Documents' came into force. The RRO clarified and simplified overlapping areas of law relating to companies and other corporations.

8.48 This is the first RRO delivered by DCA, which has not been able to deliver any other proposals because of the difficulties the Department has encountered the with scope of the Regulatory Reform Act. To address these difficulties, DCA has fully supported work to develop and deliver the Legislative and Regulatory Reform Bill, which was introduced in the House of Commons in January 2006. The Bill should help deliver the Law Commission's recommendations.

Best Practice Examples:

Examples of where positive outcomes in other areas of better regulation have been delivered

8.49 DCA has always required other departments to take into account the effect their proposals may have on the legal aid budget. To formalise this requirement the RIA now includes a legal aid impact test. This ensures discussion and negotiation between DCA and other Government departments at an early stage of policy development to ensure that the cost impact to the legal aid fund is taken into account. Ultimately this is ensuring that any new commitments are properly costed and funded.

8.50 In July 2005 HMCS consulted on the proposed roll-out of telephone hearings in court. It had conducted a pilot study on how effective it would be to allow certain hearings to go ahead over the telephone rather then require the defendant and other interested parties to be present at court. It used the consultation exercise and the RIA to present the findings. The RIA described the benefits to litigants and defendants and how this might be an efficient use of technology to provide benefits to court users and court staff. It would also provide benefits in rural areas or for court users with mobility difficulties.

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Officials from those organisations have been included within the monitoring and reference groups established as part of the framework for those projects.

Wider Markets Initiative (WMI)

8.58 We have so far raised £60,000 by hiring out HMCS buildings for commercial purposes, including television filming and celebratory events and by allowing partner agencies to use our premises to conduct their out-of-hours business. In 2006/07 we will launch a pilot offering probate customers access to information and wills online. Any revenue information and wills online show revenue back into frontline services.

8.57 HMCS has adopted the Charter Mark standard to achieve customer service across atandard to achieve customer mark programme the organisation. The Charter mark programme commits all area, regional and central business units within HMCS to achieve Charter Mark standard and once this is achieved the organisation will apply for corporate accreditation. This will involve providing specific evidence that This will involve providing specific evidence that This will involve providing specific evidence that applied across the agency.

8.56 In May 2005 we entered into a partnership agreement with the LSC to ensure that members of the public, particularly the most vulnerable, would be sign-posted to quality legal information and advice when they needed it. This agreement covers the Crown Court and the civil courts. In early 2006 we will extend this coverage to all magistrates' courts.

CLS Direct

Charter Mark

Listening to our customers

8.55 We have conducted opinion surveys with court users to test satisfaction levels with the quality of our services and facilities. The current overall satisfaction rate for Crown and civil court users is 82 per cent, and 67 per cent for magistrates' court users. Direct comparison tor magistrates' court users. Direct comparison between business areas is currently not possible due to the use of two different survey methods. There will however be a new integrated survey approach for HMCS from 2006/07. We will use customer feedback to shape and drive our improvement plans.

14 supporting targets for this PSA target has been strong. We have met 11 of the 14 targets and can demonstrate considerable successes across a wide range of activity. HMCS are currently in the process of developing a new customer satisfaction survey, which will cover the Crown, county and magistrates' courts, and we plan to build on the lessons learnt from the survey used for monitoring this PSA target.

with HMCS. Performance against the suite of of service received in the course of contact was ultimately upheld, rather than the quality onfcome of the case, or whether the complaint strongly influenced by factors such as the berception, we believe that performance was customers complaints. As the survey measures measure focused on the speed of resolution of improving performance against the headline target. HMCS has had particular difficulty in target increases which were set for this PSA the extent required to meet the final staged usve not been able to improve performance to targets (see tables in chapter 10). Although we berformance against three of the four headline contra), we have achieved improved (customer satisfaction in the civil and family 8.54 In relation to our SR2002 PSA target 4

 improved partnership working with the LSC to provide better sign-posting for the public to the CLS.

• improvements to the clarity of standard letters produced by our IT systems

• petter use of customer service leaflets

 new customer service training for all staff, including 'Disability Awareness' training

 the launch of a new customer analysis feedback system to measure performance across all of our courts

snd guidance and guidance

8.53 We have developed and implemented a range of activities to improve customer satisfaction. These include:

8.52 We have developed a customer service strategy based on the principles of listening to our customers and their local communities. We want all of our customers to be confident that wherever and whenever they visit any of our buildings, they will receive the same excellent levels of customer service.

Improving performance
8.51 Much of HMCS activity has, in its first year of operation, focussed on establishing a uniform approach to customer service excellence.

Customer satisfaction

Customer satisfaction

Improving performance

8.51 Much of HMCS activity has, in its first year of operation, focussed on establishing a uniform approach to customer service excellence.

8.52 We have developed a customer service strategy based on the principles of listening to our customers and their local communities. We want all of our customers to be confident that wherever and whenever they visit any of our buildings, they will receive the same excellent levels of customer service.

8.53 We have developed and implemented a range of activities to improve customer satisfaction. These include:

- improved complaint handling standards and guidance
- the launch of a new customer analysis feedback system to measure performance across all of our courts
- new customer service training for all staff, including 'Disability Awareness' training
- better use of customer service leaflets
- improvements to the clarity of standard letters produced by our IT systems
- improved partnership working with the LSC to provide better sign-posting for the public to the CLS.

8.54 In relation to our SR2002 PSA target 4 (customer satisfaction in the civil and family courts), we have achieved improved performance against three of the four headline targets (see tables in chapter 10). Although we have not been able to improve performance to the extent required to meet the final staged target increases which were set for this PSA target. HMCS has had particular difficulty in improving performance against the headline measure focused on the speed of resolution of customers complaints. As the survey measures perception, we believe that performance was strongly influenced by factors such as the outcome of the case, or whether the complaint was ultimately upheld, rather than the quality of service received in the course of contact with HMCS. Performance against the suite of

14 supporting targets for this PSA target has been strong. We have met 11 of the 14 targets and can demonstrate considerable successes across a wide range of activity. HMCS are currently in the process of developing a new customer satisfaction survey, which will cover the Crown, county and magistrates' courts, and we plan to build on the lessons learnt from the survey used for monitoring this PSA target.

Listening to our customers

8.55 We have conducted opinion surveys with court users to test satisfaction levels with the quality of our services and facilities. The current overall satisfaction rate for Crown and civil court users is 82 per cent, and 67 per cent for magistrates' court users. Direct comparison between business areas is currently not possible due to the use of two different survey methods. There will however be a new integrated survey approach for HMCS from 2006/07. We will use customer feedback to shape and drive our improvement plans.

CLS Direct

8.56 In May 2005 we entered into a partnership agreement with the LSC to ensure that members of the public, particularly the most vulnerable, would be sign-posted to quality legal information and advice when they needed it. This agreement covers the Crown Court and the civil courts. In early 2006 we will extend this coverage to all magistrates' courts.

Charter Mark

8.57 HMCS has adopted the Charter Mark standard to achieve customer service across the organisation. The Charter mark programme commits all area, regional and central business units within HMCS to achieve Charter Mark standard and once this is achieved the organisation will apply for corporate accreditation. This will involve providing specific evidence that Charter Mark standards are being consistently applied across the agency.

Wider Markets Initiative (WMI)

8.58 We have so far raised £60,000 by hiring out HMCS buildings for commercial purposes, including television filming and celebratory events and by allowing partner agencies to use our premises to conduct their out-of-hours business. In 2006/07 we will launch a pilot offering probate customers access to information and wills online. Any revenue raised by HMCS under WMI can be ploughed back into frontline services.

Future initiatives

8.59 Our plans for 2006/07 include:

- implementing a range of new customer service standards for HMCS
- developing a new integrated Courts Charter for all HMCS jurisdictions
- a fresh approach to consulting with our customers and local communities
- implementing a new set of customer service performance measures based on areas of most importance to our customers
- improving the range of information provided, and customer access to it, including those whose first language is not English or those who have a disability or learning difficulty.

Courts and tribunals modernisation

HMCS

8.60 HMCS was established in April 2005 from the successful merger of the 42 Magistrates Courts areas and the former Court Service. HMCS' vision places the public at the heart of the courts, with services designed around their needs. In practical terms this means improving facilities, managing cases effectively to avoid delays, cost, and inconvenience, providing easier access to our services and continuing to improve the effectiveness and enforcement of court orders.

- **8.61** Merging the 42 Magistrates' Courts Committees and the former Court Service has involved a major programme of change. It provides the opportunity to improve performance and achieve efficiencies and the new agency has successfully met the challenges of its first year. There are major challenges ahead and the publication of the HMCS Business Strategy⁹ represents a real opportunity to create a modern and efficient court service fit for the 21st Century.
- **8.62** Service transformation will necessarily be an evolutionary process. We will target resources at the Government's key priorities and the key services required for an effective justice system. We need to ensure that our resources are focused on putting people at the heart of the way justice is delivered.

- **8.63** Key areas where business re-engineering will enable us to achieve significant improvement are:
- improved use of our buildings
- · removal of high volume bulk work from our courts
- · centralisation of some back office administration
- improved take-up of telephone and e-services
- new ways of administering the £20 billion of money we handle each year
- · consolidation of fines and enforcement activity in the national enforcement service
- · improved electronic management of documents and case files.

The Tribunals Service

8.64 The Tribunals Service, launched in April 2006, brings together the administration of the largest central government tribunals. It is the culmination of a major programme of work that has involved extensive negotiation and engagement with tribunals, other Government departments and stakeholders.

8.65 The Tribunals Service is set up with an agenda for change and growth. Over time, it will work to make the whole system of administrative justice more efficient, effective and accessible for users. It will create a service which has the flexibility to re-deploy staff and hearing rooms to manage the peaks and troughs in workload, take advantage of economies of scale and allow the good work already going on in many individual tribunals to be shared by all users of tribunals.

8.66 It will play a major role in delivering the goals set out in the July 2004 White Paper Transforming Public Services: Complaints, Redress and Tribunals by bringing forward innovative pilot projects on alternative dispute resolution and finding ways of improving the quality of original decisions.

Coroner and burial services

8.67 We have announced plans for coroner reform, based on three main aims of improving the service for bereaved people, introducing

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DCA Departmental Report 2005/06 | Delivering for the public

8.71 We have issued 1200 licences for

guidance for dealing with unstable memorials. managers and continue to work on similar prepared national guidance for cemetery in churchyards which are full. We have brocessed applications to discontinue burials subject to development (21 orders issued), and removal of human remains from burial grounds comparable to recent years), regulated the applications for exhumations (a figure

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Human resources

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staff will be crucial. areas of DCA have the skills to lead more needs of customers. Ensuring that staff in all

8.75 We have developed a five-year people

take this forward. a workforce and skills development strategy to capacity for the future. We have also developed services delivered to the public and build deliver the Department's work, improve the we will provide and skill the people needed to and organisation strategy which sets out how

for completion in August 2006. management systems - work that is scheduled review of our pay, grading and performance bolicies as well as embarking on a major During the year we introduced further corporate modern department that DCA has become. re developing to meet the needs of the large, the new DCA employment 'deal' which we policies from April 2005. These are part of zeveral new corporate people management of their former organisations, we introduced retained the employment terms and conditions joined the Department. While individuals separate Magistrates' Courts Committees nearly 13,000 people from the former 42 8.76 DCA doubled in size in April 2005 when

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representatives of coroner's officers and use held discussions with senior coroners and Society in September, and the Minister of State at the annual conterence of the Coroners' local stakeholders, the Lord Chancellor spoke encouraged coroners to forge closer links with representing bereaved people and have representatives and key voluntary groups and local authorities, have met with senior faith year, have visited individual coroner districts regularly with senior coroners throughout the London coroners involved. We have met last July, working closely with the three coordination team after the London bombings We were part of the action planning and individual coroner courts in four areas. groups for bereaved people linked with We have helped establish new local support officers' website and a guidance manual. brovided funding for setting up a coroners' service together for the first time. We have support staff, bringing these members of the We have held two seminars for coroner summing-up, emergencies and fuller induction. and expanded training for coroners including smaller coroner districts in two shire counties, bertormance statistics, amalgamations of current coroner service, including better annual 8.69 We have continued to improve the

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good national leadership while keeping the best features of a locally based service, and ensuring more effective coroner investigations and operation. The reforms will give bereaved people a greater role in investigations and inquests, provide a Chief Coroner and an advisory national Coronial Council, make coroner appointments full-time, and modernise investigation and inquest processes. They will also allow some investigations to conclude without a public inquest hearing, where no public interest would be served by one, and will ensure coroners have access to medical advice.

8.68 We are publishing a draft bill in this Parliamentary session, to allow full scrutiny and further public consultation.

8.69 We have continued to improve the current coroner service, including better annual performance statistics, amalgamations of smaller coroner districts in two shire counties, and expanded training for coroners including summing-up, emergencies and fuller induction. We have held two seminars for coroner support staff, bringing these members of the service together for the first time. We have provided funding for setting up a coroners' officers' website and a guidance manual. We have helped establish new local support groups for bereaved people linked with individual coroner courts in four areas. We were part of the action planning and coordination team after the London bombings last July, working closely with the three London coroners involved. We have met regularly with senior coroners throughout the year, have visited individual coroner districts and local authorities, have met with senior faith representatives and key voluntary groups representing bereaved people and have encouraged coroners to forge closer links with local stakeholders. the Lord Chancellor spoke at the annual conference of the Coroners' Society in September, and the Minister of State has held discussions with senior coroners and representatives of coroner's officers and voluntary groups.

8.70 We have further developed proposals for burial reform. We held five national workshops with stakeholders and are analysing the returns from the first survey of burial grounds in England and Wales.

8.71 We have issued 1200 licences for applications for exhumations (a figure comparable to recent years), regulated the removal of human remains from burial grounds subject to development (21 orders issued), and processed applications to discontinue burials in churchyards which are full. We have prepared national guidance for cemetery managers and continue to work on similar guidance for dealing with unstable memorials.

8.72 We have amended the Cremation Regulations to reflect changes in the law on human tissue in consequence of the Human Tissue Act 2004 and to improve on practical operation.

8.73 The Coroners Division transferred to DCA from the Home Office in June 2005.

Human resources

8.74 The Government's continuing reform of public services is aimed at better meeting the needs of customers. Ensuring that staff in all areas of DCA have the skills to lead more effective service delivery is fundamental, and the way we recruit, lead, develop and reward staff will be crucial.

8.75 We have developed a five-year people and organisation strategy which sets out how we will provide and skill the people needed to deliver the Department's work, improve the services delivered to the public and build capacity for the future. We have also developed a workforce and skills development strategy to take this forward.

8.76 DCA doubled in size in April 2005 when nearly 13,000 people from the former 42 separate Magistrates' Courts Committees joined the Department. While individuals retained the employment terms and conditions of their former organisations, we introduced several new corporate people management policies from April 2005. These are part of the new DCA employment 'deal' which we re developing to meet the needs of the large, modern department that DCA has become. During the year we introduced further corporate policies as well as embarking on a major review of our pay, grading and performance management systems - work that is scheduled for completion in August 2006.

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Corporate leadership

8.77 Central to our success is a continuing focus on leadership. We are refreshing our leadership strategy to align it with the Professional Skills for Government (PSG) vision, which has leadership at its core. One of DCA's values is 'leadership and teamwork', and we are working to bring this to life across the Department, ensuring that leadership supports business delivery.

- 8.78 During 2005 we continued our progress in developing leadership skills for the Senior Civil Service (SCS). We extended our coaching programme and ran mentoring workshops. More than a quarter of our senior managers are now officially acting as mentors. In early 2006, we delivered a further ten performance management master classes.
- **8.79** Earlier in the year, we focussed on developing leadership skills for staff just below the Senior Civil Service (the 'feeder grades'). We ran development centres for 100 participants, designed around the SCS competences. We offered a range of events to address the development needs of individuals and of the grade as a whole.
- **8.80** We are also reviewing our 'future leaders' scheme a talent management programme for junior staff and middle managers. The updated programme will have a corporate framework but senior managers will identify and develop their own future leaders. This will provide both flexibility and consistency in the selection of participants and in the development of leadership skills throughout the Department.

Professional Skills for Government (PSG)

- **8.81** Developing our people will help us focus on service delivery. PSG which represents the core skills that all civil servants need in order to deliver public services, and the more specialised professional skills integral to specific roles now underpins the way we do this. Our initial priority is to ensure that the skills of our senior leaders meet both the requirements of DCA's Five-Year Strategy and the wider requirements of the civil service.
- **8.82** During the year we incorporated PSG principles into our recruitment and selection procedures for SCS posts, and we conducted a skills audit across the Department. We are also ensuring that PSG is embedded within DCA's wider human resources framework.

8.83 We are also continuing to focus on financial management and project management skills. The result will be a more skilled cadre of managers and leaders in all areas of the Department, better equipped to take forward DCA's service delivery agenda.

Managing and developing our people

- **8.84** In addition to our work on leadership during the year, we offered more than 70 skills, knowledge and technology courses across our core operational business areas and headquarters. We also supported Xhibit implementation by training business representatives and staff to use the system.
- **8.85** We offered more than 20 different development events, from leadership and management to communication and diversity including positive action training for staff of minority ethnic origin. We designed new events to support the launch of the new managing attendance policy.
- **8.86** We continue to support the Government's skills strategy in a number of ways. We broadened the range of National Vocational Qualifications available to our staff and offered support for apprenticeships regardless of age. We also continue to participate in the Prince's Trust 'Team and Skills for Life' activities. We are a pathfinder Department for the 'Foundation 4 Government' foundation degree. We also launched a pilot to sponsor staff on public sector MBAs.

Diversity

- **8.87** It is a mark of the critical importance the Department attaches to diversity that policies on equality and diversity, disability, flexible working and career breaks were among the very first new policies introduced in April 2005 for the enlarged DCA.
- **8.88** During the year we promoted practical guidance on providing reasonable adjustments for staff with disabilities and their line managers. This also included guidance on meeting development needs in anticipation of the Department's forthcoming duty to positively promote equality of opportunity for people with disabilities. In order to ensure that the policy is embedded and managers are provided with adequate support, we established a team of dedicated officers to promote the policy proactively in the regions.

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IT and eDelivery

8.93 The Operational Unit also has responsibility for implementing our diversity policies. Projects include compliance with diversity legislation, developing services for our customers, staff potential and leadership. As a result, we have developed the Diversity Impact result, tool, which ensures diversity is considered when developing new policies.

8.92 The networks have raised the DCA's profile as a diversity leader in Whitehall and the Department has won a number of awards for excellence in diversity. Champions support the networks at SCS level, to ensure that staff are heard by senior managers.

6.91 The role of the Equality and Diversity Unit is to ensure a strategic approach to the delivery of equality and diversity across the organisation. Work falls into two areas, the Operational Unit and the Staff Metworks. The Operational Unit provides advice on age and caring issues, provides advice on age and caring issues, disability, gender, race, religion or belief and established to support staff Metworks were established to support staff from under represented groups and to play an important role in promoting and taising awareness for role in promoting and raising awareness for diversity issues.

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programme to improve the quality and range programme to improve the quality and range of diversity data available and issued updated guidance to managers and staff on flexible working. We continue to develop our positive action training programme for staff of minority ethnic origin and tailored training on the implications of specific disabilities for managers and staff. DCA was listed as the joint third ranking Government department in joint third ranking Government department in the Stonewall Equality Index 2006.

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INK

8.95 The LINK programme, which is one of the largest IT programmes ever undertaken by the Department, has successfully introduced a modern IT infrastructure to Crown Court and larger civil and family court centres. The infrastructure connects each court to a wide area network and provides court staff and the judiciary with industry-standard tools (Word, Excel, email, internet), meaning improved services for our customers. The LINK infrastructure can also host new business applications which will support HMCS's plans for further modernisation of the courts in the years ahead.

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secure way for court users to issue a money claim using the internet. Rather than having to attend court to register their claim, they can now do so from their own homes and at any time of day. Claimants now issue around 6,000 cases a month online.

Possession Claims Online (PCOL)

8.100 PCOL is scheme to allow people to issue and manage claims online. It can be used for claims in county courts for possession of residential property for non-payment of rent or mortgage.

8.101 There will be new electronic channels for claimants to issue claims using internet forms (similar to the Money Claim on-line service) for the small and infrequent user; or a system to system interface for frequent users which will directly exchange data from the claimants own system to PCOL.

8.102 The system will be similar to MCOL, and will provide a 24-hour, seven day-a-week service for customers, including mortgage companies and letting agents, to launch proceedings and to progress existing proceedings. The system is scheduled to be rolled out in Autumn 2006.

Secure eMail (SeM)

8.103 SeM enables the secure online communication of information between criminal justice agencies (CPS, police, magistrates' courts, Crown Court, Prison Service and Probation Service) and selected practitioners (defence practitioners, court witness services and the judiciary). SeM is designed to help users both within and outside Government to securely exchange electronic information up to the 'restricted' level of security in the protective marking system.

8.104 Following its launch in early 2004, take-up was lower than expected. The OCJR is aiming to increase SeM usage through an improved service organised by Criminal Justice Information Technology. The first phase was delivered in April 2006. This coincided with the re-launch of SeM which is now more user-friendly and requires less time to register.

Libra

8.105 The Libra system will replace the magistrates' courts' existing IT systems with a single national infrastructure and case management system. The replacing of outdated

systems with modern technology will provide new and improved links with other agencies including the police. Libra has already installed new hardware and software systems into all magistrates' courts, providing staff with access to modern computers, office software, secure email, intranet and internet. The first pilot site – Kingston Magistrates' Court – went live with the new Libra case management system in December 2005. Work is ongoing at pilot sites at Warwickshire, South Wales and Suffolk.

The court and audio-visual project

8.106 This project is looking at ways of meeting the increasing demand for evidence to be produced electronically. We are currently testing a system, at Liverpool Crown Court, that is capable of meeting all audio-visual requirements. As well as videoconferencing and video playback, the system also offers sound enhancement and electronic presentation of evidence. It also enables several activities to be undertaken at the same time, and for witnesses to provide evidence from locations away from the courtroom. Discussions are also continuing to identify funding support for national roll-out of the system.

Commercial Court IT Project

8.107 The Commercial Court, which deals with international business disputes, is modernising the way in which it works. The Commercial Court IT project is supporting that modernisation programme by replacing the court's ageing case management system. In March 2006 the new system went live providing the Commercial and Admiralty Courts with an integrated case management system linked to an electronic diary and electronic records.

Public Guardianship Office (PGO)

8.108 The CASREC Migration project has been completed. This means that PGO staff are now benefiting from greater system accessibility, performance and resilience. It also supports the Mental Capacity IT project, ahead of incoming legislation in April 2007.

Judicial Portal

8.109 The Judicial Portal will provide a secure online service for the judiciary of England and Wales. Offering conferencing facilities as well as access to the most up-to-date legal information, the portal is being tested by a small number of judges with the intention of rolling it out later in the year.

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systems with modern technology will provide new and improved links with other agencies including the police. Libra has already installed new hardware and software systems into all magistrates' courts, providing staff with access to modern computers, office software, secure email, intranet and internet. The first pilot site – Kingston Magistrates' Court – went live with the new Libra case management system in December 2005. Work is ongoing at pilot sites at Warwickshire, South Wales and Suffolk.

Libra 8.105 The Libra system will replace the magistrates' courts' existing IT systems with a single national infrastructure and case management system. The replacing of outdated

8.104 Following its launch in early 2004, take-up was lower than expected. The OCJR is siming to increase SeM usage through an improved service organised by Criminal Justice Information Technology. The first phase was delivered in April 2006. This coincided with the re-launch of SeM which is now more user-friendly and requires less time to register.

Secure eMail (SeM)
8.103 SeM enables the secure online
communication of information between
criminal justice agencies (CPS, police,
magistrates' courts, Crown Court, Prison
Service and Probation Service) and selected
practitioners (defence practitioners, court
witness services and the judiciary). SeM is
designed to help users both within and outside
designed to help users both within and outside
information up to the 'restricted' level of
security in the protective marking system.

8.102 The system will be similar to MCOL, and will provide a 24-hour, seven day-a-week service for customers, including mortgage companies and letting agents, to launch proceedings and to progress existing proceedings. The system is scheduled to be rolled out in Autumn 2006.

8.101 There will be new electronic channels for claimants to issue claims using internet forms (similar to the Money Claim on-line service) for the small and infrequent user; or a system to system interface for frequent users which will directly exchange data from the claimants own system to PCOL.

Possession Claims Online (PCOL)
8.100 PCOL is scheme to allow people to issue and manage claims online. It can be used for claims in county courts for possession of residential property for non-payment of rent or mortgage.

a month online.

secure way for court users to issue a money claim using the internet. Rather than having to attend court to register their claim, they can now do so from their own homes and at any time of day. Claimants now issue around 6,000 cases day. Claimants now issue around 6,000 cases

continued regional roll-out of the 'You Decide encourage more young people and minority
ethnic people to join the magistracy



the '1824 Collective' campaign designed to vote.
 encourage 18-24 year-olds to register to vote.
 We worked with the Electoral Commission, the Mayor of London, Operation Black Vote, highly inventive multimedia campaign using a website and textline, posters, radio adverts and a music track and video specially recorded by urban artists.

 DCA was the first department to announce its priorities for the new term – Making a Difference: taking forward our priorities May 2005

8.117 Key achievements include:

8.116 Among key developments this year, we have improved how DCA engages with stakeholders and consumer groups and developed targeted campaigns to reach a wider range of people, particularly young people and minority ethnic audiences.

8.115 Under the leadership of the Director of Communications, the Communications Directorate is becoming a centre of expertise, leading on internal and external communications, (covering such services as media relations, website development, publicity and conference management). Our skills base has also been increased by the appointment of a number of senior strategic communications advisers.

6.114 There is an increased understanding throughout DCA and its agencies of the importance of well-planned communications to both policy making and delivery. Much more attention is now paid to working collaboratively, identifying emerging communications issues and co-ordinating ways to not only inform and co-ordinating ways to hot only inform audiences but also listen to them.

8.113 The Department continues to develop communications to support the delivery of policy objectives. We aim to do this through more efficient and cost-effective communications activity, which increasingly reaches a wider and more diverse range of audiences.

Creating a more strategic approach to communications

Correspondence from members of the public 8.112 The Department has a target to reply within 15 working days. For the period 1 January – 31 December 2005 4,846 separate pieces of correspondence (including emails) were answered with the target met in 81 per cent of cases compared to 76 per cent in 2004.

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Effective communications

DCA and Associated Offices 8.110 The Single HR project is aiming to put human resources data for all DCA staff, including from the magistrates' courts, onto a single IT system. A pilot for this began in the Wales and Cheshire region in March 2006.

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 Become a Magistrate' campaign to
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 ethnic people to join the magistracy

DCA Departmental Report 2005/06 | Delivering for the public

- leading work with the OCJR and other parts of the CJS, to set up a new communications sub committee of the National Criminal Justice Board to enable better collaboration on communications
- an internal communications strategy which has been agreed across DCA. This is an essential part of the Department's delivery capability and aims to help staff do their iobs better
- the third annual DCA staff conference was held in December, allowing staff to engage with ministers and senior management on issues that matter to them
- DCA's press office now takes the lead on weekly conference calls to improve communications with colleagues from across the CJS. It has also developed an electronic briefing system, based on the Number 10 system, to help respond to misinformation and brief the media.
- **8.118** The DCA Communicators' Network. set up to share best practice and co-ordinate cross-DCA communications, has been further developed. In September 2005 over 90 communicators attended a conference on the theme of 'Real People, Real Lives', focussing on the public and their needs.

Welsh language

DCA Welsh Language Scheme

8.119 DCA has adopted the principle that in the conduct of public administration and justice in Wales, it will give equal treatment to the English and Welsh languages. When DCA's Welsh Language Scheme is published it will set out how DCA will demonstrate the services it provides to the people of Wales.

8.120 In view of recent significant changes to the structure of the DCA, its agencies and associated offices and in accordance with the Welsh Language Act 1993, we are preparing a new version of DCA's draft Welsh Language Scheme. Subject to Welsh Language Board approval, we then intend to submit it for public consultation.

HMCS Welsh Language Scheme

8.121 The Welsh Language Scheme for HMCS was approved by the Welsh Language Board in July 2005. This scheme replaces the Court Service Welsh Language Scheme and the Welsh Language schemes for Dyfed-Powys, Gwent, North Wales and South Wales Magistrates' Courts Committees.

8.122 HMCS fully supports the principles established by the Welsh Language Act 1993 and believes that the public in Wales should be provided with a service that treats the Welsh and English languages on a basis of equality. The scheme sets out how the HMCS will give effect to this principle when providing services to the public in Wales.

8.123 Each area (Dyfed-Powys, Gwent, North Wales and South Wales) has developed an action plan setting out the required actions to achieve this objective.

8.124 HMCS has a dedicated Welsh language unit based in Holyhead. The unit provides support in delivering the scheme to court users as well as supporting HMCS, other DCA offices and the tribunals. A helpline is also available, providing a range of free services in Welsh to the public. Many of HMCS' leaflets and forms currently available are produced in a bilingual format. Court users have the right to give evidence in either English or Welsh at court and probate hearings in Wales. In these cases, simultaneous translation facilities are made available. Arrangements are in place for enabling court users or those connected with cases to opt for the use of Welsh.

Sustainable development

8.125 During 2005 we have been developing a sustainable development strategy and action plan. A steering group will oversee progress against the action plan and a network group will consider how progress can be made. The strategy and action plan has now been completed and is being prepared for publication. completed and is being prepared for publication. strategy and action plan has now been cousider how progress can be made. The sdainst the action plan and a network group will plan. A steering group will oversee progress a sustainable development strategy and action 8.125 During 2005 we have been developing

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on communications Justice Board to enable better collaboration sub committee of the National Criminal of the CJS, to set up a new communications leading work with the OCJR and other parts 8.129 During 2005/6 we signed a service level agreement with the OGC for the provision of electricity and natural gas to the Crown Court and county courts. This agreement increases the quantity of green energy the Department purchases. This will increase further as more magistrates' courts are added to the contract and existing arrangements come to an end.

8.128 While we have continued to monitor energy usage on the estate and implemented a 'spend to save' initiative, we have focussed on energy usage within the enlarged estate and in particular the magistrates' courts. A programme of energy and water surveys has started to identify where potential savings can be made and action is being taken to ensure effective monitoring of usage.

8.127 In addition, the strategy and action plan has identified areas for improvement, including procurement, how we deal with staff and how we impact on social issues. These will be taken forward in the coming year.

 establishing environmental management systems at our two largest sites – the Royal Courts of Justice and our headquarter's buildings.

- updating the Department's 'Courts Standards and Design Guide'
 - staff awareness and training
- · monitoring of water consumption

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DCA Departmental Report 2005/06 | Delivering for the public

Chapter 9: Other offices

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Northern Ireland Court Service

Director: David A Lavery

- **9.1** The Northern Ireland Court Service is the Lord Chancellor's department in Northern Ireland. The Court Service employs 750 staff at 21 courthouses and other offices across Northern Ireland
- 9.2 The role of the Court Service is to:
- provide administrative support for the Northern Ireland courts i.e. Court of Judicature (which comprises the Court of Appeal in Northern Ireland, the High Court and the Crown Court), county courts, magistrates' courts, coroners courts and certain tribunals
- enforce civil court judgments
- support the Lord Chancellor in discharging his ministerial responsibilities in Northern Ireland, including responsibility for judicial appointments and legal aid.

