



HM Courts &  
Tribunals Service

# Reform update

## Autumn 2018





# Contents

<b>Introduction</b>	<b>3</b>
<b>Background to reform</b>	<b>4</b>
<b>Crime</b>	<b>8</b>
<b>Civil, family and tribunals</b>	<b>12</b>
<b>Cross-cutting projects and services</b>	<b>18</b>
<b>Projects summary</b>	<b>22</b>
<b>We want to hear your views</b>	<b>27</b>

# Introduction

## A warm welcome to this second issue of the 'Reform Update'.

The first issue, which we published in May, received very positive feedback from a wide range of readers – all of whom share an interest in our courts and tribunals system, as well as from the many partners we're working with on individual reform projects.

Our ambitious programme of court reform aims to bring new technology and modern ways of working to what is – and will remain – the best justice system in the world.

We know our systems and processes haven't always kept pace with the rapid technological developments in the world around us.

We know we can make justice less confusing, easier to navigate, and better at responding to the needs of the public.

And we've made a good start on the process of reform.

A lot has happened across all jurisdictions since May, including the completion and evaluation of our video hearing pilot and announcement of the estate consultation outcome. In crime, work on the digital version of the Single Justice Procedure has gathered pace. Uptake of the online services we've rolled out already, such as uncontested divorce and probate applications, continues to be high, and feedback positive.

But we know we can't make change alone; and we know that not everything we are doing is uncontroversial. We must continue to involve all those who work within the justice system, as well as those who care about it.

We will continue to share our plans, listen to users and practitioners, and work with you to achieve the best possible outcomes for all.



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### Susan Acland-Hood

Chief Executive

HM Courts & Tribunals Service

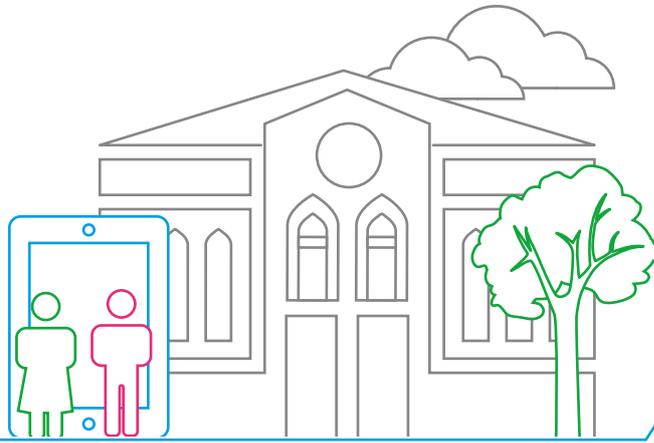
# Background to reform



The reform programme was launched in 2016 with a joint statement from the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals. They said:

**“** *The reforms will [combine] ... our respected traditions with the enabling power of technology. The vision is to modernise and upgrade our justice system so that it works even better for everyone, from judges and legal professionals, to witnesses, litigants and the vulnerable victims of crime. When they have to engage with the system, we want everyone to have available to them the finest justice system in the world.*

**”**



## Why is change needed?

*HMCTS is responsible for the administration of criminal, civil and family courts and tribunals in England and Wales – and non-devolved tribunals in Scotland and Northern Ireland. We handle about four million cases a year, operate from around 350 courthouses and hearing centres and employ more than 16,000 people, most of whom are frontline, operational staff.*

Our people are dedicated, hard-working and deeply committed to justice. But the systems and processes they work with are labour-intensive and sometimes counter-intuitive.

Our reform programme spans the full range of our work and is undeniably ambitious. There are more than 50 distinct projects (outlined in the projects summary on page 22) working across all jurisdictions (in criminal, civil, family and tribunals), and we are investing more than £1bn over six years. This is an historic opportunity to make a system we care about deeply work better.

But it will not – and should not – happen all at once, and it needs discussion, debate, involvement and evaluation to keep us true to the central guiding principle, which is that we should put the person using the system at the centre of the way it works.

We often lack a simple way of dealing with what is – or should be – a simple thing. Our systems don't help distinguish what is straightforward from what is complex or significant; and even once that distinction has been made, systems designed for paper don't adapt well to the digital age.

Navigating even the most common court processes can leave many bewildered or excluded. 98% of divorces are uncontested, but before we created our digital divorce service, 40% of the divorce forms we received were incorrectly completed and had to

be sent back. This happened because the system was designed around the people who drafted or operated the rules and legislation and not the public who need and use the service. Without making any changes to underlying divorce law, the digital service has cut that return rate to under 1%.

This shows the potential for a system where effectiveness for the individual citizen and efficiency for the taxpayer go hand-in-hand. Designing our processes around the citizens who need them makes the system less forbidding, more considerate of others' time and convenience, as well as more efficient.

In doing so we will continue to uphold the principle of open justice, which is vital to the justice system. For example, fully video hearings (which involve all parties taking part using video technology) must and will be no less open than those held in a physical court room; and wherever we can, we will explore the potential of technological and other opportunities to increase openness and transparency.

## Who we are working with

HMCTS occupies a unique constitutional position, reporting to the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals through an independently chaired Board. The way we operate is set out in our [framework document](#). It goes without saying that providing effective support to an independent judiciary is at the heart of what we do.

**Judges** are part of the governance of HMCTS, reflecting this position, and this is repeated in the governance of the reform programme. As well as forming part of the decision-making structure, we have the privilege and benefit of having judges working with us on many of our individual projects and programmes.

We are also working collaboratively – at both an individual project and an organisation-wide level - with a range of stakeholders to design and deliver reform.

We undertake regular engagement with **legal professional bodies** such as The Bar Council, The Law Society and CILEX at both Chief Executive and policy levels. These bodies are also working collaboratively with us to ensure practitioners' views are considered in the development of proposals and design of reformed services.

Over the past year, we have hosted eight reform engagement events attended by over 200 legal professionals and, in September 2018, we [announced plans](#) to host a series of face-to-face and online events organised by jurisdiction and topic.

We have also been engaging a range of other stakeholders, including representatives of **public users**, to better understand their needs. We regularly engage this audience by bringing together HMCTS staff and people who use our services through forums that focus on victims, witnesses, young people, and defendants among others. Last year, we held an engagement event in the Ministry of Justice HQ that brought 150 public users groups together to engage on reform. A follow-up event is being held this November.

