



Ministry
of Justice



Criminal Injuries
Compensation
Authority

CICA 2020 AND 2017/18 BUSINESS PLAN

An executive agency of the Ministry of Justice

Protecting and advancing the principles of justice



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Our mission is to provide a sensitive, efficient and fair service to blameless victims of violent crime.

We will continue to improve our services and the way we work to best serve the public, meet new challenges, deliver value for money and make CICA a great place to work.

CHIEF EXECUTIVE'S FOREWORD

I am pleased to present our strategic priorities through to 2020 and our key business objectives in this 2017-18 Business Plan. We are committed to our programme of continuous improvement and our digital journey remains at the heart of this. We will further improve the experience of our applicants through the provision of clearer information before and during the claims process, streamlined evidence gathering and extended digital services.

Over 90% of our applications are made on line and expansion of our service will allow our customers to provide and receive information on their case electronically. For those who do not have access to, or cannot use, our online services our Customer Service Agents will provide digital assistance. We have commissioned unprecedented levels of user research to establish how we can provide the best customer experience. We continue to work with HM Courts and Tribunals Service to reduce the end to end appeals journey and we are working collaboratively across the Ministry of Justice to deliver efficiencies and play our part in the transformation of the department.

The commitment and capability of our people is the foundation of our ability to deliver a professional and compassionate service. I was proud to see them achieve an 11% engagement increase in the Civil Service People Survey in 2016. We will continue to invest in our people, growing their skills and competency and strengthen leadership capability at all levels. We have plans to allow more of our staff to benefit from smarter working arrangements, allowing them more choice about where they work and the hours that support their work life balance.

The introduction of our enhanced digital service and quality assurance measures will help us achieve our goal of providing the best possible levels of customer service. We plan to decide 35% of new applications within 6 months and 85% within 12 months. We will be introducing new ways of capturing feedback at appropriate stages in the customer journey, to inform future improvements to our service.

By the end of 2017/18, we intend that the number of live cases will be less than the number of new claims we normally receive over the course of a year. This will reduce our live caseload to the lowest level for over 25 years. While there will always be a small number of cases which must be held open to ensure that we do not finalise an award before the long term implications of the injury can be assessed, our aim is that, by the end of the plan-period, pre-2012 cases will represent less than 1% of our live case load.

Our plan is ambitious but deliverable. I am confident that with the support of our dedicated people, we will achieve our aspirations for 17/18 and beyond and continue to provide a sensitive, efficient and fair service for victims of violent crime.



“We will continue to seek efficiencies in our working practices through digital improvements, listening to our customers to help identify how we can improve their experience.”

Carole Oatway
Chief Executive

OUR LINKS TO THE MINISTRY OF JUSTICE (MoJ)

We will deliver a modern courts and justice system; create a prison and probation service that reforms offenders; promote Global Britain and protect the rule of law; and create a transformed department that delivers excellent services.



What we are trying to achieve

Protect vulnerable victims, witnesses and children



Hallmarks of a transformed MoJ



Develop our people so that they have the skills and capability to deliver professional excellence and reflect the best of Civil Service talent



Use digital services to join up the justice system and put the user first



Put evidence at the heart of the justice system, opening up our data, analysis and research, and improving our information management



