



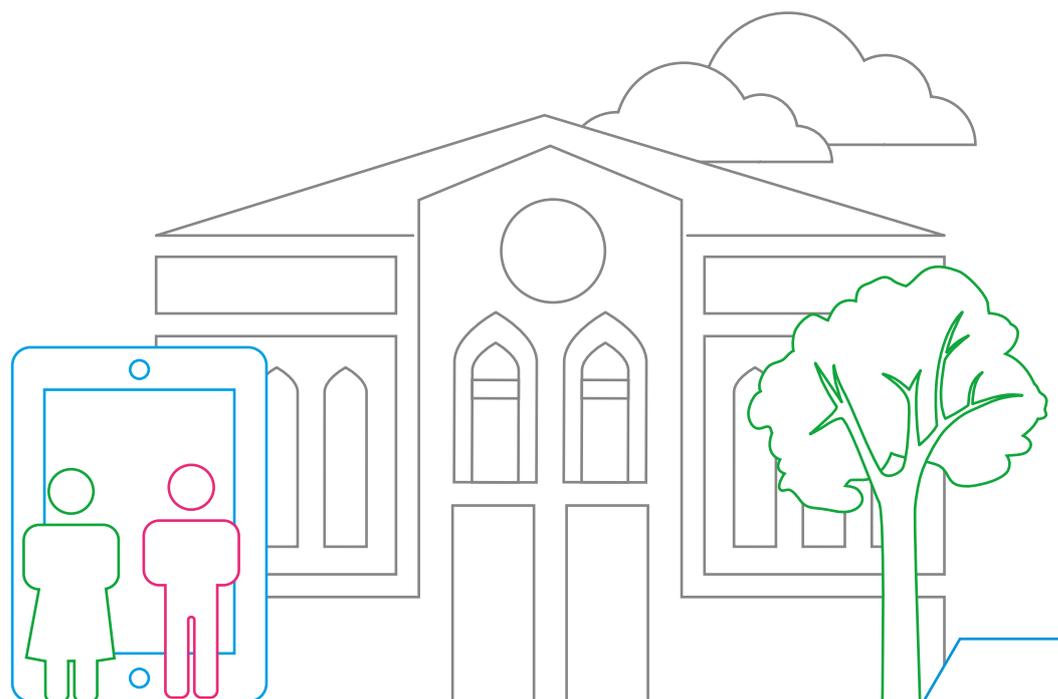
HM Courts &  
Tribunals Service

# Delivering our reforms

Response to

## PAC recommendation 1

January 2019



# Public Accounts Committee - Recommendation 1

## **PAC recommendation** (“Transforming courts and tribunals”, 20 July 2018, HC 976):

*HMCTS should write to the Committee, by January 2019, to provide assurance about its updated timetable for delivery. It should update the Committee every six months thereafter in the same format so that the Committee can monitor progress.*

## **Government response** (Treasury Minutes, 9 October 2018, Cm 9702):

- 1.1 The Government accepts the Committee’s recommendation.  
Target implementation date: January 2019.
- 1.2 HMCTS agree that the Reform programme is ambitious and challenging but is pleased with the early progress that has been made. During the remainder of 2018, HMCTS will continue to expand the scope of the existing digital services, develop new projects and rationalise the estate. HMCTS will also plan for the next stage of the programme, ending in May 2020.
- 1.3 By January 2019 HMCTS will provide an update on progress and performance against the indicators shared with the Committee in June 2018, and a timeline outlining the key stages of the next phase.

## **Introduction**

1. In June 2018 we wrote to the Committee to provide key milestones against which we would measure progress at our next major programme checkpoint, ‘interim state two’, in January 2019. In its report, published in July 2018 the Committee recommended that by January 2019 we provide our updated timetable for delivery and further updates every six months thereafter in the same format.
2. This response reports the progress we have made against each of the 23 milestones since June 2018 and then provides the timetable for delivery for the next six-month period, from February to July 2019. At the end of July, we will provide a similar response updating the committee on the latest milestones and providing the next set of milestones through to May 2020 (‘interim state three’).

## **Our progress since June 2018**

3. As of January 2019, we have fully delivered 20 of the 23 indicators we planned to meet at this stage, and which we provided to the Committee in June 2018. This includes the national rollout of four new digital services and two new private beta services. We have also opened our first Courts and Tribunals Service Centres in Stoke and Birmingham and started to support new national services through these centres. Considerable steps have also been made in our enabling services, where the Video Hearings project has launched further pilots and our bulk scanning and printing services are now available. Crime has also made good progress in taking more cases through the digital Single Justice Service, and the early version of Common Platform has been developed.
4. Outlined below are the indicators that we set for delivery by January 2019 and their status. 20 of the 23 indicators have been met.