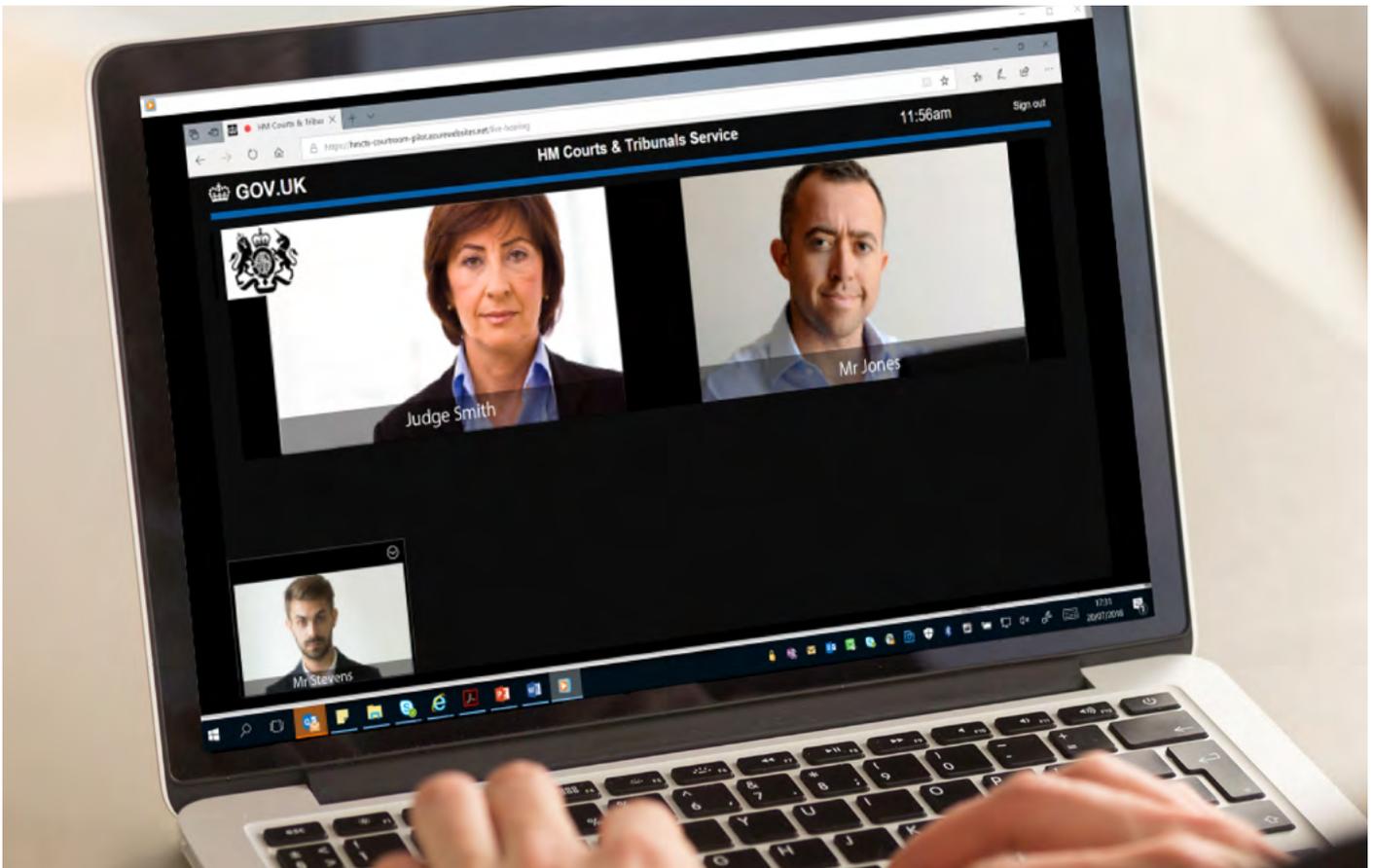
The successful delivery of the reform programme is highly dependent on having effective engagement with **partner organisations** within the justice system and **other government departments**.

Our Social Security and Child Support project is working closely with the Department for Work and Pensions (DWP) so that they can share evidence with us digitally. Recent start-up events for public family law reform and immigration have closely involved the relevant government departments, local authorities and third sector organisations.



The Crime Programme is jointly led with the police and the Crown Prosecution Service (CPS); but we are also working with HM Prison and Probation Service (HMPPS), the Legal Aid Agency (LAA), the Youth Justice Board (YJB), the criminal defence community, and many others.

The early launch of user-focused online services has drawn very heavily on research and testing with **members of the public**, while our 'One Conversation' programme gives time and content to allow all **HMCTS people**, led by their managers, to ask questions and think about what reform means for them.



## Progress

During the **first phase** of the reforms, we focused on testing the basics behind the plans:

- testing early digital services (versions of the divorce, probate and online plea services, for instance);
- started to create national teams to deliver more consistent service (such as call handling);
- put in infrastructure (including more Wi-Fi);
- started less visible, but important work to prepare for the next phase (procurement work, location analysis, leases for buildings, demand modelling, design work and so on).

In the current **second phase**, we are starting to make these first services available to more people:

- starting work on their equivalents in other parts of the system (public family law, for example);
- building 'enabling' services (such as video connections and technology to support listing);
- standing up more national ways of working that give the public more responsive and consistent service (such as case tracking and answers to questions about what will happen next).

The reform programme is wide and complex. On the following pages, we set out three overall strands to illustrate the main elements of the programme:

### Crime:

*What we are doing to change the way the criminal justice system operates.*

### Civil, family and tribunals:

*What we are doing across the civil, family and tribunals jurisdictions to support the resolution of cases fairly and speedily.*

### Cross-cutting projects and services:

*What we are doing across jurisdictions to improve underpinning systems and processes.*

# Crime

Our ambition is to provide smarter, more joined-up and streamlined processes to deliver better criminal justice for all.

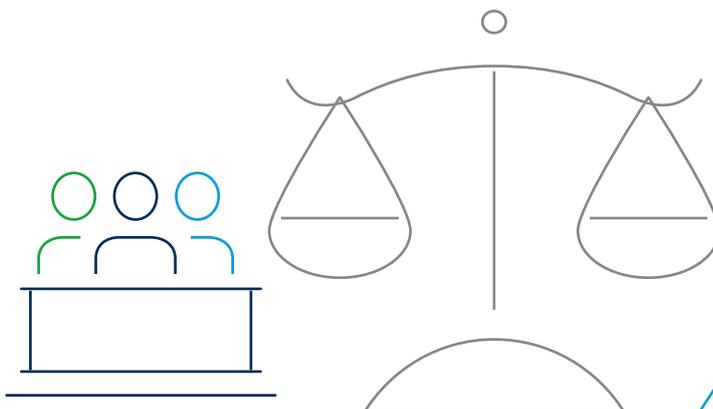
We will support digital working throughout the criminal courts; enable all participants in the criminal justice system to work from the same information to reduce duplication of effort; and introduce more consistent working practises. We will improve efficiency and accessibility and deal differently with things that don't need to be in court.

## We have already...

- Introduced the ability to **plead online** for low-level offences (those currently dealt with by letter), increasing the proportion of people who respond, and rolled this system out across all police forces for traffic offences, and across London, for Transport for London (TfL) fare evasion prosecutions.
- Developed a new digital system for **summary non-imprisonable offences being heard by a single justice**, now being used to process over 500 TfL cases each week.
- Set up an **online rota system**, now being used by all magistrates, speeding up scheduling of court sessions.
- Removed the need for a physical court file in the magistrates' court. Sentencing information is now published on the **case management system** in real time, direct from the courtroom and shared with other criminal justice agencies.
- Put in place the **digital case system** in the Crown Court, moving us away from paper bundles and saving us from printing over 68 million pages of paper. Stacked, that's higher than Mount Fuji.
- Started to build the **Common Platform** – which goes beyond this to connect the police, CPS and courts seamlessly – and begun to test the first piece of this on real cases in Mersey-Cheshire CPS and Liverpool Crown Court.
- Potential jurors can now confirm their availability, request a different date, or authorise someone else to respond for them [online](#), meaning they no longer have to fill out and post cumbersome paper forms.

## Over the next 18 months, we will...

- Build on the work to digitise the single justice process in Lavender Hill and online pleas for TfL fare evasion cases to include **TV Licensing and DVLA** cases. This will enable greater numbers of high-volume, low-level offences to be dealt with more efficiently.
- Extend the functionality of the **Common Platform** in Liverpool, including the type and number of cases passing through it. Legal professionals will have **early access to details of their clients' charges and initial case material online**. Work will also start to plan the extension of the system into other Crown Court centres and magistrates' courts, initially dealing with cases referred from the Single Justice Procedure.
- Further test the use of **video hearings** for remand hearings and in support of case progression where appropriate.
- Look at how we can improve represented defendants' ability to indicate their plea online and **more efficiently allocate cases** to the appropriate court (subject to legislation).
- Build further functionality for the Common Platform to support **more sophisticated case progression** across the criminal justice system to help ensure that when a case goes to court the hearing is effective.



## Crime projects

There are 11 projects included in the crime reform programme, which we have detailed below. The full list of projects is included in the projects summary on page 22.

### Projects supporting summary justice

The **Single Justice Service (SJS)** contains all services delivered by the magistrates' court which can be considered by a single magistrate. It builds upon the implementation of the Single Justice Procedure (SJP), introduced to process some 850,000 summary non-imprisonable cases per year; this involves working with prosecutors, including TV Licensing, TfL, the DVLA, the police and other non-police prosecutors such as local authorities. The purpose of the SJS is to deal more proportionately with the least serious offences, to which the majority of defendants either do not respond or plead guilty, and which almost exclusively result in a financial penalty. Subject to legislation, this may include the ability to accept a statutory fixed fine online for the most minor offences (in which case the implications of doing so will be carefully and clearly explained). The option for a hearing will remain.