Prioritise our resources and efforts towards delivering these outcomes

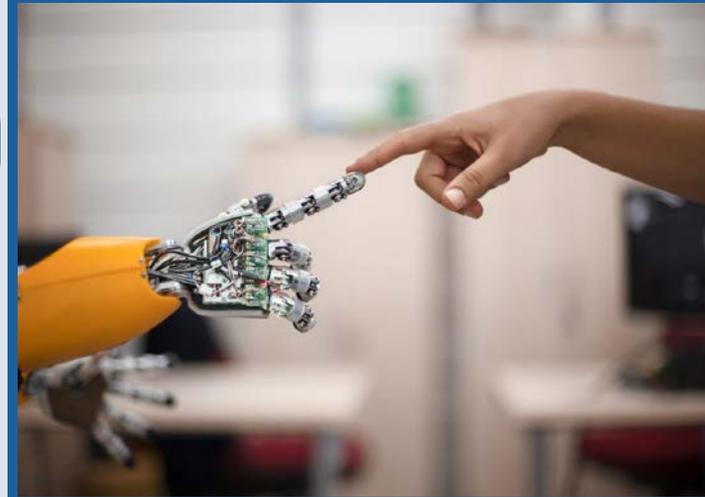


KEY ACHIEVEMENTS 16/17



- Made decisions on just over 34,500 applications, awarding compensation to the value of more than £141m.
 - Introduced electronic consent, reducing processing times by 30 days.
 - Implemented a new operating model and workflow management strategy.
 - Improved the quality and accuracy of decisions through the implementation of a new Quality Assurance Framework.
 - Secured Cabinet Office approval to develop an extended online service informed by extensive user research.
 - Revised guidance and employed specialists to improve the management of mental injury claims.
 - Increased our people engagement by 11% to 65%, exceeding the benchmark for civil service high performers in leadership and managing change.
 - Brought our workforce up to capacity supported by a new training strategy which integrated skills training with live environment consolidation.
 - Recruited leaders and professionals to undertake key business roles in specialist areas.
 - Trained and deployed Agile working practices to support the delivery of our digital transformation programme.
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Use digital technology to receive and process applications effectively and provide an enhanced service to applicants



2017/18 BUSINESS PLAN

We will:

- Embed the new management information tool across operations to better support our enhanced approach to caseload management and resource allocation.
- Maintain integrity and security of all CICA digital services to ensure Public Services Network (PSN) accreditation is retained and the vulnerability to cyber threats is reduced.
- Extend our online service to enable customers to manage their application from point of application, through evidence gathering, to decision and offer acceptance.
- Assist customers who require support through our specialist customer service centre.
- Review the information available to our applicants prior to and during the application process on our web-site and online service.

MEASURED
BY:

New Performance Pack from April 2017

PSN accreditation

Extended online service live by October 2017

Have a highly competent, motivated and respected workforce that is fully engaged and operates effectively in a digital environment



2017/18 BUSINESS PLAN

We will:

- Ensure the correct balance of internal and external skills and expertise is available to realise our digital ambitions for CICA 2020.
- Continue to invest and grow the skills of our workforce, promoting ownership of 5 days learning per year and digital skills training.
- Help people realise their potential for career development and progression through our Talent Review process.
- Continue to develop the capability of our leaders to inspire and empower colleagues through formal programmes and networks.
- Support flexible and family-friendly working arrangements, including an extension of our smarter working offer, to help our employees achieve the best possible work / life balance.
- Embed a culture of diversity within CICA, encouraging a truly inclusive environment, supporting employee well-being and access of opportunity for all.
- Build on our commitment to the Healthy Working Lives programme.

MEASURED BY:

Skills Audit complete by September 2017

Reduced Average Working Days Lost due to sick absence

Achievement of Healthy Working Lives Silver Award

Increased key metrics and overall engagement index in Civil Service People Survey 2017

Treat our applicants with courtesy and sensitivity at all times



We will:

- Ensure our customer service centre staff receive regular customer skills refresher training.
- Improve our service by gathering customer feedback, undertaking user research and testing new digital solutions with our customers.
- Inform the design of new ways of working by involving our staff in the analysis of current performance and identification of strategies for service improvement.
- Review our website and customer charter to help set expectations ,explaining the customer journey and highlighting the applicant's responsibilities.
- Employ clinical psychologists to evaluate medical records for applications under the disabling mental injury tariff, to speed up assessments and reduce reliance on external expert medical advice.
- Offer a faster resolution for cases which do not require an assessment of medical records.



MEASURED BY:

Customer satisfaction rating of at least 94%

Website and Customer Charter Review complete by January 2018.

Improved client journey times for victims of sexual assault and disabling mental injuries

Reduction in complaints received

Service improvements identified and actioned as a result of user feedback

Work effectively with other organisations to deliver an efficient service



2017/18 BUSINESS PLAN

We will:

- Continue to explore integrated back office functions with Ministry of Justice colleagues to improve efficiency and reduce waste.
- Refresh the stakeholder strategy to have a wider reach across legal and voluntary organisations. This will include clear signposting to CICA, more outreach work and enhanced communication strategy.
- Further explore opportunities for digital information sharing with police and medical experts to streamline information gathering.
- Work in partnership with HMCTS to support CICA customers proceeding to the appeals stage.

MEASURED BY:

Achievement of efficiency through shared services and reduced waste

Representative feedback to be collected via our extended digital service from October 2017

Improved response times to secure police reports of crime and medical records

Be accountable for the service we provide
and the public funds we spend



2017/18 BUSINESS PLAN

We will:

- Continue to develop our work flow strategy to support improved timescales for new applicants whilst keeping a focus on resolving existing claims.
- Continue to improve our workforce planning strategy to optimise staff resources, skills and capability.
- Establish strong and effective working relationships with our new Functional partners in Ministry of Justice Finance and Digital and Technology to identify opportunities to share expertise and resources.
- Manage all continuous improvement activities to identify efficiencies over the next financial year.
- Continue to improve awareness, detection and prevention of fraudulent applications; monitor robust fraud referral process and onward escalation to police for recovery of public funds.
- Tender and manage all external contracts to ensure value for money, seeking where possible to work with other Ministry of Justice agencies to achieve shared services and reduce costs.

