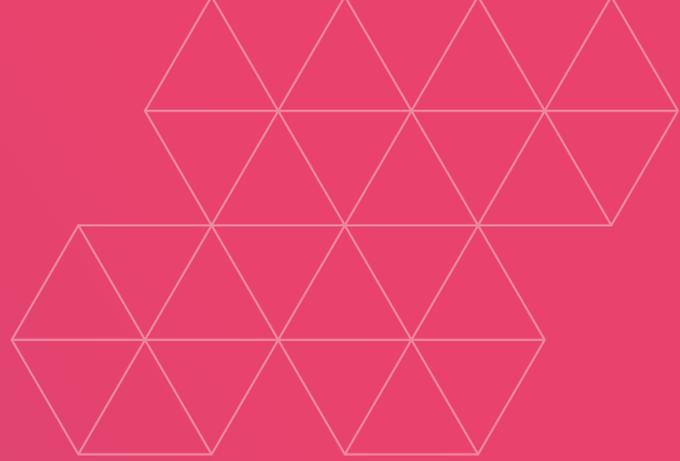




Criminal Injuries  
Compensation  
Authority



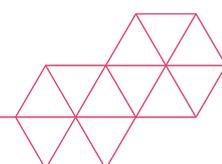
# CICA Business Plan 2019-2020

The Criminal Injuries Compensation Authority is an  
Executive Agency of the Ministry of Justice.



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# Chief Executive's Foreword

I am pleased to present the Criminal Injuries Compensation Authority's (CICA) Business Plan for the period 2019-2020. Our aim at CICA is to continuously improve ways of working to ensure our service is: sensitive in the way we support victims; fair and accurate in the way we assess entitlement to compensation according to the schemes we operate; and efficient in the operation of our processes.

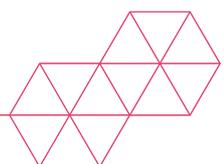


This year, we have set 5 strategic objectives and underpinning priorities to further our ambition to give the best possible service to victims of violent crime. These priorities have been informed by a number of key developments within the previous year:

In September 2018, the Justice Secretary announced his decision to abolish paragraph 19 of the Criminal Injuries Compensation Scheme (CICS), known as "the same roof rule". The amended CICS will come into effect this year and will enable applicants affected by the rule to apply or reapply for compensation. We recognise the difficulties faced by this group of victims, many of whom were children at the time of the abuse and we have given priority to ensuring that they will receive updated information on our website, specialist assistance with making a claim through our Customer Service Centre and the support of a named caseworker.

Also, in September 2018, the Victims Strategy was launched setting out ways that the government would seek to improve the wide range of services supporting victims. The strategy highlighted some of the improvements we have already made in our service delivery. Our work to improve: the information and support available to applicants; training and guidance for our staff; and streamlining of our information gathering processes have made a positive and sustained impact on the pace of decision-making. This has enabled us to reduce the number of applicants awaiting resolution of their claim, maintain the level of applicant satisfaction, and reduce complaints. These are achievements we will continue to build on in the year ahead.

In January 2019, the Victims' Commissioner for England and Wales, Baroness Newlove of Warrington, published her report "Compensation without re-traumatisation: a Review into Criminal Injuries Compensation". The report presented 11 recommendations for CICA, aimed at improving the experience of victims. We welcomed our involvement in the study and the acknowledgement that we have made positive improvements, which might be accelerated with further investment from MoJ. We have been giving full consideration to the Victims' Commissioner's recommendations in forming this Business Plan for 2019-20 and in determining how we can best use the resources available to us to meet the needs of victims. I am pleased to report that MoJ has increased our delegated capital budget to help us deliver these improvements in 2019-20.



We will be working to improve the accessibility of our service and ensure we treat victims with compassion, sensitivity and fairness through measures which include further development of the specialist skills of our Customer Service Centre staff and the provision of a simpler application process. The work begun in 2018-19 to redevelop the information and letters we provide, will be accelerated and we will be making technical improvements to our telephony system.

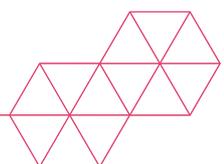
The named caseworker service we have established for applicants who have lost loved ones or have particularly complex claims, is being extended to all of those affected by the abolition of “the same roof rule”. We will also be testing the benefits and costs of operating this type of service for a cross-section of claim-types, to evaluate the potential for transitioning to this service model in the future.