The SJS is underpinned by a digital system known as **Automated Track Case Management (ATCM)** and is supported by the Single Justice Service Centre (SJSC). So far, the service is live for cases prosecuted by TfL. TfL can upload their cases onto ATCM digitally; and the single magistrate can adjudicate the case with the support of a legal adviser – all on a digital platform without the need for paper. This is also the system of record for resulting, which means there is no longer a need for re-keying results into a separate system. Those who plead not guilty have the case transferred for a hearing in the magistrates' court. Since 12 April 2018, defendants have been able to plead online if they choose to do so (rather than on paper). The SJSC team based in Stoke takes calls from defendants and help those who would like to plead online to do so.

The ability to plead online builds on the experience of the **'Make a Plea'** service, which has been live since August 2014, for defendants involved in summary non-imprisonable motoring offences, such as speeding and having no insurance, and has been rolled out to all 43 police forces. During 2017, over 83,000 pleas were registered through this service and we are now receiving around 1,600 pleas online each week.

**Make a plea**

ALPHA This is a new service - your [feedback](#) will help us to improve it.

### Make a plea for an offence

Use this service to plead guilty or not guilty online.

You must be either:

- the person charged with the offence
- an official representative of the company charged with the offence

**Help and Advice**

If you think you shouldn't have been prosecuted contact Transport for London

Telephone: 020 7027 9158

Email: [IAP@tfl.gov.uk](mailto:IAP@tfl.gov.uk)

**Legal Advice**

You can get help from

### Make a plea for an offence feedback

*"It's very useful to be able to do it online and not have to go through the hassle of the postal system. The layout was clear and everything had a useful explanation with it."*

– User

**GOV.UK** Search

Home > Crime, justice and the law > Courts, sentencing and tribunals

### Make a plea for a traffic offence

Use this service to plead guilty or not guilty to a traffic offence.

You must be either:

- the person charged with the offence
- an official representative of the company charged with the offence

This page is also available in [Welsh \(Cymraeg\)](#).

[Start now >](#)

**Related content**

Explore the topic: [Courts, sentencing and tribunals](#)

Elsewhere on the web: [Legal help and advice](#)

### Make a plea feedback

*"Perfect, if only all government and other services worked like this!"*

– User

Find out more about the ['Make a Plea'](#) service.



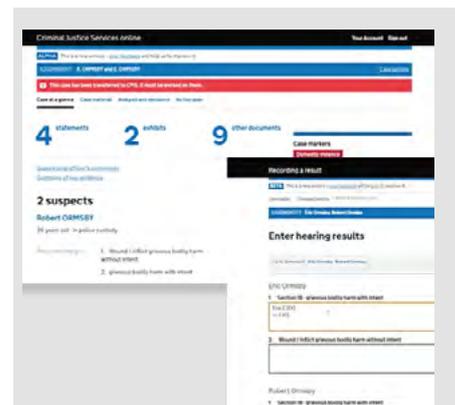
## Projects supporting hearings in the magistrates' and Crown courts

For other cases, we have set out at a headline level a new model for how the criminal jurisdiction will operate in future, and have divided it into a number of projects to lead the detailed design and implementation of the relevant elements. The model is now being developed in collaboration with the judiciary and with partner agencies across the criminal justice system, as well as through engagement with the professions.

- **Online plea and allocation:** This aim of the project is to make it possible for represented defendants (through their legal representative) to indicate a plea online, before coming to court; and for decisions on allocation to be taken outside the courtroom where that is appropriate. The aim is to support earlier engagement with the court and swifter allocation of cases, and to free up courtroom space and time currently used to hear pleas. Subject to legislation, the project will also enable indictable only cases to go straight to the Crown Court without the need for an unnecessary hearing in the magistrates' court. The project will ensure that defendants are guided to access appropriate legal advice, and assisted digital support will also be available.
- **Case progression project:** Working in collaboration with the judiciary, this project aims to ensure all activities required to achieve an effective trial or sentencing hearing in the magistrates' and Crown courts are carried out by the participants to the case in advance, and that trial and sentencing hearings can go ahead as planned. It builds on the recommendations of the [Leveson report on criminal justice efficiency](#) and will enable some case progression activity to take place outside the courtroom through online, audio and video channels. These channels will be available alongside the existing in-court option and will be used at the discretion of the judiciary. It will also allow earlier access to material and easier visibility of what has and has not been done.

- **Court hearings project:** This project is specifically focused on trials and sentencing hearings in both the magistrates' and Crown courts. This project will ensure that criminal trials and sentencing hearings are enabled by the right technology and physical environment in the courtroom to ensure the smooth running of the hearings on the day, building on the increasing use of technology that we see already in the criminal courts. The project will also deliver quicker and more reliable sharing of results from hearings to all parties.
- **Video remand hearings:** This service aims to transform the way in which hearings for defendants held in custody could be administered in the future, and ultimately enable suitable proceedings to be held fully by video (in other words, with the option of not just the defendant, but others appearing by video, subject to judicial agreement and discretion). The aim is to reduce the amount of time defendants are held in custody without a judicial decision, particularly the number of defendants held overnight, and to reduce unnecessary journeys. It is also an opportunity to improve processes around those appearing on video from the police station now, including improving access to early legal advice.
- **Youth project:** This project will look specifically at the needs of children and young defendants to ensure that we do not apply adult processes to children, but instead look at each stage of the process and shape a version of it that is appropriate for young people, with the right safeguards and enhancements. The project will support the wider aims of the youth justice system to ensure access to justice, prevent re-offending and contribute to maintaining the safety and well-being of children and young people going through the youth justice system.

All these service projects will be underpinned by the digital infrastructure known as the **Common Platform**, a shared system between the police, HMCTS and CPS and accessible by participants across the criminal justice system. This will allow earlier access to the **Initial Details of the Prosecution Case (IDPC)** for legal professionals; better handling of multimedia; a single, shared view of cases; and direct transmission of case results to those who ought to know.



## The Common Platform feedback

***"Our experience of the [test] has been really positive. The user experience has been overwhelmingly good – screens are easy to navigate and intuitive."***

– User

We are keen for your feedback and your involvement, either at our showcase sessions or as volunteers for testing our new service. If this interests you then please contact us at: [changesomethingthatmatters@justice.gov.uk](mailto:changesomethingthatmatters@justice.gov.uk).

# Civil, Family and Tribunals

We are developing a range of digital services to support the resolution of civil, family and tribunals cases fairly and speedily, and give new routes to justice which will in time comprise the 'online court'.

## Civil

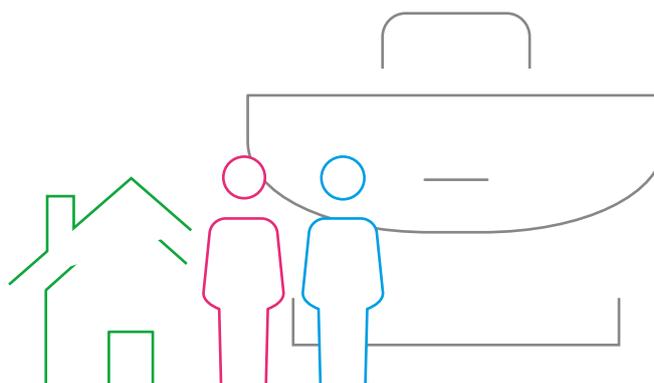
In the civil jurisdiction, existing processes can be protracted, inefficient and costly. We will create a system that enables people to manage and resolve a dispute fairly and speedily. This will involve more mediation and fewer hearings. It will involve simpler processes and online routes into and through the courts – providing good quality digital systems to support the civil system, which at present is very paper-heavy, and allowing the kind of digital working in civil courts that legal professionals and others have become used to in the criminal court.

### We have already...

- Created a system allowing online issue of, and response to, **online civil money claims** under £10,000 for litigants in person, and made it widely available in 'public beta' in March 2018. So far over 25,000 claims have been issued.
- Created a system allowing **online issue** by a small group of legal representatives. This is allowing us to test and develop functionality to meet users' needs before it is rolled out.
- Added an **online settlement tool**, to allow people to get redress quickly and simply.
- Completed activities to understand the needs of our users and develop ideas to improve the current **civil enforcement** service. We have visited a small sample of users to understand their systems, the difficulties of the current service and what works well. We have also held a one-day external event to gather views and understand future opportunities.

