



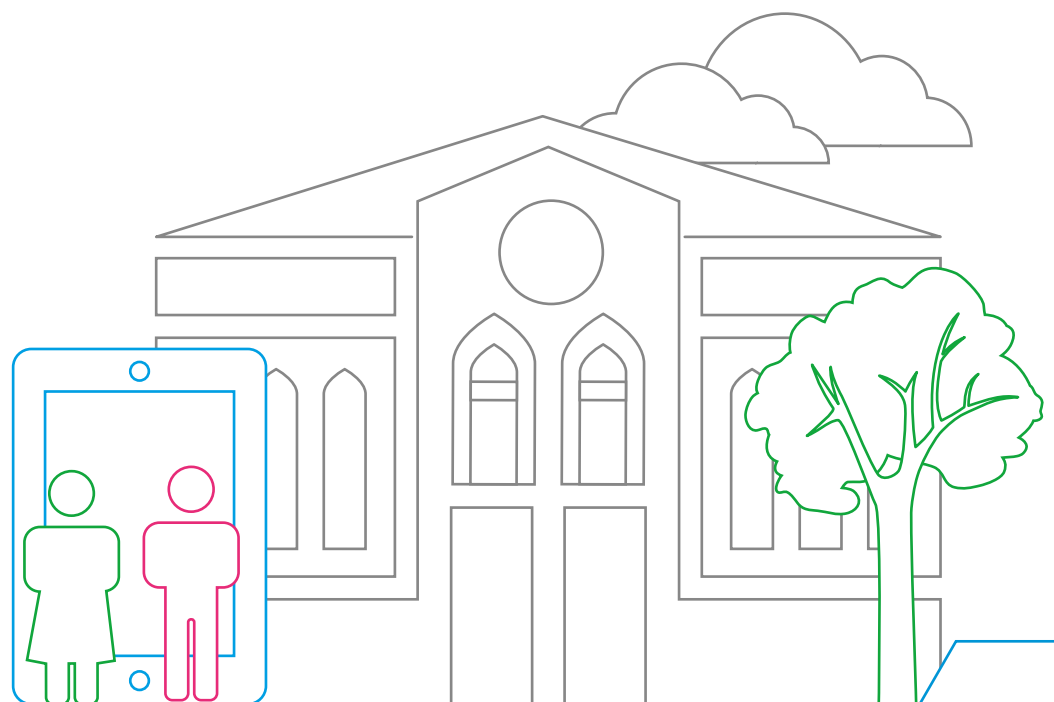
HM Courts &
Tribunals Service

Delivering our reforms

Response to

PAC recommendation 1

July 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. In January we reported our progress against 23 milestones and committed to a new set of 15 milestones to be delivered by July 2019.
2. This response reports the progress we have made against each of the 15 milestones since January 2019 and then provides the key milestones which we plan to deliver by our next major programme checkpoint, ‘interim state three’, in May 2020. At the end of May, we will provide a similar response updating the committee on the latest milestones and providing the next set of milestones.

Our progress since January 2019

3. As of July 2019, we have fully delivered 11 of the 15 indicators we planned to meet at this stage, and which we provided to the Committee in January 2019. Four of the commitments have not been completed by the end of July.
4. Outlined below are the indicators that we set for delivery by July 2019 and their status. 11 out of the 15 indicators have been met.

Our progress since June 2019

Programme	No.	Milestone	Overview	Status
Completed milestones				
Civil, Family and Tribunals programme	24	Probate service personal applicants will have a transformed fully digital end to end journey, regardless of whether or not the applicants have a will.	This commitment has been fully met with the release of the new online service for personal applicants to apply for probate without a will in July 2019.	<i>Met</i>
	25	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.	Decree Nisi application & acknowledgement of service functionality for citizen applications were deployed nationally during April. Decree Nisi outcome functionality was deployed on 2 July and Decree Absolute functionality was deployed at the end of July. The Divorce service have transformed fully digital end to end journey for citizens to make an application to end their marriage.	<i>Met</i>
	27	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.	The Financial Remedy project has successfully launched a pilot for professional users to apply for a consent order and a consent order outcome which have received positive feedback. The Expert User Interface will provide additional functionality and is due to launch in August 19.	<i>Met</i>
	28	User satisfaction across all the CFT digital services will not fall below 75%	User satisfaction remains above 75% for all Civil, Family and Tribunal services. User satisfaction for the individual services is as follows: Civil Money Claims 88%, Social Security and Child Support 78%, and Probate 88%.	<i>Met</i>

Programme	No.	Milestone	Overview	Status
Crime programme	29	The Common Platform will have commenced a pilot within a magistrates' court in England and Wales.	Pilots are underway in Lavender Hill and Warwickshire Justice centre which allow a case to be referred from ATCM onto common platform for listing, and for the common platform to be used during the hearing. 64 cases have now been heard in the pilot.	<i>Met</i>
	30	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.	The Courts and Tribunals Service Centres have extended operations and now take on calls in relation to Single Justice Procedure cases brought by local authorities, transport companies, Environment Agency, Natural Resource Wales and Drivers and Vehicles Standards Agency.	<i>Met</i>
	32	We will have delivered the Common Platform capability required to support all case types in a Crown court pilot	All development work was completed by the end of July 2019. The programme will use this functionality as part of a wider pilot/user acceptance approach planned for both Crown and Magistrates courts.	<i>Met</i>
Property	35	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.	Fit for the future: transforming the court and tribunal estate was published on 10 May along with the updated Court and Tribunal Design Guide.	<i>Met</i>
	36	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.	As planned, we have operationally exited 119 of 120 properties announced for closure in ERP1. Of the courts announced for closure in July 2018, five have been exited, as planned, with Blackfriars Crown Court and Wandsworth County Court to be exited in due course.	<i>Met</i>
People and Cultural Transformation	37	We will move our career transition support service into live operations and have offered and delivered support to all those moving roles.	In May, our Career Transition Support service moved into live operations through delivering workshops in Stoke, London, Bradford, Birmingham, Manchester, Oxford, Southampton and Bury St Edmunds. Support has been delivered to all those moving roles so far (currently 22 people).	<i>Met</i>