In 2019-20 the roadmap for our digital services will see a number of incremental developments. The new online application will be launched for victims of sexual assault and will link with functionality which provides a means of secure digital information exchange during the claims process. This service will be extended to other applicant groups in a phased programme. We will also be co-sponsoring the first joint digital development project “track my claim” with the Legal Aid Agency and the Office of the Public Guardian, which will be developed in partnership with MoJ Digital and Technology.

Listening to feedback remains at the core of our delivery and transformation plans. We will continue to gather this through our user research programme; engagement with stakeholders; and from customer insight surveys. We will also be re-framing our stakeholder engagement strategy, to ensure we build broader and stronger connections with those other organisations who support victims and with whom we can partner to provide a better experience for those seeking compensation.

Our plans are ambitious and challenging but we have already laid strong foundations for the work ahead of us. The strength and capability of our operational team; those who provide them with specialist support such as our legal and finance teams; and those who lead and work with us on our business transformation programme gives me confidence that we can deliver further substantial and meaningful progress over these 12 months.

**Linda Brown**



# Introduction



## Our Vision

The Criminal Injuries Compensation Authority (CICA) is an Executive Agency of the Ministry of Justice (MoJ). Our purpose is to administer the Criminal Injuries and Victims of Overseas Terrorism Compensation Schemes.

We aim to provide a service which is sensitive in dealing with applicants, fair in deciding applications and efficient in managing all cases.

## Our Connection to MoJ

The work of the CICA supports the MoJ's vision of "a justice system that builds a better society, supports a growing economy and protects the public".

### Our Shared Values

#### PURPOSE

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

#### HUMANITY

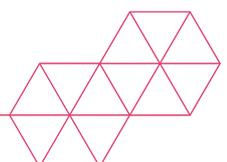
We treat others as we would like to be treated. We value everyone, supporting and encouraging them to be the best they can be.

#### 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.



# Our Achievements in 2018-19



## Strategic Objective 1

**We will treat our applicants with sensitivity and fairness at all times.**

Specialist training led by organisations including Samaritans, Rape Crisis and Women's Aid helped equip operational staff to assist victims of violent and sexual crime with compassion and sensitivity.

Increased reso skills in our Customer Service Centre, reducing average waiting time by 11% compared with the previous 12 months. We answered over 138,000 calls and provided over 27,000 hours of advice and support.

Achieved 95% customer satisfaction and 91% of applicants reported a low to moderate effort was required to complete our current application online.

Received 22% fewer complaints than in the previous year, with 94% of these resolved without escalation.



## Strategic Objective 2

**We will have a highly competent and motivated workforce which is fully engaged and operates effectively in a digital environment.**

Invested in an extensive programme of learning and development for staff, sponsoring 13% of our people to undertake formal leadership and professional development programmes.

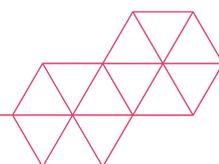
Our people demonstrated their strength of connection to our purpose and organisational objectives, with a 90% rating in the Civil Service People Survey 2018.

Ninety one percent of our staff confirmed that they had the skills they need to do their job effectively and 78% that their work gives them a sense of personal accomplishment.

Our overall engagement index at November 2018 was 64%, 2% above the Civil Service index.

Promoted diversity and inclusion in our workplace, hosting work experience and Movement to Work placements, investing in the MoJ Schools Programme and supporting social mobility initiatives.

The average working days lost due to sickness absence was 6 days, 1 day below the MoJ benchmark, and our wellbeing programme was recognised by achieving a Healthy Working Lives Silver Award.





## Strategic Objective 3

**We will use digital technology to receive and process applications efficiently and provide an enhanced service to applicants.**

Deployed a full code upgrade to our operating platform in December 2018 which supports our case management system, improving user experience and system performance.

Introduced new measures to protect our systems against cyber threat and successfully renewed our Public Service Network accreditation.

Established and successfully tested the secure cloud platform on which our new digital services for applicants will operate.

Completed design and development on the first phase of our new online application service which will reduce the questions asked of applicants by more than half.



## Strategic Objective 4

**We will be accountable for the service we provide and the public funds we spend.**

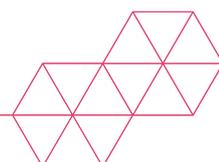
Embedded streamlined work processes which delivered a sustained level of improvement throughout 2018-19.

Decided 81% of new applications within 12 months.

Resolved a total of 35,355 cases, reducing the live caseload by 6% from 35,147 to 32,896 meaning fewer victims waiting for a decision on their claim for compensation.