### Over the next 18 months, we will...

- Expand our online **civil money claims service** – and the legal representatives' version of it - so it can be used by everyone. We will continue to add sections to the service, building it out so that in time it supports cases going to hearing as well as those settling beforehand (which will also allow us to operate paperless civil courts).
- Set out in more detail what we will do through the **civil enforcement** project and create and test new ways of working to improve the current service.
- Start a project on **possession** in October 2018. Early opportunities have been identified to **simplify** the process for possession cases, improve **engagement** between parties and HMCTS and **digitise** the end-to-end service for all claims, providing support for users that need it.



## Civil projects

Four projects make up our civil work, including:

- **Online Civil Money Claims:** This project started by developing a digital service that allows users to resolve civil money claims in a simple, accessible and proportionate way. In August 2017, we launched a controlled test where users were invited to use the new online service and by March 2018, 1,500 claimants issued claims within it. Over 80% of those users, including claimants and defendants, told us the service was very good and easy to use. Further evidence suggests that the online system has improved access to justice, with engagement from defendants being higher than in the traditional civil money claims service. We used feedback to keep improving the service, and opened it up to all users on 26 March 2018. As well as allowing issue and defence of claim, the system allows without-prejudice offers to be made and accepted (and constructs agreements based on these offers and acceptances). 90% of users of the service since March have been satisfied or extremely satisfied with the new service.

We also have a version of the system designed to support legal professionals who are managing multiple claims on behalf of their clients, currently being tested with 10 firms, and which will be rolled out later this year. Our next steps will be to build further stages of the system, allowing more online negotiation and settlement; upload of evidence; giving judges the facility to decide cases 'on the digital papers' but also to ask questions and seek clarification from parties; as well as providing the digital underpinnings for cases going to and through hearings.

- **The Royal Courts of Justice:** This project will deliver a digital case management system for the civil jurisdictions of the High Court and Court of Appeal, Upper Tribunal, the Employment Appeal Tribunal, Regional Business and Property Courts and District Registries. As with the county court jurisdiction this will enable claims to be issued and responded to and cases managed by the court digitally. We will also improve the hearing stage of the service by enabling evidence and e-bundles to be uploaded and shared digitally and presented digitally at hearings. The project began in June 2018 and aims to deliver the new case management system to 2 of the jurisdictions this year.
- **Civil Enforcement:** This two-and-a-half-year project which began in January 2018, aims to improve civil enforcement to deliver better information and increase the likelihood of successful enforcement. The project is currently focusing on understanding user needs and identifying opportunities to improve the service. This includes looking from first principles at how the process should work, as well as providing a digital system to increase efficiencies. The project is at an early stage, and we welcome input and involvement in support of the design, and will want feedback on our early conclusions and test products over the coming months.
- **Possession:** The shorthand tenancy possession claim process will be made digital. As a first step, administrative processes will be improved, automated and streamlined to make them more efficient and reliable. The project will start formally in October 2018, and we welcome input, suggestions and involvement in helping to design a better possession process.

## Online Civil Money Claims feedback

***"A claim was lodged on-line at 14.02 and had been paid by 16.00. That is the sort of service we should be providing to the public."***

– Lord Chief Justice

***"Very good site, easy to understand and complete."***

– User

Find out more about [online civil money claims](#).



## Family

There has been much change in the practice and administration of family justice in the last five years. The family area of the reform programme is focussed on building on those improvements by making the system easier to understand and navigate, which in turn ensures that it better meets the needs of the people who use it and is more efficient as a result. This includes new technology for the family court to make the system simpler and more efficient for everyone; improvements to the court estate; and enhanced case officer/legal adviser functions to make best use of judges.

### We have already...

- Begun a new project on **family public law**. The project has passed its first phase and moved into the next phase known as private beta. This involves testing an online application form with local authorities. The project will also continue to work with judiciary and legal professionals on testing prototypes to store and share case documents with parties.
- Started to progress the **adoption project**, holding internal and external inception events. The project has now moved into 'discovery phase' where we will start to meet our users to research their needs and suggestions to help set the direction for the rest of the project.
- Built a system that allows **online applications for divorce**, and rolled it out nationally in April 2018. During private beta, and since opening the service up to the general public, we have received 13,767 applications (as at 14 September 2018).
- Launched a similar service in private beta for **applying for probate online**, with very positive feedback. To date, the service has received 3,862 applications with just over 3,198 grants of probate having been issued.
- Introduced **Help with Fees**, which has made it far easier for people to check whether they can get help, reducing the number of applications that are sent back and saving £1m a year.

### Over the next 18 months, we will...

- Introduce seamless digital working within the **family public law** project so that evidence can be submitted and shared electronically and cases can be managed much more securely and effectively. This will help us to test and develop a core document management system for the family courts that can then be extended. It will also enable in-court digital presentation of evidence.
- Continue developing the digital end-to-end service to enable individuals and/or legal representatives to make an application for **adoptions**.
- Extend our systems for **divorce and probate**, adding more features and making the probate system available to everyone. The divorce system will be extended to cover **financial remedy** and there will be dedicated versions for solicitors allowing them to manage multiple cases. This is currently being tested with a small group of solicitors.
- Start developing systems and processes to enable **private family law** litigants to initiate and manage their cases online.

## Family projects

There are six projects included in the family reform programme, including:

- **Online divorce:** This project aims to deliver a transformed national end-to-end digital service for individuals and their legal representatives to make an application to legally end their marriage or civil partnership and resolve associated financial issues. The first stage – supporting applications for uncontested divorce, and allowing digital upload of marriage certificates – was rolled out nationally from 30 April 2018 and we have received 13,767 applications (as at 14 September 2018). Fewer than 1% of applications have contained errors that meant they needed to be resubmitted, compared to over 40% of the old paper forms. We are now testing an online system, to be used by legal representatives, for Financial Remedy consent orders. We are working with a small group of solicitors, with administration provided by the South West Divorce Unit in Southampton at the initial stage.
- **Online probate for personal applicants:** This project aims to provide a digital, user-designed application form and a new case management system to actively manage probate applications. The project will create a simpler, digital process for users, as well as reducing the cost and time spent processing applications. To date the service has received 3,862 applications with just over 3,194 grants of probate having been issued.
- **Family public law:** This project will make the public law process more efficient, ensuring the court, parties and their representatives have access to the right information, at the right time, to help decide the best outcomes for children involved in public law cases. In particular, it will allow evidence to be submitted and shared electronically and cases can be managed much more securely and effectively. It will also allow orders to be written and produced in real time in court (in many cases), meaning that everyone leaves with immediate clarity on what has been agreed. The first parts of the new system to be developed are now being tested. To get involved and learn more please contact the team at [public\\_law\\_and\\_ado@justice.gov.uk](mailto:public_law_and_ado@justice.gov.uk). Find out more about [family public law](#).
- **Adoption:** Following the first stage of the work on family public law, we will now start to digitise the adoption process for both public and private law cases, again developing systems to manage these cases more securely and effectively. Once all the parts are complete, they will fit together so that cases can move seamlessly from one to another. We hope this work will start imminently and will run alongside the public law service development.
- **Court of Protection:** This project will be to enable people using the Court of Protection to initiate and manage their cases online. This work will begin in Spring 2019.
- **Private Family Law:** We will then move to develop and implement systems and processes to enable private family law litigants to initiate and manage their cases online – again, fitting together seamlessly. We expect to begin this work in Summer 2019.



### Online divorce feedback

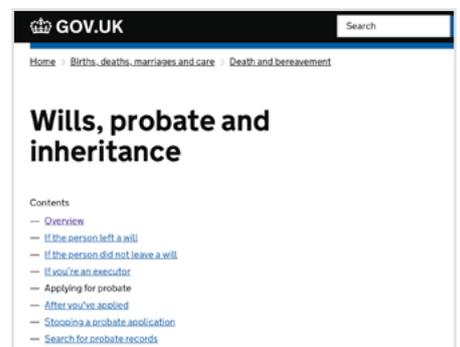
***"The online divorce [test] has been a triumphant success and shows, to my mind conclusively, that this is – must be – the way of the future."***

– Sir James Munby, President of the Family Division

***"Marvellous, pain-free and less stressful than the paper form."***

– User

Find out more about [online divorce](#).



