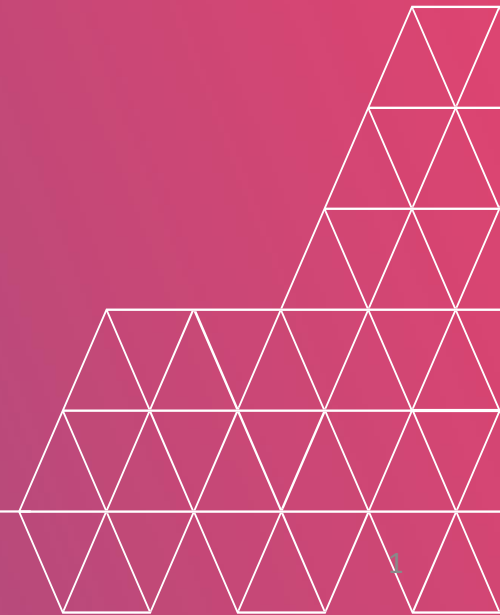




Criminal Injuries  
Compensation  
Authority

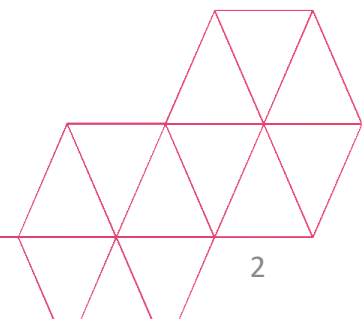
# CICA BUSINESS PLAN 2018/19

Compensating victims of violent crime



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## Chief Executive's Foreword

CICA receive over 30,000 applications a year for compensation from people who have lost loved ones or have been injured through violent crime. We know financial compensation can never fully redress what they have suffered. Nevertheless, what we do is an important part of providing justice for victims and we take pride that the compensation we pay helps people move forward with their lives.

Our Plan for 2018/19 is ambitious and will ensure applicant feedback is at the core of how we transform key aspects of our service. Among our priorities will be investing in more specialist training and extending the level of assistance provided by our Customer Service Centre, ensuring we provide support with compassion and sensitivity.

We will make significant advances on our digital transformation programme with an upgrade to our case management system and simpler and clearer online guidance for applicants. We will complete testing and refinement of our new digital service which will introduce new application forms and, for the first time, provide an online account through which applicants can manage their claim. We will also undertake a review of our decision letters to ensure these explain the reasons for our decisions with greater clarity and sensitivity.

The benefits of sharing insight and expertise through partnership working is important to us. This year we will continue to work with MOJ colleagues and develop our relationships with key stakeholders to deliver the best quality of service for victims.

For our people we will continue to promote a diverse and inclusive work place, founded on our core values, where they can develop and build rewarding careers.



Linda Brown, CICA Interim Chief Executive

*“Our Plan for 2018/19 is ambitious and will ensure applicant feedback is at the core of how we transform key aspects of our service”*

A handwritten signature in dark ink, appearing to read 'Linda Brown', positioned below the quote.

## About CICA

We are an Executive Agency of the Ministry of Justice and our staff are employed by the UK Civil Service.

[www.gov.uk/government/organisations/criminal-injuries-compensation-authority](http://www.gov.uk/government/organisations/criminal-injuries-compensation-authority)

### Background

The Criminal Injuries Compensation Authority was set up in 1964 to compensate victims of violent crime.

Before 1996 awards were set on the basis of common law damages.

Since April 1996 the level of compensation has been determined according to a tariff set by Parliament. Following the enactment of the Criminal Injuries Compensation Act 1995, CICA was established to administer a tariff-based compensation scheme in England, Wales and Scotland.

Since 1996 the tariff Scheme has been revised three times, with the latest revisions having been approved by Parliament in November 2012.

[www.gov.uk/government/publications/criminal-injuries-compensation-scheme-2012](http://www.gov.uk/government/publications/criminal-injuries-compensation-scheme-2012)



*“CICA administers the Criminal Injuries Compensation and Victims of Overseas Terrorism Schemes, set by Parliament and funded by the Ministry of Justice for England and Wales, and by the Scottish Government.”*

# Our Links to the Ministry of Justice (MoJ)

- Promoting the rule of law and providing an effective and fair justice system which will serve all users, including victims, whenever they need it.
- Driving new efficiencies and better service, using technology wherever possible.