Objectives for 2005/06

- **9.3** The corporate aim of the Northern Ireland Court Service is 'serving the community through the administration of justice'. The Court Service's corporate plan for the period 2005-08 outlines its three strategic objectives:
- modernising court business
- improving access to justice
- promoting confidence in the justice system.

Performance for 2005/06

9.4 The Court Service's Annual Report for 2005/06 will report on business performance against the targets and performance milestones set in its Business Plan for 2005/06. A summary of key achievements is provided below.

Modernising court business

Integrated Court Operations System (ICOS)

9.5 The Court Service is developing a modern IT system to support the courts and judiciary. ICOS will allow for the electronic transaction of

court business in the civil, criminal and family courts. The civil business module has already been successfully introduced, and the criminal and family business modules will be delivered during 2006.

Improving customer service

- 9.6 The Court Service published a customer service strategy in June 2005 setting out the standards which customers can expect to receive at all courts. By the end of 2005/06, all of the courthouses in Northern Ireland had achieved Charter Mark accreditation. Also in 2005/06 the Enforcement of Judgments Office achieved a Gold Award in the EFQM Steps to Excellence Scheme. Only 12 organisations have been accredited with a Gold Award since the commencement of the scheme in 1994.
- **9.7** The Court Service invited Her Majesty's Inspectorate of Court Administration (HMICA) to inspect and report on customer service delivery in the Court Service. HMICA's report, published in June 2005, acknowledges the high standard of customer service delivered throughout the courts in Northern Ireland.
- **9.8** The Court Service continues to address the customer service needs of specific court users such as victims and witnesses. In August 2005 the Court Service published a protocol developed with Victim Support NI and the NSPCC to improve the support services for victims of crime.

Modernising the Coroners' Service

9.9 The Court Service published a modernisation plan for the Coroners Service in April 2005. The new Coroners Service will provide a much improved service including a full-time coroners judiciary, the appointment of a High Court Judge as Presiding Judge, and improved administrative and IT support. Coroners Service Family Liaison Officers have been appointed to liaise between bereaved families, the Coroners Service and other agencies.

Improving access to justice

Modernising public funded legal services 9.10 The Court Service has established a joint Strategic Planning Group with the Northern Ireland Legal Services Commission to oversee the introduction of new civil legal services by Autumn 2007. Its delivery plan includes Modernising public funded legal services 9.10 The Court Service has established a joint Strategic Planning Group with the Northern Ireland Legal Services Commission to oversee the introduction of new civil legal services by Autumn 2007. Its delivery plan includes

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Contact details

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9-15 Bedford Street
Belfast
BT2 7LT

Management of resources 9.17 The Court Service's resource accounts for the financial year ending 31 March 2005 were published in July 2005. These are available online at www.courtsni.gov.uk

 Overall performance: 97 per cent within target (April – December 2005).

within target time

Family business

To process 95 per cent of family business

 Overall performance: 95 per cent within target (April – December 2005)

within target time

Civil business

To process 97 per cent of civil business

target (April – December 2005)

Overall performance: 77 per cent within

within target time

Criminal business• To process 80 per cent of criminal business

through a range of targets across each of the three court tiers. Business performance during 2005/06 was as follows:

Delivering an efficient court system
9.16 One of the ways in which the Court
Service measures its business performance is

Delivering better public services

Achieving a representative workforce 9.15 The Court Service is committed to having a workforce which is reflective of the community in Northern Ireland. The Court Service has published an action plan, developed in consultation with the Northern Ireland Equality Commission, to achieve a Ireland Equality Commission, to achieve a fully representative workforce.

Lay magistrates
9.14 The Northern Ireland Criminal Justice
Review recommended the establishment of a new judicial office of lay magistrate in Northern Ireland. The appointment of lay magistrates allows for greater community involvement in the courts. Some 300 new lay magistrates took up office in April 2005. Those appointed are reflective of the community in Northern Ireland both in terms of gender, age and social and community background.

9.13 The Commission has a statutory duty to secure a judiciary which is reflective of the community in Northern Ireland, thus enhancing public confidence in the justice system.

for judicial appointm judge level.

9.12 The Northern Ireland JAC was established in June 2005 and is chaired by the Lord Chief Justice of Northern Ireland. It is made up of five other members of the judiciary, five lay members, a barrister and a solicitor. The JAC is responsible for administering appointment schemes for judicial posts, and making recommendations to the Lord Chancellor for judicial appointments up to High Court for judicial appointments up to High Court

Morthern Ireland Judicial Appointments Commission

justice system

Promoting confidence in the

Working with other agencies to deliver a joined-up justice system
9.11 The Court Service has supported a number of inter-agency initiatives, including bringing 17-year-old offenders into the jurisdiction of the Youth Court from August to the Court Service is a major contributor to the development of a new criminal justice IT platform called 'Causeway' which will enable platform called 'Causeway' which will enable criminal justice agencies to share information.

workstreams deriving from the Fundamental Legal Aid Review in Northern Ireland. The Court Service has also worked with the Northern Ireland Legal Services Commission to deliver the SR2004 legal aid settlement conditions.

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Promoting confidence in the justice system

Northern Ireland Judicial Appointments Commission

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Delivering better public services

Delivering an efficient court system

9.16 One of the ways in which the Court Service measures its business performance is through a range of targets across each of the three court tiers. Business performance during 2005/06 was as follows:

Criminal business

- To process 80 per cent of criminal business within target time
- Overall performance: 77 per cent within target (April – December 2005)

Civil business

- To process 97 per cent of civil business within target time
- Overall performance: 95 per cent within target (April – December 2005)

Family business

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- Overall performance: 97 per cent within target (April December 2005).

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E: Informationcentre@courtsni.gov.uk www.courtsni.gov.uk

Financial tables

DCA Departmental Report 2005/06 | Other offices

| Table 1: Total public spending | Table 1: Total public spending£000 | | | | | | | | | | | | |
|--------------------------------|------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|--|--|--|--|--|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans | | | | | |
| Consumption of resources | | | | | | | | | | | | | |
| Northern Ireland Court Service | 72,890 | 82,986 | 99,256 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 | | | | | |
| Total resource budget | 72,890 | 82,986 | 99,256 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 | | | | | |
| of which: | | | | | | | | | | | | | |
| Resource DEL | 72,890 | 82,986 | 99,256 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 | | | | | |
| Capital Spending | | | | | | | | | | | | | |
| Northern Ireland Court Service | 2569 | 9901 | 9631 | 2175 | 7688 | 5792 | 6000 | 6000 | | | | | |
| Total capital budget | 2569 | 9901 | 9631 | 2175 | 7688 | 5792 | 6000 | 6000 | | | | | |
| of which: | | | | | | | | | | | | | |
| Capital DEL | 2569 | 9901 | 9631 | 2175 | 7688 | 5792 | 6000 | 6000 | | | | | |
| Total public spending† | 71,621 | 88,930 | 103,061 | 106,878 | 127,382 | 115,122 | 132,319 | 132,319 | | | | | |

[†] Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation

| 1 | depreciation | ssəl , | təpbud | capital | alus the | d tapbud | resource l | of the | he total | calculated as t | c spending | ildud le | stoT † |
|------|--------------|--------|--------------|---------|----------|----------|------------|--------|----------|-----------------|------------|----------|--------|
| 135, | 132,319 | 155 | ' 911 | 286,72 | F 878 | 3'90 L | 190,501 | 086'89 | 21 8 | 9'14 | †gnibn9qs | oilduq | Total |

| Total public spending† | 129,17 | 086,88 | 190,601 | 878,801 | 127,382 | 115,122 | 132,319 | 132,319 |
|--------------------------------|---------|---------|---------|---------|---------|-----------|---------|---------|
| Capital DEL | 5269 | 1066 | 1896 | 2175 | 8897 | 2678 | 0009 | 0009 |
| of which: | | | | | | | | |
| Total capital budget | 5269 | 1066 | 1696 | 2175 | 8894 | 2678 | 0009 | 0009 |
| Northern Ireland Court Service | 5269 | 1066 | 1896 | 2175 | 8897 | 2678 | 0009 | 0009 |
| Capital Spending | | | | | | | | |
| Resource DEL | 72,890 | 986,28 | 997'66 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 |
| of which: | | | | | | | | |
| Total resource budget | 72,890 | 986,28 | 997'66 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 |
| Northern Ireland Court Service | 72,890 | 986'78 | 997'66 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 |
| Consumption of resources | | | | | | | | |
| | | | | | | Outturn | | |
| | Outturn | Outturn | Outturn | Outturn | Outturn | Estimated | Plans | Plans |
| | 2000/01 | 20/1002 | 2002/03 | 2003/04 | 2004/02 | 2002/08 | 20/9002 | 2007/08 |
| Table 1: Total public spending | 6 | | | | | | | 0003 |

Financial tables

| 132,439 | 132,439 | 118,397 | 128,134 | 112,808 | 997'66 | 986,28 | 75,890 | Total resource budget |
|----------|---------|-----------|---------|-----------|---------|----------|---------|--------------------------------|
| | | | | | | | | |
| 132,438 | 132,439 | 148,397 | 128,134 | 112,808 | 997'66 | 986,28 | 75,890 | and legal aid |
| | | | | | | | | Courts, other legal services |
| | | | | | | | | |
| | | | | | | | | of which: |
| | | | | | | | | |
| 132,438 | 132,439 | 148,397 | 128,134 | 112,808 | 997'66 | 986,28 | 75,890 | Northern Ireland Court Service |
| | | | | | | | | |
| | | Outturn | | | | | | |
| Plans | Plans | Estimated | Outturn | Outturn | Outturn | Outturn | Outturn | |
| 30/7002 | 20/9002 | 2002/09 | 2004/05 | 2003/04 | 2002/03 | 20/1/02 | 2000/01 | |
| 70, 2000 | 20,000 | 00, 2000 | 20,7000 | 7 0, 0000 | 00,000 | 00, 1000 | 70,0000 | |
| 0003 | | | | | | | | Table 2: Resource budget |
| | | | | | | | | |

DCA Departmental Report 2005/06 | Other offices

338308_CM6820_TEXT / Sig: 40 / Plate A

338308_CM6820_TEXT / Sig: 40 / Plate A

| Table 2: Resource budget | | | | | | | | £000 |
|--------------------------------|---------|---------|---------|---------|---------|----------------------|---------|---------|
| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 | 2007/08 |
| | Outturn | Outturn | Outturn | Outturn | Outturn | Estimated Outturn | Plans | Plans |
| Northern Ireland Court Service | 72,890 | 82,986 | 99,256 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 |
| of which: | | | | | | | | |
| Courts, other legal services | | | | | | | | |
| and legal aid | 72,890 | 82,986 | 99,256 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 |
| Total resource budget | 72,890 | 82,986 | 99,256 | 112,808 | 128,134 | 118,397 | 132,439 | 132,439 |

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DCA Departmental Report 2005/06 | Other offices

| Table 3: Capital budget | | | | | | | | £000 |
|--|---------|---------|---------|---------|---------|----------------------|---------|---------|
| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 | 2007/08 |
| | Outturn | Outturn | Outturn | Outturn | Outturn | Estimated Outturn | Plans | Plans |
| Northern Ireland Court Service | 2569 | 9901 | 9631 | 2175 | 7688 | 5792 | 6000 | 6000 |
| of which: | | | | | | | | |
| Courts, other legal services and legal aid | 2569 | 9901 | 9631 | 2175 | 7688 | 5792 | 6000 | 6000 |
| and legal aid | 2303 | 9901 | 3001 | 2175 | 7000 | 3132 | 0000 | 0000 |
| Total capital budget | 2569 | 9901 | 9631 | 2175 | 7688 | 5792 | 6000 | 6000 |

| 0009 | 0009 | 2673 | 8897 | 2175 | 1696 | 6604 | 5269 | Total capital budget |
|---------|---------|-----------|---------|---------|---------|---------|---------|--------------------------------|
| 0000 | 0000 | 76.10 | 0007 | CUZ | 1006 | 1066 | 6007 | and legal aid |
| 0009 | 0009 | 2673 | 8897 | 2175 | 1896 | 1066 | 5269 | |
| | | | | | | | | Courts, other legal services |
| | | | | | | | | ot which: |
| | | | | | | | | |
| 0009 | 0009 | 2673 | 8897 | 2175 | 1696 | 1066 | 5269 | Northern Ireland Court Service |
| | | Outturn | | | | | | |
| Plans | Plans | Estimated | Outturn | Outturn | Ontturn | Ontturn | Ontturn | |
| | | | | | | | | |
| 80/7002 | 70/9002 | 2002/08 | 2004/05 | 2003/04 | 2002/03 | 20/1002 | 2000/01 | |
| 0003 | | | | | | | | Table 3: Capital budget |
| | | | | | | | | |

08

80

| 208,933 | 877,591 | 182,999 | 214,891 | 152,727 | 666,361 | 714,121 | 106,925 | 102,196 | Total capital employed in departmental guong |
|----------|-----------|----------|-----------|--------------------|----------|----------|----------|---------|---|
| _ | _ | _ | - | _ | - | - | - | - stess | Legal Aid Fund net a |
| _ | - | - | - | - | - | - | - | - | NDPB net assets |
| 208,933 | 877,891 | 182,999 | 168,412 | 152,727 | 136,399 | 714,121 | 106,925 | 102,196 | Capital employed within main department |
| (1223) | (1217) | (1224) | (1569) | (853) | (497) | (1040) | (718) | (486) | Provisivor |
| (25,813) | (856,838) | (26,937) | (22,809) | (22,556) | (26,190) | (14,621) | 0 | 0 | Creditors (>1 year) |
| (7137) | (7352) | (7127) | (8023) | (1826) | (14,046) | (687,11) | (12,141) | (7788) | Creditors (<1 year) |
| 0987 | 1917 | 9969 | 7912 | 6524 | ⊅66'01 | 8328 | 8138 | 0909 | Current assets |
| 146 | 131 | 168 | 202 | 34 | 1,252 | 180 | - | - | Intangible assets Software licences and development |
| 2010 | 2020 | 2023 | 1936 | 1225 | 1380 | 1164 | 1189 | 1139 | Furniture & Fittings |
| 1522 | 5268 | 1724 | 1767 | 4318 | 9498 | 3494 | 609 | 13 | Plant & machinery and IT |
| 232,712 | 516,405 | 503,920 | 713,881 | 996'941 | 158,098 | 145,701 | 740,011 | 103,955 | band and buildings |
| | | | | | | | | | Tangible assets |
| | | | | | | | | | ot which |
| 236,126 | 121,124 | 210,412 | 109'961 | Outturn 181,843 | 164,405 | 160,539 | 974,111 | 701,801 | Fixed assets |
| | Plans | Plans | Estimated | Outturn | Outturn | Outturn | Outturn | Outturn | Outturn |
| | 80/7002 | 70/9002 | 2002/00 | 2004/05 | 2003/04 | 2002/03 | 20/1002 | 2000/01 | 00/6661 |
| 0003 | | | | | | | | bavola | Table 4: Capital em |

DCA Departmental Report 2005/06 | Other offices

| Table 4: Capital en | nployed | | | | | | | | £000 |
|--|--------------------|--------------------|--------------------|--------------------|-------------------------------|----------------------|------------------|------------------|----------|
| 1999/00 Outturn | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn Outturn | 2005/06 Estimated | 2006/07 Plans | 2007/08 Plans | |
| Fixed assets | 105,107 | 111,745 | 150,539 | 164,405 | 181,843 | 195,601 | 210,412 | 221,124 | 236,126 |
| of which | | | | | | | | | |
| Tangible assets | | | | | | | | | |
| Land and buildings | 103,955 | 110,047 | 145,701 | 158,098 | 175,966 | 188,517 | 203,920 | 216,405 | 232,712 |
| Plant & machinery and IT | 13 | 509 | 3494 | 3675 | 4318 | 4941 | 4271 | 2568 | 1255 |
| Furniture & Fittings | 1139 | 1189 | 1164 | 1380 | 1525 | 1936 | 2053 | 2020 | 2010 |
| Intangible assets | | | | | | | | | |
| Software licences and development | _ | _ | 180 | 1,252 | 34 | 207 | 168 | 131 | 149 |
| Current assets | 6050 | 8138 | 8328 | 10,994 | 6524 | 7912 | 6965 | 7161 | 7360 |
| Creditors (<1 year) | (8577) | (12,141) | (11,789) | (14,046) | (9231) | (8023) | (7217) | (7352) | (7517) |
| Creditors (>1 year) | 0 | 0 | (24,621) | (25,190) | (25,556) | (25,809) | (25,937) | (25,938) | (25,813) |
| Provisions | (384) | (817) | (1040) | (764) | (853) | (1269) | (1224) | (1217) | (1223) |
| Capital employed within main | | | | | | | | | |
| department | 102,196 | 106,925 | 121,417 | 135,399 | 152,727 | 168,412 | 182,999 | 193,778 | 208,933 |
| NDPB net assets | _ | _ | _ | _ | _ | _ | _ | _ | |
| Legal Aid Fund net a | issets – | _ | | | _ | | | | |
| Total capital employed in departmental | | | | | | | | | |
| group | 102,196 | 106,925 | 121,417 | 135,399 | 152,727 | 168,412 | 182,999 | 193,778 | 208,933 |

338308_CM6820_TEXT / Sig: 41 / Plate B

DCA Departmental Report 2005/06 | Other offices
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| Table 5: Administration costs | | | | | | | | £000 |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|
| | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans |
| Administration Expenditure | | | | | | | | |
| Paybill | 5684 | 5878 | 4978 | 4979 | 5445 | 4830 | 7879 | 7879 |
| Other | 8738 | 13,405 | 10,441 | 9475 | 9998 | 7086 | 12,432 | 12,432 |
| Total administration expenditure | 14,422 | 19,283 | 15,419 | 14,454 | 15,443 | 11,916 | 20,311 | 20,311 |
| Administration income | -13,554 | -12,442 | -10,942 | -15,942 | -13,942 | -16,550 | -10,942 | -10,942 |
| Total administration budget | 868 | 6841 | 4477 | -1488 | 1501 | -4634 | 9369 | 9369 |
| Analysis by activity | | | | | | | | |
| Northern Ireland Court Service | 868 | 6841 | 4477 | -1488 | 1501 | -4634 | 9369 | 9369 |
| Total net administration costs | 868 | 6841 | 4477 | -1488 | 1501 | -4634 | 9369 | 9369 |

| Total net administration costs | 898 | 1 1 89 | 22 77 | 8841- | 1601 | 1 694– | 6986 | 6986 |
|-------------------------------------|--------------|-------------------|------------------|---------------------|----------------|-------------------|---------|---------|
| Northern Ireland Court Service | 898 | 1489 | 77 44 | 1488 | 1091 | 7897- | 6986 | 6986 |
| Analysis by activity | | | | | | | | |
| Total administration budget | 898 | 1489 | 77 44 | 8841- | 1091 | ₽£9₽ <u></u> | 6986 | 6986 |
| Administration income | -13,554 | -12,442 | 7+6,01- | 716,942 | -13,942 | -16,550 | -10,942 | -10,942 |
| Total administration expenditure | 14,422 | 19,283 | 614,81 | ₱9₱ [°] ₱₽ | 12,443 | 916'11 | 116,02 | 116,02 |
| Other | 8578 | 13,405 | 144,01 | 9446 | 8666 | 9807 | 12,432 | 12,432 |
| llidys9 | †89 <u>9</u> | 8783 | 8764 | 6467 | 9779 | 4830 | 6787 | 6787 |
| Administration Expenditure | | | | | | | | |
| | | | | | Outturn | | | |
| | Outturn | Outturn | Outturn | Outturn | Estimated ■ | Plans | Plans | Plans |
| | 20/1/02 | 2002/03 | 2003/04 | 2004/02 | 2002/00 | 20/9002 | 2007/08 | 2008/09 |
| Table 5: Administration costs | | | | | | | | 0003 |
| | | | | | | | | |

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DCA Departmental Report 2005/06 | Other offices

| Table 6: Staff numbers | | | | | | | | |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|
| | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans |
| Northern Ireland Court Service (1) | | | | | | | | |
| CS FTEs | 655 | 691 | 710 | 740 | 752 | 749 | 727 | 722 |
| Overtime | 19 | 115 | 7 | 5 | 5 | 4 | 4 | 4 |
| Casuals | 37 | 2 | 1 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 711 | 808 | 718 | 745 | 757 | 753 | 731 | 726 |

⁽¹⁾ The staff of the Northern Ireland Court Service are not part of the Home Civil Service and therefore are not included in the Civil Service staffing count.

(1) The staff of the Northern Ireland Court Service are not part of the Home Civil Service and therefore are not included in the Civil Service staffing count.

| 726 | 731 | £87 | 757 | 742 | 817 | 808 | 117 | JATOI |
|-----|-----|------------------|-----|-----|-----|-----|-----|------------------|
| 0 | 0 | 0 | 0 | 0 | | 7 | 10 | Casuals |
| 0 | 0 | 0 | 0 | 0 | + | 2 | 32 | Sierise |
| Þ | 7 | ħ | G | G | L | 112 | 61 | əmihəvO |
| | | | | | | | | |
| 722 | 727 | 6 7 7 | 752 | 047 | 017 | l69 | 999 | CS ELES |
| | | | | | | | | Cour Service (1) |

Northern Ireland Court Service (1)

 2001/02
 2002/03
 2004/05
 2005/06
 2006/06
 2008/09
 2008/09

 Outfurn
 Outfurn
 Outfurn
 Outfurn
 Outfurn
 Outfurn
 Outfurn
 Outfurn
 Outfurn

Table 6: Staff numbers

DCA Departmental Report 2005/06 | Other offices

HM Land Registry

Chief Land Registrar and Chief Executive of Land Registry: Peter Collis CB

- **9.18** Her Majesty's Land Registry, a separate Government department since 1862, was established as an Executive Agency of the Secretary of State in July 1990 and as a Trading Fund in April 1993. Land Registry is wholly self-financing and therefore makes no call on public funds under normal operating procedures.
- **9.19** Land Registry operates through 24 offices located throughout England and Wales; a London-based head office, the Land Charges and Agricultural Credits Departments and an Information Systems Group (based in Plymouth).
- **9.20** Land Registry's main function is to maintain and develop a register of title to freehold and leasehold land throughout England and Wales. On behalf of the Crown, Land Registry guarantees title to registered estates and interests in land.
- **9.21** The Land Register is a record of all land ownership that has been registered in England and Wales. Each register of title has its own number and contains a description of the property, the name and address of the registered proprietor and other details such as mortgages and rights that may affect the property adversely. The register also includes a title plan, showing the location and extent of each registered title.
- **9.22** Disputed applications to Land Registry are determined by the Adjudicator to HM Land Registry, an independent office created by the Land Registration Act 2002.
- **9.23** The Land Register is open to the public and for a fee anyone can inspect the register, find out the name and address of the current owner of any registered property or obtain a copy of any registered title.

Land Registry objectives

9.24 Land Registry's mission is to provide the world's best service for guaranteeing ownership of land and facilitating property transactions. Its vision is to make property transactions easier for all.

9.25 Its ten-year strategic plan describes how Land Registry will accomplish its mission through the achievement of ministerially agreed strategic objectives. It is a rolling plan, updated each year and supported by an annual business plan. Both plans can be viewed on Land Registry's website at www.landregistry.gov.uk/strategy

The current objectives are:

Customer service

• continuing to make improvements to the delivery of services to all stakeholders.

Land registration

- delivering timely and effective secondary legislation in relation to land registration
- creating a comprehensive land register for England and Wales.

Electronic service delivery

- introducing an electronic conveyancing system through which most property transactions will be affected
- making all land registration data electronically accessible to everyone.

Other business development

 Developing a broader range of services for property professionals, the public and others.

Land Registry performance for 2005/06

9.26 Under the terms of our Framework Document, the Secretary of State presents our Annual Report and Accounts to Parliament before the summer recess. The *Annual Report and Accounts for 2004/05* was published in September 2005 and contains details of our key performance indicators and other wider business measures.

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Land Registry performance for 2005/06

 Developing a broader range of services for property professionals, the public and others.

Officer business development

 making all land registration data electronically accessible to everyone.

Electronic service delivery

• introducing an electronic conveyancing system through which most property transactions will be affected

England and Wales.

• creating a comprehensive land register for

Land registration

• delivering timely and effective secondary
legislation in relation to land registration

Customer servicecontinuing to make improvements to the delivery of services to all stakeholders.

The current objectives are:

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9.20 Land Registry's main function is to maintain and develop a register of title to freehold and leasehold land throughout England and Wales. On behalf of the Crown, Land Registry guarantees title to registered estates and interests in land.

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Chief Land Registrar and Chief Executive of Land Registry: Peter Collis CB

HM Land Registry

T: 020 7917 8888 F: 020 7166 4474 E: strategy@landregistry.gsi.gov.uk www.landregistry.gov.uk

Contact details
HM Land Registry
Lincoln's Inn Fields
MC2A 3PH

Environment
9.37 All our local offices now have ISO 14001 accreditation and an environmental management system is in place.

9.36 For further information on our staffing policies and initiatives which include our own 'Qualification in Land Registration Law and Practice', delivered in partnership with the College of Law, please see our annual report and accounts.

- are recognised as an Investor in People.
 - οbbounuμλ
 - ske committed to diversity and equal
 - competition
 - recruit on the basis of fair and open

9.35 Staff are our major asset (see table 4 for staff numbers) and their unique skills and expertise in the field of land registration continue to be key to our success. We:

Staffing and appointments

9.34 We have an independent complaints reviewer, Mrs Jodi Berg, who conducts impartial investigations of complaints from customers who are dissatisfied with the not been satisfied by our internal complaints procedures. The independent complaints reviewer's annual report is available from: New Premier House, 150 Southampton Row, London WC1B 5AL Tel: 020 7278 6251.

9.33 We are committed to delivering high quality and responsive land registration services and to improving those services to meet our customers' needs. Our statement of service standards is published in our Annual Report and Accounts and as a separate document. We are one of a very small number of organisations to have been awarded the of organisations to have been awarded the Charter Mark on five consecutive occasions.

9.32 For further details of this and of other electronic services, see the Land Registry Annual Report and Accounts and visit our web site at www.landregistry.gov.uk

9.31 In order to meet the public's desire for a quicker, more transparent home-buying and selling process, we are working on a re-engineered and fully electronic conveyancing system.

Quality public services

9.30 The Land Registration Act 2002 and the associated Land Registration Rules 2003 provide the legislative framework for land registration in England and Wales, and paves the way for electronic conveyancing.

9.29 Our business is demand-led and the volume of transactions can be affected by a number of factors including domestic and commercial conveyancing activity, the growth in owner occupation and the buoyancy of the secured credits market. Our unit output (actual and planned) is shown in table 3.

Efficiency (unit costs)

9.28 We are constantly working to improve the efficiency of our services to customers. With Treasury agreement, we aim to reduce unit costs in real terms to £21.17 by the end of 2006/07. Table 2 shows our achieved and planned unit costs in cash terms.

9.27 Table 1 below gives details of our key performance targets for 2005/06 with the latest forecast outturn. The actual outturn will be published in our Annual Report and Accounts for 2005/06.

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Staffing and appointments

9.35 Staff are our major asset (see table 4 for staff numbers) and their unique skills and expertise in the field of land registration continue to be key to our success. We:

- recruit on the basis of fair and open competition
- are committed to diversity and equal opportunity
- are recognised as an Investor in People.

9.36 For further information on our staffing policies and initiatives which include our own 'Qualification in Land Registration Law and Practice', delivered in partnership with the College of Law, please see our annual report and accounts.

Environment

9.37 All our local offices now have ISO 14001 accreditation and an environmental management system is in place.

Contact details
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London
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T: 020 7917 8888
F: 020 7166 4474
E: strategy@landregistry.gsi.gov.uk
www.landregistry.gov.uk

DCA Departmental Report 2005/06 | Other offices

| Table 1: Key performance targets 2005/06 | | |
|---|------------------|--------------|
| | Target 2005/06 | Forecast |
| Financial | | |
| To deliver a return on average capital employed, payable as a dividend to the consolidated fund | 3.5 per cent | 3.5 per cent |
| Efficiency | | |
| Cost per unit in real terms | £21.75 | £21.18 |
| Cost per unit in cash terms ¹⁰ | £29.78 | £29.07 |
| "Service First" standards | | |
| Speed | | |
| Percentage of official copy and search applications processed within two working days | 98 | On target |
| Percentage of all registrations processed within 18 working days | 80 | On target |
| Accuracy | | |
| Percentage of registrations processed free of any error. | 98.5 | On target |
| Overall satisfaction | | |
| Percentage of customers who, overall, are very satisfied/satisfied with the full range of services provided by Land Registry. | Better than 95 | On target |
| Strategic development areas | | |
| Make scanned deeds referred to on the register available electronically through Land Register Online | By 31 March 2006 | Achieved |
| Land registration | | |
| Register for the first time an additional 5 per cent of the area of freehold land in England and Wales | | On target |
| Electronic service delivery | | |
| Provide a further data centre for business continuity purposes | By 31 March 2006 | Achieved |
| Other business development | | |
| Complete electronic document authentication prototyping | By 31 March 2006 | Achieved |
| For further explanation of the Land Registry's key performance indicators see our <i>Annual Report and Accounts for 2005/06</i> . | | |

¹⁰ Based on GDP deflator issued by HM Treasury on 29 March 2006.