MEASURED BY:

Key performance
indicators:

- Decide 35% of all new applications within 6 months
- Decide 85% of all new applications within 12 months
- Reduce the volume of claims over 12 months old

Further reduce the average administrative cost per decision made

Minimise the amount lost to fraud and error



RISK

“As part of the strategic operation of our business, we are committed to managing risk on an enterprise-wide basis”

MANAGING OUR RISKS

CICA incorporates enterprise-wide risk management processes. A Corporate Risk Register is considered monthly by the Executive Management Board, and is reviewed quarterly by the Audit and Risk Committee. The Executive Management Board appoints Risk Owners and approves the assignment of Risk Managers to proactively manage individual risks. A recently formed Governance Unit takes an overview of the organisational risks and prepares risk reports for the Executive Management Board.

Two corporate risks have been identified as being the most significant for 2017/18:

1. A risk that budget availability is not matched to demand and/or not applied for the purposes intended.

CICA are working with the Ministry of Justice to ensure that budget availability is matched to demand. Our Quality and Assurance team and our Fraud and Risk teams will ensure that funds are applied for purposes intended.

2. A risk that CICA is unable to maintain required workforce levels to support delivery of organisational objectives

CICA have agreed with Ministry of Justice that we will maintain our workforce at full strength. Our People Strategy will help us continue to deliver improved engagement and staff commitment.

BUDGET AND EXPENDITURE

Both the Ministry of Justice (MoJ) and Scottish Government contribution to Resource Departmental Expenditure Limit have been agreed. Capital DEL is indicative and to be agreed by MoJ. We will continue to work closely with MoJ to ensure our expenditure requirements and budgets match. We will achieve the ongoing efficiencies arising from both the policy changes introduced in the 2012 Scheme and the CICA forward digital strategy over the period of this business plan.

Finance Overview (£m)	2017-18
Programme — compensation	147.7
Programme — other	1.8
Programme - receipts	(20.825)
Programme - total	128.675
Administration — running costs	12.306
Gross Fiscal DEL	140.981
Scottish Government contribution	17.15
Resource DEL — Net Fiscal DEL	139.481
Non-cash Resource DEL - Depreciation	1.50
Resource DEL	140.981
Capital DEL	0.89
Total DEL	141.871

The Scheme is designed to protect payments for the most seriously injured whilst ensuring that the Scheme as a whole is affordable and on a stable footing. The 2012 Scheme has achieved its aim of reducing the annual liability for compensation spend by more than £50 million per annum. However, the planned savings will not be fully achievable until the live caseload is lower than the annual intake.

Savings over 2017-21

(£m)	Year 1 (2017-18)	Year 2 (2018-19)	Year 3 (2019-20)	Year 4 (2020-21)	Total saving
In-year saving	51.3	51.3	51.9	51.9	
Cumulative savings	51.3	102.6	154.5	206.4	206.4

“We will work to match our resources to business need in the most efficient way”

GOVERNANCE AND ACCOUNTABILITY

Accountability

UK Justice Ministers
Scottish Government
Ministry of Justice Permanent Secretary
Ministry of Justice Operations Group
National Audit Office
Other Stakeholders

Controls

Legislation
Delegations
Civil Service Code of Conduct
Audit and Risk Committee
Internal Protocols
Internal Audit



Performance

Holding to account
Internal performance and reporting
Annual Report and Accounts

Strategy

Mission
Strategy and Performance Board
Performance management framework:
Plans, protocols and procedures
Strategic business plan
Personal performance plans
New Operating Model
Risk management Committees and forums
Culture



About CICA

The Criminal Injuries Compensation Scheme was set up in 1964 to compensate blameless victims of violent crime. Before 1996 awards were based on common law damages. Since April 1996, following the enactment of the Criminal Injuries Compensation Act 1995, the level of compensation has been determined according to a tariff set by Parliament. CICA was established under the Act to administer the tariff-based compensation scheme in England, Wales, and Scotland.

The tariff scheme has been revised three times since then, with the latest revisions having been approved by Parliament in November 2012.

www.gov.uk/government/organisations/criminal-injuries-compensation-authority

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