### Online probate feedback

***"Really easy to complete... one of the most user-friendly websites around."***

– User

***"Brilliant idea and a much better way to process this sort of information. Thank you."***

– User

Find out more about online [probate services](#).



## Tribunals

We will create simpler processes and online routes into our tribunals, allowing people to manage and resolve disputes fairly and speedily. This will include providing tools that support online dispute resolution and 'continuous online hearings', with helpful interfaces for judges to communicate directly with parties; and further development of the roles of case officers, working in support of the judiciary.

### We have already...

- Introduced a system allowing **online appeals to the Tax Tribunal**.
- Developed a system that allows appellants in Social Security and Child Support to **track their appeal online**, and receive text and email alerts letting them know what is happening, and made this available nationally.
- Made it possible for social security and child support appellants to **submit their appeal online** and tested this in the Midlands and the South East.
- Introduced **caseworkers**, working under judicial supervision to carry out routine tasks previously undertaken by judges.

### Over the next 18 months, we will...

- Extend the ability to **appeal online** in the Social Security Chamber nationally.
- Introduce a similar ability to appeal online, and track appeals for the **asylum and immigration tribunal**.
- Build an **evidence share function** between HMCTS and other government departments to allow for the efficient transmission of appeals and case bundles.
- Test and introduce a system for continuous online resolution into the Social Security and Child Support Tribunal to allow appellants to participate in **online hearings**.
- Test the use of **screens and laptops** in certain tribunals to allow hearings to be undertaken without papers.
- Expand the use of tribunal **case workers** across a number of jurisdictions.

## Tribunals projects

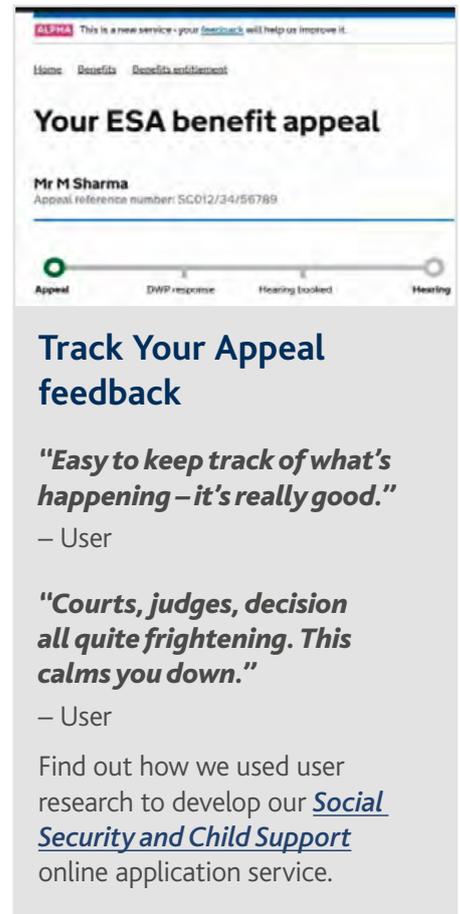
There are five projects included in the tribunals reform programme, including:

- **Social Security and Child Support (SSCS):** We have begun by developing 'Track Your Appeal' - an online tracking tool which allows users to track the progress of their appeal against the key stages of appeal received, response received, hearing booked and decision. The user is also able to sign up to updates by email and text messages which notify them about progress and provide focussed links to supporting information. The service is currently available to all users in England and Wales who have made a Personal Independence payment (PIP) appeal since 1 March 2018 and have opted for an oral hearing, as well as some Employment and Support Allowance (ESA) appeals in North West England. As at September 2018, 2,391 users have signed up to the new service.

We then developed 'Submit Your Appeal', which allows appeals to be submitted online (we started with tracking rather than submission because that is what users told us they wanted most). 'Submit Your Appeal' is currently available to users making a PIP appeal who live in the Midlands, South East England, Greater London, North West England, North East England and Yorkshire/Humber areas. It is being tested and refined based on feedback and will roll out nationally in England & Wales in late 2018

The next stage is the development of software to support 'continuous online hearings', allowing judges and panel members to ask appellants and the DWP questions and get responses (which can be typed, or provided through audio or video recording) to allow them to make decisions. We will also develop systems that allow cases to be supported digitally through a hearing, allowing paperless working as their appeal is submitted.

- **Immigration and Asylum Chamber (IAC):** This project is focussed on delivering an efficient and transparent Immigration and Asylum tribunal service that is simple, fair and accessible for everyone using it. It will build on the developments made and lessons learnt for the Social Security and Child Support Chamber, and will similarly enable cases to be resolved online where that is appropriate, as well as supporting the use of video and face-to-face hearings.
- **Upper Tribunal:** This project is focussed on new digital ways of working across the Upper Tribunal (and is the same project as described in the Royal Courts of Justice civil section, above).
- **Employment Tribunals:** This project will use a combination of the tribunals and civil money claims models to develop a new Employment Tribunals service that works better for those who use it. Because we expect this to draw on earlier civil and other tribunals projects, we have planned this for later in the programme, and expect to start work in 2020.
- **Specialist Tribunals:** This project will establish new ways of working across the specialist tribunals, developed on a tribunal-by-tribunal basis, but re-using elements of what has been developed for SSCS, IAC and others where that works to provide a good service quickly. Again, this has been planned for later in the programme to enable it to learn from the earlier projects, and it will start in 2020.



This is a new service - your [feedback](#) will help us improve it.

Home Benefits Benefits entitlement

## Your ESA benefit appeal

Mr M Sharma  
Appeal reference number: SC012/34/56789

Progress bar: Appeal (0%), DWP response (25%), Hearing booked (50%), Hearing (75%)

### Track Your Appeal feedback

**"Easy to keep track of what's happening – it's really good."**  
– User

**"Courts, judges, decision all quite frightening. This calms you down."**  
– User

Find out how we used user research to develop our [Social Security and Child Support](#) online application service.

# Cross-cutting projects & services

This area of the reform programme will improve systems and processes across jurisdictions, supporting modern ways of working.

## We have already...

- Installed **Wi-Fi** in over 98% of our courts and tribunals and have over 80,000 professionals accessing Wi-Fi in our courts each week. Wi-Fi rollout to three remaining CFT courts will complete in the next few months and the RCJ is due to be completed in Spring 2019.
- Announced Stoke on Trent and Birmingham as the first two locations for new **Courts and Tribunal Service Centres** which will greatly improve our administration and give faster, better guidance and help both to the public and to professional court users.
- Completed our organisational design and job design and commenced our internal selection process for staff to take up roles in these first two CTSCs.
- **Consulted on a new estates strategy** and raised over £122m from the sale of court buildings which we did not need, all of which has been reinvested into modernising our services and making it easier for people to access justice.
- Tested **fully video hearings** with legal professionals in the Immigration and Asylum Chamber for simple case management hearings and completed the first small scale pilot in the Tax Chamber. The test enabled participants, including members of the public, to join a video hearing from their chosen location via their own computer, with no need for specialist technology. The pilot has been independently evaluated.
- Announced a partnership with the charity Good Things Foundation to pilot the **face-to-face assisted digital service**. Where someone needs a higher level of support to engage digitally, they will be offered a face-to-face appointment in one of the Good Things Foundation Online Centres, which include libraries and other community hubs. There is no charge to the end user for this service. We are trialling this service, alongside the first tranche of digital services entering public beta, across a restricted number of Online Centres (9 increasing to 20).

## Over the next 18 months, we will...

- Finish installing **Wi-Fi** in the last few buildings and upgrade Wi-Fi in those courts where we need more bandwidth; and install screens for the judiciary, witnesses and litigants in person that will support digital working.
- Refine our **estates strategy** based on the responses to our consultation, setting out the principles we will apply when we make decisions about the future court estate. We intend to publish the consultation response document in late 2018.
- Finalise our plans for our next **Courts and Tribunals Service Centres**.
- Further develop **fully video hearing** technology so that it can be made available in other jurisdictions as well as developing our support service. We will also continue to emphasise learning from our experience and improving as we go – particularly listening hard to those using our courts and tribunals, and we are working with members of the judiciary to identify the type of hearings which are suitable for further early testing.
- Design and begin to test new digital tools and new processes to support better **scheduling and listing** of cases. The tests will take place in all jurisdictions, and will feed into the design of the end solution, which will be transitioned into all reformed services.
- Develop and publish **design standards** for new buildings and courtrooms, ensuring that spaces are flexible, accessible, well-equipped and suitable for modern needs, particularly around IT infrastructure.