 $^{\mbox{\tiny 10}}\mbox{Based}$ on GDP deflator issued by HM Treasury on 29 March 2006.

| | | For further explanation of the Land Registry's key performance indicators see our Annual Report and Accounts for 2005/06. |
|--------------|------------------|---|
| beveidoA | By 31 March 2006 | Complete electronic document authentication prototyping |
| | | Other business development |
| beveidoA | By 31 March 2006 | Provide a further data centre for business continuity purposes |
| | | Electronic service delivery |
| On target | | Register for the first time an additional 5 per cent of the area of freehold land in England and Wales |
| | | Land registration |
| Achieved | By 31 March 2006 | Make scanned deeds referred to on the register anilne available electronically through Land Register Online |
| | | Strategic development areas |
| On target | Better than 95 | Percentage of customers who, overall, are very satisfied/satisfied with the full range of services provided by Land Registry. |
| | | Overall satisfaction |
| On target | 9.86 | Percentage of registrations processed free of any error. |
| | | Accuracy |
| On target | 08 | Percentage of all registrations processed within |
| On target | 86 | Percentage of official copy and search applications processed within two working days |
| | | peads |
| | | "Service First" standards |
| 70.623 | 87.623 | Cost per unit in cash terms ¹⁰ |
| 81.153 | 37.153 | Cost per unit in real terms |
| | | Efficiency |
| 3.5 per cent | 3.5 per cent | To deliver a return on average capital employed, payable as a dividend to the consolidated fund |

Table 1: Key performance targets 2005/06

Financial

Target 2005/06

Forecast

| 7997 | 5177 | 8787 | 8408 | 0908 | 0964 | 0692 | 6 Equivalents 7767 | MiT Ilu∃ Service Full Tim |
|---------|---------|------------------|---------|-------------------|---------|-------------------|--------------------|---------------------------|
| 2007/08 | 5006/07 | blans 2005/06 | S004/05 | 2003/04 sctual | 2002/03 | 2001/02 sctual | 2000/01 sctual | Staff numbers |

| resource | Staff | :₽ | Table |
|----------|-------|----|--------------|
|----------|-------|----|--------------|

| 13,800 | 13,100 | 12,300 | 13,555 | 15,695 | 12,783 | 994,01 | 1616 | JudinO |
|---------|---------|----------|---------|-----------|---------|----------|----------------|----------------------------|
| | | | | | | | | |
| 13,800 | 13,100 | 12,300 | 274,81 | 12,648 | 747,S1 | 10,682 | 001/6 | Work received |
| | | | | | | | | |
| blans | blans | blans | actual | actual | actual | actual | actual | |
| 2007/08 | 20/9002 | 2002/08 | 2004/02 | 2003/04 | 2002/03 | 20/1/02 | 2000/01 | |
| 00,2000 | 20,000 | 00, 1000 | 20,7000 | 7 0, 0000 | 00,0000 | 00, 7000 | 70,000 | |
| | | | | | | | (cullin to cot | ומסוב סי אסועוסמת (תוסמסמו |

Table 3: Workload (thousands of units)

* The target(s) for 2007-08 are to be agreed with HM Treasury

Note 1: The cost of completing each unit of work is calculated by dividing Land Registry's operational expenditure in any period by the number of units of work completed during that period.

| * | 69.623 | 87.623 | 67.823 | 90.723 | 84.48 | 79.923 | 15.823 |
|---------|-----------|-----------|-----------|---------|---------|---------|---------|
| | ənotsəlim | ənotsəlim | ənotsəlim | actual | actual | actual | actual |
| 80/7002 | 20/9002 | 5002/08 | 5004/05 | 2003/04 | 2002/03 | 2001/02 | 2000/01 |

Table 2: Unit costs in cash terms

DCA Departmental Report 2005/06 | Other offices

338308_CM6820_TEXT / Sig: 44 / Plate A

DCA Departmental Report 2005/06 | Other offices

| Table 2: Unit costs in cash | terms | | | | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------|----------------------|---------|
| | 2000/01 actual | 2001/02 actual | 2002/03 actual | 2003/04 actual | 2004/05 milestone | | 2006/07 milestone | 2007/08 |
| | £28.57 | £26.67 | £24.48 | £27.06 | £28.79 | £29.78 | £29.69 | * |

Note 1: The cost of completing each unit of work is calculated by dividing Land Registry's operational expenditure in any period by the number of units of work completed during that period.

^{*} The target(s) for 2007-08 are to be agreed with HM Treasury

| Table 3: Workload (thousands of units) | | | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|--|--|--|--|
| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 | 2007/08 | | | | |
| | actual | actual | actual | actual | actual | plans | plans | plans | | | | |
| Work received | 9400 | 10,682 | 12,747 | 12,648 | 13,472 | 12,300 | 13,100 | 13,800 | | | | |
| Output | 9194 | 10,756 | 12,783 | 12,695 | 13,555 | 12,300 | 13,100 | 13,800 | | | | |

| Table 4: Staff resource | | | | | | | | |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|
| Staff numbers | 2000/01 actual | 2001/02 actual | 2002/03 actual | 2003/04 actual | 2004/05 actual | 2005/06 plans | 2006/07 plans | 2007/08 plans |
| Civil Service Full Time Equiva | lents 7767 | 7690 | 7950 | 8060 | 8048 | 7878 | 7713 | 7554 |

The National Archives

Chief Executive: Natalie Ceeney

9.38 The National Archives (TNA) was formed in April 2003 by a merger of the Public Record Office and the Historical Manuscripts Commission. The Chief Executive is both Keeper of Public Records and sole Historical Manuscripts Commissioner. TNA is a Government department and Executive Agency under the Secretary of State for Constitutional Affairs.

9.39 TNA operates the UK Public Records Acts of 1958 and 1967 and exercises the powers of the Historical Manuscripts Commission in relation to other archives. The records that TNA preserves and makes publicly available span over a thousand years of English and British history. Now that the FOI Act 2000 has been implemented, it is the content of a record rather than its age which determines whether it is open or not.

9.40 TNA also proactively collects information about official and private archives kept by over 1,200 institutions throughout the UK and also material relating to British history held overseas. It makes this information available to readers in its Kew reference room and to online users throughout the world.

Strategic goals

TNA is working to achieve the following highlevel objectives in the period 2005-08.

Records management and selection

- to oversee management of records in the UK Government to support its business
- to select and acquire public records of enduring historical value for public access
- to support the efforts of other public authorities to manage their records.

Preservation

• to preserve permanently historical public records and to promote similar arrangements for other archives so that they can be consulted by present and future generations.

- to provide online and onsite access to public records and to disseminate information about archives held elsewhere
- to promote the public records and other archives as a national information and educational resource

Advice

- to give authoritative advice and guidance to custodians of records and papers on matters of professional archival and records management practice
- to play a major role in developing the latest national and international standards and guidance as the basis for our advice.

Performance against key performance indicators 2005/06

Records management

9.41 The effectiveness of records management systems in central government will be subject to risk assessments. TNA is now developing a programme to highlight the business risks associated with inadequate information management.

9.42 A first complete version of requirements for the survival of digital records was circulated to experts in Government departments and other institutions in December 2005.

9.43 To achieve five public service standard targets11

• These cover a wide range of activities, including the release of newly opened records and their catalogues, answering written correspondence, delivery of records to users in the reading rooms, handling of copy orders, answering the telephone, and keeping appointments with visitors. Building on its success in retaining the Charter Mark award for a further three years in November 2004, TNA was meeting all five targets as of December 2005.

¹¹ These are published in detail in TNA's Corporate and Business Plans for 2005/06, p.18

These are published in detail in TNA's Corporate and Business Plans for 2005/06, p.18

December 2005. 2004, TNA was meeting all five targets as of award for a further three years in November on its success in retaining the Charter Mark keeping appointments with visitors. Building copy orders, answering the telephone, and to users in the reading rooms, handling of written correspondence, delivery of records records and their catalogues, answering including the release of newly opened These cover a wide range of activities,

> standard targets" 9.43 To achieve five public service Access

other institutions in December 2005. to experts in Government departments and for the survival of digital records was circulated 9.42 A first complete version of requirements

information management. pneiuese lieks associated with inadequate now developing a programme to highlight the will be subject to risk assessments. TNA is management systems in central government 9.41 The effectiveness of records Records management

performance indicators 2005/06 Performance against key

guidance as the basis for our advice. national and international standards and • to play a major role in developing the latest

management practice ot professional archival and records custodians of records and papers on matters to give authoritative advice and guidance to

educational resource. archives as a national information and to bromote the public records and other

about archives held elsewhere records and to disseminate information

to provide online and onsite access to public

ACCess

couznited by present and future generations. tor other archives so that they can be records and to promote similar arrangements • to preserve permanently historical public

Preservation

authorities to manage their records. to support the efforts of other public

eugnuud pietolical value tor public access

• to select and acquire public records of

Government to support its business • to oversee management of records in the UK

Records management and selection

level objectives in the period 2005-08. TNA is working to achieve the following high-

Strategic goals

online users throughout the world. readers in its Kew reference room and to overseas. It makes this information available to material relating to British history held 1,200 institutions throughout the UK and also about official and private archives kept by over 9.40 TNA also proactively collects information

determines whether it is open or not. content of a record rather than its age which Act 2000 has been implemented, it is the of English and British history. Now that the FOI bnplicly available span over a thousand years The records that TNA preserves and makes Commission in relation to other archives. powers of the Historical Manuscripts Acts of 1958 and 1967 and exercises the 9.39 TMA operates the UK Public Records

Constitutional Attairs. Agency under the Secretary of State for Government department and Executive Manuscripts Commissioner. TNA is a Keeper of Public Records and sole Historical Commission. The Chief Executive is both Office and the Historical Manuscripts in April 2003 by a merger of the Public Record 9.38 The National Archives (TMA) was formed

Chief Executive: Natalie Ceeney

The National Archives

chaired by the head of estates and security. and safety committee meets quarterly and is undertaken within a department. The health particular where alterations have been assessments within the building, and in The role of the adviser is to undertake risk 9.54 TMA employs a health and safety adviser.

Health and safety

from ethnic minorities. Discrimination Act, and 19.4 per cent were themselves as disabled under the Disability were women, 5.9 per cent classified TNA staff as at December 2005 46.3 per cent recruitment by open competition. Of the total writing three of these posts were subject to four senior civil service staff - at the time of 9.53 Apart from the Chief Executive, there are

by the Office of the Civil Service Commissioners. complying with the recruitment code laid down open competition and selection on merit, 9.52 TMA recruits staff on the basis of fair and

review and will be published in 2006. advancement. This strategy is currently under are no unfair barriers to employment or guard against discrimination and ensure there opportunity for all and has policies in place to 9.51 TMA is committed to equality of

considerable change in the organisation. obtain regular staff feedback at a time of Formal and informal efforts are being made to so staff can see where progress is being made. action plan is updated quarterly and published the organisation as a whole. The staff survey issues both within TNA departments and for actions, which were identified to address key anivey, work is continuing to implement the 9.50 Following the most recent staff attitude Management of resources

pnainesa processes. in part. FOI is now fully embedded in TNA's granted in full and 5.6 per cent were granted information held by TNA, 85 per cent were of Defence. Of those requests that related to department, with the exception of the Ministry FOI in 2005 - more than any other Government 9.49 TMA handled almost 5000 requests under FOI implementation

available to the public online. of Seamen 1853-1923, which are now information films from 1946-51 and Registers qıdıtısatıon projects include 30 public from a single search box. Its most recent our users to search all its online resources It is taking forward a project that will enable close to the top of search listings as possible. Google and Yahoo so that TNA appears as raken professional advice on marketing on outdated sections of the website. It has also 9.48 TM is redesigning and rewriting

Online service developments

custody policy with departments. pilot delivery system and agreed an overall seamless flow web pages, started its online processes as possible. TNA has launched its is intended to automate as many of the preserve them. The 'seamless flow' programme paper archives, TNA has to move speedily to those which are of as much historical value as increasingly large quantities. In order to secure are now creating 'born digital' records in 9.47 Government departments and agencies Seamless flow

the TNA website by 31 March 2006. through the 'documents online' service on record images will be delivered to users • It is estimated that approximately 240,000

are delivered to customers popular records so that 165,000 record images 9.46 To develop direct digital access to

equivalent figure in 2004. visitors - an increase of 24.8 per cent on the 69 per cent of online users were repeat A survey carried out in 2005 indicates that

> visiting the website more than once 15 per cent increase in numbers of users 9.45 To grow the website user base by a

with results being assessed. further surveys took place in March 2006 satisfaction rating of 95.7 per cent. Two had been carried out, resulting in an average By the end of December 2005 two surveys

or 'excellent' from 90 per cent of respondents surveys and to achieve assessments of 'good' 9.44 To carry out three onsite satisfaction

- **9.44** To carry out three onsite satisfaction surveys and to achieve assessments of 'good' or 'excellent' from 90 per cent of respondents
- By the end of December 2005 two surveys had been carried out, resulting in an average satisfaction rating of 95.7 per cent. Two further surveys took place in March 2006 with results being assessed.
- **9.45** To grow the website user base by a 15 per cent increase in numbers of users visiting the website more than once
- A survey carried out in 2005 indicates that 69 per cent of online users were repeat visitors – an increase of 24.8 per cent on the equivalent figure in 2004.
- 9.46 To develop direct digital access to popular records so that 165,000 record images are delivered to customers
- It is estimated that approximately 240,000 record images will be delivered to users through the 'documents online' service on the TNA website by 31 March 2006.

Seamless flow

9.47 Government departments and agencies are now creating 'born digital' records in increasingly large quantities. In order to secure those which are of as much historical value as paper archives, TNA has to move speedily to preserve them. The 'seamless flow' programme is intended to automate as many of the processes as possible. TNA has launched its seamless flow web pages, started its online pilot delivery system and agreed an overall custody policy with departments.

Online service developments

9.48 TNA is redesigning and rewriting outdated sections of the website. It has also taken professional advice on marketing on Google and Yahoo so that TNA appears as close to the top of search listings as possible. It is taking forward a project that will enable our users to search all its online resources from a single search box. Its most recent digitisation projects include 30 public information films from 1946-51 and Registers of Seamen 1853-1923, which are now available to the public online.

FOI implementation

9.49 TNA handled almost 5000 requests under FOI in 2005 - more than any other Government department, with the exception of the Ministry of Defence. Of those requests that related to information held by TNA, 85 per cent were granted in full and 5.6 per cent were granted in part. FOI is now fully embedded in TNA's business processes.

Management of resources

- 9.50 Following the most recent staff attitude survey, work is continuing to implement the actions, which were identified to address key issues both within TNA departments and for the organisation as a whole. The staff survey action plan is updated quarterly and published so staff can see where progress is being made. Formal and informal efforts are being made to obtain regular staff feedback at a time of considerable change in the organisation.
- **9.51** TNA is committed to equality of opportunity for all and has policies in place to guard against discrimination and ensure there are no unfair barriers to employment or advancement. This strategy is currently under review and will be published in 2006.
- 9.52 TNA recruits staff on the basis of fair and open competition and selection on merit, complying with the recruitment code laid down by the Office of the Civil Service Commissioners.
- 9.53 Apart from the Chief Executive, there are four senior civil service staff - at the time of writing three of these posts were subject to recruitment by open competition. Of the total TNA staff as at December 2005 46.3 per cent were women, 5.9 per cent classified themselves as disabled under the Disability Discrimination Act, and 19.4 per cent were from ethnic minorities.

Health and safety

9.54 TNA employs a health and safety adviser. The role of the adviser is to undertake risk assessments within the building, and in particular where alterations have been undertaken within a department. The health and safety committee meets quarterly and is chaired by the head of estates and security.

DCA Departmental Report 2005/06 | Other offices

Capital investment

9.55 TNA's capital investment in 2005/06 will be £3 million. This investment continues to support the Government's electronic records management and electronic service delivery priorities, while promoting social inclusion by broadening the range of TNA users.

Expenditure

9.56 TNA's expenditure covers the cost of a number of activities. It has a lead role in supporting other Government departments in electronic records management. In 2005/06 a challenging programme was implemented for electronic service delivery to provide online access to TNA holdings. Ongoing work continues, with the maintenance of the archives repository at Kew, our low usage records storage facility in Cheshire, and of the public reading rooms at Kew and the Family Records Centre in Islington. Microfilming documents ensures their preservation and enhances access to them. TNA also produce copies of documents, on paper and electronically, for sale to the public, offsetting their costs by charging fees.

Administration costs

9.57 Net administration costs will total £41.4 million in 2005/06 and remain level in 2006/07 at £41.4 million. Details of the resource budget, administration costs, capital budget, staff numbers, and capital assets are given in the following tables.

Prompt payment

9.58 TNA complies with the CBI prompt payment code and BS 7890. Its policy is to pay bills in accordance with contractual conditions or within 30 days. No complaints were received with regard to late payment in the period from November 2004 to December 2005. Performance is monitored continuously. In 2005/06, 99.3 per cent of invoices were paid within 30 days. The projection for 2006/07 is 99.5 per cent.

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T: 020 8876 3444
E: enquiry@nationalarchives.gov.uk
www.nationalarchives.gov.uk

T: 020 8876 3444 E: enquiry@nationalarchives.gov.uk www.nationalarchives.gov.uk

Contact details:
The National Archives
Kew
Surrey
TW9 4DU

Prompt payment 9.58 TVA complies with the CBI prompt 9.58 TVA complies with the CBI prompt payment code and BS 7890. Its policy is to pay bills in accordance with contractual conditions or within 30 days. No complaints were received with regard to late payment in the period from November 2004 to December 2005. Performance is monitored continuously. In 2005/06, 99.3 per cent of invoices were paid within 30 days. The projection for 2006/07 is within 30 days. The projection for 2006/07 is 99.5 per cent.

9.57 Net administration costs will total £41.4 million in 2005/06 and remain level in 2006/07 at £41.4 million. Details of the resource budget, administration costs, capital budget, staff numbers, and capital assets are given in the following tables.

Administration costs

public, offsetting their costs by charging fees. on paper and electronically, for sale to the them. TNA also produce copies of documents, their preservation and enhances access to in Islington. Microfilming documents ensures rooms at Kew and the Family Records Centre facility in Cheshire, and of the public reading repository at Kew, our low usage records storage confinnes, with the maintenance of the archives access to TNA holdings. Ongoing work tor electronic service delivery to provide online s challenging programme was implemented in electronic records management. In 2005/06 supporting other Government departments a number of activities. It has a lead role in 9.56 TMA's expenditure covers the cost of **Expenditure**

Capital investment 9.55 TMA's capital investment in 2005/06 will be £3 million. This investment continues to support the Government's electronic records management and electronic service delivery priorities, while promoting social inclusion by broadening the range of TMA users.

| 919'14 | 919,04 | 40,324 | 33,283 | 914,88 | 31,411 | 271,7S | 25,575 | Total public spending ¹² |
|---------|---------|-------------------|-----------|-------------|-------------|-------------------------|-----------------|-------------------------------------|
| 3315 | 3315 | 3000 | 1908 | 3318 | 5244 | 1338 | 1555 | Capital DEL |
| | | | | | | | | of which: |
| 3315 | 3315 | 3000 | 1908 | 3318 | 5244 | 1338 | 1222 | Total capital budget |
| 3315 | 3312 | 3000 | 1908 | 3318 | 5244 | 1338 | 1555 | Capital spending: |
| 42,394 | †6E'I† | 714,14 | 36,108 | 386,382 | 32,873 | 78,82 | 691,72 | of which: Resource DEL |
| 42,394 | ₱68,14 | 114,14 | 801,8E | 386,382 | 578,25 | ₽ 78 ,6 <u>2</u> | 69 l ,72 | Total resource budget |
| 42,394 | t65,14 | Ouffurn 41,417 | 801,88 | 386,382 | 32,873 | 78 ⁶ 2 | 691,72 | |
| Plans | Plans | Estimated | Outturn | Outturn | Outfurn | Outturn | Outturn | |
| 2007/08 | 2009/07 | 2002/00 | 2004/02 | 2003/04 | 2002/03 | 20/1002 | 2000/01 | |
| 0003 | | | | | | | | Total Public Spending |
| | | Collection | stqinoeun | storical Ma | siH bns eoi | Record Off | ves: Public F | Table 1: The National Archi |

DCA Departmental Report 2005/06 | Other offices

| Table 1: The National Arc | Table 1: The National Archives: Public Record Office and Historical Manuscripts Collection | | | | | | | | | | | |
|-------------------------------------|--|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|--|--|--|--|
| Total Public Spending | | | | | | | | £000 | | | | |
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans | | | | |
| | 27,169 | 29,874 | 32,873 | 36,382 | 36,108 | 41,417 | 41,394 | 42,394 | | | | |
| Total resource budget | 27,169 | 29,874 | 32,873 | 36,382 | 36,108 | 41,417 | 41,394 | 42,394 | | | | |
| of which: | | | | | | | | | | | | |
| Resource DEL | 27,169 | 29,874 | 32,873 | 36,382 | 36,108 | 41,417 | 41,394 | 42,394 | | | | |
| Capital spending: | 1222 | 1338 | 2244 | 3318 | 1908 | 3000 | 3315 | 3315 | | | | |
| Total capital budget | 1222 | 1338 | 2244 | 3318 | 1908 | 3000 | 3315 | 3315 | | | | |
| of which: | | | | | | | | | | | | |
| Capital DEL | 1222 | 1338 | 2244 | 3318 | 1908 | 3000 | 3315 | 3315 | | | | |
| Total public spending ¹² | 25,575 | 27,173 | 31,411 | 35,416 | 33,283 | 40,324 | 40,616 | 41,616 | | | | |

¹²Total public spending calculated as the total of the resource budget plus capital budget. Less depreciation

| Table 2: The National Archiv | es: Public I | Record Off | ice and Hi | storical Ma | nuscripts | Collection | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|
| Resource budget: DEL and Al | ME (voted a | and non-vo | ted) | | | | | £000 |
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans |
| Resource DEL Voted: The cost of running the Public Records System | | | | | | | | |
| RfR1 A Public Record Office | 26,307 | 28,651 | 32,329 | 35,418 | 34,964 | 40,275 | 40,252 | 41,252 |
| RfR1 B Historical Manuscript Commission | 1095 | 1223 | 1122 | 1151 | 1144 | 1142 | 1142 | 1142 |
| Total voted | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |
| Non-voted | -233 | | <i>–</i> 578 | -187 | | | | |
| Total resource DEL | 27,169 | 29,874 | 32,873 | 36,382 | 36,108 | 41,417 | 41,394 | 42,394 |
| Total resources budget | 27,169 | 29,874 | 32,873 | 36,382 | 36,108 | 1417 | 41,394 | 42,394 |
| of which: | | | | | | | | |
| Voted | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |
| Other non-voted | -233 | | <i>–</i> 578 | -187 | | | | |
| and of which: | | | | | | | | |
| Central government own spending | 27,169 | 29,874 | 32,873 | 36,382 | 36,108 | 41,417 | 41,394 | 42,394 |
| Resource DEL in Budgets | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |
| Total resource consumption in Estimates | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |

| Estimates | 204,72 | 478,6 <u>2</u> | 134,65 | 699'98 | 301,8E | 114,14 | 41,394 | 42,394 |
|------------------------------|-------------|-------------------------|---------|---------|---------|-------------------------|----------------------|---------|
| otal resource consumption | | | | | | | | |
| desource DEL in Budgets | 204,72 | 478,es | 134,65 | 699'98 | 801,8E | 414,14 | 76E,14 | 42,394 |
| gnibnaqs nw | 25,169 | 78,6S | 578,25 | 386,382 | 36,108 | ۲۱ <i>۲</i> ٬۱ <i>۲</i> | 741 [°] 384 | 42,394 |
| entral government | | | | | | | | |
| nd of which: | | | | | | | | |
|)ther non-voted | -233 | | 873- | 781- | | | | |
| bəto | 204,72 | 78,6S | 33,451 | 699'98 | 36,108 | ۲۱ ۲ '۲۲ | t1,394 | 42,394 |
| ť which: | | | | | | | | |
| otal resources budget | 691,72 | 478,es | 578,25 | 385,382 | 301,3E | 7141 | 41,394 | 42,394 |
| otal resource DEL | 691,72 | ₽ 7 8,6 <u>2</u> | 32,873 | 385,382 | 801,8E | 414,14 | ₽6£,1₽ | 42,394 |
| bətov-nol | -233 | | 873- | 781- | | | | |
| betov lsto | 204,72 | ₽ 78 ,62 | 134,65 | 699'98 | 801,8E | 414,14 | ₽6£, r4 | 42,394 |
| Nanuscript Commission | 9601 | 1223 | 1122 | 1121 | 1144 | 1145 | 1145 | 1145 |
| IR1 B Historical | | | | | | | | |
| eoiffO brooseA cilduq A fRff | 706,307 | 189'82 | 32,329 | 35,418 | 796'78 | 40,275 | 40,252 | 41,252 |
| ublic Records System | | | | | | | | |
| he cost of running the | | | | | | | | |
| lesource DEL Voted: | | | | | | | | |
| | | | | | | Outturn | | |
| | Outturn | Outturn | Outturn | Outturn | Outturn | Estimated | Plans | Plans |
| | 2000/01 | 20/1002 | 2002/03 | 2003/04 | 2004/02 | 5005/06 | 20/9002 | 2007/08 |
| sesource budget: DEL and A | ME (voted a | on-uou put | (pə | | | | | 0003 |

Table 2: The National Archives: Public Record Office and Historical Manuscripts Collection

DCA Departmental Report 2005/06 | Other offices

92

3315

3312 3312

3002

3002

4908

1908

63

| gnibnaqs nw | 1222 | 1338 | 5244 | 3318 | 1908 | 3005 | 3315 | 3312 |
|-----------------------------|--------------|------------|---------|---------|---------|-----------|---------|---------|
| entral government | | | | | | | | |
| nd of which: | | | | | | | | |
|)ther non-voted | | | | | | | | |
| bəto | 1222 | 1338 | 5544 | 3318 | 1908 | 3002 | 3315 | 3316 |
| f which | | | | | | | | |
| otal capital budget | 1222 | 1338 | 5544 | 3318 | 1908 | 3002 | 3312 | 3312 |
| otal capital DEL | 1222 | 1338 | 5244 | 3318 | 1908 | 3002 | 3315 | 3312 |
| otal voted: | 1222 | 1338 | 2244 | 3318 | 1908 | 3002 | 3315 | 3312 |
| Nanuscript Commission | 15 | 71 | 71 | 91 | 91 | 91 | 91 | 91 |
| IR1 B Historical | | | | | | | | |
| 97 A Public Record Office | 1210 | 1324 | 5530 | 3303 | 1893 | 2662 | 3300 | 3300 |
| ne Public Records System | | | | | | | | |
| ni tnəmtəəvni listiqis. | | | | | | | | |
| apital DEL Voted: | | | | | | | | |
| | | | | | | Outturn | | |
| | Outturn | Outturn | Outturn | Ontturn | Outturn | Estimated | Plans | Plans |
| | 2000/01 | 2001/05 | 2002/03 | 2003/04 | 2004/05 | 5005/06 | 2009/02 | 2007/08 |
| 3MA bns JEL and AMF | ons befov) = | ətov-non b | (r | | | | | 0003 |
| able 3: The National Archiv | LOUGE LICO | | | | | | | |

Total net capital in Estimate

Capital DEL

1222

1555

1338

| Table 2. The National Archiv | oo. Dublio I | Doord Off | ioo ond I li | atariaal Ma | nucerinte | Callaction | | |
|--|--------------|-------------|--------------|---------------|-----------|----------------------|---------|---------|
| Table 3: The National Archiv | | | | Storical ivia | nuscripts | Collection | | |
| Capital budget: DEL and AME | (voted and | d non-voted | d) | | | | | £000 |
| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 | 2007/08 |
| | Outturn | Outturn | Outturn | Outturn | Outturn | Estimated Outturn | Plans | Plans |
| Capital DEL Voted: Capital investment in the Public Records System | | | | | | | | |
| RfR1 A Public Record Office | 1210 | 1324 | 2230 | 3303 | 1893 | 2992 | 3300 | 3300 |
| RfR1 B Historical Manuscript Commission | 12 | 14 | 14 | 15 | 15 | 15 | 15 | 15 |
| Total voted: | 1222 | 1338 | 2244 | 3318 | 1908 | 3007 | 3315 | 3315 |
| Total capital DEL | 1222 | 1338 | 2244 | 3318 | 1908 | 3007 | 3315 | 3315 |
| Total capital budget | 1222 | 1338 | 2244 | 3318 | 1908 | 3007 | 3315 | 3315 |
| of which | | | | | | | | |
| Voted | 1222 | 1338 | 2244 | 3318 | 1908 | 3007 | 3315 | 3315 |
| Other non-voted | | | | | | | | |
| and of which: | | | | | | | | |
| Central government own spending | 1222 | 1338 | 2244 | 3318 | 1908 | 3007 | 3315 | 3315 |
| Capital DEL | 1222 | 1338 | 2244 | 3318 | 1908 | 3007 | 3315 | 3315 |
| Total net capital in Estimate | 1222 | 1338 | 2244 | 3318 | 1908 | 3007 | 3315 | 3315 |

| Table 4: The National Archives: Public Record Office and Historical Manuscripts Collection | | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|------------------|------------------|--|
| Capital employed | | | | | | | | £000 | |
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated | 2006/07 Plans | 2007/08 Plans | |
| Assets on balance sheet a | t end of year: | | | | | Outturn | | | |
| Intangible ¹³ | _ | _ | 87 | 164 | 254 | 270 | 300 | 350 | |
| Tangible | 86,792 | 92,714 | 93,148 | 94,911 | 105,232 | 106,962 | 108,662 | 110,312 | |
| of which: | | | | | | | | | |
| Land and buildings | 83,527 | 84,501 | 84,534 | 85,161 | 95,897 | 96,900 | 98,440 | 99,935 | |
| Equipment | 1652 | 6463 | 6089 | 6031 | 6072 | 5862 | 5955 | 6046 | |
| IT including databases | 1613 | 1750 | 2525 | 3719 | 3263 | 4200 | 4267 | 4332 | |
| Investments | _ | _ | _ | _ | _ | _ | _ | _ | |
| Current assets | 2523 | 3148 | 4632 | 5103 | 3800 | 4200 | 4200 | 4200 | |
| Creditors (<1 year) | 2026 | 2688 | 3639 | 3414 | 3908 | 3600 | 3600 | 3600 | |
| Creditors (>1 year) | _ | _ | _ | _ | _ | _ | _ | _ | |
| Provisions | 170 | 235 | 401 | 250 | 169 | 300 | 300 | 300 | |
| Capital employed within | | | | | | | | | |
| main department | 87,119 | 92,939 | 93,827 | 96,514 | 105,209 | 107,532 | 109,262 | 110,962 | |
| NDPB net assets | _ | _ | _ | _ | _ | _ | _ | - | |
| Total capital employed in dept'l group | 87,119 | 92,939 | 93,827 | 96,514 | 105,209 | 107,532 | 109,262 | 110,962 | |

 $^{12}\mbox{lost}$ of our dangelble assets were included in tangible assets up to 2001/02

| in dept'l group | 611,78 | 92,939 | 728,66 | ⊅ ↓96 | 105,209 | 107,532 | 109,262 | 110,962 |
|--------------------------|-----------------|---------|------------|--------------|----------------|-----------|---------|---------|
| Total capital employed | | | | | | | | |
| NDPB net assets | - | - | - | - | - | - | _ | _ |
| main department | 611,78 | 92,939 | 728,82 | 7L9'96 | 102,209 | 107,532 | 109,262 | 110,962 |
| Capital employed within | | | | | | | | |
| Provisivor | 170 | 532 | 104 | 520 | 691 | 300 | 300 | 300 |
| Creditors (>1 year) | - | - | _ | _ | - | - | _ | _ |
| Creditors (<1 year) | 5026 | 2688 | 6898 | 3414 | 3908 | 3600 | 3600 | 3600 |
| Current assets | 5253 | 3148 | 4632 | 2103 | 3800 | 4200 | 4200 | 4200 |
| Investments | - | - | - | - | - | - | - | _ |
| IT including databases | 1613 | 1750 | 5252 | 3719 | 3263 | 4200 | 4267 | 4332 |
| Fquipment statement | 1652 | 6463 | 6809 | 1509 | 2709 | 2989 | 9969 | 9†09 |
| Land and buildings | 722,58 | 102,48 | 78G,48 | 191,28 | 468 '96 | 006'96 | 044,86 | 986'66 |
| of which: | | | | | | | | |
| Tangible | 267,88 | 417,Se | 841,56 | 116'76 | 105,232 | 106,962 | 108,662 | 110,312 |
| ^{ε₁} əldignstnl | - | _ | 78 | 191 | 524 | 270 | 300 | 320 |
| Fixed assets | | | | | | | | |
| Assets on balance sheet | at end of year: | | | | | | | |
| | | | | | | Outturn | | |
| | Outturn | Outturn | Outturn | Outturn | Outturn | Estimated | Plans | Plans |
| | 2000/01 | 20/1002 | 2002/03 | 2003/04 | 2004/02 | 5005/06 | 2009/02 | 2007/08 |
| Capital employed | | | | | | | | 0003 |
| nA IsnoitsN edT :4 eldsT | CLINGS, FUDIIC | | ווא מווח ו | מחורמו ואומ | n endunenu | HUIJAHOO | | |