Operated our internal Quality Assurance Framework effectively to assure the accuracy of our decision making and inform learning, with first time accuracy of 96%.

Improvements in our decision making were reflected in the increased proportion of final First-tier Tribunal appeal decisions in which CICA's decision was upheld, rising from 74% to 82%.



# Our Strategic Objectives 2019-20

## Our strategic objectives for 2019-20 are to:

- Provide an accessible service which treats victims with compassion, sensitivity and fairness.
- Have a highly capable and motivated workforce which shares our values and operates our service in a professional and efficient way.
- Operate an efficient and accurate assessment process and account for the public funds we spend.
- Work with stakeholders and other agencies to promote understanding of the statutory compensation schemes we administer.
- Listen and continue to improve the experience of applicants, using customer insight and feedback to inform changes to processes, and to develop improved digital services.



## 2019-20 Strategic Objective 1

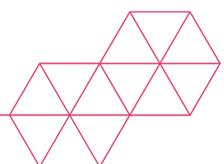
**We will provide an accessible service which treats victims with compassion, sensitivity and fairness.**

### **In 2019-20 we will:**

- Introduce improvements to our corporate literature, ensuring our letters reflect current legislation, are easy to understand and communicate our compassion and sensitivity for what victims have experienced.
- Review the timescales set out for responses in our corporate literature to ensure they are relevant, reasonable and expressed with respect for the applicant's circumstances.
- Offer an improved level of telephony service through increased investment in our Customer Service Centre with improved call routing and callback service.
- Extend our named contact service for bereaved applicants to include other applicant groups requiring specialist assistance during the claims process.
- Pilot a new case-worker operating model, to determine the viability, benefits and cost of working in this way which will inform future organisational and system design.

### **We will measure this by:**

- Achieving a Customer Satisfaction score of 95% or above.
- Responding to written complaints within 5 days.
- Answering 90% of calls within 4 minutes.
- Making new information and specialist claims assistance available to support the amended Criminal Injuries Compensation Scheme coming into force in June 2019 following abolition of the 'same roof rule'.
- Phased implementation of improved corporate literature.
- Completion of an interim evaluation of a case-worker operating model pilot by the end of December 2019.



## 2019-20 Strategic Objective 2

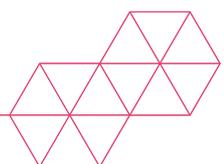
**We will have a highly capable and motivated workforce which shares our values and operates our service in a professional and efficient way.**

### **In 2019-20 we will:**

- Build an inclusive and diverse workforce, with a strong commitment to our Purpose and Values, who can be proud of what they deliver.
- Invest in leadership development and professional skills training to ensure our workforce is equipped to deliver excellent service, which is sensitive to the experience and needs of our applicants.
- Help our people achieve their individual potential and develop their careers through our talent and performance review processes, with access to coaching and development.
- Provide training and support to ensure our people can make best use of new digital tools and operate digital services effectively.
- Support flexible and smarter working, employee wellbeing initiatives, and the promotion of social mobility and access of opportunity for all.

### **We will measure this by:**

- Maintaining or improving key indicators of staff engagement, organisational purpose, and learning & development in the Civil Service People Survey.
- Completion of technical training for our 2019 recruitment cohorts, and a continued programme of trauma-informed training for all staff.
- Maintaining and improving customer satisfaction indicators.
- Average working days lost due to sickness absence below the MoJ benchmark.
- Introduction of Civil Service Success Profiles for all of our recruitment campaigns from 1 August 2019.



## 2019-20 Strategic Objective 3

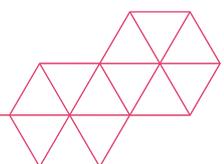
**We will operate an efficient and accurate assessment process and account for the public funds we spend.**

### **In 2019-20 we will:**

- Manage our workforce plans and operational delivery capacity within overall affordability.
- Operate controls to ensure we manage expenditure within the parameters set in our delegated budgets and income.
- Organise our resources, manage our workflow and continuously improve ways of working to resolve applications for compensation efficiently and accurately.
- Innovate and learn through partnerships with other organisations to improve services and achieve value for money.
- Undertake joint initiatives with our functional partners in MoJ Digital and Technology and other agencies to develop new services, sharing expertise and products.
- Maintain secure processes to prevent fraud and report suspected fraud to the relevant authorities.

### **We will measure this by:**

- 50% of new applications decided within 6 months and 80% within 12 months.
- 80% of review applications decided within 6 months.
- No more than 10% of cases (excluding appeals) over 24 months old by 31 March 2020.