## Projects and services

There are 26 projects included in the cross-cutting projects and services reform programme, which we have grouped below into categories. The full list of projects is included in the projects summary.

- **Video hearings:** This project is developing fully video hearings, which will allow individuals to participate through a web browser, removing the current need for participants to access specialist video conferencing equipment to appear in court via video. We want to allow the courts to deal with proceedings – and particularly with progress and preliminary hearings – in a more proportionate, flexible and efficient way. Video hearings will reduce disruption, costs and inconvenience for time-pressed citizens, who will no longer have to travel back and forth to court, or spend hours in a waiting room to make progress on a straightforward matter; but video will only be suitable for some types of case and hearing. The final decision to conduct a fully video hearing will be taken by a judge who will only choose to use one when it is in the interests of justice for a particular case. The principles of open justice will be upheld and protected as we introduce fully video hearings.

In September 2018 an independent process evaluation was carried out during a video hearings pilot in the tax tribunal and the results were [published on GOV.UK](#).

- **Scheduling and listing:** This project will design a digital tool and form new processes for supporting the administration of scheduling and listing. This will increase efficiency, reduce delays and make it easier and quicker for our listings officers to perform their role. Court users can have competing needs – which is why listing is often thought of as more art than science. Judicial control of listing will remain sacrosanct, but a better underpinning system will make it easier to collect and manage a wide range of information about needs and availability, and give us better data about how successfully lists are balancing competing demands, which can in turn be fed back into good practice, and help us to work more efficiently.
- **Operating hours:** We have proposed a series of tests to examine the feasibility of different operating hours, testing different models in different jurisdictions. The project includes an independent evaluation to assess the impact for all participants and the costs and benefits across the justice system. If the tests suggest different hours could improve access to justice, they may allow us to use some of our buildings and space more effectively. We have recently spent time listening to views on this proposal, which has been controversial, and are currently carefully considering those views.



### Video hearings:

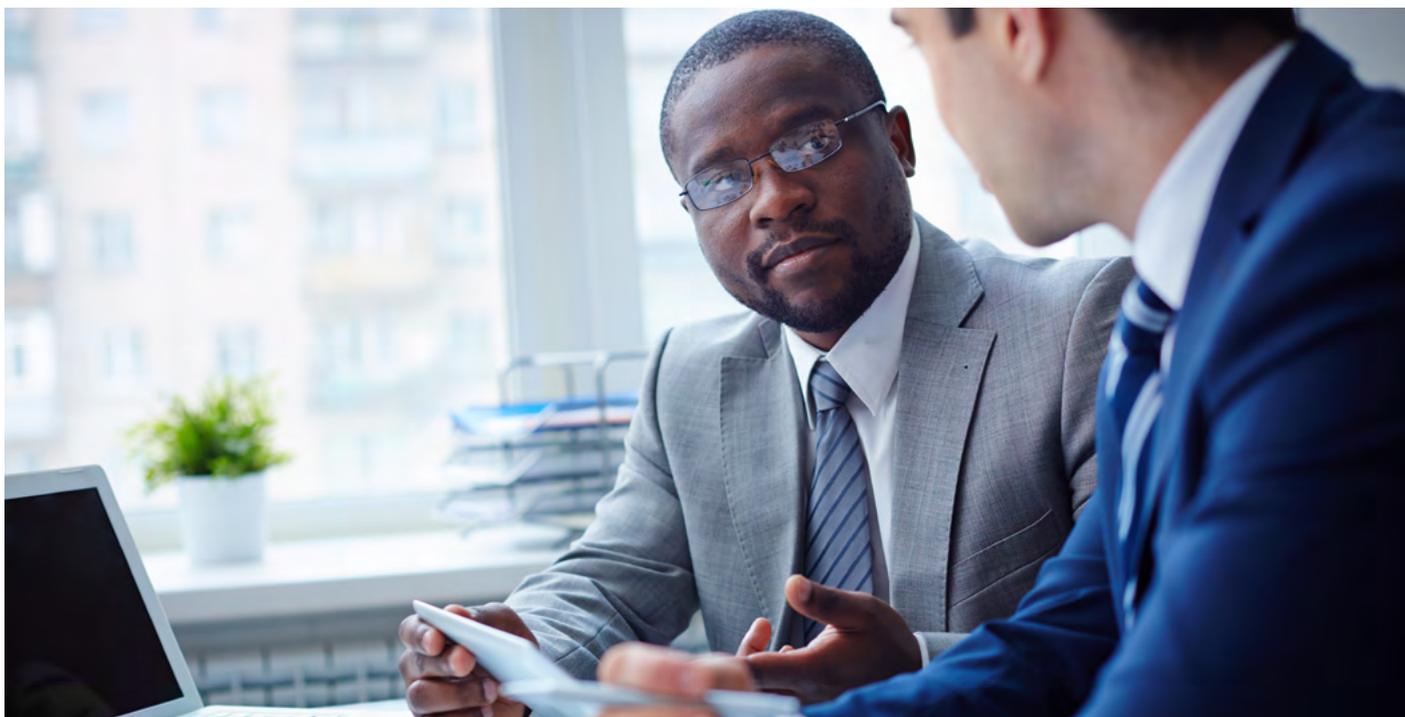
***"It is a major benefit to the client that they don't have to pay for a lawyer to go physically to the court and bear the cost of travel and waiting. The other great potential advantage is that the court might be able to be more efficient and deal with more cases."***

Michael Hanley  
Senior Partner, Wilson Solicitors

***"What I was pleased to see and impressed with was the clarity on the screen and that in this version it was easy to see who the parties were."***

Judge Campbell  
Resident Judge, Taylor House  
Tribunal and Hearing Centre

Find out more about [video hearings](#).



- **Assisted digital:** This project is defining and developing the new assisted digital services. We have no plans to mandate the use of digital channels for public users and people will still be able to use paper if they prefer it. However, our aim is to create digital services that are so intuitive and easy to use that most people will choose to use them; and to give good-quality help to those that need it. This means that assisted digital support offered to users will be tailored to their needs and abilities, and focused on allowing otherwise digitally excluded users to use digital systems with confidence. Support will be by telephone, webchat or face-to-face, and will follow the same business rules as elsewhere in HMCTS - we will not offer legal advice, only assistance with the process (though we will signpost to legal advice and support where that's what's needed). Our assisted digital services are being designed with extensive user research and user testing by real end users in each service. We have also engaged with external organisations including Citizens Advice, the Equality and Human Rights Commission, Disability Rights UK, AGE UK, and more.  
  
We have partnered with the charity Good Things Foundation to deliver the face-to-face assisted digital service. Good Things Foundation is a registered charity that specialises in digital inclusion. The foundation delivers its programmes via an Online Centre network of local community partners, including libraries, Citizens Advice offices, and community hubs. Their local networks allow excellent reach and they work with a variety of partners who can offer specialised digital support according to need.
- **The Courts and Tribunals and Regional Tier Project; and the Courts and Tribunals Service Centres Project:** These two projects together will re-shape how we work as an organisation. Our courts and tribunals will be much more focused on supporting trials and hearings. We will continue to have court clerks and ushers in court (with no fewer of them per hearing than we have today, and in some cases, more). But their roles will change, and they will be able to support judges and users of the court in more ways as technology supports their core role. Courts and tribunals will also have listing officers where they do now, and staff to support judges, including more with delegated powers where this is agreed with the judiciary. There will also be members of staff focused on maintaining the building, and keeping the increasing digital technology in good order (and troubleshooting where necessary).  
  
Most administrative processing will move out of court and tribunal buildings, into dedicated Courts and Tribunal Service Centres, which will also be the first port of call for the public wanting information on their cases – allowing us to answer calls, emails and queries much more quickly and reliably, and developing specialisms to improve consistency and accuracy, with less vulnerability to shifts in staffing than a small court office.  
  