¹³ Intangible assets were included in tangible assets up to 2001/02

DCA Departmental Report 2005/06 | Other offices

| Administration costs | | | | | | | | £000 |
|---|--------------------|------------------------|--------------------|------------------------|--------------------|---------------------------------|------------------|------------------|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans |
| Gross administration costs: Other | 18,061 | 21,376 | 22,273 | 25,552 | 21,718 | 27,857 | _ | _ |
| Paybill | 12,013 | 13,021 | 14,783 | 15,772 | 18,064 | 17,765 | _ | _ |
| Total gross administration cost | s 30,074 | 34,397 | 37,056 | 41,324 | 39,782 | 45,622 | 42,999 | 43,999 |
| Related administration cost receipts Total net administration costs | -2672 27,402 | -4523 29,874 | -3605 33,451 | -4755 36,569 | -3674 36,108 | -4205 41,417 | -1605 41,394 | -1605 42,934 |
| Analysis by activity The net administrative cost of running the Public Records System | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |
| Total net administration costs | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |
| Controls and limits The net administrative cost of running the Public Records System | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |
| Total net limits for gross controlled areas | 27,402 | 29,874 | 33,451 | 36,569 | 36,108 | 41,417 | 41,394 | 42,394 |

| | (| (| | | (| | |
|----------|-------------------|--|--|--|--|--|--|
| 498.14 | 714.14 | 801.88 | 695.98 | 134.68 | 478.62 | 204.72 | gross controlled areas |
| | | | | | | | Total net limits for |
| ቱ6ድ' Lቱ | / L to ' L to | 80L'9E | 699'98 | LG b 'SS | t/8'67 | 204,12 | Public Records System |
| 700 77 | 277 77 | 00700 | 001 00 | 737 00 | 720 00 | 007 20 | cost ot running the |
| | | | | | | | The net administrative |
| | | | | | | | Controls and limits |
| | | | | | | | Stimil bas slostnon |
| 76E,14 | ᠘ ﻟﻪ'ﻟﻪ | 301,3E | 699'98 | 33'421 | ₽ 7 8,62 | 204,72 | Total net administration costs |
| 1.00(1.1 | | 001100 | 000100 | 101100 | 1.10107 | 701117 | una da antagan tangan t |
| 768 17 | 21717 | 36 108 | 699 98 | 137 88 | 728 66 | 207 72 | Public Records System |
| | | | | | | | cost of running the |
| | | | | | | | The net administrative |
| | | | | | | | Analysis by activity |
| 41,394 | 414,14 | 301,8E | 699'98 | 33,451 | ₽ 7 8,6 <u>2</u> | 204,72 | Total net administration costs |
| 0001- | CO7+- | ± 100- | CC 1+- | 0000- | 070- | 7107- | cost receipts |
| 3091- | 906/- | VZ96 [—] | 99ZV- | 3096- | 609V- | 6296- | • • |
| | | | | | | | Related administration |
| 45,999 | 45,622 | 39,782 | 41,324 | 990'48 | 76£,4£ | ₽40,05 e | Total gross administration cost |
| | 00.15.11 | 1.00(0.1 | 7.1101 | 00.11.1 | 170101 | 010(71 | mata i |
| _ | 997 71 | 18 064 | 277.21 | 587 41 | 13 021 | 12 013 | Paybill |
| - | 738,72 | 21,718 | 79'22 | 22,273 | 21,376 | 18,061 | Other |
| | | | | | | | Gross administration costs: |
| | | | | | | | |
| | _ | | | | | | |
| | | | | | | | |
| 20/9002 | 2002/08 | 2004/02 | 2003/04 | 2002/03 | 20/1002 | 2000/01 | |
| | | | | | | | Administration costs |
| | | 0.00.00.00.0 | | | | | |
| | COIICCTION | STANDSUR | SIOLICHI IVIS | ice sud Hi | \bot COULT OIL | i Diidha ist | AVIDOTA ISPONSIVI APTI :C 91061 |
| | 2091– - 42,999 | 2005/06 2006/07 ansl definition of the control of t | 70/8002 800/4002 800/4002 snald befamitaal mruffuo mruffuo anuffuo anu | 70\0002 \ \alpha \text{3005} | 70/8002 8005002 8004002 80050002 8004002 80050002 80050002 8004002 80050002 80050002 80050002 80050002 8005002 8005002 8005002 8005002 8005002 8005002 8005002 8005,05 8005,05 805 | 70\8002 3002 3002 | analq bəfamitad mruttuO mruttuO mruttuO mruttuO muttuO mruttuO mruttuO mruttuO mruttuO mruttuO - 78,752 817,15 536,35 575,25 376,15 180,81 - 636,71 430,81 277,31 887,41 150,61 810,21 - 636,25 428,41 150,61 810,21 82,99 - 636,26 426,14 420,61 82,99 - 636,26 42,45 42,65 42,99 - 636,14 714,14 801,38 73,45 - 636,16 736,45 714,71 714,71 - 636,16 714,65 714,17 714,394 - 714,17 801,38 716,18 714,17 - 714,14 801,38 716,18 714,17 |

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 Table 6: The National Archives: Public Record Office and Historical Manuscripts Collection

| Staff numbers | | | | | | | | |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|
| _ | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans |
| Civil Service full-time equivalents | 443 | 478 | 493 | 510 | 502 | 535 | 515 | 515 |
| Overtime | 10 | 12 | 14 | 14 | 14 | 14 | 14 | 14 |
| Casual | 9 | 12 | 12 | 29 | 34 | 15 | 15 | 15 |
| Total | 462 | 502 | 519 | 553 | 550 | 564 | 544 | 544 |

| 7 75 | 779 | 1 99 | 920 | 223 | 619 | 205 | 462 | lstoT | | | |
|-------------|--|-----------------|---------|---------|---------|---------|--------|-------------------------------------|--|--|--|
| 91 | 91 | 91 | 34 | 58 | 12 | 12 | 6 | Casual | | | |
| 71 | 71 | 14 | 71 | 14 | 14 | 12 | 10 | owitime | | | |
| 919 | 919 | 232 | 205 | 019 | 463 | 874 | 443 | Civil Service full-time equivalents | | | |
| | | Ontturn | | | | | | | | | |
| Plans | Plans | Estimated | Outturn | Outturn | Outturn | Outturn | սոդդու | 0 | | | |
| 2007/08 | 2009/02 | 2002/08 | 5004/05 | 2003/04 | 2002/03 | 20/1002 | 10/000 | 50 | | | |
| | | | | | | | | Staff numbers | | | |
| | Table 6: The Mational Archives: Public Record Office and Historical Manuscripts Collection | | | | | | | | | | |

96

in law and understand, exercise and fulfil which enable them to exercise their rights vulnerable have access to excellent services objective to ensure that those who are PGO's work is also aligned to DCA's strategic especially those who are socially excluded. DCA's priority to protect the vulnerable, 9.67 The PGO plays a key role in supporting Delivering better public services

their responsibilities.

will be published before the end of July.

PGO's Annual Report and Accounts, which corresponding details can be found in the b.66 The full range of targets and

still short of the target of 95 per cent. 2004/05 to 88 per cent, although this was days had increased from 83 per cent in • the number of court orders issued within ten

January 2006 against a target of 98 per cent 97 per cent in 2004/05 to 92.8 per cent to end responded to in 15 days had dropped from 80.8 per cent. However the number increased from 77 per cent in 2004/05 to the number responded to in ten days had from 56 per cent in 2004/05 to 63.9 per cent;

responded to within five days had increased • the number of letters, faxes and emails

20 days remained at 100 per cent

• the number of accounts reviewed within

from 74 per cent in 2004/05 to 83.6 per cent • the number of effective visits has increased

performance against certain targets was as

indicators (KPIs). At the end of January 2006 9.65 The PGO has a range of key performance PGO performance for 2005/06

and the taxpayer.

to provide best value for the PGO's clients

of its clients and flexibility to meet the changing needs

to ensure the PGO has the capability, skills

clients' total needs other agencies, which are focussed on receivers and in partnership with public and • to develop new ways of working with PGO

Public Guardianship Office

Chief Executive: Richard Brook

service which consults on, understands and to provide a forward looking, accessible

9.64 The PGO has four strategic objectives:

meets PGO clients' diverse needs

service responsive to their needs. mental incapacity by providing a seamless biofect the financial wellbeing of people with 5.63 The aim of the PGO is to promote and

PGO objectives

appointment and supervision of receivers. provides administrative support in the that person's finances. Again, the PGO Protection will appoint a receiver to manage and an EPA is not in place, the Court of 9.62 If a person becomes mentally incapable

registration process. incapable. The PGO supports the court in the the donor is, or is becoming, mentally with the Court of Protection at the time when them accordingly. An EPA should be registered mentally unable to do so and to empower deal with their finances should they become donor) to decide who (the attorney) should legal process which allows a person (the an Enduring Power of Attorney (EPA). This is a they may lose mental capacity by appointing 9.61 Some people plan ahead for a time when

from society and at greater risk of abuse. they become more vulnerable, often excluded relatives or carers can change totally. Suddenly life for both the person affected and their any stage of his or her life. When this happens,

9.60 Mental incapacity can strike anyone at incapacity.

after their financial affairs as a result of mental to offer help when a person is unable to look The PGO was established in 2001. Its aim is administrative office of the Court of Protection. is an executive agency of DCA, and the 9.59 The Public Guardianship Office (PGO)

Public Guardianship Office

Chief Executive: Richard Brook

9.59 The Public Guardianship Office (PGO) is an executive agency of DCA, and the administrative office of the Court of Protection. The PGO was established in 2001. Its aim is to offer help when a person is unable to look after their financial affairs as a result of mental incapacity.

9.60 Mental incapacity can strike anyone at any stage of his or her life. When this happens, life for both the person affected and their relatives or carers can change totally. Suddenly they become more vulnerable, often excluded from society and at greater risk of abuse.

9.61 Some people plan ahead for a time when they may lose mental capacity by appointing an Enduring Power of Attorney (EPA). This is a legal process which allows a person (the donor) to decide who (the attorney) should deal with their finances should they become mentally unable to do so and to empower them accordingly. An EPA should be registered with the Court of Protection at the time when the donor is, or is becoming, mentally incapable. The PGO supports the court in the registration process.

9.62 If a person becomes mentally incapable and an EPA is not in place, the Court of Protection will appoint a receiver to manage that person's finances. Again, the PGO provides administrative support in the appointment and supervision of receivers.

PGO objectives

9.63 The aim of the PGO is to promote and protect the financial wellbeing of people with mental incapacity by providing a seamless service responsive to their needs.

9.64 The PGO has four strategic objectives:

• to provide a forward looking, accessible service which consults on, understands and meets PGO clients' diverse needs

- to develop new ways of working with PGO receivers and in partnership with public and other agencies, which are focussed on clients' total needs
- to ensure the PGO has the capability, skills and flexibility to meet the changing needs of its clients
- to provide best value for the PGO's clients and the taxpayer.

PGO performance for 2005/06

9.65 The PGO has a range of key performance indicators (KPIs). At the end of January 2006 performance against certain targets was as

- the number of effective visits has increased from 74 per cent in 2004/05 to 83.6 per cent
- the number of accounts reviewed within 20 days remained at 100 per cent
- the number of letters, faxes and emails responded to within five days had increased from 56 per cent in 2004/05 to 63.9 per cent; the number responded to in ten days had increased from 77 per cent in 2004/05 to 80.8 per cent. However the number responded to in 15 days had dropped from 97 per cent in 2004/05 to 92.8 per cent to end January 2006 against a target of 98 per cent
- the number of court orders issued within ten days had increased from 83 per cent in 2004/05 to 88 per cent, although this was still short of the target of 95 per cent.

9.66 The full range of targets and corresponding details can be found in the PGO's Annual Report and Accounts, which will be published before the end of July.

Delivering better public services

9.67 The PGO plays a key role in supporting DCA's priority to protect the vulnerable, especially those who are socially excluded. PGO's work is also aligned to DCA's strategic objective to ensure that those who are vulnerable have access to excellent services which enable them to exercise their rights in law and understand, exercise and fulfil their responsibilities.

DCA Departmental Report 2005/06 | Other offices

9.68 As well as its on-going work to support the Court of Protection in registering EPAs and in the appointment and supervision of receivers, the PGO has undertaken a range of other initiatives which seek to improve the experiences of clients and those who support them. These include holding regional surgeries where receivers can find out more about the services offered by the PGO, speak with caseworkers and meet organisations which may be able to help them in their duties such as the Pension Service, Alzheimer's Society and Age Concern. During the year, the PGO held nine regional surgeries across the country. The events received very positive feedback.

9.69 The PGO continues to raise awareness of its services. This has involved placing leaflets in doctors' surgeries nationwide as well as making information available to staff in organisations with whom we share customers, such as Age Concern and the Pension Service. The PGO also set up an outreach team which has made almost 50 presentations about PGO services to groups such as vulnerable adult protection officers and the Alzheimer's Society. Progress has also been made in promoting services to people from minority communities. The PGO held a major conference in October 2005 in Milton Keynes which brought together representatives from a range of minority groups. As well as publicising its services, the PGO was able to find out about the cultural issues which affect mental health and finances in minority communities.

9.70 The Mental Capacity Act 2005 became law in April 2005 and is due to be implemented by April 2007. The PGO has been working closely with DCA on developing the policies and procedures which will support the provisions of the Act.

Management of resources

9.71 As of the end of March 2006, the PGO had 358 permanent staff. Of these, 47.2 per cent were women, 3.9 per cent classed themselves as having a disability, and 37 per cent classed themselves as being from an ethnic minority community. During the year, the PGO successfully introduced electronic records management to handle its policy and administrative records. The PGO's accounts for 2005/06 will be published in the annual report and accounts.

Contact details:

PGO Archway Tower 2 Junction Road London N19 5SZ

T: 0845 330 2900 (Lo-call)
E: custserv@guardianship.gsi.gov.uk
www.guardianship.gov.uk

T: 0845 330 2900 (Lo-call) E: custserv@guardianship.gsi.gov.uk www.guardianship.gov.uk

Contact details:
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N19 5SZ

Management of resources 9.71 As of the end of March 2006, the PGO had 358 permanent staff. Of these, 47.2 per cent were women, 3.9 per cent classed themselves as having a disability, and 37 per cent classed themselves as being from an ethnic minority community. During the year, the PGO successfully introduced electronic records management to handle its policy and administrative records. The PGO's accounts for 2005/06 will be published in the annual for 2005/06 will be published in the annual report and accounts.

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9.68 As well as its on-going work to support the Court of Protection in registering EPAs and in the appointment and supervision of receivers, the PGO has undertaken a range of other initiatives which seek to improve the experiences of clients and those who support them. These include holding regional surgeries where receivers can find out more about the services offered by the PGO, speak with caseworkers and meet organisations which may be able to help them in their duties such as the Pension Service, Alzheimer's Society and Age Concern. During the year, the PGO and Age Concern. During the year, the PGO held nine regional surgeries across the country. The events received very positive feedback.

 to transform the organisation helping it to deliver these objectives and excellence in all it does.

 to deliver a sustainable scheme within the resources available and demonstrate real value to Government in terms of effective financial control, improving value for money and positive outcomes for clients

to work with service providers who provide quality, value for money and client focussed services, in whom we have sufficient trust to deliver

• to ensure legal aid clients have access to quality services which meet their needs

9.74 The LSC's four corporate priorities for the period 2005/06 to 2007/08 are:

Objectives for 2005/06

Access to Justice Act 1999. The LSC is a non-departmental public body sponsored by the DCA. The Secretary of State for Constitutional DCA. The Secretary of State for Constitutional Affairs is accountable to Parliament for its activities and performance. With a head office in London, the LSC employs around 1700 staff in 15 offices across England and Wales. The LSC also operates eight public defender service offices. A board of independent commissioners oversees its work. The LSC's commissioners oversees its work. The LSC's annual report is available at annual report is available at

9.72 The Legal Services Commission (LSC) is responsible for the provision of legal sid in England and Wales. The LSC contracts out to high quality service providers whose clients may have a variety of problems in areas such as welfare benefits, employment or debt, or those who are accused or investigated in relation to a crime. Through information, advice and legal representation, legal sid helps around two million people each year to get access to justice.

Acting Chief Executive: Brian Harvey

Legal Services Commission

9.80 The LSC also aims to ensure financial management on an individual contract basis with service providers. The LSC has been working to bring payments to service providers in line with the work done. The effective reconciliation of civil legal help and crime contracts was a major performance target during 2005/06 and is evidence of ever-tighter control of the legal aid fund.

not receive substandard services. review quality controls ensures that clients do the removal of those who continually fail peer the LSC to focus funding in priority areas and service providers who overcharge has allowed aid contracts were terminated. The removal of could not do so within six months, their legal given the opportunity to improve and if they , nuscceptable, or 'less than effective' were outcomes for clients. Any assessed as who deliver value for money and positive is to contract only with those service providers providers. One of the LSC's corporate targets improving the quality of legal aid service or The LSC made significant progress in Corporate priority 2

9.78 Throughout 2005/06, the LSC maintained 100 per cent coverage of duty solicitor schemes, which provides criminal defence to people who are investigated or accused of crime in England and Wales.

9.77 The LSC worked to improve success rates for asylum cases to 40 per cent. The success rates for the most recently started cases have been improving.

Corporate priority 1

9.76 The LSC's key performance target for the year was to deliver 650,000 civil acts of assistance to legal aid clients by April 2006. This contributes towards DCA's PSA targets. The LSC is on track to achieve this target.

9.75 Performance against corporate targets will be fully reported in the LSC Annual Report 2005/06 to be published in July 2006.

Performance for 2005/06

Legal Services Commission

Acting Chief Executive: Brian Harvey

9.72 The Legal Services Commission (LSC) is responsible for the provision of legal aid in England and Wales. The LSC contracts out to high quality service providers whose clients may have a variety of problems in areas such as welfare benefits, employment or debt, or those who are accused or investigated in relation to a crime. Through information, advice and legal representation, legal aid helps around two million people each year to get access to justice.

9.73 The LSC was established under the Access to Justice Act 1999. The LSC is a non-departmental public body sponsored by the DCA. The Secretary of State for Constitutional Affairs is accountable to Parliament for its activities and performance. With a head office in London, the LSC employs around 1700 staff in 15 offices across England and Wales. The LSC also operates eight public defender service offices. A board of independent commissioners oversees its work. The LSC's annual report is available at www.legalservices.gov.uk

Objectives for 2005/06

- **9.74** The LSC's four corporate priorities for the period 2005/06 to 2007/08 are:
- to ensure legal aid clients have access to quality services which meet their needs
- to work with service providers who provide quality, value for money and client focussed services, in whom we have sufficient trust to deliver
- to deliver a sustainable scheme within the resources available and demonstrate real value to Government in terms of effective financial control, improving value for money and positive outcomes for clients
- to transform the organisation helping it to deliver these objectives and excellence in all it does.

Performance for 2005/06

9.75 Performance against corporate targets will be fully reported in the LSC Annual Report 2005/06 to be published in July 2006.

Corporate priority 1

9.76 The LSC's key performance target for the year was to deliver 650,000 civil acts of assistance to legal aid clients by April 2006. This contributes towards DCA's PSA targets. The LSC is on track to achieve this target.

9.77 The LSC worked to improve success rates for asylum cases to 40 per cent. The success rates for the most recently started cases have been improving.

9.78 Throughout 2005/06, the LSC maintained 100 per cent coverage of duty solicitor schemes, which provides criminal defence to people who are investigated or accused of crime in England and Wales.

Corporate priority 2

9.79 The LSC made significant progress in improving the quality of legal aid service providers. One of the LSC's corporate targets is to contract only with those service providers who deliver value for money and positive outcomes for clients. Any assessed as 'unacceptable' or 'less than effective' were given the opportunity to improve and if they could not do so within six months, their legal aid contracts were terminated. The removal of service providers who overcharge has allowed the LSC to focus funding in priority areas and the removal of those who continually fail peer review quality controls ensures that clients do not receive substandard services.

9.80 The LSC also aims to ensure financial management on an individual contract basis with service providers. The LSC has been working to bring payments to service providers in line with the work done. The effective reconciliation of civil legal help and crime contracts was a major performance target during 2005/06 and is evidence of ever-tighter control of the legal aid fund.

Corporate priority 3

9.81 The legal aid reform programme continued in 2005/06 towards the LSC's goal of achieving a high quality, value for money, sustainable legal aid scheme. Key developments in the year included focussing expenditure on the highest priority areas by making changes to the scope of legal aid; moving towards paying for outcomes (success for clients) rather than inputs by implementing tailored fixed fees and controlling costs for the most expensive criminal cases by contracting for individual cases.

Corporate priority 4

9.82 The LSC achieved its target to maintain performance of 85 per cent against its customer service score. The LSC surveyed over 6500 providers of legal aid services across the country and received a 20 per cent response rate. The results showed that over 80 per cent found LSC staff professional and knowledgeable and 90 per cent rated staff as very helpful. There were also positive results for leadership in the staff survey.

9.83 The commission exceeded its target to increase the number of service providers who submit their monthly payment claims online to 1500 by April 2006. This is a significant step towards developing the LSC's preferred supplier strategy; a key component of which is to reduce bureaucracy and work with service providers who are trusted to deliver.

Delivering better public services

Carter Review

9.84 In 2005 the DCA published the conclusions of its Fundamental Legal Aid Review in *A Fairer Deal for Legal Aid*. One significant outcome was the commissioning of Lord Carter's *Review of Legal Aid Procurement*. Lord Carter was asked to provide recommendations for reform of the way in which legal services are procured by the state, with the aim of ensuring a sustainable system in the long-term. The final proposals are expected to be published summer 2006.

Preferred supplier strategy

9.85 In the future the LSC wants to deliver all publicly-funded legal services through 'preferred suppliers' – providers that can be trusted to deliver high quality and value for money services. Following a successful pilot, the LSC launched a consultation in March 2006 to help finalise its preferred supplier scheme prior to national roll-out.

Community Legal Service (CLS) Strategy

9.86 Alongside the preferred supplier approach, the LSC has also been working on a new strategy for the CLS. The draft strategy, *Making Legal Rights a Reality*, was released for consultation in July 2005. The LSC published a final strategy in March 2006.

9.87 At the heart of the CLS strategy is the acknowledgement that people do not necessarily face 'legal problems' but every day problems in their life to which the law may offer a solution. The LSC is establishing community legal and advice centres to serve some of the most deprived communities in England and Wales, and networks to serve rural communities. A key aim is to provide a seamless service from basic advice to specialist representation.

CLS Direct

9.88 In July 2004 the LSC launched CLS Direct, a telephone advice line, website and series of free legal information leaflets. CLS Direct is aimed at helping people who find it difficult to access traditional legal services such as the elderly, those who live in rural areas or find it hard to travel. The service is proving to be very successful, with increasing numbers of users accessing CLS Direct and over 90 per cent of users saying expressing that they were 'very satisfied' or 'quite satisfied' with the service. Further information can be found at www.clsdirect.org.uk

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Delivering better public services

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most expensive crimir for individual cases.

Corporate priority 3

9.81 The legal aid reform programme continued in 2005/06 towards the LSC's goal of achieving a high quality, value for money, sustainable legal aid scheme. Key developments in the year included focusaing expenditure on the highest priority areas by making changes to the scope of legal aid; moving towards paying for outcomes (success for clients) rather than inputs by implementing tor clients) rather than inputs by implementing tor clients) rather than inputs by implementing tor clients or the trianguage of the same controlling costs for the most expensive criminal cases by contracting most expensive criminal cases by contracting

9.94 The structure of the LSC is evolving as the organisation responds to changing business needs. It is transforming the way it engages with legal aid users and stakeholders and how it does business with legal aid service providers. At the same time, the LSC is undertaking an organisational restructuring process. This is in line with the spirit of the Gershon and Lyons reviews and aims to help the LSC deliver the legal aid reform programme.

expenditure. During the year, a number of expenditure. During the year, a number of policies and initiatives continued to deliver costs savings and efficiencies in legal aid, simed at delivering value for money and positive outcomes for legal aid users. The LSC also reviewed its administration expenditure and reduced the budget compared to 2004/05.

9.92 The LSC's budget in 2005/06 was £92 million for administration and just over £2 billion for the Community Legal Service Fund and Criminal Defence Service. The year end expenditure will be reported in the LSC annual report.

Management of resources

roll-out.

9.91 The pilot will be fully evaluated prior to

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- s reduction in unnecessary call-outs
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police stations.

Criminal Defence Service (CDS) Direct 9.89 In October 2005 the LSC launched the CDS Direct pilot, which will last 6-12 months. CDS Direct aims to provide telephone advice, in certain situations, to people detained at

T: 020 7759 1190 F: 020 7759 1190 www.legalservices.gov.uk

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- improved speed of contact with detained clients
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9.93 Legal aid is a major area of public expenditure. During the year, a number of policies and initiatives continued to deliver costs savings and efficiencies in legal aid, aimed at delivering value for money and positive outcomes for legal aid users. The LSC also reviewed its administration expenditure and reduced the budget compared to 2004/05.

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DCA Departmental Report 2005/06 | Other offices

Commission for Judicial Appointments

Her Majesty's First Commissioner for Judicial Appointments:
Professor Sir Colin Campbell

Secretary to the Commissioners: William Arnold

9.95 The Commission for Judicial Appointments ran from 2001 until March 2006. There were eight Commissioners, including the First Commissioner. They were independent office holders, whose remit covered the appointment of judges (except the Law Lords and the Heads of Division) and appointments made by the Lord Chancellor to tribunals. It did not cover the appointment of lay magistrates or General Commissioners of Income Tax. The commissioners' functions were to establish whether appointments were made fairly and in accordance with the principle of selection on merit and to investigate complaints arising from the application of the appointments procedures. The complaint investigation function did not, however, include an avenue of appeal for unsuccessful applicants.

9.96 When the commissioners were appointed in 2001 their remit also covered the Queen's Counsel appointments process. This was ended by the Judicial Appointments (Amendment) (No 2) Order, which was agreed in October 2005. There is now a revised Queen's Counsel selection process, run by an independent panel, that includes provision for the investigation of complaints from dissatisfied applicants.

9.97 The Commission for Judicial Appointments ceased to operate in April 2006, in anticipation of the implementation of the Constitutional Reform Act 2005 on 3 April 2006.

Performance for 2005/06

9.98 During 2005/06 the commissioners completed reviews of the 2005 High Court competition, the circuit judge 2005/06 competition, a competition for appointment as a specialist circuit judge, the recorder 2004/05 competition (Midland circuit), the sift stage of the district judge 2005/06 competition (which considered the use of evidence from judicial

appraisal), the deputy district judge (magistrates' court) 2004/05 competition (which was informed by academic research carried out for the Commission looking at Judicial Diversity and the Appointment of Deputy District Judges) and a competition to appoint Medical Members of the Mental Health Review Tribunal. The commissioners accepted 21 complaints for investigation during 2005/06, including one in which the investigation has been suspended. The Commissioners completed 13 investigations during 2005/06. The investigation of 16 complaints was uncompleted and transferred to the Judicial Appointments and Conduct Ombudsman.

9.99 The Commissioners have contributed to debate about how the JAC, the judiciary and the Government might work together in order to achieve a high quality and diverse judiciary, thereby increasing public confidence in the administration of justice. They published two academic reviews during 2005/06. One considered the position of ethnic minorities in the legal profession and judicial appointment process. The other looked at research, policies and practices with regards to judicial diversity in the UK and other jurisdictions. The commissioners also convened an international policy summit looking at factors affecting judicial diversity, at which the Lord Chancellor gave a keynote speech.

9.100 The commissioners published their 2005 Annual Report in October 2005 and their 2006 Annual Report in March 2006. Copies of all reports are available on www.cja.gov.uk

9.101 The commissioners were supported in their work by a six-person secretariat. Their activities were funded by DCA. Expenditure for 2005/06 was around £625,000.

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Secretary to the Commissioners: William Arnold

Her Majesty's First Commissioner for Judicial Appointments: Professor Sir Colin Campbell

Commission for Judicial Appointments

Millbank Millbank Tower 8th floor **HMICA** Contact details

www.hmica.gov.uk

F: 020 7217 4357

T: 020 7217 4411

SW1P 4QP

пориод

E: Eddie.Bloomfield@hmica.gsi.gov.uk

Administration HM Inspectorate of Court

HM Chief Inspector: Eddie Bloomfield

Report for 2005/06 will be published by the presented to Parliament. The HMICA Annual and provides an annual report which is to the Lord Chancellor on inspection issues 9.107 The Chief Inspector reports directly £2.548 million.

end of July 2006 and will be available on the

HMICA website at www.hmica.gov.uk

HMICA's budget allocation for 2005/06 was postholder and HMICA is funded by DCA. 9.106 The Chief Inspector is a statutory

contracts and work for a minimum of 20 days inspectors who are employed on fixed-term home. In addition there are eight standby Leeds and including four inspectors based at of staff, based in offices in London, Bristol and 9.105 HMICA currently employs 37.5 members

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21 service users. of the courts, with a focus on the needs of inspection, to contribute to the improvement of Public Service Reform's principles of services and, in accordance with the Office to ministers on the way courts are delivering 9.103 The purpose of HMICA is to report back

> CAFCASS related inspection matters. of State for Education and Skills on

CAFCASS. HMICA reports to the Secretary • inspect and report on the performance of

the services provided for those courts Crown, county and magistrates' courts and the system that supports the business of the • inspect and report to the Lord Chancellor on

2003. Its remit is to: statutory inspectorate set up by the Courts Act Administration (ANICH) is an independent 9.102 Her Majesty's Inspectorate of Court

HM Inspectorate of Court Administration

HM Chief Inspector: Eddie Bloomfield

9.102 Her Majesty's Inspectorate of Court Administration (HMICA) is an independent statutory inspectorate set up by the Courts Act 2003. Its remit is to:

- inspect and report to the Lord Chancellor on the system that supports the business of the Crown, county and magistrates' courts and the services provided for those courts
- inspect and report on the performance of CAFCASS. HMICA reports to the Secretary of State for Education and Skills on CAFCASS related inspection matters.

9.103 The purpose of HMICA is to report back to ministers on the way courts are delivering services and, in accordance with the Office of Public Service Reform's principles of inspection, to contribute to the improvement of the courts, with a focus on the needs of 21 service users.

9.104 HMICA is not enabled to inspect persons making judicial decisions or exercising any judicial discretion.

9.105 HMICA currently employs 37.5 members of staff, based in offices in London, Bristol and Leeds and including four inspectors based at home. In addition there are eight standby inspectors who are employed on fixed-term contracts and work for a minimum of 20 days

9.106 The Chief Inspector is a statutory postholder and HMICA is funded by DCA. HMICA's budget allocation for 2005/06 was £2.548 million.

9.107 The Chief Inspector reports directly to the Lord Chancellor on inspection issues and provides an annual report which is presented to Parliament. The HMICA Annual Report for 2005/06 will be published by the end of July 2006 and will be available on the HMICA website at www.hmica.gov.uk

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Judicial Studies Board

Chairman: Lord Justice Keene

Executive Directors: Judith Killick and Maggy Pigott

Director of Studies: Judge Victor Hall

9.108 The Judicial Studies Board (JSB) was set up in 1979 to ensure that judicial officers were equipped with the skills and knowledge they need to carry out their duties in a way which preserves judicial independence and promotes confidence in the justice system. The JSB's annual report for 2005/06 will be published in June 2006 and available at www.isboard.co.uk

9.109 Under constitutional reform the Lord Chief Justice will be responsible for provision and sponsorship of judicial training with resources provided by the Secretary of State.