## 2019-20 Strategic Objective 4

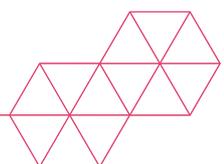
**We will work with stakeholders and other agencies to promote understanding of the statutory compensation schemes we administer.**

### **In 2019-20 we will:**

- Provide timely and up-to-date information through our website, Customer Service Centre and to victim support organisations regarding the compensation schemes we administer.
- Review our presence online to ensure our free service is readily identifiable and enables applicants to access the information and support they need to claim compensation.
- Work with our key stakeholders and other agencies to improve awareness of the Criminal Injuries and Victims of Overseas Terrorism Compensation Schemes.
- Involve and listen to victims, key stakeholders and other agencies in improving understanding of victims' experiences and needs, ensuring these are recognised in changes to our operational practices, products and the design of new services.
- Support MoJ colleagues and key stakeholders by providing data and operational insight to inform the review of the Criminal Injuries Compensation Scheme.
- Understand the developing recommendations and potential changes contained in the review of the Criminal Injuries Compensation Scheme, to ensure that we implement a new or revised Scheme effectively and at pace.

### **We will measure this by:**

- Making new information and specialist claims assistance available to support the amended Criminal Injuries Compensation Scheme coming into operation in June 2019.
- Implementing a new stakeholder and outreach engagement strategy by October 2019.
- Preparing an operational implementation plan, reflecting the proposals for the review of the Criminal Injuries Compensation Scheme, when these are available.



## 2019-20 Strategic Objective 5

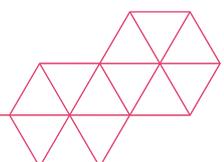
**We will listen and continue to improve the experience of applicants, using customer insight and feedback, to inform changes to processes and to develop improved digital services.**

### **In 2019-20 we will:**

- Streamline our processes to provide a quicker service for applicants who have been bereaved as a result of violent crime.
- Refresh our Assisted Digital Strategy to support applicants who need help to use, or are unable to use, our digital services.
- Provide alternative ways to apply using a new digital form for victims affected by the abolition of the “same roof rule”.
- Implement a phased introduction of a new online application service which will streamline the information required to make a claim and, when completed, support information gathering, receipt of decisions and the ability to accept compensation. This service will automate confirmation that information submitted by applicants has been received.

### **We will measure this by:**

- Improving the time from application to first decision for funeral, bereavement and dependency payments.
- Publishing details of our Assisted Digital Strategy on our web site by August 2019.
- Developing a set of new customer experience measures for those using the online application service, when launched.



# Appendix

## About the Criminal Injuries Compensation Authority

The Criminal Injuries Compensation Scheme came into existence in 1964 to compensate victims of violent crime.

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

Since April 1996, the level of compensation has been determined according to a tariff approved by Parliament. Following enactment of the Criminal Injuries Compensation Act 1995, the Criminal Injuries Compensation Authority 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 most recent Criminal Injuries Compensation Scheme 2012 having been approved by Parliament in November 2012.

On 9 September 2018, the Secretary of State for Justice announced his intention to abolish the “same roof rule” and enable applicants previously refused under this rule to reapply for compensation. The amended Criminal Injuries Compensation Scheme comes into force in June 2019.

On 10 September 2018, the Secretary of State for Justice announced in the Victims Strategy that a review of the Criminal Injuries Compensation Scheme 2012 would take place. The Terms of Reference for the review were published on 18 December 2018 and can be found at: [http://data.parliament.uk/DepositedPapers/Files/DEP2018-1283/terms\\_of\\_reference\\_CICS\\_Review.pdf](http://data.parliament.uk/DepositedPapers/Files/DEP2018-1283/terms_of_reference_CICS_Review.pdf)

## Living within our Means

Financial Overview (£m)	2019-20	Sub Total
Programme	148.335	
<b>Programme Total</b>		<b>148.335</b>
Administration – Running Costs	0.443	
<b>Gross Fiscal DEL</b>		<b>148.778</b>
Non-Cash Resource DEL	0	
<b>Resource DEL</b>		<b>148.778</b>
Capital DEL	1.7	
<b>Total DEL</b>		<b>150.478</b>
<b>Includes Scottish Government Contribution</b>		<b>15.15</b>

## Managing our Risks

The Criminal Injuries Compensation Authority promotes risk-management processes throughout the organisation.

Further details of our risks and financial performance can be found in the annual governance statement which will be published as part of our Annual Report & Accounts.