Programme	No.	Milestone	Overview	Status
Stakeholder Engagement	38	HMCTS will deliver six professional stakeholder engagement events and publish an updated Reform Update document to provide information and progress from across the programme	<p>The Summer 2019 edition of the Reform Update was published on 4 June 2019.</p> <p>We have held six professional stakeholder events in 2019, namely:</p> <p>Crime reform (Bristol), 24 January 2019</p> <p>Tribunal reform (Exeter), 26 February 2019</p> <p>Civil reform (Manchester), 11 March 2019</p> <p>Family reform (online), 2 April 2019</p> <p>Tribunal reform (online), 26 June 2019</p> <p>Probate (online), 4 July 2019</p>	<i>Met</i>
Outstanding milestones				
Civil, Family and Tribunals	26	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.	The mediation "opt out" pilot for cases up to £300 is technically ready for deployment. However, the start of the pilot has been coupled with rules changes and associated development to enable delegation of work to legal advisers. That digital development is not yet ready to be released but will be available shortly.	<i>No met</i>
Crime	31	User satisfaction for the Single Justice Procedure online plea will not fall below 75% as we introduce new prosecutors.	This is currently tracking at 73%. Work continues to increase engagement and user satisfaction, by making changes in response to feedback, and looking at what helps people to engage.	<i>Not Met</i>
Infrastructure and Enabling	33	We will have completed further pilots of Video Hearings in the Civil and Family jurisdictions	We have started and are continuing to test Video Hearings in the civil and family jurisdictions, at Manchester Civil and Family Justice Centre and Birmingham Civil and Family Justice Centre, but have not yet finished the pilots. An evaluation will be carried out by independent academics and published upon completion.	<i>Not Met</i>
	34	We will have started piloting Flexible Operating Hours at Brentford County Court and Manchester Civil Justice Centre.	On 21 June we announced that pilots of Flexible Operating Hours will start on 2 September 2019. An evaluation will be carried out by independent academics and published upon completion.	<i>Not Met</i>

The next milestones for delivery

5. Between now and May 2020, 'interim state three', the programme will continue to deliver reform, and we will scale up our work. Below are the key delivery milestones within this next period.

Continuing commitments

No	Programme	Outcome
35	Crime	User satisfaction for the Single Justice Procedure online plea will increase to 75%
36	Civil, Family and Tribunals	User satisfaction across all the CFT digital services will not fall below 75%

New commitments

No	Programme	Outcome
37	Civil, Family and Tribunals	The Immigration and Asylum Chamber will have a transformed national fully digital end to end journey for Asylum appeals cases.
38		Family Public Law will have a transformed national digital journey from application to hearing.
39		Civil Money Claims online will complete the digitisation and transformation of the Online Civil Money Claims Service (OCMC) for money claims up to £10,000 and will open that service up to professional and bulk users.
40		Welsh speaking users will be able to apply for Probate, submit a Divorce application and submit a SSCS appeal using our digital services.
41		We will have replaced the legacy Employment Tribunal IT system with a new digital system.
42	Crime	We will have provided the early adopter Crown courts with a test version of Common Platform, completed initial staff training and familiarisation and tested functionality and end to end processes ready for roll-out.
43		We will have enabled Single Justice procedure cases for DVLA and TV licencing to be handled through our new service, and will have rolled this out nationally.
44		We will have completed the development work to enable Police Single Justice Procedure cases to be handled through our new service and will begin roll out in partnership with the Police.
45		We begin a pilot of the strategic video hearings technology for remand hearings, following on from video enabled hearing programme pilots in Kent, Norfolk and Suffolk.
46	Courts and Tribunals Service Centres	We will have opened our new Courts and Tribunals Service Centre in Loughborough, and be supporting digital services from it.
47		We will have procured a full Courts and Tribunals Service Centre Technology solution and will be configuring and integrating it, ready for a summer 2020 deployment.

No	Programme	Outcome
48	Property	We will have completed the new Newcastle Civil, Family and Tribunal Centre.
49		We will have completed the remaining closures announced in 2018.
50	Infrastructure and Enabling	We will have published an independent evaluation of the testing of Video Hearings in the civil and family jurisdictions.
51		We will have concluded pilots of Flexible Operating Hours at Brentford County Court and Manchester Civil Justice Centre.
52		We will have procured supporting technology for more effective and efficient listing and scheduling of cases and will be in the process of customising this to work in particular jurisdictions.
53		We will be collecting protected characteristics data in our online and paper channels as part of all new services in the civil, family and tribunals jurisdictions (for people who engage directly with reformed services, rather than via a legal representative).