9.110 The JSB has eight strategic priorities for the three-year cycle 2005-08.

- to assume direct responsibility for the training of the magistracy
- to improve standards and extend the integration of diversity issues into the design, delivery and evaluation of training delivered by or on behalf of the JSB
- to improve access for the judiciary to education through the development and delivery of an effective distance learning strategy
- to improve our ability to respond to major change initiatives
- to deliver the JSB's Information and Communication Technology (ICT) strategy
- to respond to the changing needs of the tribunals sector and support the new unified tribunals system

- to respond to changes in the constitutional and administrative framework
- to consider the professional development of justices' clerks and legal advisers in the magistrates' courts.

Performance for 2005/06

9.111 During 2005/06 the JSB completed its programme of work, as set out in its management plan. That plan and the JSB's three-year strategy for 2005-08 are available on the JSB website.

9.112 The JSB has launched a major review of all aspects of the provision of judicial education in England and Wales. At the same time, it continues to provide induction and continuation training designed to strengthen judicial skills and knowledge.

9.113 The JSB is working with HMCS to put in place a minimum training provision for lay magistrates and is developing a scheme for monitoring and evaluation of training provided for magistrates.

Delivering better public services

9.114 The JSB's Equal Treatment Advisory Committee continues to support a system of justice that is, and is seen to be, fair, by helping judicial office holders perform their functions in a manner that is fair and free from discrimination. It helped to produce training materials for judges in all jurisdictions, magistrates and tribunal chairmen and members.

Management of resources

9.115 The JSB's expenditure was £8.15 million. A number of financial savings were made during the year, achieved, for example by using in-house trainers for parts of the magisterial training programme. The JSB strengthened its finance and planning team by recruiting a work stream analyst and project manager, to review the JSB's work, project and risk management systems.

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Director of Studies: Judge Victor Hall

Maggy Pigott Executive Directors: Judith Killick and

Chairman: Lord Justice Keene

Judicial Studies Board

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DCA Departmental Report 2005/06 | Other offices

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Council on Tribunals

Chairman:

The Rt. Hon. the Lord Newton of Braintree OBE DL

Acting Secretary: Ray Burningham

9.116 The Council on Tribunals is a statutory advisory non-departmental public body, funded through DCA, which reviews the constitution and working of certain tribunals and advises Government departments on the procedures governing the running of tribunals and inquiries. It was set up in 1958 and now functions under the Tribunals and Inquiries Act 1992.

9.117 The council has 15 Members appointed by the Lord Chancellor and Scottish Ministers. The parliamentary Ombudsman and Scottish Public Services Ombudsman are also members by virtue of their office. It has 13 staff in its London office, most of whom are DCA civil servants. It also has a Scottish Committee with a secretariat of three staff seconded from the Scottish Executive and based in Edinburgh. In 2005/06 it had a budget of £1.25 million.

9.118 The council continues to work towards the objectives set for it in the White Paper Transforming Public Services: Complaints, Redress and Tribunals, published in July 2004. It expects to become an Administrative Justice and Tribunals Council with an extended remit.

9.119 The work of the council during 2005/06 has been focussed on tribunal users and their experiences. It has run workshops in Manchester, Bristol and through its Scottish Committee in Livingston, to explore the impact of the White Paper proposals. In June 2005 it held its first conference in Wales looking at developments in administrative justice and the White Paper's implications for Wales. It has also published the results of a extensive consultation on the use and value of oral hearings in tribunal proceedings and hopes to build on this work in the future.

9.120 The council's work during the period April 2004 to March 2005 is described in its 46th annual report, published in October 2005. The annual report and other publications are available on the council's website at

www.council-on-tribunals.gov.uk, from TSO (The Stationery Office), or from the address below. Its next annual report will cover the year to 31 March 2006 and is expected to be published in July 2006.

Contact details

Council on Tribunals 1st Floor 81 Chancery Lane London WC2A 1BQ

T: 020 7855 5200 F: 020 7855 5201 E: enquiries@cot.gsi.gov.uk www.council-on-tribunals.gov.uk

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> > 338308_CM6820_TEXT / Sig: 53 / Plate B

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Council on Tribunals

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Council on Tribunals

OBE DF The Rt. Hon. the Lord Newton of Braintree Chairman:

Acting Secretary: Ray Burningham

It was set up in 1958 and now functions under governing the running of tribunals and inquiries. Government departments on the procedures and working of certain tribunals and advises through DCA, which reviews the constitution advisory non-departmental public body, funded 9.116 The Council on Tribunals is a statutory

members by virtue of their office. It has 13 Public Services Ombudsman are also The parliamentary Ombudsman and Scottish 9.117 The council has 15 Members appointed the Tribunals and Inquiries Act 1992.

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(December 2000). Chancellor in his Making Changes Report Public Trust Office announced by the Lord following the transfer of functions of the former under the same post-holder since April 2001 9.124 The two offices have been combined

tor the beneficiaries. basis. His objective is to secure the best value service of last resort on a non-profit-making is to provide an effective executor and trustee the appointed trustee of settlements. His aim as executor or administrator of estates and as section 8 of the Public Trustee Act 1906) acts 9.123 The Public Trustee (appointed under

able to do so. England and Wales where there is no parent Fund scheme for those children in care in administration of the Government's Child Trust a parent, to act as the registered contact in the Official Solicitor can be appointed, in place of maintenance claims. Since April 2005 he England and Wales for international Lord Chancellor as the central authority for Maintenance Order Unit which acts for the abduction) and the Reciprocal Enforcement and Wales (the central authority on child Child Abduction and Contact Unit in England 9.122 His office administers the International

suitable to do so. acts as trustee when there is no one else represents. He also administers estates and interests and human rights of those he His main objective is to protect the best vulnerable litigants because they lack capacity. anplect of child welfare proceedings) who are and children (other than those who are the particular, he acts for the mentally disabled those unable to represent themselves. In Court Act 1981) acts in legal proceedings for appointment under section 90 of the Supreme 9.121 The Official Solicitor (a statutory

Public Trustee: Laurence Oates Official Solicitor to the Supreme Court and

(T920) əətsunT Official Solicitor and Public

www.officialsolicitor.gov.uk E: enquiries@offsol.gsi.gov.uk F: 020 7911 7105

London WC2A 1DD 81 Chancery Lane and Public Trustee Office of the Official Solicitor Contact details:

T. 020 7911 7127

available on the website.

was published in September 2005 and is to £3.09 million. The annual report for 2004/05 AOU most tnemeving requirement from DCA (mainly in trusts and estates) which brings to recover costs and fees where appropriate are £8.1 million a year, with a requirement administrative staff. Its gross running costs and up to 172 caseworkers and other the Official Solicitor and Public Trustee himself) 9.125 The OSPT employs 16 lawyers (including

Official Solicitor and Public Trustee (OSPT)

Official Solicitor to the Supreme Court and **Public Trustee: Laurence Oates**

9.121 The Official Solicitor (a statutory appointment under section 90 of the Supreme Court Act 1981) acts in legal proceedings for those unable to represent themselves. In particular, he acts for the mentally disabled and children (other than those who are the subject of child welfare proceedings) who are vulnerable litigants because they lack capacity. His main objective is to protect the best interests and human rights of those he represents. He also administers estates and acts as trustee when there is no one else suitable to do so

9.122 His office administers the International Child Abduction and Contact Unit in England and Wales (the central authority on child abduction) and the Reciprocal Enforcement Maintenance Order Unit which acts for the Lord Chancellor as the central authority for England and Wales for international maintenance claims. Since April 2005 he Official Solicitor can be appointed, in place of a parent, to act as the registered contact in the administration of the Government's Child Trust Fund scheme for those children in care in England and Wales where there is no parent able to do so.

9.123 The Public Trustee (appointed under section 8 of the Public Trustee Act 1906) acts as executor or administrator of estates and as the appointed trustee of settlements. His aim is to provide an effective executor and trustee service of last resort on a non-profit-making basis. His objective is to secure the best value for the beneficiaries.

9.124 The two offices have been combined under the same post-holder since April 2001 following the transfer of functions of the former Public Trust Office announced by the Lord Chancellor in his Making Changes Report (December 2000).

9.125 The OSPT employs 16 lawyers (including the Official Solicitor and Public Trustee himself) and up to 172 caseworkers and other administrative staff. Its gross running costs are £8.1 million a year, with a requirement to recover costs and fees where appropriate (mainly in trusts and estates) which brings down the net funding requirement from DCA to £3.09 million. The annual report for 2004/05 was published in September 2005 and is available on the website.

Contact details:

Office of the Official Solicitor and Public Trustee 81 Chancery Lane London WC2A 1DD

T: 020 7911 7127 F: 020 7911 7105 E: enquiries@offsol.gsi.gov.uk www.officialsolicitor.gov.uk

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Law Commission

Chairman: Sir Roger Toulson (Mr Justice Toulson)

Chief Executive: Steve Humphreys

9.126 The Law Commission was established under the Law Commissions Act 1965. It recommends reform of the law to make it clear, modern and accessible. The commission is independent from Government but is sponsored by DCA and is an advisory non-departmental public body of the Department. The commission has between 60 to 70 members of staff depending upon the number of projects it is working on. DCA provided funding to the Commission of £3.3 million for 2005/06.

9.127 The Law Commission assists the work of a number of Government departments. During 2005/06 the Commission published consultation papers on homicide and housing disputes and final reports on company security interests, forfeiture and the law of succession and renting homes. Full details of its work in 2005/06 will be reported in its annual report published in June 2006.

9.128 The Law Commission published its ninth programme of law reform in March 2005 setting out the main areas of work over the next three years.

Contact details:

Law Commission Conquest House 37–38 John Street Theobald's Road London WC1N 2BQ

T: 020 7453 1220 F: 020 7453 1297 E: chief.executive@lawcommission.gsi.gov.uk www.lawcom.gov.uk T: 020 7453 1220 F: 020 7453 1297 E: chief.executive@lawcommission.gsi.gov.uk www.lawcom.gov.uk

Contact details:
Law Commission
Conquest House
37–38 John Street
Theobald's Road
London

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Chief Executive: Steve Humphreys

Chairman: Sir Roger Toulson (Mr Justice Toulson)

Law Commission

400 L

September 2005. Law Society's performance from April to bnpjizyeg su iuterim report covering the In November 2005 the Commissioner also for 2004/05 was published in July 2005. 9.132 The Commissioner's annual report

engage in an agreed appeals mechanism. representations to the Commissioner and wonld have the opportunity to make on any penalty being taken, the Law Society maximum of £1 million. Prior to a decision Access to Justice Act. This is set at a levy a penalty under section 52(3) of the plan, the Commissioner has the power to handle complaints in accordance with the adequate plan when requested, or fails to 9.131 If the Law Society fails to submit an

the handling of complaints. require the Law Society to submit a plan for

- set targets
- make recommendations
- investigate the handling of complaints

handling of complaints about its members information or make reports about the require the Law Society to provide

9.130 The Commissioner has the power to:

when complaining about a solicitor. that an individual could reasonably expect to help the Law Society reach service standards works on behalf of consumers of legal services complaints about solicitors. The Commissioner of England and Wales in its handling of regulates the performance of the Law Society Legal Services Complaints Commissioner Access to Justice Act 1999. The Office of the of State for Constitutional Affairs under the Commissioner is appointed by the Secretary 9.129 The Legal Services Complaints

Ms Zahida Manzoor CBE Legal Services Complaints Commissioner:

Complaints Commissioner

Office of the Legal Services

for 2004/05 was published in July 2005. published an interim report covering the Law Society's performance from April to

Office of the Legal Services **Complaints Commissioner**

Legal Services Complaints Commissioner: Ms Zahida Manzoor CBE

9.129 The Legal Services Complaints Commissioner is appointed by the Secretary of State for Constitutional Affairs under the Access to Justice Act 1999. The Office of the Legal Services Complaints Commissioner regulates the performance of the Law Society of England and Wales in its handling of complaints about solicitors. The Commissioner works on behalf of consumers of legal services to help the Law Society reach service standards that an individual could reasonably expect when complaining about a solicitor.

9.130 The Commissioner has the power to:

- require the Law Society to provide information or make reports about the handling of complaints about its members
- investigate the handling of complaints
- make recommendations
- set targets
- require the Law Society to submit a plan for the handling of complaints.

9.131 If the Law Society fails to submit an adequate plan when requested, or fails to handle complaints in accordance with the plan, the Commissioner has the power to levy a penalty under section 52(3) of the Access to Justice Act. This is set at a maximum of £1 million. Prior to a decision on any penalty being taken, the Law Society would have the opportunity to make representations to the Commissioner and engage in an agreed appeals mechanism.

9.132 The Commissioner's annual report In November 2005 the Commissioner also September 2005.

9.133 The Commissioner has 17 team members all based in Leeds. During 2005/06 DCA and the Law Society provided the Commissioner with funding of £1.72 million to carry out her duties.

9.134 More information about the work of the Office of the Legal Services Complaints Commissioner, including published reports, can be found on the website.

Contact details:

Office of the Legal Services Complaints Commissioner 19th Floor West Riding House Leeds LS1 5AA

T: 0113 2615420 F: 0113 2615440 E: info@olscc.gsi.gov.uk www.olscc.gov.uk

www.olscc.gov.uk E: info@olscc.gsi.gov.uk E: 0113 5912440 T 0113 2615420

AA3 f2J reega əsuoH gnibiA tsəW 19th Floor Complaints Commissioner Office of the Legal Services Contact details:

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to carry out her duties. Commissioner with funding of £1.72 million DCA and the Law Society provided the members all based in Leeds. During 2005/06 9.133 The Commissioner has 17 team

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Office of the Legal Services Ombudsman (OLSO)

Legal Services Ombudsman for England and Wales: Ms Zahida Manzoor CBE

- **9.135** The Legal Services Ombudsman for England and Wales is appointed by the Lord Chancellor in accordance with Section 21 of the Courts and Legal Services Act 1990. The Ombudsman cannot be a qualified lawyer and is completely independent of the legal profession.
- 9.136 The Ombudsman oversees the handling of complaints about solicitors, barristers, legal executives, licensed conveyancers, patent agents and trade mark attorneys by the professional bodies that are responsible for standards of conduct and service within the legal profession. Complainants must first make their complaint to the relevant professional body. If dissatisfied with the way the professional body has dealt with their complaint, they may refer the matter to the legal services Ombudsman. The Ombudsman's services are free of charge.
- **9.137** The Ombudsman's annual report for 2004/05 was presented to Parliament in July 2005 and is available on the OLSO website. Data for 2005/06 will be included in the OSLO Annual Report due to be published in July 2006.
- 9.138 Under the Courts and Legal Services Act the Lord Chancellor directed the Ombudsman to produce accounts for the financial year ending 31 March 2005.
- 9.139 The expenditure account shows a total of £1.8 million for 2004/05, which includes a Departmental overhead charge. DCA provided funding to the Ombudsman of £1.4 million for 2005/06.
- 9.140 The OLSO employs 26 staff as well as a panel of external part-time self-employed caseworkers.

- 9.141 OLSO has undertaken a number of initiatives to ensure that it operates efficiently and effectively and strives to provide value for money. A fundamental review of operations was carried out resulting in changes in structure and methods of working, enabling it to deliver its objectives both operationally and strategically.
- 9.142 Reforms in which legal services are delivered and regulated in England and Wales are proposed by the Government in its legal reforms White Paper "The Future of Legal Services: Putting the Consumer First", published in October 2005. The Ombudsman welcomes the Government's proposals and her response to the White Paper is available on the OLSO website.

Contact details

Office of the Legal Services Ombudsman 3rd Floor Sunlight House **Quay Street** Manchester M3 3JZ

0845 601 0794 (Lo call) T: 0161 839 7262 F: 0161 832 5446 E:lso@olso.gsi.gov.uk www.olso.org

www.olso.org E:lso@olso.gsi.gov.uk F: 0161 832 5446 T: 0161 839 7262 0842 601 0794 (Lo call)

ZLE EM Manchester Quay Street Sunlight House 3rd Floor Office of the Legal Services Ombudsman Contact details

OLSO website. response to the White Paper is available on the welcomes the Government's proposals and her published in October 2005. The Ombudsman Services: Putting the Consumer First", reforms White Paper "The Future of Legal are proposed by the Government in its legal delivered and regulated in England and Wales 9.142 Reforms in which legal services are

and strategically. it to deliver its objectives both operationally atructure and methods of working, enabling was carried out resulting in changes in money. A fundamental review of operations and effectively and strives to provide value for initiatives to ensure that it operates efficiently 9.141 OLSO has undertaken a number of

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caseworkers. as a panel of external part-time self-employed 9.140 The OLSO employs 26 staff as well

tor 2005/06. funding to the Ombudsman of £1.4 million Departmental overhead charge. DCA provided of £1.8 million for 2004/05, which includes a 9.139 The expenditure account shows a total

financial year ending 31 March 2005. Ombudeman to produce accounts for the Act the Lord Chancellor directed the 9.138 Under the Courts and Legal Services

Annual Report due to be published in July 2006. Data for 2005/06 will be included in the OSLO 2005 and is available on the OLSO website. 2004/05 was presented to Parliament in July

9.137 The Ombudsman's annual report for

The Ombudsman's services are tree of charge. the matter to the legal services Ombudsman. has dealt with their complaint, they may refer It dissatisfied with the way the professional body their complaint to the relevant professional body. legal profession. Complainants must first make standards of conduct and service within the brotessional bodies that are responsible for agents and trade mark attorneys by the executives, licensed conveyancers, patent ot complaints about solicitors, barristers, legal 9.136 The Ombudsman oversees the handling

the legal profession. Iawyer and is completely independent of The Ombudsman cannot be a qualified 21 of the Courts and Legal Services Act 1990. Lord Chancellor in accordance with Section for England and Wales is appointed by the

9.135 The Legal Services Ombudsman

and Wales: Ms Zahida Manzoor CBE Legal Services Ombudsman for England

Ombudsman (OLSO) Office of the Legal Services

110 DCA Departmental Report 2005/06 | Other offices

from notification fee income. The 2005/06 for Fol Act activities. DPA activities are funded ADD mort grinding from DCA 9.148 During 2005/06 the Commissioner

budget for DPA activities is £9.5 million.

Cardiff, Edinburgh, and London. Wilmslow with smaller offices in Beltast, The majority work in the main office in 9.147 The Commissioner employs 270 staff.

widely aware of their 'right to Know'. information available as possible, with citizens make as much official and environmental bring about a culture where public bodies schemes submitted for approval. He works to under the Fol Act, and considers publication against decisions made by public authorities 9.146 The Commissioner deals with complaints

and take enforcement action if appropriate. breached he has a duty to assess the situation are concerned that their rights have been practice for organisations, and where people processing activities. He also promotes good required to notify him of their personal data maintains a register of data controllers who are 9.145 Under the DPA the Commissioner

the public and operates a help line to provide

responds to enquiries from organisations and

and informs the public of their rights. He also

uelp organisations comply with the legislation,

guidance documents and codes of practice to

practice and observance with the requirements

of the DPA, FolA, and EIR. He produces

9.144 The Commissioner promotes good

each house. UCA sponsors the Information

the Fol Act 2000 and the Environmental

qikectly to Parliament and annually presents to

Information Regulations 2004 (EIR). He reports

oversee the Data Protection Act 1998 (DPA),

independent body created under statute to

9.143 The Information Commissioner is an

Information Commissioner: Richard Thomas

Information Commissioner's

information and assistance.

Commissioner's Office.

Office

maintains a register of data controllers who are required to notify him of their personal data processing activities. He also promotes good practice for organisations, and where people are concerned that their rights have been breached he has a duty to assess the situation and take enforcement action if appropriate.

> 9.146 The Commissioner deals with complaints against decisions made by public authorities under the Fol Act, and considers publication schemes submitted for approval. He works to bring about a culture where public bodies make as much official and environmental information available as possible, with citizens widely aware of their 'right to Know'.

9.147 The Commissioner employs 270 staff. The majority work in the main office in Wilmslow with smaller offices in Belfast,

9.148 During 2005/06 the Commissioner received £5.1 million of funding from DCA for Fol Act activities. DPA activities are funded from notification fee income. The 2005/06 budget for DPA activities is £9.5 million.

Information Commissioner's Office

Information Commissioner: Richard Thomas

9.143 The Information Commissioner is an independent body created under statute to oversee the Data Protection Act 1998 (DPA), the Fol Act 2000 and the Environmental Information Regulations 2004 (EIR). He reports directly to Parliament and annually presents to each house. DCA sponsors the Information Commissioner's Office.

9.144 The Commissioner promotes good practice and observance with the requirements of the DPA, FoIA, and EIR. He produces guidance documents and codes of practice to help organisations comply with the legislation, and informs the public of their rights. He also responds to enquiries from organisations and the public and operates a help line to provide information and assistance.

9.145 Under the DPA the Commissioner

Cardiff, Edinburgh, and London.

9.149 Individual rights under the Fol Act came into force on 1 January 2005 and the focus of the office during 2005/06 has been very much on the initial influx of Fol complaints. The office will build on this experience over the following year modifying processes and policies to enhance the service it offers to members of the public and to public authorities. Similarly there were major changes to the way work on data protection was undertaken during 2005/06, and 2006/07 will see consolidation of these changes and improvements in the service provided.

Contact details:

Information Commissioner Wycliffe House Water Lane Wilmslow Cheshire SK9 5AF

T: 01625 545 700 (switchboard) T: 01625 545 745 (helpline) F: 01625 524 510 E: mail@ico.gsi.gov.uk www.informationcommissioner.gov.uk

www.informationcommissioner.gov.uk E: mail@ico.gsi.gov.uk

F: 01625 524 510 T: 01625 545 745 (helpline) T: 01625 545 700 (switchboard)

> SK9 5AF Cheshire wolamliW Water Lane Wycliffe House Information Commissioner

Contact details: and improvements in the service provided.

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DCA Departmental Report 2005/06 | Other offices

Chapter 10:
Accounts and
performance tables
against live targets
for previous spending
review periods

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Accounts and
performance tables
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Departmental investment strategy

- **10.1** Following the creation of HMCS in 2005/06, the Department faces the challenge of efficiently managing its new, larger fixed asset base. To meet this challenge we must make the most efficient use of the estate and investigate the scope for rationalisation including opportunities for investment.
- 10.2 As well as the creation of HMCS, the establishment of the Tribunals Service and developments within the DCA estate, have led to the setting up of a National Property Board. The purpose of the board is to provide strategic and financial direction to DCA property managers and sponsorship of strategic estates issues on behalf of the Department's management board.
- **10.3** HMCS is developing a modelling tool to plan the future for its estate. When completed the tool will enable a comprehensive estates' strategy, which will reflect the objectives of the with the HMCS business strategy.
- **10.4** The overall investment strategy for DCA has yet to be finalised. The work of the National Property Board over coming months will inform the investment strategy which will then be taken forward as necessary.

Public Accounts Committee recommendations to departments

- 10.5 The House of Commons Public Accounts Committee's (PAC) 17th report of session 2005/06 "Achieving value for money in the delivery of public services" was published in December 2005. This report concentrated on several themes based on PAC and National Audit Office reports dating back to 1993/94.
- **10.6** Areas DCA is being encouraged to focus on are:
- strengthening project management
- improving public service productivity
- becoming more commercially astute.

44th report, New IT systems for magistrates courts: the LIBRA project (HC434, Session

10.7 Progress since initial report: The Libra project has moved on considerably since the PAC Report in 2002/03. Lessons have been learned over the life of the project included strengthening the project's governance arrangements, better risk management and external review under the gateway process. DCA introduced a strategic board, a procurement board and appointed senior managers with experience of successful largescale projects. When the procurement stage was completed the procurement board was disbanded, as was the strategic board once the project had been stabilised. The project board has been strengthened with CJO partners, HM Treasury and DCA internal audit being added to its membership, and the senior responsible owner is the HMCS chief operations officer. Risk management has been improved and integrated with planning and finance and has been judged an example of best practice during the OGC Gateway 3 review. The creation of HMCS in April 2005 has led to the deployment of a national IT system.

68th report, collection of fines and other financial penalties in the CJS (HC999, Session 2001/02)

10.8 Progress since initial report: The history of poor enforcement performance had to be tackled and significant progress has been achieved as a result of the HMCS enforcement programme. As a result of the Department's achievements, the payment rate increased from 59 per cent in 2001/02 to 80 per cent in 2004/05.

35th report, Public Trust Office: Protecting the financial wealth of people with mental incapacity (HC278, Session 1998/99)

10.9 Progress since initial report: The Public Trust Office (PTO) and Lord Chancellor's Department acknowledged that the conclusions of the PAC 35th Report (session 1998/1999) demanded a fundamental programme of change. This led to the establishment of the PGO in April 2001. The PGO has continued to address all the PAC's recommendations and in June 2005 the National Audit Office reported that the PGO had improved the overall quality of service provided to its clients compared to its

service provided to its clients compared to its the PGO had improved the overall quality of 2005 the National Audit Office reported that all the PAC's recommendations and in June April 2001. The PGO has continued to address This led to the establishment of the PGO in demanded a fundamental programme of change. of the PAC 35th Report (session 1998/1999) Department acknowledged that the conclusions Trust Office (PTO) and Lord Chancellor's 10.9 Progress since initial report: The Public incapacity (HC278, Session 1998/99)

the financial wealth of people with mental 35th report, Public Trust Office: Protecting

in 2004/05. from 59 per cent in 2001/02 to 80 per cent achievements, the payment rate increased programme. As a result of the Department's achieved as a result of the HMCS enforcement tackled and significant progress has been of poor enforcement performance had to be 10.8 Progress since initial report: The history Session 2001/02)

financial penalties in the CJS (HC999, 68th report, collection of fines and other

led to the deployment of a national IT system. review. The creation of HMCS in April 2005 has best practice during the OGC Gateway 3 finance and has been judged an example of improved and integrated with planning and operations officer. Risk management has been responsible owner is the HMCS chief being added to its membership, and the senior partners, HM Treasury and DCA internal audit board has been strengthened with CJO the project had been stabilised. The project disbanded, as was the strategic board once was completed the procurement board was scale projects. When the procurement stage managers with experience of successful largebrocurement board and appointed senior DCA introduced a strategic board, a external review under the gateway process. arrangements, better risk management and strengthening the project's governance learned over the life of the project included PAC Report in 2002/03. Lessons have been project has moved on considerably since the 10.7 Progress since initial report: The Libra

courts: the LIBRA project (HC434, Session 44th report, New IT systems for magistrates

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on are:

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Audit Office reports dating back to 1993/94. several themes based on PAC and National December 2005. This report concentrated on delivery of public services" was published in 2005/06 "Achieving value for money in the Committee's (PAC) 17th report of session 10.5 The House of Commons Public Accounts

recommendations to departments Public Accounts Committee

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with the HMCS business strategy. strategy, which will reflect the objectives of the the tool will enable a comprehensive estates' plan the future for its estate. When completed 10.3 HMCS is developing a modelling tool to

Department's management board. strategic estates issues on behalf of the property managers and sponsorship of strategic and financial direction to DCA The purpose of the board is to provide to the setting up of a National Property Board. developments within the DCA estate, have led establishment of the Tribunals Service and 10.2 As well as the creation of HMCS, the

including opportunities for investment. investigate the scope for rationalisation make the most efficient use of the estate and asset base. To meet this challenge we must of efficiently managing its new, larger fixed 2005/06, the Department faces the challenge 10.1 Following the creation of HMCS in

Departmental investment strategy

911

34th report, Her Majesty's Land Registry: the management of sickness absence (HC307, Session 1995/96)

10.11 Progress since initial report: Land Registry addressed its sickness absence policy and procedures as part of its subsequent pay, grading and personnel management review. Clear absence management procedures for managers and effective control mechanisms have brought about a reduction in sickness absence levels. 2004 data shows a Land Registry staff absence rate (unadjusted) of 7.4 days, against a Civil Service average of 9.1 days.

report have now been addressed satisfactorily. of accounts identified in the 1993/94 PAC PGO assesses that the problems with collection more vigorously. NAO's recent report on the nugertook to pursue outstanding accounts reviews were kept up-to-date and the PTO brocedures were introduced to ensure that fraud and abuse. Improvements in monitoring accounts in order to protect patients' funds from the importance of reviewing receivership and in office management. The PTO accepted took action to improve control, both financial 1994. To counter bogus payments, PTO also nu-reviewed accounts by end September 1883/84) the PTO cleared the backlog of 887 to the Committee's 39th report (Session 10.10 Progress since initial report: In response (HC 278, Session 1993/94) affairs of people with mental incapacity 39th report, Looking after the financial

predecessor. In particular information quality has improved and accounts are collected more promptly – the collection rate from receivers is now over 90 per cent, up from 80 per cent in 1998/99.

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39th report, Looking after the financial affairs of people with mental incapacity (HC 278, Session 1993/94)

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and region (for latest outturn year 2004/05)

Table 9 DCA's total spending by function or

and region (over a spread of years)

Table 8 DCA's Total spending

Table 7 DCA's total spending

Table 6 Staff in post in DCA

for DCA

by DCA

for DCA

Table 3 Capital budget

for DCA

Table 1 Total public spending for DCA

Table 2 Resource budget

Table 4 Capital employed

ber head by country

(over a spread of years)

by country and region

programme, by country under each function of Government.

nine regions of England

sister departments.

Table 5 Administration budgets Provides a breakdown of the staff and

UK country and nine regions of England,

Provides analysis of spending in each

of population in each UK country and

UK country and nine regions of England.

accommodation and other office costs) related to the running of the Department.

and spends the capital allocated to it by Parliament to deliver the services within

Shows how the Department allocates

Shows how the Department allocates

total budget, including spending by local authorities on functions relevant

and spends the resources allocated to it by Parliament to deliver the services within its various responsibilities.

Provides analysis of spending in each

A staffing count for the DCA and its

other general costs (including

Department's objectives.

its various responsibilities.

Provides analysis of spending per head 2000/01 to 2005/06

Shows capital employed in meeting the 200/01 to 2004/05

Shows a summary of the Department's 2000/01 to 2007/08

2004/02

2000/01 to 2005/06

2000/01 to 2007/08

2000/01 to 2007/08

2000/01 to 2007/08

2000/01 to 2007/08

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Explanation of the Nine Core Financial Tables

| | Title | Description | Period Covered |
|---------|--|--|--------------------|
| Table 1 | Total public spending for DCA | Shows a summary of the Department's total budget, including spending by local authorities on functions relevant to the Department. | 2000/01 to 2007/08 |
| Table 2 | Resource budget for DCA | Shows how the Department allocates and spends the resources allocated to it by Parliament to deliver the services within its various responsibilities. | 2000/01 to 2007/08 |
| Table 3 | Capital budget for DCA | Shows how the Department allocates and spends the capital allocated to it by Parliament to deliver the services within its various responsibilities. | 2000/01 to 2007/08 |
| Table 4 | Capital employed by DCA | Shows capital employed in meeting the Department's objectives. | 2000/01 to 2004/05 |
| Table 5 | Administration budgets for DCA | Provides a breakdown of the staff and other general costs (including accommodation and other office costs) related to the running of the Department. | 2000/01 to 2007/08 |
| Table 6 | Staff in post in DCA | A staffing count for the DCA and its sister departments. | 2000/01 to 2007/08 |
| Table 7 | DCA's total spending by country and region (over a spread of years) | Provides analysis of spending in each UK country and nine regions of England. | 2000/01 to 2005/06 |
| Table 8 | DCA's Total spending per head by country and region (over a spread of years) | Provides analysis of spending per head of population in each UK country and nine regions of England | 2000/01 to 2005/06 |
| Table 9 | DCA's total spending by function or programme, by country and region (for latest outturn year 2004/05) | Provides analysis of spending in each UK country and nine regions of England, under each function of Government. | 2004/05 |

Explanation of the Nine Core Financial Tables

Title

Description

Period Covered

to the Department.