## Our Shared Objectives



**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.



## Our Shared Values

**CICA are committed to bringing the MoJ values into every aspect of our work.**

### PURPOSE

Justice matters. We are proud to make a difference for the public we serve.

### HUMANITY

We treat others as we would like to be treated. We value everyone, supporting and encouraging them to be the best they can be.

### OPENNESS

We innovate, share, and learn. We are courageous and curious, relentlessly pursuing ideas to improve the services we deliver.

### TOGETHER

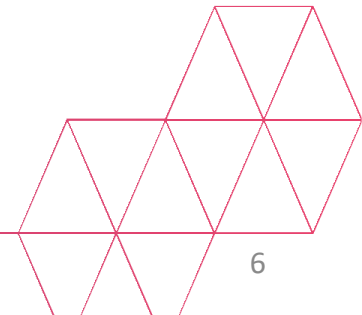
We listen, collaborate and contribute, acting together for our common purpose.

## Key Achievements 2017/18

- We recruited additional staff for operational and specialist roles, undertaking a programme of training which brought our team to full strength to support our objectives for the period to March 2019.
- A new approach to work flow management and prioritisation, together with a triage process was introduced, ensuring action is initiated on every application received within five days of receipt and matches the evidence gathering process to the circumstances of each case.
- The streamlined applicant journey introduced at the start of 2017 for victims of sexual assault reduced the time taken to reach a decision from over 12 months to between 8 and 12 weeks.
- The employment of Clinical Psychologists supported the assessment of mental injury claims reducing the need for some applicants to attend additional medical evaluations, and reduced case-handling costs.
- Our Quality Assurance Framework continued to support improved accuracy and quality of decisions made.
- In 2017/18, we resolved over 40,000 applications and paid over £150m in compensation.
- New ways of working incrementally increased the percentage of new applicants receiving a decision within 12 months, from 52% in April 2017 to 81% by March 2018.
- Our live caseload was reduced from over 40,000 to just over 35,000 cases by March 2018.
- We achieved an overarching customer satisfaction measure of 95%.



*“In 2017/18 we embarked on a two-year programme of business improvement to reduce the number of applicants awaiting resolution of their claims and provide more applicants with a decision within 12 months.”*

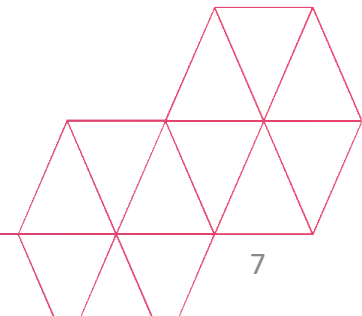


## Key Achievements 2017/18

- We introduced a bank verification system to strengthen security in our payments process and implemented a new digital invoicing and payment system.
- We commenced work to improve our online application forms and designed a new digital service for applicants which moved into live testing.
- The increase of 11% in our Engagement Index in the Civil Service People Survey of 2016 was maintained at 65% in 2017. This was underpinned by a response rate up from 67% to 78%, a strong achievement given the level of business change introduced.
- A new Diversity Champions Network led initiatives raising awareness on a range of topics from disability, mental health to transgender and sexuality. We ensured diversity in our selection and interview panels, participated in the MoJ Schools Programme and supported MoJ Social Mobility initiatives.
- We offered flexible hours and introduced a new smarter working offer for all CICA staff, and co-located MOJ Digital and Finance Directorate colleagues.
- We launched the Operational Delivery Profession accreditation programme in CICA, with 15% of staff undertaking qualifications at certificate and diploma level, helping to build professional standards.
- We supported leadership skills development through MOJ and Civil Service-wide programmes, and staff have continued with specialist legal, accountancy and IT training during the year.
- Our Attendance Management strategy worked effectively, achieving an Average Working Days Lost of 4.5 days, significantly below the department benchmark of 7 days.