The first two Courts and Tribunals Service Centres, which will begin by supporting our first reformed services (divorce, probate, the Single Justice Service and Social Security and Child Support) will open in Stoke-on-Trent and Birmingham in January 2019.

- **Property:** We have always kept our estate under review and this remains true while we reform our courts and tribunals. The history of HMCTS means that in many places we have multiple buildings; and many are not where you would put a court if you were planning the system today. It is not right to view the historic distribution of courts and tribunals as a given; nor to keep underused courts open when the cost of running them could be put to better use.

In July, following a [set of consultations](#) earlier in the year, the government announced that seven court buildings that are either underused, dilapidated or too close to another will be closed. All proceeds and savings resulting from such closures will be reinvested in modernising the justice system.

We have recently consulted on the principles and approach which will guide us in taking future decisions on the estate, and will publish a response to that consultation later this year.

In addition, we are defining the standards we will use for future building design which we will apply to new buildings and when we refurbish or add courtrooms to existing buildings. The 'Courts and Tribunals Design Guide', which sets out these standards, will be published later this year. We have completed a comprehensive survey of the estate, and will use this information to prioritise our maintenance spending in future. We are also working closely with our contractors to improve performance in addressing day-to-day maintenance issues, and are preparing to re-compete those contracts to secure a better service in future.

Last year we also took forward a project to explore how we can make the most of the courtroom space (you may see this referred to as 'optimising hearing capacity'). Using the lessons learnt, we are now working with the judiciary to identify where improvements can be made.

- **IT infrastructure and digitisation:** This project ensures we have the underpinning IT infrastructure to support new ways of working. This includes completing the roll-out of Wi-Fi across the full court estate (it is already provided in every criminal and combined court, and the roll-out to civil and family courts and tribunals will finish this year). We have already started to upgrade Wi-Fi in some of the earlier criminal sites to improve the robustness of the service and increase coverage. We are also in the process of providing screens for the judiciary, witnesses and litigants in person in civil and family courts and tribunals, which will support digital working. We also have a project to provide Wi-Fi and screens in the Royal Courts of Justice.

We will provide (and improve) video-conferencing equipment in courts to support video hearings; and will 'unlock' the justice video service so that (with

appropriate security) links can be opened-up to criminal jurisdiction users on any device (allowing, for example, lawyers to have case conferences with prisoners from their chambers rather than having to use a court 'end-point'). We will also establish services to support bulk scanning and printing; improve the payment of fees and expenses to judges and tribunal panel members; and increase the level and efficiency of the collection of criminal financial impositions through improved business processes and IT systems.

- **HMCTS people and cultural transformation:** This project focuses on the skilled and dedicated people who work in HMCTS. It includes work to re-design roles; to train and develop our staff; to give more and better routes for career development and progression; to review, update and develop policies for recruitment, retention, and redeployment; and to actively and sensitively manage the significant change that will come from the reform programme, engaging people at every stage and giving them a chance to help shape the changes.

We will be a smaller organisation after these reforms. We have around 16,300 (full time equivalent) staff at present, of whom 2,100 are temporary/agency staff. At the end of the programme we anticipate having between 10,000 and 11,000. Around half will work in courts and tribunals, and the other half in Courts and Tribunals Service Centres (with a small number in headquarters or performing regional roles). Some types of role – those predominantly concerned with processing paper, or re-keying between legacy systems, for example – will no longer exist; and others will change, typically becoming more skilled and involving less repetitive, routine work (as a result of better digital systems). We are therefore working closely with people to think about future opportunities, and support them in making career choices, including developing new skills. We will provide a career transition support service available for all staff – not just those whose roles are directly affected – and will give notice of change, and good-quality support.

- **Data and management information:** Finally, we are consciously and deliberately planning the data and management information that we want our new systems to provide, and which will be the foundation of further improvement – allowing us to see much more readily where there are blockages or difficulties, and whether the things we are doing to address them are working. This shift to readily-available, real-time information about how things are working – coupled with the way we are designing our systems, which incorporates an assumption that we will want to change and improve them regularly in future – helps to make our changes future-proof by designing for further improvement. We will also make data available – in a suitably anonymised way – for researchers and academics to use.

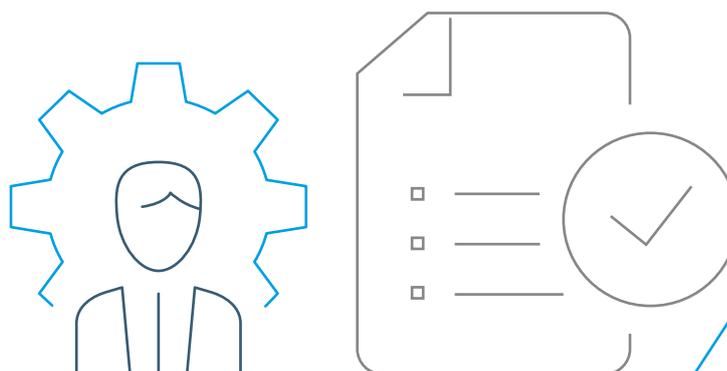
# Projects summary

There are over 50 projects included in the reform programme. These are described below with their proposed start and end dates.

## Crime

Project Name	Description	Start date	Proposed end date
<b>Single Justice Service (SJS)</b>	Expanding on the existing Single Justice Procedure. Cases involving summary, non-imprisonable offences with no mitigating circumstances can be pleaded to online and digitally passed to a magistrate for decision (or, subject to legislation, a statutory fixed fine could be accepted). The option for a hearing will remain.	28/02/2017	18/03/2020
<b>Video Remand Hearings</b> (previously Virtual Remand Hearings)	Remand hearings conducted directly from the police station/custody through video with any pre-trial work also being managed by video.	03/07/2017	28/10/2020
<b>Online Plea and Allocation</b>	Plea and allocation to take place outside the court, through a "virtual" centralised triage function, removing the need for allocation hearings. Defendants (through their legal advisers) will be able to indicate a plea online.	03/07/2017	04/03/2021
<b>Case Progression</b>	Cases will be progressed outside court by judges and authorised staff under judicial supervision. Interlocutory hearings will happen online, or via video and telephone.	03/07/2017	09/06/2021
<b>Court Hearings</b>	Improving the way court hearings work, including through better digital and video support.	03/07/2017	08/09/2020
<b>Youth</b>	Defining a clear and distinct future operating model for youths in the criminal courts within the Crime Service Model.	03/07/2017	28/04/2021

All of these projects are underpinned by the Common Platform, a shared IT system being developed jointly between the police, the CPS and HMCTS. The elements currently under development are described below. Subsequent project releases will be driven by the service projects above; these will include capabilities to support online plea and allocation and more sophisticated case progression across the criminal justice system.



Project Name	Description	Start date	Proposed end date
<b>Single Justice Services – Automated Track Case Management System (ATCM)</b>	The new digital system to support summary only and non-imprisonable cases dealt with under the Single Justice Procedure (SJP) where trials are overseen by a single magistrate. The ATCM System will be used from the prosecutor's receipt of the case in the magistrates' court through to a decision.	01/03/2016	01/04/2020
<b>Charge to IDPC</b>	Police officers can request pre-charge decisions from prosecutors. Prosecutors review the information submitted by the Police and create the initial details of the prosecution case. Once the Police confirm the defendant has been charged, Defence will be able to self-serve access to the IDPC online.	01/03/2015	30/06/2019
<b>Digital Mark-Up</b>	A court resulting tool for legal advisers and court associates in the magistrates' court, for all criminal cases. The service is a digital process to record and transmit the results of the judicial decision makers in magistrates' courts to the current case management system (Libra). It is an interim system, and will in due course be replaced by the 'full' Common Platform, which will replace Libra rather than integrating with it, and so be easier to use.	01/10/2014	01/03/2018
<b>Criminal Court End-to-End</b>	Covering case management and other capabilities to support cases to and through hearings in the criminal courts. This was initially divided into separate Crown and magistrates' projects, but they have been brought together to give a better joined-up system. The initial test, currently in Liverpool, focuses on sentencing hearings in the Crown court. Subsequent delivery will extend the services to all types of Crown Court hearings and into the magistrates' court.	01/04/2015	01/06/2019