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| - 1 | 114,297,8 | | | | | | | | To promote the development of a modern, fair, cost effective and |
|------|------------------|-------------------------------------|---------------------------------|--------------------|--------------------|---------------------|--------------------|--------------------------------|--|
| - 1 | 3,792,411 | | | | | | | | Capital Spending |
| | | 6 ₇ 9,8 ₇ 7,8 | 3,783,580 | 69t'960'E | 3,201,528 | 762,046,8 | 869,810,8 | 2,826,148 | Resource DEL |
| | | | | | | | | | ot which: |
| | 816.888.6 | 376.368.6 | 31863.615 | 911.831.8 | 3.259.610 | 763.144.6 | 416,601,8 | 2.918.410 | Total resource budget |
| • | Z06'96 | 927,78 | 980,035 | 999'19 | 280'89 | 101,300 | 122,89 | 92,262 | Judicial Pensions Scheme |
| - { | 3913 | 3913 | 9987 | 3803 | 3045 | 3132 | 2538 | gnitnəs ir ir g | To support the Secretary of State in discharging his role of representing Wales in the UK government, represended by UK government the UK government of the devolution of the devolution settlement in Wales |
| - 1 | 8929 | 8949 | <i>LLL</i> 9 | 8673 | 778, 71 | 7276 | 13,265 | gnitnəs ni tr gninu 9 | To support the Secretary of State in discharging his role of representing Scotland in the UK government, represented UK government the UK government of the devolution of the devolution settlement in Scotland. |
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| | | | | | | | | seonices | Oonsumption of re |
| | 2007/08 SnsI9 | 2006/07 Plans | 2005/06 Outturn Estimated | 2004/05 Outturn | 2003/04 Ouffurn | 2002/03 Outturn | 2001/02 Outturn | 2000/01 Outturn | |
| 0003 | | | | | | ₽ . \ | ADG tor DCA | ibnəqe əild | Table 1: Total pu |

14 The DCA figures include Machinery of Government transfers for the Tribunals Service

Department for Constitutional Affairs total public spending

| Table 1: Total pu | blic spendi | ng for DCA | \ 14 | | | | | | £000 |
|---|---|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Outturn Estimated | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans |
| Consumption of re | esources | | | | | | | | |
| To promote the development of a modern, fair, cost effective and efficient system of justice for all | 2,816,605 | 2,997,890 | 3,327,378 | 3,180,609 | 3,086,858 | 3,799,524 | 3,737,968 | 3,781,730 | |
| To support the Secretary of State in discharging his role of representing Scotland in the Ukgovernment, reprethe UK governmer Scotland, and ensithe smooth working the devolution | senting senting ort in uring | | | | | | | | |
| settlement in Scot | land 6840 | 13,265 | 9727 | 17,877 | 5798 | 5777 | 6768 | 6768 | |
| To support the Secretary of State in discharging his role of representing Wales in the UK government, repretthe UK government Wales and ensuring the smooth working of the devolution | senting nt in g | | | | | | | | |
| settlement in Wale | s 2703 | 2538 | 3132 | 3042 | 3803 | 4366 | 3913 | 3913 | |
| Judicial Pensions Scheme | 92,262 | 96,221 | 101,300 | 58,082 | 61,655 | 80,035 | 87,726 | 95,907 | |
| Total resource budget | 2.918.410 | 3,109,914 | 3.441.537 | 3.259.610 | 3.158.114 | 3.863.615 | 3.836.375 | 3.888.318 | |
| of which: | _,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | -,, | -,, | -,, | -,, | -,, | -,, | -,, | |
| Resource DEL | 2,826,148 | 3,013,693 | 3,340,237 | 3,201,528 | 3,096,459 | 3,783,580 | 3,748,649 | 3,792,411 | |
| Capital Spending | | | | | | | | | |
| To promote the development of a modern, fair, cost effective and efficient system | | | | | | | | | |
| of justice for all | 36,526 | 73,595 | 75,592 | 124,722 | 184,326 | 154,018 | 128,764 | 136,789 | |

¹⁴The DCA figures include Machinery of Government transfers for the Tribunals Service

Department for Constitutional Affairs total public spending

| To support the Secretary of State Indicators To support the Secretary of State Indicators Indic | Table 1 (continued | /): Total pu | ıblic spend | ling for DC | ;A | | | | | £000 |
|---|---|--------------|-------------|-------------|-------------|-----------|-----------|-----------|-----------|------------------|
| Secretary of State in discharging his role of representing Scotland in the UK government, representing the UK government in Scotland, and ensuring the exhibition of the devolution settlement in Scotland 72 62 88 13 76 64 100 100 To support the Secretary of State in discharging his role of representing Wales in the UK government in Wales and ensuring the UK government in Wales and ensuring the smooth working of the devolution settlement in Wales and ensuring the smooth working of the devolution settlement in Wales 299 18 34 51 194 766 766 766 Total capital budget 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 of which: Capital DEL 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 Total public sepending 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 — Of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 — Capital spending 19,513 24,318 40,013 32,473 40,673 — Of which: | | | | | | | Outturn | | | 2008/09 Plans |
| To support the Secretary of State in discharging his role of representing Wales in the UK government, representing the UK government, representing the UK government in Wales and ensuring the smooth working of the devolution settlement in Wales 299 18 34 51 194 766 766 766 Total capital budget 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 of which: Capital DEL 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 Total public spending 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 – of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from | Secretary of State in discharging his role of representing Scotland in the UK government, represe the UK government is Scotland, and ensurithe smooth working of the devolution | in ing | 60 | 00 | 10 | 76 | 6.4 | 100 | 100 | |
| Secretary of State in discharging his role of representing Wales in the UK government, representing the UK government, representing the UK government in Wales and ensuring the smooth working of the devolution settlement in Wales 299 18 34 51 194 766 766 766 Total capital budget 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 of which: Capital DEL 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 Total public spending 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 — Of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 — Capital spending 19,513 24,318 40,013 32,473 40,673 — Of which: financed by grants from financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 — Capital spending 19,513 24,318 40,013 32,473 40,673 — Of which: financed by grants from financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 — Capital spending 19,513 24,318 40,013 32,473 40,673 — Of which: financed by grants from financed | | nd 72 | 62 | 88 | 13 | 76 | 64 | 100 | 100 | |
| Total capital budget 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 of which: Capital DEL 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 Total public spending¹5 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 – of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from financed by grants from | Secretary of State in discharging his role of representing Wales in the UK government, represe the UK government if Wales and ensuring the smooth working of the devolution | in | 18 | 31 | 51 | 104 | 766 | 766 | 766 | |
| Of which: Capital DEL 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 Total public spending 15 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 - of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 - Capital spending 19,513 24,318 40,013 32,473 40,673 - financed by grants from | | | | | | | | | | |
| Capital DEL 36,897 73,675 75,714 124,786 184,596 154,884 129,630 137,655 Total public spending 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 – of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from | | 30,097 | 73,075 | 75,714 | 124,700 | 104,590 | 154,004 | 129,030 | 137,000 | |
| Total public spending 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 – of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from | | 26 907 | 72 675 | 75 71 / | 104 706 | 194 506 | 15/ 00/ | 120 620 | 127 655 | |
| spending¹⁵ 2,909,747 3,136,729 3,470,440 3,329,059 3,261,387 3,864,634 3,840,820 3,895,827 Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 – of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from | | 30,097 | 73,075 | 75,714 | 124,700 | 104,390 | 154,004 | 129,030 | 137,000 | _ |
| Spending by local authorities on functions relevant to the department Current spending 344,722 377,142 379,217 411,330 436,836 - of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 - Capital spending 19,513 24,318 40,013 32,473 40,673 - of which: financed by grants from | | 2,909,747 | 3,136,729 | 3,470,440 | 3,329,059 | 3,261,387 | 3,864,634 | 3,840,820 | 3,895,827 | _ |
| of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 - Capital spending 19,513 24,318 40,013 32,473 40,673 - of which: financed by grants from | Spending by local a | uthorities | on function | s relevant | to the depa | artment | | | | |
| of which: financed by grants from budgets above 284,417 317,552 318,630 339,565 362,439 - Capital spending 19,513 24,318 40,013 32,473 40,673 - of which: financed by grants from | Current spending | 344,722 | 377,142 | 379,217 | 411,330 | 436,836 | _ | | | |
| grants from budgets above 284,417 317,552 318,630 339,565 362,439 – Capital spending 19,513 24,318 40,013 32,473 40,673 – of which: financed by grants from | of which: | | | | | | | | | |
| of which: financed by grants from | grants from | 284,417 | 317,552 | 318,630 | 339,565 | 362,439 | - | | | |
| financed by grants from | Capital spending | 19,513 | 24,318 | 40,013 | 32,473 | 40,673 | | | | |
| grants from | of which: | | | | | | | | | |
| , | _ | 22,437 | 32,850 | 43,839 | 34,809 | 45,753 | 11,300 | | | |

Department for Constitutional Affairs total public spending

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| | | | 11,300 | £37,54 | 34,809 | 68,84 | 32,850 | 7£4,43 | financed by grants from budgets above |
|------------------|------------------|------------------|---------------------------------|--------------------|--------------------|-----------------------------|-------------------------|------------------|--|
| | | | | | | | | | ot which: |
| | | | - | £78,04 | 32,473 | 40,013 | 24,318 | 19,613 | gnibnəqs lstiqs |
| | | | - | 362,439 | 339,565 | 318,630 | 317,552 | 714,417 | financed by grants from budgets above |
| | | | | | | | | | ot which: |
| | | | - | 988,984 | 411,330 | 379,217 | 377,142 | 344,722 | Current spending |
| | | | | artment | to the depa | ns relevant | on function | səitinodtt | pending by local au |
| - | 728,398,8 | 3,840,820 | 769,498,6 | 786,192,6 | 3,329,059 | 0 ৮ ৮'0 ረ ৮'ይ | 957,981,8 | ረ ቱረ'606' | otal public spending ^{اة} ک |
| _ | 137,655 | 159,630 | 154,884 | 184'296 | 124,786 | 714°97 | 949,87 | 768,85 | Capital DEL |
| | | | | | | | | | t which: |
| - | 137,655 | 129,630 | 154,884 | 969'481 | 124,786 | ₽17,87 | 9 7 9'8 7 | 768,8 £ | otal capital budget |
| _ | 997 | 994 | 992 | †6 I | 13 | 34 | 18 | guitr | io support the discretary of State a discharging his ole of representing Vales in the UK lovernment, represente UK government in Vales and ensuring ne smooth working of the devolution ettlement in Wales |
| | 100 | 100 | †9 | 92 | 13 | 88 | 79 | 6 ւ | o support the secretary of State a discharging his ole of representing scotland in the UK lovernment, represente UK government in Cotland, and ensuring the devolution a Scotland estilement in Scotland estilement in Scotland. |
| 2008/09 Plans | 2007/08 Plans | 2006/07 Sns19 | 2005/06 Outfurn Estimated | 2004/05 Outturn | 2003/04 Outturn | 2002/03 Outturn | 2001/02 Outturn | 2000/01 | |

15 Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation

¹⁵Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation

| ADQ 10 | of fagbud | Resource |
|--------|-----------|----------|
|--------|-----------|----------|

| _ | - | - | - | - | - | - | - | 169'046 | Legal aid: criminal |
|---------|------------------|------------------|---------------------------------|------------------------|--------------------|--------------------|--------------------|--------------------|--|
| _ | 759,741,1 | 729,690,1 | 1,201,249 | 1,133,122 | 726,841,1 | 1,088,828 | 086'946 | - | Criminal defence service |
| _ | d6,000 | d6,000 | †6£'99 | 769'87 | 894,39 | 989'68 | 146'87 | 39,592 | Costs from central funds |
| _ | 606,888 | 606,888 | 969,636 | 191,635 | ZE0,e88 | 991,886 | 410,588 | 000,187 | of which: Community legal service |
| | 2,026,536 | 983,876,1 | 1,924,279 | ۲96'0 ۲ 9'۱ | 267,898,r | 2,116,518 | 316,888,1 | £81,197, | Publicly funded legal services |
| _ | - | - | - | 299,010 | Z79,972 | 196'7\Z | 317,552 | 714,417 | Local authorities: magistrates' courts grants |
| _ | 2000 | 2000 | 2000 | 1144 | 1991 | 8328 | L689 | fice 4 | Information Commissioner's Of |
| - | - | - | - | - | - | - | - | ≯ 068 | Public Trust Office |
| _ | 3,930 | 3,305 | -730 | E99 | 8087 | 924,81 | 14,783 | - d | Public Guardianshi |
| _ | - | - | - | 498,324 | 482,744 | 631,390 | 961,344 | 375,242 | Court Service |
| _ | 1,039,272 | 126,999 | 927,400 | - | - | - | - | - | of which: HM Courts Service |
| _ | 1,048,202 | 1,007,626 | 049,169 | 161,003 | 492,113 | 161,833 | 048'99† | 384,150 | Executive agencies |
| _ | 12 | 12 | Ļ | Ļ | - | - | - | - | noiana Penaion Administration |
| - | 799,529 | 184,078 | 989,528 | 191,349 | 114,854 | 307,824 | 544,646 | 767,462 | Headquarters and associated offices |
| _ | - | - | - | - | 069 | 1436 | - | 1925 | of which: Invest to Save budget |
| _ | 629'979 | £67'078 | 789,628 | 645,752 | 101,624 | 309,263 | 544'646 | 299'96Z | of which: Headquarters and associated offices |
| _ | 067,187,8 | 896,757,5 | <u> </u> | 3,086,858 | 609,081,8 | 876,736,6 | 068,799, | 909'918'6 | To promote the development of a modern, fair, cost effective and efficient system of justice for all |
| ensl9 | 2007/08 Plans | 2006/07 Plans | 2005/06 Outturn Estimated | 2004/05 Outturn | 2003/04 Outturn | 2002/03 Outturn | 2001/02 Outturn | 2000/01 Outturn | |
| 2008/09 | 00,2000 | | | | | | | | |

16 The DCA figures include Machinery of Government transfers for the Tribunals Service

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12

- 927,400 999,321 1,039,272

3,305

5000

45,000 45,000

3,930

5000

-730

5000

of which: Invest to

of which:

Office

Information

Save budget

Headquarters and

Judicial Pension Administration

HM Courts Service

Public Guardianship

Public Trust Office

Local authorities: magistrates'

courts grants Publicly funded

legal services of which:

Community

legal service Costs from

central funds Criminal defence

Legal aid: criminal 970,591

service

Commissioner's Office 4

Court Service

1925

8904

| Resource l | oudge | t for D | CA | | | | | | |
|---|------------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|
| Table 2: Resource | e budget ¹⁶ | | | | | | | | £000 |
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Outturn Estimated | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans |
| To promote the development of a modern, fair, cost effective and efficient system | | | | | | | | | |
| of justice for all | 2,816,605 | 2,997,890 | 3,327,378 | 3,180,609 | 3,086,858 | 3,773,437 | 3,737,968 | 3,781,730 | |
| of which: Headquarters and | | | | | | | | | |
| associated offices | 296,662 | 244,646 | 309,263 | 429,101 | 645,752 | 823,687 | 670,493 | 625,679 | |

690

7808

1561 1144

1,791,183 1,888,915 2,116,518 1,898,732 1,540,967 1,924,279 1,978,536 2,026,536

781,000 863,014 988,155 689,037 359,151 656,636 833,909 833,909

- 976,930 1,088,828 1,143,927 1,133,122 1,201,249 1,099,627 1,147,627

663

1439

375,242 445,196 531,390 482,744 498,324

8326

284,417 317,552 274,951 279,977 299,010

39,592 48,971 39,535 65,768 48,694 66,394

- 14,783 13,475

6891

 $^{\rm 16}$ The DCA figures include Machinery of Government transfers for the Tribunals Service

associated offices 294,737 244,646 307,824 428,411 645,751 823,686 670,481 625,667

Executive agencies 384,150 466,870 553,191 492,113 500,131 931,670 1,007,626 1,048,202

338308_CM6820_TEXT / Sig: 60 / Plate A

Resource budget for DCA

| Table 2 (continue | <i>ed)</i> : Resou | ırce budge | t | | | | | | £000 |
|---|---------------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Outturn Estimated | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans |
| Non departmental public bodies | 60,193 | 79,907 | 73,455 | 80,686 | 100,998 | 93,801 | 81,313 | 81,313 | |
| of which: | | | | | | | | | |
| Legal Services Commission: administration | 60,193 | 79,907 | 73,455 | 80,686 | 100,998 | 93,801 | 81,313 | 81,313 | _ |
| To support the Secretary of State in discharging his role of representing Scotland in the UK government, represent the UK government Scotland, and ensuthe smooth working of the devolution settlement in Scotland. | senting It in Uring | 13,265 | 9727 | 17,877 | 5798 | 5777 | 6768 | 6768 | _ |
| of which: | | , | | , | | | | | |
| Scotland Office | 6840 | 13,265 | 9727 | 17,877 | 5798 | 5777 | 6768 | 6768 | |
| To support the Secretary of State in discharging his role of representing Wales in the UK government, represented UK government Wales and ensuring the smooth working of the devolution settlement in Wales | senting It in g | 2538 | 3132 | 3042 | 3803 | 4366 | 3913 | 3913 | - |
| of which: | | | | | | | | | |
| Wales Office | 2703 | 2538 | 3132 | 3042 | 3803 | 4366 | 3913 | 3913 | |
| Judicial Pensions Scheme | 92,262 | 96,221 | 101,300 | 58,082 | 61,655 | 80,035 | 87,726 | 95,907 | |
| Total resource budget | 2,918,410 | 3,109,914 | 3,441,537 | 3,259,610 | 3,158,114 | 3,863,615 | 3,836,375 | 3,888,318 | _ |

| Resource budget for DCA Table 2 (continued): Resource budget | |
|---|--|
| A()(1 yot tanhiid apyiinzaX | |

| Total resource S fagbud | 014,816, | 3,109,914 | 768,144,6 | 3,259,610 | 3,158,114 | 3,863,615 | 376,858,6 | 816,888,6 | |
|--|--------------------|--------------------|--------------------|-----------|--------------------|---------------------------------|------------------|------------------|----------------|
| Judicial Pensions Scheme | 92,262 | 122,89 | 101,300 | 280'89 | 61,655 | 980,035 | 927,78 | 406 '96 | |
| of which: Wales Office | 2703 | 5238 | 3132 | 3045 | 3803 | 9987 | 3913 | 3913 | |
| To support the Secretary of State in discharging his role of representing Wales in the UK government, represe the UK government ithe Smooth working of the devolution settlement in Wales | | S238 | 3132 | 3045 | 3803 | 9967 | 3913 | 3913 | |
| of which: Scotland Office | 01/89 | 13,265 | 7276 | 778,71 | 8629 | <i>LLL</i> 9 | 8949 | 8949 | |
| To support the Secretary of State in discharging his role of representing Scotland in the UK government, represe the UK government in Scotland, and ensurithe amooth working of the devolution settlement in Scotlan | ճս ս | 13,265 | 7276 | ZZ8,71 | 8673 | <i>111</i> 9 | 8929 | 8929 | |
| Legal Services Commission: administration | £61,08 | Z06'6Z | 73,455 | 989'08 | 100,998 | 108,89 | 81,313 | £15,18 | |
| Non departmental public bodies | £61,09 | Z06'6Z | 997'82 | 989'08 | 100,998 | 108,89 | 81,313 | 81,313 | |
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 | 2004/05 Ouffurn | 2005/06 Outturn Estimated | 2006/07 Plans | 2007/08 Plans | 2008/0 Plai |

| Legal Services Commission: administration | 1 87 | 9861 | 1082 | g | £†6† | 2029 | - | - | _ |
|---|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|------------------|------------------|
| ot which: | | | | | | | | | |
| Von departmental oublic bodies | †8Z | 1932 | 1082 | 9 | £†6† | 5059 | - | - | _ |
| Local authorities: magistrates' courts grants | 754,437 | 32,850 | 658,54 | 34,809 | 637,34 | | _ | - | _ |
| Information Commissioner's Office | - | 1412 | 4933 | 1207 | - | - | _ | - | _ |
| Public Trust Office | 1124 | - | _ | - | _ | - | - | _ | _ |
| Public Guardianship Office | - | 2919 | 3230 | 1037 | 1058 | 1000 | _ | - | _ |
| Sourt Service | 1284 | 18,827 | 160,02 | ŀ68' † 9 | 33,568 | - | - | _ | _ |
| eoivies Service | - | - | - | - | - | 981,801 | 188,38 | 188,89 | _ |
| :hoidw to | | | | | | | | | |
| zeionega evituoex | 2408 | 762,394 | 78,254 | 981,78 | 34,626 | 981,701 | 188,38 | 188,89 | _ |
| HM Land Registry | - | _ | 1100 | 13,900 | - | - | - | - | _ |
| Headquarters and associated offices | 768,01 | 914,81 | 1314 | £78,8 | 1 00'66 | 44,803 | 42,883 | 42,908 | _ |
| oţ wyich: | | | | | | | | | |
| Headquarters and associated offices | 768,01 | 914,81 | 2,414 | 22,773 | 7 00'66 | td,803 | 42,883 | 42,908 | _ |
| ot which: | | | | | | | | | |
| To promote the development of any fair, sair, sost effective and efficient system of ustice for all | 36,526 | 969'87 | Z69'9 <i>L</i> | 124,722 | 184,326 | 154,018 | †9 ∠ '87I | 68 7 ,881 | _ |
| | | | | | | Estimated | | | |
| ; | 2000/01 Ontturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Outturn | 2006/07 2006/07 | 2007/08 ensI9 | 2008/09 ensI9 |
| Table 3: Capital buc | lget for th | ne Departn | oo ioi taar | enoitutitena | ¹rsiis∏A I | | | | 0003 |
| | | | | | | | | | |

The DCA figures include Machinery of Government transfers for the Tribunals Service

¹⁷The DCA figures include Machinery of Government transfers for the Tribunals Service

| Table 3: Capital bu | dget for t | he Departr | nent for Co | onstitutiona | al Affairs ¹⁷ | | | | £000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------------|---------------------------------|------------------|------------------|------------------|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Outturn Estimated | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans |
| To promote the development of a modern, fair, cost effective and efficient system of justice for all | 36,526 | 73,595 | 75,592 | 124,722 | 184,326 | 154,018 | 128,764 | 136,789 | - |
| of which: | | | | | | | | | |
| Headquarters and associated offices | 10,897 | 13,416 | 2,414 | 22,773 | 99,004 | 44,803 | 42,883 | 42,908 | - |
| of which: | | | | | | | | | |
| Headquarters and associated offices | | 13,416 | 1314 | 8,873 | 99,004 | 44,803 | 42,883 | 42,908 | - |
| HM Land Registry | _ | _ | 1100 | 13,900 | _ | _ | _ | _ | |
| Executive agencies | 2408 | 25,394 | 28,254 | 67,135 | 34,626 | 107,186 | 85,881 | 93,881 | |
| of which: | | | | | | | | | |
| HM Courts Service | _ | _ | _ | _ | _ | 106,186 | 85,881 | 93,881 | - |
| Court Service | 1284 | 18,827 | 20,091 | 64,891 | 33,568 | | _ | _ | |
| Public Guardianship Office | o _ | 5155 | 3230 | 1037 | 1058 | 1000 | _ | _ | |
| Public Trust Office | 1124 | _ | _ | _ | _ | _ | _ | _ | |
| Information Commissioner's Office | _ | 1412 | 4933 | 1207 | _ | - | - | - | |
| Local authorities: magistrates' courts grants | 22,437 | 32,850 | 43,839 | 34,809 | 45,753 | | _ | _ | |
| Non departmental public bodies | 784 | 1935 | 1085 | 5 | 4943 | 2029 | - | _ | |
| of which: Legal Services | | | | | | | | | |
| Commission: administration | 784 | 1935 | 1085 | 5 | 4943 | 2029 | _ | _ | |

Capital budget for DCA

Capital budget for DCA

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| Table 3 (continued): Capital budget for the Department for Constitutional Affairs £000 | | | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|--|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Outturn Estimated | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans | |
| To support the Secretary of State in discharging his role of representing Scotland in the UK government, represent the UK government in Scotland, and ensuring the smooth working of the devolution settlement in Scotland | n ng | 62 | 88 | 13 | 76 | 64 | 100 | 100 | | |
| of which: | u 72 | UL. | - 00 | 10 | 70 | 04 | 100 | 100 | | |
| Scotland Office | 72 | 62 | 88 | 13 | 76 | 64 | 100 | 100 | | |
| To support the Secretary of State in discharging his role of representing Wales in the UK government, represer the UK government in Wales and ensuring the smooth working of the devolution settlement in Wales | | 18 | 34 | 51 | 194 | 766 | 766 | 766 | _ | |
| of which: | | | | | | | | | | |
| Wales Office | 299 | 18 | 34 | 51 | 194 | 766 | 766 | 766 | | |
| Total capital budget | 36,897 | 73,675 | 75,714 | 124,786 | 184,596 | 154,848 | 129,630 | 137,655 | _ | |

| _ | 137,655 | 159,630 | 154,848 | 969' 1 81 | 124,786 | 717,87 | 929'82 | 468 '98 | Total capital budget |
|--------------|---------|---------|----------------|----------------------|---------|---------------|-------------|----------------|------------------------|
| - | 338 7£1 | 129 630 | 15/1 8/18 | 184 596 | 987 191 | V12 92 | 929 82 | 208 98 | tenbud letines letoT |
| - | 994 | 994 | 992 | 194 | 19 | 7€ | 81 | 588 | Wales Office |
| | | | | | | | | | oţ wyich: |
| - | 992 | 994 | 994 | 194 | 19 | 34 | 81 | 588 | settlement in Wales |
| | | | | | | | | | of the devolution |
| | | | | | | | | | the smooth working |
| | | | | | | | | | Wales and ensuring |
| | | | | | | | | | the UK government in |
| | | | | | | | | 6ui: | government, represent |
| | | | | | | | | | Wales in the UK |
| | | | | | | | | | role of representing |
| | | | | | | | | | in discharging his |
| | | | | | | | | | Secretary of State |
| | | | | | | | | | o support the |
| _ | 100 | 100 | 1 9 | 94 | 13 | 88 | 79 | 72 | Scotland Office |
| | | | | | | | | | ot which: |
| - | 100 | 100 | 7 9 | 94 | 13 | 88 | 79 | 72 | settlement in Scotland |
| | | | | | | | | | of the devolution |
| | | | | | | | | | the smooth working |
| | | | | | | | | | Scotland, and ensuring |
| | | | | | | | | | the UK government in |
| | | | | | | | | 6ui: | government, represent |
| | | | | | | | | | Scotland in the UK |
| | | | | | | | | | role of representing |
| | | | | | | | | | in discharging his |
| | | | | | | | | | Secretary of State |
| | | | | | | | | | To support the |
| | | | Estimated | | | | | | |
| Plans | Plans | Plans | Outturn | Ontturn | Outturn | Outturn | Outturn | urttur | |
| 5008/08 | 2007/08 | 2009/02 | 2002/00 | 2004/05 | 2003/04 | 2002/03 | 2001/02 | 10/000 | |
| 0003 | | | SIIBIIA IBI | การเกา | | וואם ביים | เดเ าอดิกกต | Oapital | Table 3 (continued): |

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Capital employed for DCA

| Total capital employed in departmental group | 968,600, r− | 841,850,1- | -1,208,889 | ££9,709– | 267,77 1 – |
|---|---------------|-------------------|------------|-------------|-----------------------|
| | | | | | |
| cgal Aid Fund net assets | 945,586,1- | 996'0†1'7– | -2,246,030 | 194,593,461 | 282,021,2- |
| NDPB net assets | 1908 | -6239 | 924,81– | 1888- | 946'91– |
| Capital employed within main department | £47,076 | 1,092,057 | 1,055,567 | 607,468,1 | 1,658,526 |
| anoisivor | 164,786– | 994,754- | -214,430 | 173,55- | - 22,494 |
| Creditors (>1 year) | -2259 | 0611- | L - | 724- | 6E†'69 - |
| Creditors (<1 year) | -126,993 | 896'007– | 928;382- | 641,105- | -318,999 |
| Current assets | 162,401 | 180,890 | 272,037 | 146,792 | 222,783 |
| sel⊃ideV | 3848 | 3035 | - | - | _ |
| Plant and machinery | 079,73 | 150,87 | 627,88 | 128,255 | 696'641 |
| Land and buildings | 1,293,567 | 1,471,725 | 1,517,064 | 1,604,260 | 914,659,1 |
| ot which: | | | | | |
| Fixed assets | 1,355,085 | 187,032,1 | 1,583,793 | 1,732,515 | 949,658,1 |
| | Outturn | Outturn | Outturn | Outturn | Outturn |
| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/02 |
| Table 4: Capital employed for the Depart | nent for Cons | itutional Affairs | : | | 0003 |

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Capital employed for DCA

| Table 4: Capital employed for the Depart | Table 4: Capital employed for the Department for Constitutional Affairs £000 | | | | | | | | | | | |
|---|--|------------|------------|------------|------------|--|--|--|--|--|--|--|
| - and | | | | 0000/04 | | | | | | | | |
| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | | | | | | | |
| | Outturn | Outturn | Outturn | Outturn | Outturn | | | | | | | |
| Fixed assets | 1,355,085 | 1,550,781 | 1,583,793 | 1,732,515 | 1,839,675 | | | | | | | |
| of which: | | | | | | | | | | | | |
| Land and buildings | 1,293,567 | 1,471,725 | 1,517,064 | 1,604,260 | 1,659,716 | | | | | | | |
| Plant and machinery | 57,670 | 76,021 | 66,729 | 128,255 | 179,959 | | | | | | | |
| Vehicles | 3848 | 3035 | _ | _ | | | | | | | | |
| Current assets | 162,401 | 180,890 | 272,037 | 297,341 | 222,783 | | | | | | | |
| Creditors (<1 year) | -156,993 | -200,958 | -285,826 | -301,149 | -318,999 | | | | | | | |
| Creditors (>1 year) | -2259 | -1190 | - 7 | -427 | -59,439 | | | | | | | |
| Provisions | -387,491 | -437,466 | -514,430 | -33,571 | -25,494 | | | | | | | |
| Capital employed within main department | 970,743 | 1,092,057 | 1,055,567 | 1,694,709 | 1,658,526 | | | | | | | |
| NDPB net assets | 1908 | -6239 | -18,426 | -8881 | -15,976 | | | | | | | |
| Legal Aid Fund net assets | -1,982,546 | -2,140,966 | -2,246,030 | -2,593,461 | -2,120,282 | | | | | | | |
| Total capital employed | | | | | | | | | | | | |
| in departmental group | -1.009.895 | -1.055.148 | -1.208.889 | -907.633 | -477.732 | | | | | | | |