*“We have continued to champion a programme of inclusion and engagement in the way we work and involve people in change.”*





Treat our applicants with sensitivity and fairness at all times

## 2018/19 BUSINESS PLAN

We will:

- Improve the speed and quality of service provided by our Customer Service Centre (CSC), supported by increased resources, improved training and continuous quality review.
- Re-design our written correspondence to ensure it conveys sensitivity, is easy to understand and continues to meet all legal requirements.
- Improve handling of applications under the disabling mental injury tariff by using our clinical psychologists to assess medical records, reducing the need to attend face-to-face evaluation.
- Continue to improve our service by gathering customer insight and evaluating new digital solutions.
- Work in partnership with HM Courts & Tribunal Service (HMCTS) to support CICA customers proceeding to the appeals stage.
- Respond to feedback from the Independent Investigation into Child Sexual Abuse.
- Support the Victims' Commissioner's review of accessibility to criminal injuries compensation.



### MEASURED BY:

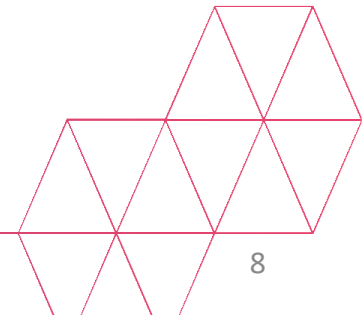
Customer satisfaction rating of at least 95%.

Reduced volume of complaints.

Improved time to respond to emails and phone calls in Customer Service Centre (CSC).

Reduced expenditure on external provision for special medical reports.

Improved customer journey times.





Have a highly competent and motivated workforce which is fully engaged and operates effectively in a digital environment

## 2018/19 BUSINESS PLAN

We will:

- Invest in leadership development and professional skills training to ensure our workforce is fully equipped to provide a high level of service and productive capability in a digitally enabled environment.
- Help our people realise their potential, progress and develop their careers through our talent review process and promote a minimum of five days learning per year for all staff to help build capability for the future.
- Create a truly proud, inclusive and diverse workplace which reflects the MoJ Values and promotes social mobility.
- Support flexible and smarter working, employee well-being initiatives, promoting social mobility and access of opportunity for all.
- Increase our data analytical capability by working closely with colleagues in MoJ Analytical Services Directorate to improve data reporting, increase transparency and inform service improvements.
- Sponsor Operational Delivery Profession qualifications for our people.



### MEASURED BY:

Overall engagement index in Civil Service People Survey 2018 of 65% or above.

Minimum of 5 days per year learning and development for every employee.

Number of working days lost to sick absence.

Number of people achieving Operational Delivery Profession qualifications.

Achieving Healthy Working Lives Silver Award.

Use digital technology to receive and process applications efficiently and provide an enhanced service to applicants

2018/19 BUSINESS PLAN

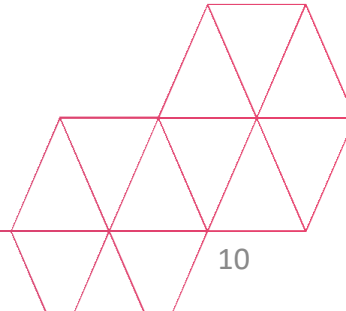


We will:

- Maintain integrity and security of all CICA digital services to ensure Public Services Network (PSN) accreditation is retained and the risk of cyber threats is reduced.
- Deploy new online services which include a new step-guide and streamlined application forms to help applicants easily understand how to apply and to provide the information which is required to support their claim.
- Enable improved visibility of on-going claims, information gathering, receipt of decisions and the ability to accept compensation, over a secure digital platform. Once fully deployed this new service will comply with the Government Digital Standards (GDS).
- Gather customer feedback to test and refine our services, ensuring that the information provided on our web pages, application forms and online services is clear, concise and accurate.
- Explore opportunities to extend our online service to enable supporting evidence from the police, courts and medical profession to be submitted digitally, further streamlining the evidence gathering process in the future.

MEASURED BY:

- Maintained PSN Accreditation.
- Improved customer journey times for applicants using the online service.
- Reduced administration and postal costs.
- A prototype for improved information exchange and evidence gathering with police and medical authorities by end of 2018/19.