## Civil, family and tribunals

Project Name	Description	Start date	Proposed end date
<b>Online Civil Money Claims</b>	A new online process will be used for the management of relatively simple and lower value civil disputes. The project will also automate and streamline the procedure for other civil money claims.	01/04/2016	29/11/2019
<b>RCJ Services</b>	Identifying areas of focus to improve services in the RCJ and wider High Court District registries and Upper Tribunal.	03/10/2016	30/09/2019
<b>Upper Tribunal</b>	New digital ways of working across Upper Tribunal	01/04/2019	30/09/2020
<b>Civil Enforcement</b>	Reviewing the structure of civil enforcement to deliver better information and increase the likelihood of successful enforcement. This includes increased guidance, a simplified process, and a digital system to increase efficiencies.	03/04/2018	30/10/2020
<b>Possession</b>	The accelerated possession claims process will be made digital. As an interim step, automation of administrative processes will be implemented to make processes more efficient and save money. Considerations are being given to ways of standardising the administration of possession cases.	01/10/2018	30/06/2020
<b>Divorce</b>	Delivering a transformed divorce service for people who want to end their marriage or civil partnership. This project will also reduce the HMCTS resource required to administer those cases. A digital service for applications for: divorce, nullity or judicial separation of marriage or civil partnerships, and online payment of fees.	01/04/2016	31/01/2019
<b>Probate</b>	Implementing a streamlined, digital system to speed up and simplify the process for users who apply for a grant of probate in non-contentious cases.	01/04/2016	02/01/2019
<b>Family Public Law</b>	This project will transform our public family law function to enable users, including local authorities, to start and manage cases online for all public family law and adoption cases.	02/10/2017	30/06/2019
<b>Adoption</b>	An end-to-end solution for adoption cases.	01/02/2018	31/10/2019
<b>Court of Protection</b>	People using the Court of Protection will be able to initiate and manage their cases online.	01/02/2019	29/01/2021
<b>Private Family Law</b>	Implementing systems and processes to enable private family law litigants to initiate and manage their cases online.	01/08/2019	30/04/2021
<b>Social Security and Child Support (SSCS)</b>	Establishing a new, digital process to improve the experience of appellants, allowing them to submit, track and manage their appeal online. This will include verification checks and an online listing tool.	01/04/2016	29/03/2019
<b>Immigration and Asylum Chamber (IAC)</b>	Developing the administration of the Immigration and Asylum Chamber's service so that it can adapt according to different needs of users. It will enable case resolution both online and by video.	01/12/2017	29/11/2019
<b>Employment Tribunals (ET)</b>	This project will use a combination of the tribunals authorisation and the civil money claims models to develop an ET service that can change the way it works according to what the user needs. This will include the ability to resolve cases online and by video.	01/11/2019	30/06/2021
<b>Specialist Tribunals</b>	The project will establish new ways of working across the tribunals, developed on a tribunal-by-tribunal basis.	02/01/2019	30/06/2021

## Cross-cutting projects and services

Project Name	Description	Start date	Proposed end date
<b>Video Hearings</b> (previously Virtual Hearings)	Implementing hearings in a digital environment outside traditional courts or tribunals. Developing the capacity to provide 'On the Day Management' of hearings, where the hearing attendees can be welcomed and communicated with, and can have 'side conversations' with each other, an improved telephone conferencing system will be delivered as part of the project.	01/09/2016	31/05/2019
<b>Scheduling and Listing</b>	Implementing a scheduling and listing tool and new processes to be used by court listing officers to support their work.	02/05/2017	01/12/2020
<b>Flexible Operating Hours</b> (feasibility study)	Completing a test and evaluation across a series of sites in different locations and jurisdictions to examine the feasibility of flexible, extended operating hours for hearings.	TBC	Tests will run for 6 months once a start date has been agreed
<b>Assisted Digital</b>	Providing support to members of the public (including litigants in person) who have limited digital capability or who are unable to access resources and information digitally – including web-chat, telephone and face to face support.	01/09/2017	01/03/2022
<b>Courts, Tribunals and Regional Tier</b>	Developing a new organisational design for the staff in courts and tribunals.	31/08/2017	31/03/2022
<b>Courts and Tribunals Service Centres</b> (CTSCs)	Delivering a number of centralised case administration centres for HMCTS in England and Wales by consolidating administrative activity.	01/04/2017	12/12/2022
<b>Birmingham Estates Rationalisation Project</b> (BERP)	Rationalising the HMCTS Civil, Family and Tribunals (CFT) estate in Birmingham to realise long term savings. Delivering a Birmingham CFT hearing estate that is fit for purpose and can withstand future change.	30/07/2014	30/04/2018
<b>Estates Reform Project 1</b> (ERP1)	Reviewing the utilisation of HMCTS estates and removing surplus capacity.	01/09/2015	29/06/2019
<b>Estates Reform Project 2</b> (ERP2)	Assessing the potential for further consolidation of the estate as reform is delivered.	01/08/2016	29/04/2022
<b>Camberwell Green Project</b>	Managing the transfer of work and the sale of Camberwell Green Magistrates Court.	01/06/2015	31/03/2020
<b>The Court and Tribunal Design Guide</b>	Defining the principles and standards upon which HMCTS will base future building design. This will be published in Autumn 2018.	01/06/2016	31/11/2018
<b>Facilities Management Re-procurement project</b>	Facilities Management and security service for the HMCTS Estate that support operational business-as-usual, while also supporting the delivery of the reform programme.	1/10/2017	1/11/2019
<b>IT Infrastructure – Screens</b>	Implementing screens for the judiciary, litigants in person and witnesses' screens in civil and family courts and tribunals.	31/07/2018	31/11/2018
<b>IT Infrastructure – Wi-Fi</b>	Delivering Wi-Fi in all courts and tribunals (95 have been completed out of 111). Upgrade of HMCTS Wi-Fi in crime sites.	18/07/2016	1/12/2020
<b>IT Infrastructure – Video Hearings (VH) Hardware</b>	Providing video conferencing equipment in Courts and tribunals to support video hearings.	19/04/2017	31/12/2020
<b>IT Infrastructure – RCJ Wi-Fi and Screens</b>	Implementing Wi-Fi and screens in the RCJ.	23/06/2017	29/03/2019

Project Name	Description	Start date	Proposed end date
<b>Bulk Scanning and Printing</b>	Supporting the digitisation of services by establishing a bulk scanning service. It will also reduce printing and postage costs by establishing a centralised bulk printing solution.	01/09/2016	18/12/2018
<b>Judicial Fees and Expenses Payment System (JFEPS)</b>	Improving the payment of fees and expenses to all court judges and tribunal judges and panel members. The project is creating an online system to handle the processing of claims and expenses, which now includes fee-paid members.	01/12/2015	29/05/2018
<b>HMCTS people and cultural transformation</b>	This project focuses on the skilled and dedicated people who work in HMCTS. It includes five areas: <ul style="list-style-type: none"> <li>• designing the future of HMCTS organisation;</li> <li>• developing future job profiles for HMCTS staff;</li> <li>• increasing engagement of staff – both in the current programme of change, and more widely;</li> <li>• ensuring we have policies and approaches that support recruitment, retention, redundancies and redeployment; and</li> <li>• identifying the new skills and capabilities required in the HMCTS workforce, and helping to deliver them.</li> </ul>	14/11/2016	12/12/2022
<b>Approved Enforcement Agency (AEA)</b>	Developing a new performance framework to measure the performance of HMCTS and allow data to drive future improvement.	01/08/2016	30/04/2019
<b>Enterprise Performance Framework (EPF)</b>	Developing a new performance framework to measure the performance of HMCTS and allow data to drive future improvement.	03/07/2017	31/01/2020

**Please note:** The Transforming Compliance and Enforcement Programmes (TCEP) was **suspended in September 2018**. Enforcing court orders and collecting historic criminal debt will continue unchanged after further upgrades to the service, including systems and technology, were put on hold.

# We want to hear your views



As our reform programme gathers pace, we want to continue the conversation with you. You can find out the latest and tell us what you think in any of the following ways:

<https://insidehmcts.blog.gov.uk/>

[www.gov.uk/hmcts](http://www.gov.uk/hmcts)

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*E-mail us* with suggestions, issues or questions, or requests to hear more about particular projects.



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Justice matters