Administration costs for DCA

| Table 5: Administr | Table 5: Administration costs for the Department for Constitutional Affairs18 £000 | | | | | | | | | | |
|--|--|--------------------|--------------------|--------------------|--------------------|---------------------------------|------------------|------------------|------------------|--|--|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | 2005/06 Estimated Outturn | 2006/07 Plans | 2007/08 Plans | 2008/09 Plans | | |
| Administration Exp | enditure | | | | | | | | | | |
| Paybill | 108,913 | 101,969 | 120,703 | 155,843 | 191,834 | 171,846 | | | | | |
| Other | 219,759 | 63,741 | 108,921 | 170,522 | 300,686 | 370,572 | | | | | |
| Total administration expenditure | 1 328,672 | 165,710 | 229,624 | 326,365 | 492,520 | 542,418 | 534,875 | 530,598 | _ | | |
| Administration incor | ne –892 | -4083 | -2666 | -8147 | -6616 | -10,395 | -7127 | -7127 | | | |
| Total administration budget | 1 327,780 | 161,627 | 226,958 | 318,218 | 485,904 | 532,023 | 527,748 | 523,471 | _ | | |
| Analysis by activity | | | | | | | | | | | |
| To promote the development of a modern, fair, cost effective and efficient system of justice for all | 319,060 | 152,784 | 217,076 | 308,883 | 476,589 | 522,156 | 517,367 | 513,090 | _ | | |
| To support the Secretary of State in discharging his role of representing Scotland in the UK government, represent the UK government Scotland, and ensure the smooth working of the devolution settlement in Scotland. | in ring | 6305 | 6750 | 6293 | 5512 | 5501 | 6468 | 6468 | _ | | |
| To support the Secretary of State in discharging his role of representing Wales in the UK government, represent the UK government Wales and ensuring the smooth working of the devolution | enting in | | | | | | | | | | |
| settlement in Wales | 2703 | 2538 | 3132 | 3042 | 3803 | 4366 | 3913 | 3913 | _ | | |
| Total net administration costs | 327,780 | 161,627 | 226,958 | 318,218 | 485,904 | 532,023 | 527,748 | 523,471 | _ | | |

¹⁸The DCA figures include Machinery of Government transfers for the Tribunals Service

Administration costs for DCA

| ا net ninistration ع27,780 161,627 226,958 318,218 485,904 532,023 | 759,191 | 226,958 | 318,218 | †96'98† | 532.023 | 527,748 | 174,623 | _ |
|--|--------------------|--------------------|--------------------|--------------------|---------|------------------|------------------|---------|
| upport the retary of State scharging his of representing of representing serment, representing UK government in seand ensuring seand ensuring seand ensuring shooth working | 8293 | 3132 | 3042 | 3803 | 9987 | 3913 | 3913 | _ |
| upport the retary of State scharging his scharging his of representing his he UK shreenting his he UK government, representing UK government in she usuring tland, and ensuring smooth working senooth working se devolution he devolution se devolution he devolution se devolution services when the statement in Scotland 6017 6305 6750 6293 6512 6501 | 9089 | 0929 | 6293 | 2129 | 1053 | 8979 | 8979 | - |
| lysis by activity bromote the slopment of single single shapes single sh | 152,784 | 217,076 | 308,883 | 685,874 | 951,156 | 79E,712 | 060'819 | _ |
| | 729,191 | 896'977 | 318,218 | ₩ ₩ | 632,023 | 847,728 | 174,823 | _ |
| noitærteinimbs l | | | | | | | | |
| 395,01- 8180- 7418- 8804- S804- S98- emooni nointainin | | | | | | 7217- | 7217- | |
| ıl administration 814,520 542,520 329,624 326,365 492,520 542,418 | 012,231 | 769 666 | 398,988 | 065,564 | 817.418 | 978,458 | 869'089 | |
| 275,075 886,005 225,071 108,921 170,522 300,686 370,572 | 147,58 | 108,921 | 170,522 | 389,005 | 370,672 | | | |
| 08,913 101,969 120,703 155,843 191,834 171,846 | 696'101 | 120,703 | 122,843 | 191,834 | 948,171 | | | |
| ninistration Expenditure | | | | | | | | |
| Outfurn Outfurn Outfurn Outfurn Outfurn Estimated | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Outturn | | 2006/07 Snal9 | 2007/08 SnsI9 | 2008/09 |

18 The DCA figures include Machinery of Government transfers for the Tribunals Service

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124

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Staff numbers for DCA

| 80 yeM | 70 yeM | 30 2eQ | 20 ya4 | N0 ya4 | £0 xa A | SO MA | t0 ya4 | 00 ya4 | | |
|----------|--|-----------|---------|---------|---------|---------|----------|----------------|----------------|--|
| 24,673 | 24,873 | 54,439 | 13,050 | 12,410 | 12,180 | 11,650 | 11,020 | 016,01 | Total | |
| | | | 218 | 091⁄7 | 077 | 077 | 420 | 270 | Casual | |
| | | | 12,533 | 11,950 | 047,11 | 11,210 | 10,600 | 079'01 | Permanent | |
| | | | | | | | Affairs: | Constitutional | Department for | |
| | | betsmite= | l | | | | | | | |
| Plans | Plans | Actual | Actual | Actual | Actual | Actual | Actual | Actual | | |
| 2007/08 | 20/9002 | 5005/06 | 2004/02 | 2003/04 | 2002/03 | 20/1002 | 2000/01 | 1889/00 | | |
| s – FTEs | Table 6: Staff numbers for the Department for Constitutional Affairs Full-time equivalents - FTEs | | | | | | | | | |

10 IBM C0 350 C0 IdV +0 IdV C0 IdV 30 IdV 10 IdV 00 IdV

Plans for future years do not differentiate between permanent and casual FTEs

Figures in previous years re-stated to align and be consistent with definitions used by Office of National

Statistics/Cabinet Office

Departmental Management Board are currently additional workforce restructuring plans for 2006/07

Source: actual figures from Computerised Human Resources Information System (Departmental HR system)

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Staff numbers for DCA **Table 6:** Staff numbers for the Department for Constitutional Affairs Full-time equivalents - FTEs 1999/00 2000/01 2001/02 2002/03 2003/04 2004/05 2005/06 2006/07 2007/08 Actual Actual Actual Actual Actual Actual Actual Plans Department for Constitutional Affairs: 12,533 10,640 10,600 11,210 11,740 11,950 Casual 440 440 460 518 270 420 Total 10,910 11,020 11,650 12,180 12,410 13,050 24,439 24,873 24,673 Apr 00 Apr 01 Apr 02 Apr 03 Apr 04 Apr 05 Dec 05 Mar 08 Mar 07 Plans for future years do not differentiate between permanent and casual FTEs Figures in previous years re-stated to align and be consistent with definitions used by Office of National Statistics/Cabinet Office Departmental Management Board are currently additional workforce restructuring plans for 2006/07 Source: actual figures from Computerised Human Resources Information System (Departmental HR system)

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| Table 7: Identifiable expenditure on services, by country and region £m | | | | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|--|--|--|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Plans | 2005/06 Plans | 2006/07 Plans | 2007/08 Plans | | | |
| North East | 164.6 | 164.4 | 188.1 | 205.1 | 223.7 | 212.1 | 225.5 | 232.9 | | | |
| North West | 323.8 | 324.6 | 373.5 | 406.0 | 465.7 | 454.9 | 475.8 | 487.6 | | | |
| Yorkshire and Humberside | 121.5 | 120.4 | 147.2 | 153.1 | 183.7 | 186.8 | 187.7 | 187.8 | | | |
| East Midlands | 137.9 | 137.2 | 162.5 | 173.0 | 198.7 | 193.6 | 200.0 | 203.0 | | | |
| West Midlands | 151.3 | 150.4 | 179.6 | 190.1 | 222.8 | 223.0 | 227.9 | 230.2 | | | |
| Eastern | 136.9 | 136.2 | 162.3 | 168.5 | 197.1 | 193.7 | 198.1 | 200.8 | | | |
| London | 367.2 | 362.9 | 443.3 | 460.2 | 549.0 | 547.2 | 552.4 | 553.1 | | | |
| South East | 178.1 | 178.3 | 216.8 | 225.6 | 292.5 | 286.8 | 287.6 | 286.8 | | | |
| South West | 223.8 | 223.6 | 258.7 | 277.2 | 314.7 | 298.7 | 313.5 | 321.7 | | | |
| Total England | 1805.1 | 1797.8 | 2132.0 | 2258.8 | 2647.8 | 2596.6 | 2668.4 | 2703.8 | | | |
| Scotland | 5.0 | 5.4 | 6.2 | 0.3 | 24.9 | 3.0 | 3.3 | 3.2 | | | |
| Wales | 168.8 | 167.7 | 197.0 | 210.0 | 239.8 | 229.6 | 239.3 | 244.2 | | | |
| Northern Ireland | 1.3 | 1.4 | 1.6 | 0.1 | 6.3 | 0.8 | 0.9 | 0.8 | | | |
| Total UK identifiable expenditure | 1980.2 | 1972.3 | 2336.8 | 2469.2 | 2918.8 | 2830.0 | 2912.0 | 2951.9 | | | |
| Outside UK | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | | | |
| Total identifiable expenditure | 1980.2 | 1972.3 | 2336.8 | 2469.2 | 2918.8 | 2830.0 | 2912.0 | 2951.9 | | | |
| Non-identifiable expenditure | 302.4 | 395.7 | 476.6 | 464.9 | 471.1 | 706.8 | 728.1 | 774.0 | | | |
| Total expenditure on services | 2282.6 | 2368.0 | 2813.4 | 2934.1 | 3389.8 | 3536.8 | 3640.1 | 3725.9 | | | |

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| 9725.9 | 1.0488 | 8.8536.8 | 8.6868 | 1.4562 | 2813.4 | 2368.0 | 2282.6 | Total expenditure on services |
|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|
| 0.477 | 1.827 | 8.807 | 1.174 | 6.484 | 9.874 | 7.365 | 302.4 | Non-identifiable expenditure |
| 2961.9 | 2912.0 | 2830.0 | 2918.8 | 2.6942 | 8.336.8 | 1972.3 | 2.08er | Total identifiable expenditure |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | NU abiatuO |
| 2951.9 | 2912.0 | 2830.0 | 8.818.8 | 2.6942 | 8.336.8 | 1972.3 | 2.0861 | Total UK identifiable expenditure |
| 8.0 | 6.0 | 8.0 | 6.3 | r.0 | 9. r | 4.1 | £.1 | Northern Ireland |
| 244.2 | 239.3 | 229.6 | 8.98.8 | 210.0 | 0.791 | 7.781 | 8.891 | Wales |
| 3.2 | 8.8 | 0.6 | 24.9 | 6.0 | 2.8 | p .8 | 0.8 | Scotland |
| 8.5072 | 4.8992 | 9.9652 | 8.7482 | 2258.8 | 2132.0 | 8.7971 | 1.8081 | Total England |
| 7.128 | 313.5 | 7.862 | 7.418 | 2.77.2 | 7.832 | 223.6 | 8.23.8 | South West |
| 8.885 | 9.782 | 8.885 | 292.5 | 225.6 | 216.8 | £.871 | 1.871 | South East |
| 1.633 | 552.4 | 2.742 | 0.648 | 2.094 | 443.3 | 362.9 | 2.788 | иорио |
| 8.002 | 1.891 | 7.591 | 1.791 | 3.891 | 162.3 | 136.2 | 136.9 | Eastern |
| 230.2 | 9.722 | 223.0 | 8.222 | 1.061 | 9.671 | 150.4 | 151.3 | West Midlands |
| 203.0 | 200.0 | 193.6 | 7.891 | 173.0 | 162.5 | 2.751 | 9.781 | sbnslbiM tss3 |
| 8.781 | 7.781 | 8.881 | 7.881 | 1.63.1 | 2.741 | 120.4 | 121.5 | Yorkshire and Humberside |
| 9.784 | 8.274 | 6.454 | 7.894 | 0.804 | 3.575 | 324.6 | 323.8 | sew Ahou |
| 232.9 | 225.5 | 212.1 | 7.83.7 | 1.805 | 1.881 | 164.4 | 9.491 | Vorth East |
| 2007/08 Plans | 2006/07 Plans | 2005/06 Plans | 2004/05 Plans | 2003/04 Outfurn | 2002/03 Outturn | 2001/02 Outturn | 2000/01 Outturn | |
| шз | | | | region | onufiy and | vices, by co | rke ou serv | Table 7: Identifiable expenditu |

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127

8.84

£,2 ber head

6.84

1.74

8.84

| 3.0 | 3.0 | 3.0 | 7.8 | 0.0 | 6.0 | 8.0 | 7.0 | Northern Ireland |
|------------------|------------------|------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------------|
| 7.18 | 8.08 | £.77 | 2.18 | 3.17 | 4.78 | 9.73 | 1.83 | Wales |
| 9.0 | 7.0 | 9.0 | 6.4 | 1.0 | 2.1 | 1.1 | 0.1 | Scotland |
| 5.53 | 6.23 | 7.13 | 6.23 | 45.3 | 42.9 | 4.36.4 | 7.98 | Total England |
| 7.29 | 3.1 8 | 0.63 | 62.5 | 1 .88 | 1.23 | 45.2 | 9.34 | South West |
| 7.48 | 35.0 | 1.35 | 1.98 | 6.72 | 0.72 | 2.22 | 22.3 | South East |
| 1.87 | ₽.£7 | 2.67 | 6.67 | 6.23 | 1.09 | 9.64 | 7.03 | пориод |
| 8.35.8 | 35.6 | 35.0 | 9.35 | 8.08 | 29.9 | 2.52 | 25.5 | Eastern |
| 42.9 | 42.6 | 7.14 | 8.14 | 7.35 | 33.9 | 28.5 | 7.82 | West Midlands |
| 7.94 | 6.34 | 46.0 | t [.] 9t | 7.04 | 3.85 | 7.28 | 1.88 | East Midlands |
| 1.78 | 2.78 | 1.78 | 3.95 | 3.05 | 29.62 | 2.42 | 24.5 | Yorkshire and Humberside |
| 5.17 | ۲.69 | 7.99 | 2.89 | 7.63 | 1.33 | 6.7 <i>p</i> | 8.74 | Morth West |
| 2.28 | 2.68 | 8.68 | 6.78 | 8.08 | 1.47 | 7.49 | 7.48 | North East |
| 2007/08 Plans | 2006/07 Plans | 2005/06 Plans | 2004/05 Plans | 2003/04 Ouffurn | 2002/03 Ouffurn | 2001/02 Outturn | 2000/01 Ouffurn | |

Table 8: Identifiable expenditure on services, by country and region, per head

39.14 41.65

Total UK identifiable expenditure 33.6

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| Table 8: Identifiable expenditure on services, by country and region, per head £'s per head | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|
| | 2000/01 Outturn | 2001/02 Outturn | 2002/03 Outturn | 2003/04 Outturn | 2004/05 Plans | 2005/06 Plans | 2006/07 Plans | 2007/08 Plans |
| North East | 64.7 | 64.7 | 74.1 | 80.8 | 87.9 | 83.8 | 89.2 | 92.2 |
| North West | 47.8 | 47.9 | 55.1 | 59.7 | 68.2 | 66.7 | 69.7 | 71.3 |
| Yorkshire and Humberside | 24.5 | 24.2 | 29.5 | 30.6 | 36.5 | 37.1 | 37.2 | 37.1 |
| East Midlands | 33.1 | 32.7 | 38.5 | 40.7 | 46.4 | 45.0 | 46.3 | 46.7 |
| West Midlands | 28.7 | 28.5 | 33.9 | 35.7 | 41.8 | 41.7 | 42.6 | 42.9 |
| Eastern | 25.5 | 25.2 | 29.9 | 30.8 | 35.9 | 35.0 | 35.6 | 35.8 |
| London | 50.7 | 49.6 | 60.1 | 62.3 | 73.9 | 73.2 | 73.4 | 73.1 |
| South East | 22.3 | 22.2 | 27.0 | 27.9 | 36.1 | 35.1 | 35.0 | 34.7 |
| South West | 45.5 | 45.2 | 52.1 | 55.4 | 62.5 | 59.0 | 61.5 | 62.7 |
| Total England | 36.7 | 36.4 | 42.9 | 45.3 | 52.9 | 51.7 | 52.9 | 53.3 |
| Scotland | 1.0 | 1.1 | 1.2 | 0.1 | 4.9 | 0.6 | 0.7 | 0.6 |
| Wales | 58.1 | 57.6 | 67.4 | 71.5 | 81.2 | 77.3 | 80.3 | 81.7 |
| Northern Ireland | 0.7 | 0.8 | 0.9 | 0.0 | 3.7 | 0.5 | 0.5 | 0.5 |
| Total UK identifiable expenditur | e 33.6 | 33.4 | 39.4 | 41.5 | 48.8 | 47.1 | 48.3 | 48.8 |

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Table 9: Identifiable expenditure on services by function, county and region, for 2004-05

Wales

Northern Ireland

UK Identifiable expenditure

Total Identifiable expenditure

Not Identifiable

128

£'s Millions Totals

Outside UK

0.0

0.0

0.0

0.0

0.0

1.1

1.1

0.0

0.0

0.0

0.0

0.0

1.1

1.1

Total for Department for Constitutional General Public services Public order and safety **Social Protection** Affairs Public and Total Administration Total Public Total common General of justice order sector Social services public order and occupational protection services safety pensions North East 0.0 0.0 221.2 221.2 2.5 2.5 223.7 North West 0.0 450.0 15.7 15.7 465.7 0.0 450.0 9.7 Yorkshire and Humberside 0.0 0.0 174.0 174.0 9.7 183.7 193.7 5.0 East Midlands 0.0 0.0 193.7 5.0 198.7 West Midlands 0.0 0.0 214.3 214.3 8.5 8.5 222.8 0.0 0.0 185.8 185.8 11.3 197.1 Eastern 11.3 0.0 0.0 515.8 515.8 33.2 33.2 549.0 London 0.0 26.3 South East 0.0 266.1 266.1 26.3 292.5 0.0 303.5 303.5 11.2 South West 0.0 11.2 314.7 England 0.0 0.0 2524.5 2524.85 123.3 123.3 2647.8 Scotland 0.0 0.0 3.2 3.2 21.6 21.6 24.9

234.0

2762.6

2762.6

469.9

3232.5

0.8

0.0

234.0

2762.6

2762.6

469.9

3232.5

8.0

0.0

5.9

5.4

156.2

156.2

156.2

0.0

0.0

5.9

5.4

156.2

156.2

156.2

0.0

0.0

239.8

2918.8

2918.8

471.1

3389.8

6.3

0.0

| not lstoT fnemtrsqeQ not lsnoitutitsnoC sristtA |) Protection | Social | and safety | Public order | seovices | neral Public | иер |
|---|-------------------------------|--|---|--------------------------------|--|---------------------------------|-----------------------------------|
| | Total Social protection | Public sector occupational snoisned | Total order and suder order and vertety | noitsritainimbA eoitau j to | Total General public services | bns oildu nommoo seoivres | |
| 7.823 | 2.5 | 2.5 | 2.122 | 2.1.2 | 0.0 | 0.0 | North East |
| 7. 2 94 | 1.31 | 7.31 | 0.034 | 0.034 | 0.0 | 0.0 | North West |
| 7.E81 | 7.6 | 7.6 | 0.471 | 0.471 | 0.0 | 0.0 əl | Yorkshire and Humbersic |
| 7.86 r | 0.8 | 0.8 | 7.891 | 7.891 | 0.0 | 0.0 | sbnslbiM tasE |
| 222.8 | 2.8 | 2.8 | 214.3 | 214.3 | 0.0 | 0.0 | sbnslbiM tesW |
| 1.791 | 5.11 | 8.11 | 185.8 | 185.8 | 0.0 | 0.0 | Eastern |
| 0.643 | 33.2 | 3.2. | 8.215 | 8.315.8 | 0.0 | 0.0 | иорио |
| 292.5 | 26.3 | 26.3 | 1.882 | 1.865.1 | 0.0 | 0.0 | South East |
| 7.416 | 2.11 | 2.11 | 3.505 | 3.505 | 0.0 | 0.0 | South West |
| 8.7482 | 123.3 | 123.3 | 2624.85 | 2624.5 | 0.0 | 0.0 | England |
| 24.9 | 21.6 | 9.12 | 3.2 | 3.2 | 0.0 | 0.0 | Scotland |
| 8.958 | 6.3 | 6.3 | 234.0 | 234.0 | 0.0 | 0.0 | səlsW |
| 6.8 | 4. 8 | 4.8 | 8.0 | 8.0 | 0.0 | 0.0 | Northern Ireland |
| 0 0 000 | 0 0 3 4 | 0 0 3 7 | 0 0020 | 0 0020 | | 0.0 | UK Identifiable |
| 8.8162 | 2.931 | 2.931 | 9.2972 | 2762.6 | 0.0 | 0.0 | expenditure |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | Outside UK |
| 8.818.8 | 156.2 | 156.2 | 9.2972 | 9.2972 | 0.0 | 0.0 | Total Identifiable expenditure |
| 1.174 | 0.0 | 0.0 | 6.694 | 6.694 | 1.1 | 1.1 | eldsitifiable |
| 3.6868 | 156.2 | 156.2 | 3232.5 | 3232.5 | 1.1 | 1.1 | £'s Millions Totals |

Table 9: Identifiable expenditure on services by function, county and region, for 2004-05

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19 Some of the data used for this measure is provisional and may be subject to minor revision

| ineffective trials. The target will be met if the national level of improvement for Crown Court and magistrates' courts is 27per cent by March proportion of ineffective trials from 24 per cent to 17 per cent in the Crown Court, and from 31 per cent to 23 per cent in the magistrates' courts. | At January 2006 the proportion of ineffective trials in Crown Court had reduced from 24 per cent (baseline) to 12.7 per cent. This is 4.3 per cent ahead of the 2005-06 target. For the magistrates' courts the proportion of ineffective trials has reduced from 31 per cent to 21.1 per cent in the quarter ending January 2006. This is 1.9 per cent ahead of the 2005/06 target. | |
|--|--|--|
| A reduction in the proportion of | DAHHA | |
| The target will be met if the average performance improvement achieved by the worst performing Criminal Justice System areas between 2001/02 and 2005/06 is greater than the national average performance improvement over the same period. | 18 areas have been classified as 'worst performing'. For the year ending December 2005, the aggregated performance of these areas was on course to achieve the target. 12 | |
| Greater increase in worst performing areas. | ON CONBSE | |
| | | |
| The target will be met if, in each of the 42 Criminal Justice System areas, more offences are brought to justice in 2005/06 than in the baseline year 2001/02. | To date 39 of the 42 criminal justice areas have improved their performance over the baseline year and putting us on course to achieve target. ¹² | |
| Improvement in all CJS areas. | ON CONBSE | |
| The target will be met if 1.15 million offences are brought to justice in 2005/06. | that 1.267 ¹⁹ million offences were brought to justice, which is 26.4 per cent above baseline. | |
| Increasing the number of crimes for which an offender is brought to justice. | AHEAD Latest performance (December 2005) shows | |
| Measures | Latest Outturn | |
| | | |

To Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.15 million by 2005/06; with an improvement in all Criminal Justice System areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials. (Contributing to Criminal Justice System PSA)

Target 1

Performance table SR2002

10.13 In the 2005/06 12 appointments have been made, including 3 women. We are continuing to work to increase year-by-year the proportion of public appointments held by women, members of ethic minorities and people with disabilities in the NDPBs, but there have been relatively few appointments this year.

Advisory Committees on Justice of the Peace and General Commissioners of Income Tax.

10.12 The Department has oversight of 236 executive and advisory non-departmental public bodies, comprising (as of 31 March 2005) a total of 4,010 (ministerial and non-ministerial) appointments. The majority of the appointments are to the locally based courts boards (established from April 2005) and the

NDPB Public appointments in 2005/06 (and re-appointments)

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Advisory Committees on Justice of the Peace and General Commissioners of Income Tax.

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Performance table SR2002

Target 1

To Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.15 million by 2005/06; with an improvement in all Criminal Justice System areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials. (Contributing to Criminal Justice System PSA)

| proportion of ineffective trials. (Contributing to Criminal Justice System PSA) | | | | |
|---|--|--|--|--|
| Measures | Latest Outturn | | | |
| Increasing the number of crimes for which | AHEAD | | | |
| an offender is brought to justice. | Latest performance (December 2005) shows | | | |
| The target will be met if 1.15 million offences are brought to justice in 2005/06. | that 1.267 ¹⁹ million offences were brought to justice, which is 26.4 per cent above baseline. | | | |
| Improvement in all CJS areas. | ON COURSE | | | |
| The target will be met if, in each of the 42 Criminal Justice System areas, more offences are brought to justice in 2005/06 than in the baseline year 2001/02. | To date 39 of the 42 criminal justice areas have improved their performance over the baseline year and putting us on course to achieve target. ¹² | | | |
| Greater increase in worst | ON COURSE | | | |
| performing areas. | 18 areas have been classified as 'worst | | | |
| The target will be met if the average performance improvement achieved by the worst performing Criminal Justice System areas between 2001/02 and 2005/06 is greater than the national average performance improvement over the same period. | performing'. For the year ending Decembe 2005, the aggregated performance of these areas was on course to achieve the target. | | | |
| A reduction in the proportion of | AHEAD | | | |
| ineffective trials. | At January 2006 the proportion of ineffective | | | |
| The target will be met if the national level of improvement for Crown Court and magistrates' courts is 27per cent by March | trials in Crown Court had reduced from 24 per cent (baseline) to 12.7 per cent. This is 4.3 per cent ahead of the 2005-06 target. | | | |
| 2006. This equates to a reduction in the proportion of ineffective trials from 24 per cent to 17 per cent in the Crown Court, and from 31 per cent to 23 per cent in the magistrates' courts. | For the magistrates' courts the proportion of ineffective trials has reduced from 31 per cent to 21.1 per cent in the quarter ending January 2006. This is 1.9 per cent ahead of | | | |

the 2005/06 target.

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magistrates' courts.

 $^{^{\}mbox{\tiny 19}}\mbox{Some}$ of the data used for this measure is provisional and may be subject to minor revision

Target 2

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

(Contributing to Criminal Justice System PSA)15 20

| Measures | Latest Outturn |
|--|--|
| Improve the level of public confidence in | AHEAD |
| the Criminal Justice System This is determined using questions in the British Crime Survey (BCS) which ask whether the public believes the CJS is effective in bringing people who commit crimes to justice. Ethnic minority community confidence – Ahead This is determined using questions in the BCS which ask whether people from a black or minority ethnic background believe the CJS is effective in bringing people who | Baseline (BCS 2002/03): 39 per cent Target: (BCS 2005/06): an increase Annual outturn (BCS 2004/05): 43 per cent Latest outturn (Year to December 2005): 44 per cent AHEAD Baseline (BCS 2002/03): 49 per cent Target: (BCS 2005/06): an increase Annual outturn (BCS 2004/05): 56 per cent |
| commit crimes to justice. | Latest outturn (year to December 2005): 57 per cent |
| Increasing year on year the satisfaction of victims This is measured using BCS questions on victim satisfaction with the CJS, together with questions on victim satisfaction with the police. | SLIPPAGE Baseline (BCS 2003/04): 59 per cent Target: (BCS 2005/06): an increase Annual outturn: (BCS 2004/05) 58 per cent Latest outturn (year to December 2005): 59 per cent |
| Witness satisfaction | ON COURSE |
| This is measured using a BCS question measuring witness satisfaction with the police. | Baseline (BCS 2003/04): 57 per cent Target: (BCS 2005/06): an increase Annual outturn: (BCS 2004/05) 58 per cent Latest outturn (year to December 2005): 59 per cent |
| Respecting the rights of defendants | The rights of defendants are protected by law. We will investigate and take action if there is any evidence that the rights of defendants are not being respected or that public confidence in rights being respected is falling. |

²⁰ Public confidence is being measured through a question in the British Crime Survey on effectiveness of the criminal justice system in bringing people who commit crimes to justice. The target requires a statistically significant increase (1 per cent). Ethnic minority confidence is being measured through the same question and requires 3 per cent increase. Victim and witness satisfaction will be measured through new questions in the British Crime Survey, with a target of a 3 per cent increase on the baseline (October 2003 – March 2004).