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



We will:

- Organise our resources, manage our workflow and continuously improve ways of working to resolve applications for compensation more efficiently and accurately.
- Drive innovation by involving our people in identifying ways to continuously improve the way we work, learn from feedback and explore how other organisations are improving service.
- Review our stakeholder strategy to increase our engagement and collaboration with other service providers and stakeholders.
- Tender and manage 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.
- Work collaboratively with our partners in Finance and MoJ Digital and Technology to identify opportunities to share expertise and resources.
- Maintain secure processes to prevent fraud and seek prosecution of those responsible for incidents of attempted or actual fraud.
- Support the development of the MoJ Counter Fraud and Investigations Function, enabling CICA to access additional fraud prevention and investigation expertise.



## MEASURED BY:

Key performance indicators:

- Decide 40% of all new applications within 6 months;
- Decide 80% of all new applications within 12 months;
- Decide 80% of review applications within 6 months;
- Further reduce the average administrative cost per decision made.

Accuracy of decision-making 95%.

Subject Access Requests completion within one month from 25 May 2018 (complying with GDPR)

Freedom of Information requests within 20 days.

Minimise the amount lost to fraud and error.

## Managing Our Risks

CICA promotes risk management processes throughout the organisation. A Corporate Risk Register is regularly reviewed by the Corporate Risk Assurance Group and scrutinised by the Executive Management Board monthly. The Corporate Risk Register is reviewed quarterly by the Audit and Risk Committee.

The Executive Management Board (EMB) appoints Risk Owners and approves the assignment of Risk Managers to proactively manage individual risks. The Governance Function takes an overview of the organisational risks and prepares risk reports for the EMB.

The corporate risk identified as being the most significant for 2018/19:

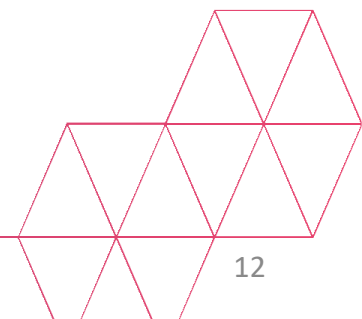
- **The assigned budgets for compensation may not align with the level of funding required to meet the cost of settling applications.**

CICA are working closely with the MoJ to ensure that budget availability is monitored and reviewed during 2018/19.

Our Quality Assurance and our Fraud and Risk teams will ensure that funds are applied for the purposes intended.



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



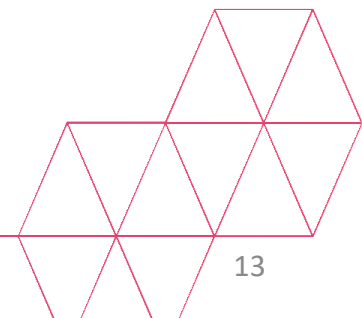
## Budget and Expenditure

Both the Ministry of Justice (MoJ) and Scottish Government (SG) contribution to Resource Departmental Expenditure Limit and Capital DEL have been agreed. We will continue to work closely with MoJ and SG to ensure our expenditure requirements and budgets match. We will achieve the ongoing efficiencies arising from business process efficiencies and the CICA forward digital strategy over the period of this business plan.

Finance Overview (£m)	2018-19	2018-19
Programme — compensation	121.9	
Programme — other	1.7	
Programme - receipts	-20.825	
Programme - total		<b>102.775</b>
Administration— running costs	8.042	
Gross Fiscal DEL		<b>110.817</b>
Non-cash Resource DEL - Depreciation	1.5	
Resource DEL		<b>112.317</b>
Capital DEL	0.6	
<b>Total DEL</b>		<b>112.917</b>
<b>Scottish Government contribution</b>		<b>17.15</b>



*“We will work to utilise our resources in the most efficient way to maximise the compensation available for our applicants.”*





## Governance and Accountability

### Accountability

UK Justice Ministers  
Scottish Government  
Ministry of Justice Permanent Secretary  
Ministry of Justice Chief Financial Officer Group  
National Audit Office  
Other Stakeholders

### Performance

Holding to account  
Internal performance and reporting  
Annual Report and Accounts



### Controls

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

### Strategy

Mission  
Strategy and Performance Board  
Performance management framework  
Personal performance plans  
New Operating Model  
Risk management committees and forums  
Culture



*“Robust corporate governance is at the heart of our organisation. Our Agency Framework promotes accountability and transparency, ensuring effective safeguarding of public funds, propriety and regularity and the effective operations of the Agency.”*