## Our progress since June 2018

Programme	No.	Milestone	Overview	Status
<b>Completed milestones</b>				
Civil, Family and Tribunals programme	1	The Immigration and Asylum chamber service will have launched into private beta.	The private beta is being piloted in Manchester and Taylor House (London) Hearing Centres in January 2019. This new service allows legal representatives to appeal Home Office asylum decisions digitally. It provides case management functionality to allow Tribunal Case Officers to engage with Legal Representatives and Home Office to support cases through to hearing.	<i>Complete</i>
	2	The Public Family Law service will have launched into private beta.	The private beta is being piloted in Portsmouth, Stoke, Swansea and West London in January 2019. This new service allows Local Authorities to complete and submit an application for a care or supervision order and supporting documents online. Automatic notifications will be sent to the respective Family Court and Cafcass, enabling the application to progress digitally through to gatekeeping stage.	<i>Complete</i>
	4	The Divorce service will have launched into public beta.	The new digital Divorce Online service was launched into public beta in May 2018. This service provides users with an online application process including submitting the form, sending the relevant documents and payment. Total applications received since its launch stand at 24,000 and user satisfaction for this new service is 85%.	<i>Complete</i>
	5	The Civil Money Claims service will have launched into public beta.	The new Civil Money Claims Online service was launched into public beta in March 2018. It provides a digital service for people to issue and respond to a civil claim of up to £10,000 online. A claim can be made and viewed with the respondent able to admit, defend and make an offer to settle. The uptake of the new service continues to progress well with over 43,000 claims now issued, user satisfaction is now 89%.	<i>Complete</i>
	6	The Social Security and Child Support service will have launched into public beta.	The new Social Security and Child Support (SSCS) service was launched into public beta in July 2018. The service provides appellants with the ability to submit, track and manage their Personal Independence Payment and Employment and Support Allowance appeals online. Over 4,000 users have now submitted their appeals online with 91% also signing up to the track your appeal service at the same time.	<i>Complete</i>
	7	The Probate service will have launched into public beta.	The new Probate Online Service was launched into public beta in July 2018. It provides users with an online application process including enabling people to apply, pay and swear a statement of truth online. The service has received 8,500 applications with 21% digital uptake to date and user satisfaction of 93%.	<i>Complete</i>

Programme	No.	Milestone	Overview	Status
Crime programme	8	Charge to IDPC (initial details of the prosecution case) digital service will be in pilot.	The IDPC pilot was launched in December 2018, with a small number of defence professionals. Prosecutors can now review the information submitted by the Police and create the initial details of the prosecution case. Defence access to the IDPC is now being piloted by a small number of defence professionals.	<i>Complete</i>
	9	The new criminal courts end-to-end digital service will be in pilot.	The Common Platform end-to-end service is being piloted and further developed in Liverpool. This service provides case management and other capabilities to support cases to and through hearings in the Magistrates and Crown courts.	<i>Complete</i>
	11	The digital service for handling of Single Justice Service cases for television licensing will have launched into national roll out.	The digital service for handling of Single Justice System cases for TV licensing has started national roll out in Leamington Spa.  The first TVL SJS session using the service took place in January 2019.	<i>Complete</i>
	12	The digital service for handling Single Justice Service cases for Transport for London will be deployed into a live service.	The digital service for handling of Single Justice System cases for Transport for London (TfL) was launched in March 2018. 1525 online pleas have been received since 12/4/18. Now 20% of TfL defendants engage online.	<i>Complete</i>
Infrastructure and enabling programme	14	The video hearings project will have delivered the first release of a stand-alone solution that can then be integrated with service projects.	The video hearings project delivered the first release of a stand-alone solution in December 2018. The first pilot was held in the Tax Tribunal in the first half of 2018 and an independent evaluation published in September recommended that the work be expanded ( <a href="https://www.gov.uk/government/news/results-of-fully-video-hearings-pilot-published">https://www.gov.uk/government/news/results-of-fully-video-hearings-pilot-published</a> ). Two new pilots in civil and in family courts have now commenced.	<i>Complete</i>
	15	The delayed bulk printing and scanning solutions will be available.	Civil Money Claims, Probate and Divorce services are using bulk printing; and it is available for take up by further services. Bulk scanning is in use in Probate service and in the Social Security and Child Support service, with a phased rollout of bulk scanning across further services in 2019.	<i>Complete</i>
	16	For those elements of the services that have been reformed, we will be measuring perception (what public users think and feel about our service), effort (how hard it is to use our service) and experience (how often we fail to do what we said we would do).	Across the elements of reformed services we are now measuring perception, effort and experience. Examples of metrics being gathered and used to drive improvements include User Satisfaction index scores (perception); a time / money indicator for digital vs. non-digital (effort); and complaints (experience).	<i>Complete</i>