²⁰ Public confidence is being measured through a question in the British Crime Survey on effectiveness of the criminal justice system in bringing people who commit crimes to justice. The target requires a statistically significant increase (1 per cent). Ethnic minority confidence is being measured through the same question and requires 3 per cent increase. Victim and witness satisfaction will be measured through new questions in the British Crime Survey, with a target of a 3 per cent increase on the baseline (October 2003 − March 2004).

| The rights of defendants are protected by law. We will investigate and take action if there is any evidence that the rights of defendants are not being respected or that public confidence in rights being respected is falling. | Respecting the rights of defendants | | |
|---|---|--|--|
| ON COURSE Baseline (BCS 2003/04): 57 per cent Target: (BCS 2005/06): an increase Annual outturn: (BCS 2004/05) 58 per cent 59 per cent 59 per cent | Witness satistaction This is measured using a BCS question measuring witness satisfaction with the police. | | |
| SLIPPAGE Baseline (BCS 2003/04): 59 per cent Annual outturn: (BCS 2004/05) 58 per cent Annual outturn: (BCS 2004/05) 58 per cent 59 per cent | Increasing year on year the satisfaction of victims This is measured using BCS questions on victim satisfaction with the CJS, together with questions on victim satisfaction with the police. | | |
| AHEAD Baseline (BCS 2002/03): 49 per cent Target: (BCS 2005/06): an increase Annual outturn (BCS 2004/05): 56 per cent 57 per cent 57 per cent | Ethnic minority community confidence - Ahead This is determined using questions in the BCS which ask whether people from a black or minority ethnic background believe the CJS is effective in bringing people who commit crimes to justice. | | |
| Latest Outturn AHEAD Baseline (BCS 2005/03): 39 per cent Target: (BCS 2005/06): an increase Annual outturn (BCS 2004/05): 43 per cent Latest outturn (PCS 2004/05): 43 per cent 44 per cent | Measures Improve the level of public confidence in the Criminal Justice System This is determined using questions in the British Crime Survey (BCS) which ask whether the public believes the CJS is effective in bringing people who commit effective in bringing people who commit crimes to justice. | | |
| (Contributing to Criminal Justice System PSA)15 20 | | | |

Improve the level of confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants. (Contributing to Criminal Justice System PSA)15 20

Target 2

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Target 3

| final performance is 45.8 per cent The two separate elements of the target were met, and we did meet the combined target. However, as performance was significantly boosted by the correction of a data quality issue, we have reported performance as 'partly met'. | made by consent to 32.2 per cent | | |
|--|--|--|--|
| a) Ancillary Relief Orders – final performance is 94.6 per cent b) Contact Orders – | a) Maintain the proportion of ancillary relief orders made by consent at over 90 per cent. b) Increase the proportion of contact orders | | |
| PARTLY MET Final outturn: 75.6 per cent | (vi) increase the proportion of contact and ancillary relief orders made by consent to by 2.8 per cent (from 70.6 per cent to 73.4 per cent) | | |
| MET Final outturn: 64,300 | (iii) reduce the number of hearings by 9.3 per cent (from 71,300 to 64,700) | | |
| MET Final outturn: 41.1 per cent | (ii) reduce the proportion of allocated (i.e. defended) cases that are resolved by a hearing by 1.9 per cent (from 48.9 per cent) | | |
| Final Outturn NOT MET Final outturn: 2.003 million The target was missed due to a large increase in bulk claimants (e.g. water utilities, HM Revenue and Customs and DVLA) as the county courts are increasingly their chosen approach when dealing with debt/fine recovery. The vast majority of these claims are undefended and therefore do not end up in court. | Measures, baselines and target levels (i) reduce the number of non-family claims in the civil courts by 11.8 per cent (from 1.580 million). | | |
| PARTLY MET | | | |
| Reduce the proportion of disputes which are resolved by resort to the courts | | | |

Target 3

| Reduce the proportion of disputes which are resolved by resort to the courts | | | |
|--|--|--|--|
| | PARTLY MET | | |
| Measures, baselines and target levels | Final Outturn | | |
| | NOT MET | | |
| (i) reduce the number of non-family claims | Final outturn: 2.003 million | | |
| in the civil courts by 11.8 per cent (from 1.790 million to 1.580 million). | The target was missed due to a large increase in bulk claimants (e.g. water utilities, HM Revenue and Customs and DVLA) as the county courts are increasingly their chosen approach when dealing with debt/fine recovery. The vast majority of these claims are undefended and therefore do not end up in court. | | |
| | MET | | |
| (ii) reduce the proportion of allocated (i.e. defended) cases that are resolved by a hearing by 1.9 per cent (from 48.9 per cent to 47 per cent) | Final outturn: 41.1 per cent | | |
| | MET | | |
| (iii) reduce the number of hearings by 9.3 per cent (from 71,300 to 64,700) | Final outturn: 64,300 | | |
| | PARTLY MET | | |
| (iv) increase the proportion of contact and ancillary relief orders made by consent by 2.8 per cent (from 70.6 per cent to 73.4 per cent) | Final outturn: 75.6 per cent | | |
| a) Maintain the proportion of ancillary relief orders made by consent at over 90 per cent. | a) Ancillary Relief Orders – final performance is 94.6 per cent | | |
| b) Increase the proportion of contact orders made by consent to 32.2 per cent | b) Contact Orders – final performance is 45.8 per cent | | |
| | The two separate elements of the target were met, and we did meet the combined target. However, as performance was significantly boosted by the correction of a data quality issue, we have reported performance as 'partly met'. | | |

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Target 4

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

| Measures | Final Outturn |
|--|--------------------------------|
| The achievement of year-on-year | PARTLY MET |
| improvements in four key areas of dissatisfaction identified through the | |
| 2002/03 customer satisfaction survey. | |
| By March 2006 | 2005/06²¹ |
| 85 per cent customer satisfaction with knowledge of staff at public counter (2002/03 baseline 79 per cent) | 83 per cent |
| 80 per cent of customer satisfaction with knowledge over the telephone (2002/03 baseline 75 per cent) | 83 per cent |
| 60 per cent customer satisfaction with speed of resolution of complaints (2002/03 36 per cent) | 34 per cent |
| 80 per cent customer satisfaction with helpfulness of written communication (2002/03 70 per cent) | 76 per cent |
| 2005/06 supporting targets: | April 2005 - February 2006 |
| 95 per cent of courts or units which apply for the Charter mark are awarded that status | Target met early ²² |
| 85 per cent of complaints answered within target timescales (see below): | |
| received by Ministers - 17 working days | 99 per cent |
| received at Court Service Headquarters Customer Service Unit – 15 days | 94 per cent |
| received by Area Directors - 10 days | 81 per cent |
| received by Court managers – 5 days | 87 per cent |
| 94 per cent of administrative transactions completed within 5 days | 96 per cent |

22 In April 2004 we achieved 95 per cent court accreditation.

at paragraph 8.54.

21 Three out of these four measures have improved over SR02, but not sufficiently to meet overall target. More information

| 3. 94 per cent of administrative transactions completed within 5 days | 9e ber cent |
|--|--------------------------------|
| received by Court managers – 5 days | 87 per cent |
| received by Area Directors - 10 days | 81 per cent |
| received at Court Service Headquarters Customer Service Unit – 15 days | 94 ber cent |
| received by Ministers - 17 working days | 69 per cent |
| 2. 85 per cent of complaints answered within target timescales (see below): | |
| 1. 95 per cent of courts or units which apply for the Charter mark are awarded that status | Target met early ²² |
| 2005/06 supporting targets: | April 2005 – February 2006 |
| 80 per cent customer satisfaction with helpfulness of written communication (2002/03 70 per cent) | √6 per cent |
| 60 per cent customer satisfaction with speed of resolution of complaints (2002/03 36 per cent) | 34 per cent |
| 80 per cent of customer satisfaction with knowledge over the telephone (2002/03 baseline 75 per cent) | 83 ber cent |
| 85 per cent customer satisfaction with knowledge of staff at public counter (2002/03 baseline 79 per cent) | 83 ber cent |
| By March 2006 | Z002\092s |
| improvements in four key areas of dissatisfaction identified through the 2002/03 customer satisfaction survey. | |
| The achievement of year-on-year | PARTLY MET |
| Measures | rinal Outturn |
| are emotioned encourage | |

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

Target 4

²¹ Three out of these four measures have improved over SR02, but not sufficiently to meet overall target. More information at paragraph 8.54.

²² In April 2004 we achieved 95 per cent court accreditation.

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and estate costs between HMCS regions and areas. business tool that will be used for management information by HMCS, through being able to 'benchmark' key business $^{\mathrm{s}}$ The key elements of a 'cost indicator' for the civil and family courts has been agreed with HM Treasury. This is a

| 74 ber cent | from application to first order (suspended or full) in 10 weeks |
|---------------|---|
| | 14. 70 per cent of attachment of Earnings orders will be processed in the appropriate timescales: |
| 88 ber cent | from interim order to final order in 10 weeks |
| | from application to interim order in 2 weeks and |
| 92 per cent | 13. 70 per cent of Third party Debt orders will be processed in the appropriate timescales: |
| 84 ber cent | from interim order to final order in 10 weeks |
| 93 ber cent | from application to interim order in 2 weeks and |
| | 12. 70 per cent of Charging Orders will be processed in the appropriate timescales: |
| | of enforceable warrants will be 85 per cent |
| 93 ber cent | 11. The amount of money on enforceable warrants as a percentage of the total value |
| Met² | 10. Establish a cost indicator by April 2004 |
| | accommodation by April 2006 |
| 31 | 9. Realise at least 30 opportunities for county courts and magistrates' courts to |
| 99 ber cent | 8. 70 per cent of Adoption Cases heard within 20 weeks |
| 72 per cent | 7(b) 70 per cent Private Law heard within 40 weeks and |
| | 40 weeks |
| 46 per cent | 7(a) 70 per cent Public Law heard within |
| | dealt with within target by the end of March 2006: |
| | Children Act Cases and Adoption Cases |
| | Percentage of Public and Private Law |
| 78 per cent | 6. 78 per cent multi track cases heard within 50 weeks |
| ±400 104 8Z | weeks and |
| 82 per cent | 5. 78 per cent fast track cases heard within 30 |
| 83 ber cent | 4. 78 per cent small claims heard within 15 weeks |
| | To increase the percentage of civil cases heard within target from allocation to hearing: |
| Final Outturn | Measures |
| | |

Target 4 (continued)

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Target 4 (continued)

| Measures | Final Outturn |
|--|-------------------|
| To increase the percentage of civil cases heard within target from allocation to hearing: | |
| 4. 78 per cent small claims heard within 15 week | eks 83 per cent |
| 5. 78 per cent fast track cases heard within weeks and | 30 82 per cent |
| 6. 78 per cent multi track cases heard within 50 weeks | 78 per cent |
| Percentage of Public and Private Law Children Act Cases and Adoption Cases dealt with within target by the end of March 2006: | |
| 7(a) 70 per cent Public Law heard within 40 weeks | 46 per cent |
| 7(b) 70 per cent Private Law heard within 40 weeks and | 72 per cent |
| 8. 70 per cent of Adoption Cases heard with 20 weeks | in 66 per cent |
| Realise at least 30 opportunities for count courts and magistrates' courts to accommodation by April 2006 | y 31 |
| 10. Establish a cost indicator by April 2004 | Met ²³ |
| The amount of money on enforceable warrants as a percentage of the total value of enforceable warrants will be 85 per centage. | |
| 12. 70 per cent of Charging Orders will be processed in the appropriate timescales: | : |
| from application to interim order in 2 weeks ar | nd 93 per cent |
| from interim order to final order in 10 weeks | 84 per cent |
| 13. 70 per cent of Third party Debt orders w be processed in the appropriate timescale | |
| from application to interim order in 2 weeks ar | |
| from interim order to final order in 10 weeks | 88 per cent |
| 14. 70 per cent of attachment of Earnings orders will be processed in the appropriatimescales: | ate |
| from application to first order (suspended or full) in 10 weeks | 74 per cent |

²³The key elements of a 'cost indicator' for the civil and family courts has been agreed with HM Treasury. This is a business tool that will be used for management information by HMCS, through being able to 'benchmark' key business and estate costs between HMCS regions and areas.

Target 5

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

fast turnaround of manifestly unsound cases;

ensuring by 2004 that 75 per cent of substantive asylum applications are decided within two months; and that a proportion including final appeal, are decided within 6 months; and

enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers.

(Joint target with Home Office)

| Measures | Latest Outturn |
|--|--|
| Measure 1: Fast turnaround of manifestly unfounded cases | SLIPPAGE |
| (Assessment to be confirmed by Home Office) | T (0005 (00) 75 |
| The target was modified in July 2005. The target is now to remove 75 per cent of detained non-suspensive appeal cases certified as clearly unfounded and detained throughout the process within 28 days. | Target (2005/06): 75 per cent Annual Outturn (2004/05): 70 per cent |
| Measure 2: Number of substantive asylum | ACHIEVED |
| applications decided within two month (Assessment to be confirmed by Home Office) | Target (2003/04): 75 per cent Target Outturn: 81 per cent |
| 75 per cent of substantive asylum applications are decided within two months | Annual Outturn (2004/05): 80 per cent |
| Measure 3: Number of substantive asylum | ON COURSE 2003/04 |
| applications, including final appeal, decided in six months | |
| 75 per cent (year ending March 2006) | Target: 60 per cent |
| including final appeal are decided within six months. | Outturn: 63 per cent |
| | 2004/05 |
| | Target: 65 per cent |
| | Outturn: 67 per cent |
| Measure 4: Enforcing the immigration | AHEAD |
| laws more effectively by removing a greater proportion of failed asylum seekers | Baseline (2002/03): 21 per cent |
| | Target: remove greater proportion in 2005/06 |
| | Annual Outturn (2004/05): 27 per cent |

| | Annual Outturn (2004/05): 27 per cent |
|--|--|
| szylum seekers | 7arget: remove greater proportion in 2005/06 |
| a greater proportion of failed | Baseline (2002/03): 21 per cent |
| Measure 4: Enforcing the immigration laws more effectively by removing | DAHEAD |
| acitous interior the majoresta 1 to envise of the | UVJIIV |
| | Outturn: 67 per cent |
| | Target: 65 per cent |
| | 5004/05 |
| six months. | 20,7000 |
| including final appeal are decided within | Outfurn: 63 per cent |
| 75 per cent (year ending March 2006) | Target: 60 per cent |
| decided in six months | 2003/04 |
| Measure 3: Number of substantive asylum applications, including final appeal, | ON CONBSE |
| carribac existancted in the account of the consequent | ON COLLEGE |
| applications are decided within two months | |
| 75 per cent of substantive asylum | Annual Outturn (2004/05): 80 per cent |
| Home Office) | Target Outturn: 81 per cent |
| γd bəmiinoo əd ot inamssəssA) | Target (2003/04): 75 per cent |
| applications decided within two month | 57471101 |
| Measure 2: Number of substantive asylum | ACHIEVED |
| The target was modified in July 2005. The target is now to remove 75 per cent of detained non-suspensive appeal cases certified as clearly unfounded and detained throughout the process within 28 days. | Target (2005/06): 75 per cent Annual Outturn (2004/05): 70 per cent |
| Home Office) | |
| γd bəmiinoo əd ot inamssəssA) | |
| nufounded cases | |
| Measure 1: Fast turnaround of manifestly | SLIPPAGE |
| Measures | Latest Outturn |
| (2011) talget with Home Office) | |

(Joint target with Home Office)

asylum seekers.

enforcing the immigration laws more effectively by removing a greater proportion of failed

ensuring by 2004 that 75 per cent of substantive asylum applications are decided within two months; and that a proportion including final appeal, are decided within 6 months; and

fast turnaround of manifestly unsound cases;

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

Target 5

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The response rate to the telephone surveys has been increasingly insufficient for this to be regarded as a valid measure.

An indicative annual Telephone Survey will be conducted to provide a broader indicator of trends towards delivery of the target.

To maintain the overall level of problems receiving assistance in the light of the decline in problems experienced would be a significant achievement by the contributors and would result in a further increase in the proportion of problems receiving assistance. However, it would not lead to the target being met, since the test for meeting the target was set to require a 10 per cent increase in numbers of people recorded by the survey as being helped – to give certainty that actual numbers had increased, bearing in mind the possible level of statistical error in the survey.

The target is unlikely to be met, because between 2001 and 2004 the number of people experiencing problems has fallen considerably, by about 15 per cent.

Although there has been an increase of about 11 per cent in the proportion of problems reported as receiving assistance, the net result has been a fall of about 5 per cent in the number of problems reported as cent in the number of problems reported as receiving assistance since the start of the seceiving assistance since the start of the SRO2 period.

Achievement of this target is measured by the National Legal Needs Survey, which was conducted every three years, the last survey referring to 2004, but is now moving to a continuous basis. Results will be available from Spring 2006, and at quarterly intervals thereafter.

SLIPPAGE

Latest Outturn

This target will be met if the number of people receiving suitable assistance in priority areas of law increases from 31 per thousand (baseline) to 34 per thousand by the end of the Spending Review 2002 period

Performance will be measured by the triennial Mational Periodic Survey of Legal Meed.

Measures

(March 2006).

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

Target 6

Target 6

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

Measures

Performance will be measured by the triennial National Periodic Survey of Legal Need.

This target will be met if the number of people receiving suitable assistance in priority areas of law increases from 31 per thousand (baseline) to 34 per thousand by the end of the Spending Review 2002 period (March 2006).

Latest Outturn

SLIPPAGE

Achievement of this target is measured by the National Legal Needs Survey, which was conducted every three years, the last survey referring to 2004, but is now moving to a continuous basis. Results will be available from Spring 2006, and at quarterly intervals thereafter.

The target is unlikely to be met, because between 2001 and 2004 the *number* of people experiencing problems has fallen considerably, by about 15 per cent.

Although there has been an increase of about 11 per cent in the *proportion* of problems reported as receiving assistance, the net result has been a fall of about 5 per cent in the number of problems reported as receiving assistance since the start of the SR02 period.

To maintain the overall level of problems receiving assistance in the light of the decline in problems experienced would be a significant achievement by the contributors and would result in a further increase in the proportion of problems receiving assistance. However, it would not lead to the target being met, since the test for meeting the target was set to require a 10 per cent increase in numbers of people recorded by the survey as being helped – to give certainty that actual numbers had increased, bearing in mind the possible level of statistical error in the survey.

An indicative annual Telephone Survey will be conducted to provide a broader indicator of trends towards delivery of the target. The response rate to the telephone surveys has been increasingly insufficient for this to be regarded as a valid measure.

Target 7

Increase value for money from the Criminal Justice System by 3 per cent per year, increasing efficiency by at least 2 per cent a year, including the delivery of legal aid. (Contributing to Criminal Justice System PSA)

Measures

To increase value for money from the Criminal Justice System by 3 per cent

This target will be met if, by March 2006, improvements are achieved in value for money which, over the Spending Review 2002 period, equate to an average per year of 3 per cent of the £1.9 billion (i.e. £57 million p.a. or £171 million for three years) relating to criminal justice spend in the Department's 2002/03 baseline.

Increasing efficiency by at least 2 per cent a year, including the delivery of legal aid.

This target will be met if, by March 2006, improvements in efficiency are achieved which, across the whole Spending Review 2002 period, equate to an average per year of 2 per cent of the Department's total 2002/03 Departmental Expenditure Limit of £3 billion (i.e. £70 million per annum or £210 million for three years).

Latest Outturn

AHEAD

As at end of March 2005/06 forecast outturn against the DCA target was £456 million or 13 per cent of average annual DCA spend.

For the criminal justice target, forecast out-turn was £209 million or 11 per cent of average annual criminal justice spend.

The DCA figure is made up of £119 million of Very High Cost Criminal Cases (VHCCCs) efficiencies, £290 million asylum legal aid efficiencies and £47 million from other criminal and civil legal aid efficiencies.

The CJS target excludes the asylum efficiencies and £6 million civil legal aid efficiencies but includes an additional £49 million of efficiencies from fines enforcement.

Savings against the DCA target mainly result from reforms to the asylum and immigration legal aid process which were expected to result in significant savings in resource spend largely due to reduction in volumes of those seeking legal assistance. This, coupled with a reduction in numbers of asylum seekers generally, has lead to a drastic decline in spend against this target throughout 2005/06.

In addition, the VHCCCs managed under the CCU have contributed to these savings although it has not progressed as expected. Changes introduced in 2004/05 reclassified some rates and structures in the barristers and solicitors graduated fee scheme which had the effect of reducing the original estimates of volume of cases. This required remodeling work on the CCU trajectory and a shortfall against the original savings projection resulted. (These CCU savings also represent the main area for savings against the CJS target.)

The planned savings from Fines alone were not thought to be sufficient to make up for the CCU shortfall and the activities under Other criminal and civil legal aid savings were undertaken to make up the target savings.

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criminal and civil legal aid efficiencies. efficiencies and £47 million from other efficiencies, £290 million asylum legal aid of Very High Cost Criminal Cases (VHCCCs) The DCA figure is made up of £119 million

of average annual criminal justice spend. out-turn was £209 million or 11 per cent For the criminal justice target, forecast

annual DCA spend. £456 million or 13 per cent of average outturn against the DCA target was As at end of March 2005/06 forecast

QA3HA

Latest Outturn

£210 million for three years). £3 billion (i.e. £70 million per annum or 2002/03 Departmental Expenditure Limit of of 2 per cent of the Department's total 2002 period, equate to an average per year which, across the whole Spending Review improvements in efficiency are achieved This target will be met if, by March 2006,

legal aid.

cent a year, including the delivery of Increasing efficiency by at least 2 per

the Department's 2002/03 baseline. years) relating to criminal justice spend in £57 million p.a. or £171 million for three of 3 per cent of the £1.9 billion (i.e. 2002 period, equate to an average per year money which, over the Spending Review improvements are achieved in value for This target will be met if, by March 2006,

ber annum.

the Criminal Justice System by 3 per cent To increase value for money from

Measures

(Contributing to Criminal Justice System PSA) increasing efficiency by at least 2 per cent a year, including the delivery of legal aid. Increase value for money from the Criminal Justice System by 3 per cent per year,

Target 7

Organisational chart

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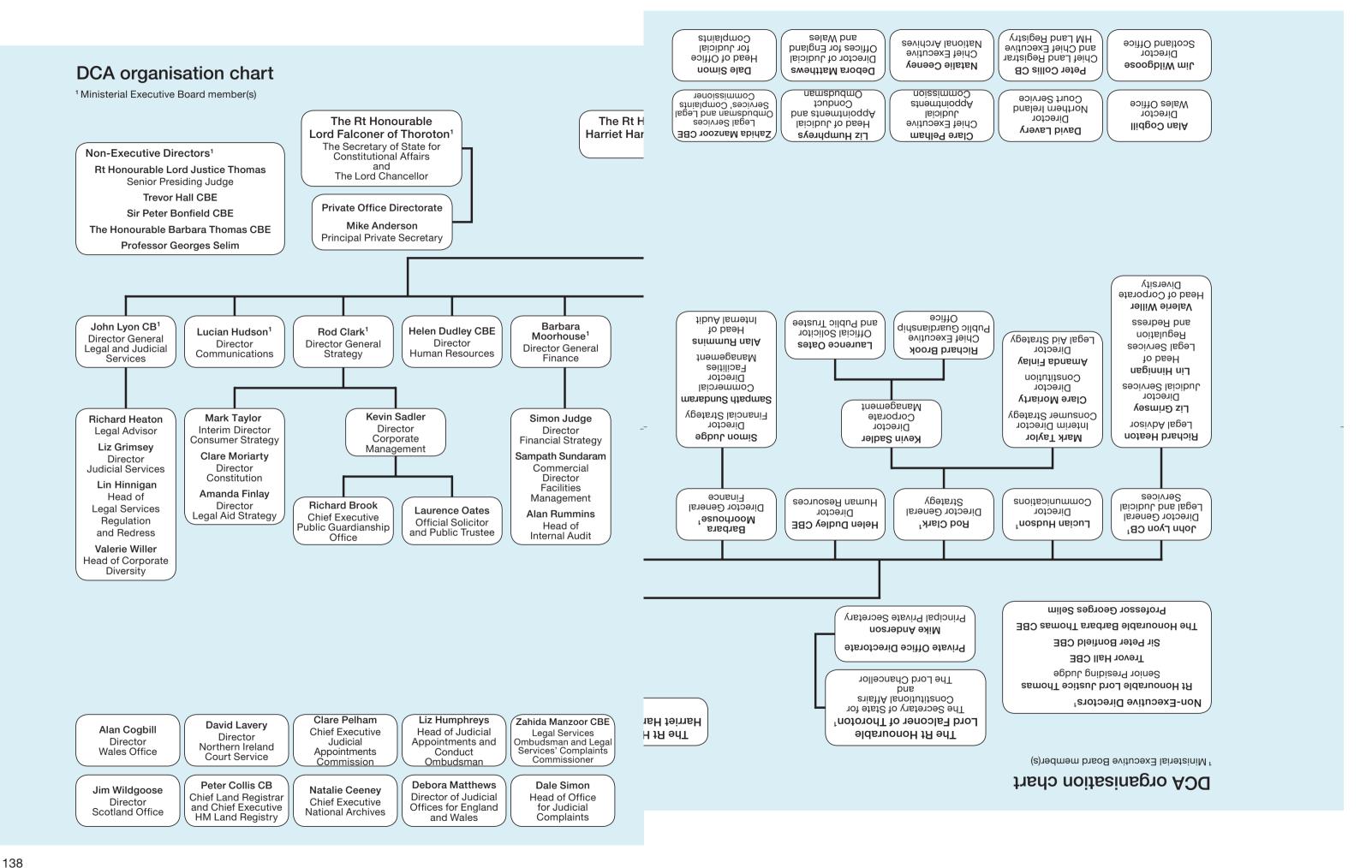
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Annex A: Organisational chart

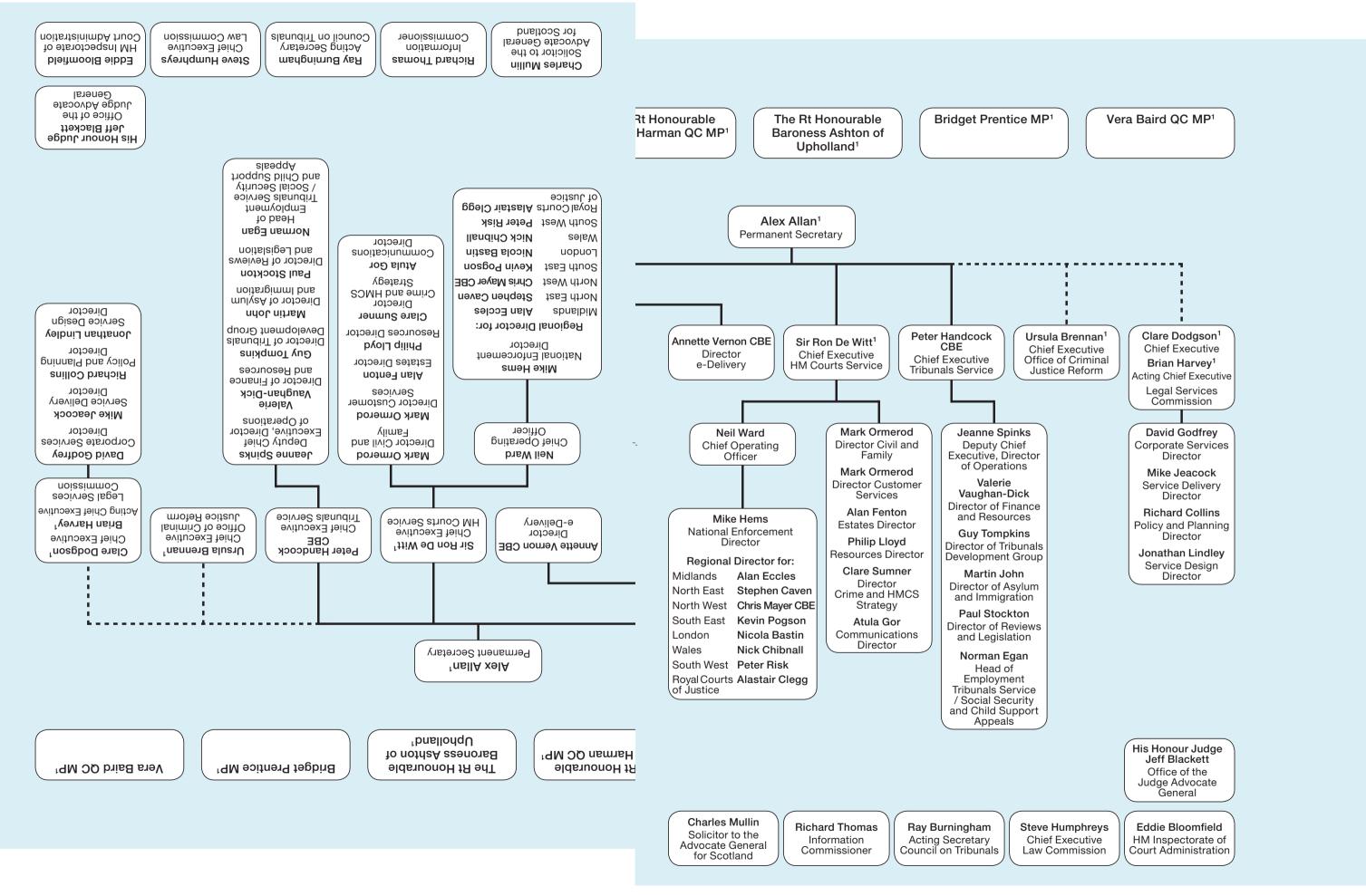
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DCA Departmental Report 2005/06 | Organisational chart

DCA Departmental Report 2005/06 | Organisational chart

DCA Departmental Report 2005/06 | Organisational chart

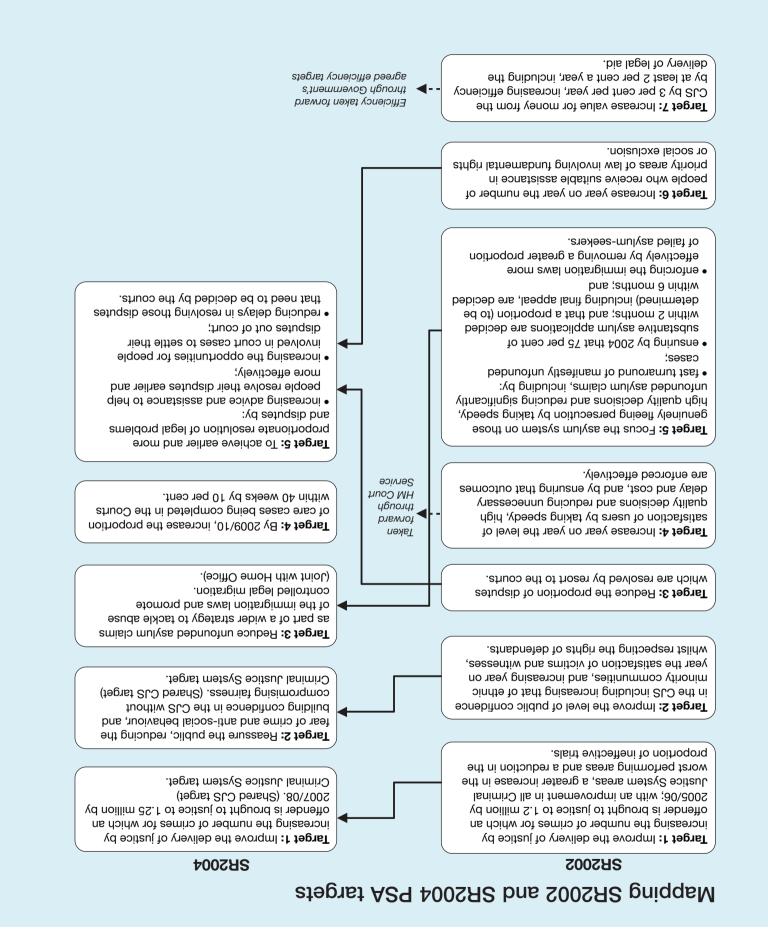
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Annex B: Spending Review 2002 mapping onto 2004 Annex B: Spending Review 2002 mapping onto 2004

DCA Departmental Report 2005/06 | Spending Review 2002 mapping onto 2004

Mapping SR2002 and SR2004 PSA targets SR2002 SR2004 Target 1: Improve the delivery of justice by Target 1: Improve the delivery of justice by increasing the number of crimes for which an increasing the number of crimes for which an offender is brought to justice to 1.2 million by offender is brought to justice to 1.25 million by 2007/08. (Shared CJS target) 2005/06; with an improvement in all Criminal Justice System areas, a greater increase in the Criminal Justice System target. worst performing areas and a reduction in the proportion of ineffective trials. Target 2: Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the CJS without Target 2: Improve the level of public confidence compromising fairness. (Shared CJS target) in the CJS including increasing that of ethnic Criminal Justice System target. minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants. Target 3: Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote Target 3: Reduce the proportion of disputes controlled legal migration. which are resolved by resort to the courts. (Joint with Home Office). Target 4: Increase year on year the level of Target 4: By 2009/10, increase the proportion forward satisfaction of users by taking speedy, high of care cases being completed in the Courts through quality decisions and reducing unnecessary within 40 weeks by 10 per cent. HM Coun delay and cost, and by ensuring that outcomes Service are enforced effectively. Target 5: To achieve earlier and more **Target 5:** Focus the asylum system on those proportionate resolution of legal problems genuinely fleeing persecution by taking speedy, and disputes by: high quality decisions and reducing significantly increasing advice and assistance to help unfounded asylum claims, including by: people resolve their disputes earlier and • fast turnaround of manifestly unfounded more effectively; • increasing the opportunities for people ensuring by 2004 that 75 per cent of involved in court cases to settle their substantive asylum applications are decided disputes out of court: within 2 months; and that a proportion (to be reducing delays in resolving those disputes determined) including final appeal, are decided that need to be decided by the courts. within 6 months; and · enforcing the immigration laws more effectively by removing a greater proportion of failed asylum-seekers. **Target 6:** Increase year on year the number of people who receive suitable assistance in priority areas of law involving fundamental rights or social exclusion. **Target 7:** Increase value for money from the Efficiency taken forward CJS by 3 per cent per year, increasing efficiency through Government's by at least 2 per cent a year, including the agreed efficiency targets delivery of legal aid.



DCA Departmental Report 2005/06 | Spending Review 2002 mapping onto 2004

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