Programme	No.	Milestone	Overview	Status
Courts and Tribunals Service Centres	17	The Stoke Courts and Tribunals Service Centre will be ready for occupation and fully fitted out.	Stoke and Birmingham Courts and Tribunals Service Centres went live on 28 January and are dealing with digital cases in the Single Justice Service, Divorce, Social Security and Child Support and some Probate services on 28 January 2019. There are 70 full time equivalent staff in place across the two sites with numbers set to grow in the coming months.	<i>Complete</i>
	18	The Birmingham Courts and Tribunals Service Centre will be ready for occupation and fully fitted out.		<i>Complete</i>
	19	Staff will be working in the Stoke Courts and Tribunals Service Centre, supporting new services, with new multi-channel public contact technology in operation.		<i>Complete</i>
	20	Staff will be working in the Birmingham Courts and Tribunals Service Centre, supporting new services, with new multi-channel public contact technology in operation.		<i>Complete</i>
	21	The Single Justice Service will be in transition to the Stoke Courts and Tribunals Service Centre.	All DVLA calls, TfL and some other non-police calls, relating to Single Justice Procedure cases, are now being handled by the Courts and Tribunals Service Centre in Stoke.	<i>Complete</i>
	22	The Divorce service will be in transition to the Stoke Courts and Tribunals Service Centre.	The Divorce digital service will be live in CTSC Stoke with call handling, all new divorce applications submitted online; and online submissions of the Acknowledgement of Service and Decree Nisi for unreasonable behaviour cases.	<i>Complete</i>
	23	The Social Security and Child Support digital service will be in transition to the Birmingham Courts and Tribunals Service Centre.	The Social Security and Child Support digital service will be live in CTSC Birmingham with call handling, all PIP appeals received through Submit Your Appeal online and a percentage of scanned paper PIP appeals.	<i>Complete</i>

Programme	No.	Milestone	Overview	Status
<b>Partially outstanding milestone</b>				
Infrastructure and Enabling	13	We will have completed a number of testing exercises using prototype scheduling and listing tools with the operational business and decided whether to buy or build the end-state tool.	Court listing officers are testing a procured test booking system to assess how a scheduling and listing tool can support their work in addition to ongoing testing of a built prototype. The tests will be complete by the end of February, informing the decision to buy or build the scheduling and listing tool in March.	<i>Partially Outstanding</i>
<b>Outstanding milestones</b>				
Civil, Family and Tribunals	3	The Civil Enforcement service will have launched into private beta.	The Private Beta for warrants and writs has been rescheduled to enable technical resources have been prioritised onto Common Capabilities (CC) teams. A review of the end to end journey for civil customers is being completed and the warrants and writs work will be rescheduled as part of that planning exercise.	<i>Outstanding</i>
Crime	10	The digital service for handling Single Justice Service cases for DVLA will be in pilot.	DVLA's timelines for accepting the service have moved and we have agreed a new timeline for delivery with the DVLA and expect this to begin in the summer.	<i>Outstanding</i>

## The next six months

Between now and July 2019 the programme will continue to deliver reform incrementally. Below are the key delivery milestones within this next six-month period.

No	Programme	Outcome
24	Civil, Family & Tribunals	Probate service personal applicants will have a transformed fully digital end to end journey, regardless of whether or not the applicants have a will.
25	Civil, Family & Tribunals	Divorce service citizens will have a transformed fully digital end to end journey to make an application to end their marriage or civil partnership legally, where the application is undefended.
26	Civil, Family & Tribunals	The Civil Money Claims mediation pilot will launch with an “opt out approach” for defended claims up to £300 in value. The pilot is expected to last for six months.
27	Civil, Family & Tribunals	Divorce financial remedy (consent cases): we will launch a pilot for professional users with the ability to share cases with others in their organisation and create, manage and progress it within our Professional User Interface. The pilot will enable the case to be reviewed and approved by a judge digitally and the timeline and case history to be available to users.
28	Civil, Family & Tribunals	User satisfaction across all the CFT digital services will not fall below 75%
29	Crime	The Common Platform will have commenced a pilot within a magistrates’ court in England and Wales.
30	Crime	All non-police prosecutor incoming calls from Single Justice Procedure defendants will be handled by the Single Justice Service within the Courts and Tribunals Service Centres.
31	Crime	User satisfaction for the Single Justice Procedure online plea will not fall below 75% as we introduce new prosecutors.
32	Crime	We will have delivered the Common Platform capability required to support all case types in a Crown court pilot
33	Infrastructure & Enabling Services	We will have completed further pilots of Video Hearings in the civil and family jurisdictions
34	Infrastructure & Enabling Services	We will have started piloting Flexible Operating Hours at Brentford County Court and Manchester Civil Justice Centre.
35	Property	We will have published the response to our public consultation on approach to estates strategy – Fit for the Future – setting out the revised principles for assessing future proposals for changes to the estate in the context of the transformation underway.
36	Property	By July 2019 we expect to have operationally exited 119 of the 120 properties which were announced for closure in ERP1. In July 2018 we announced seven properties would be operationally exited in the first tranche of ERP2. Five of these will also have been operationally exited
37	People & Cultural Transformation	We will move our career transition support service into live operations and have offered and delivered support to all those moving roles.
38	Stakeholder Engagement	HMCTS will deliver six professional stakeholder engagement events and publish an updated Reform Update document to provide information and progress from across the programme