

CRIMINAL INJURIES COMPENSATION AUTHORITY -
**BUSINESS
PLAN
2013-17**

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MINISTER'S FOREWORD

As Minister of Justice with responsibility for victims, I am committed to ensuring that victims of crime have the support and services to help them to cope and recover from the impact of crime. Most often this will take the form of practical and emotional support to help victims to understand the criminal justice process and to cope with the experience. But for blameless victims of the most serious of crimes, the Criminal Injuries Compensation Authority plays a valuable and vital role in administering financial support. I am encouraged by this four year business plan which sets out an ambitious programme of work for the CICA at what is a time of significant challenge and change for the Authority.

Reform of the Criminal Injuries Compensation Scheme (CICS) was long overdue and the CICA have ensured a smooth administrative transition to the 2012 Scheme following its introduction on 27 November last year. Focusing payments on the most serious injuries will give the Scheme greater financial stability and contribute to reducing the national deficit. Whilst we have taken £50m out of the CICS budget, this is balanced by up to an additional £50m raised from offenders through the Victim Surcharge and other financial impositions. Our aim is that overall spending on victims of crime will remain the same - with more coming from offenders rather than the taxpayer. The savings generated from our recent reforms will also be used to reduce the size of the Authority's existing caseload to a more sustainable level, improving their service to applicants.

As reflected in this business plan, supporting more digital working is increasingly important to deliver the best service to applicants. I am very pleased that the CICA continues to work closely with the Ministry of Justice to maintain their focus on extending the use of technology in their dealings with applicants and their representatives, based on the Government's digital-by-default approach. We are looking forward to working with the Authority to develop a digital strategy that supports the Authority's commitment to always put customer needs first. This commitment which is aligned with our wider

commitment to ensure that the needs of victims of crime are no longer an afterthought but are put first in the criminal justice system.

The Ministry of Justice is conducting Triennial Reviews of each of its arm's-length bodies, including the CICA. This is intended to challenge us on how best to deliver the very important function of providing compensation to blameless victims of crime. Its findings should build on the progress made by the CICA over the last five years, and this business plan sets out an ambitious agenda for the next period.

Helen Grant

Minister for Victims and the Courts

CHIEF EXECUTIVE'S FOREWORD

This refreshed four-year plan sets the scene for 2013-17. It develops our ambitious programme of work and incorporates a theme of continuous improvement in service delivery. Over the last year we have introduced new processes and new technology, including an electronic case management system and an improved online application system, which have considerably enhanced the accessibility, efficiency and responsiveness of our service and reduced our handling times, particularly for new applications.

We have continued to invest in the leadership and development of our people, evidenced by further improvements in the Civil Service People Survey results, and by our increased resilience and capability. On 27 November 2012 we successfully implemented the 2012 Criminal Injuries Compensation Scheme, involving the development of a new, simplified guide for applicants as well as new case-handling processes and enabling IT changes. We also implemented the statutory Victims of Terrorism Overseas (VOTS) Scheme and, in England and Wales, a new Hardship Fund providing immediate financial support for certain low earners affected by the domestic scheme changes.

In 2013-14 we will continue to put the applicants at the heart of all that we do. We will use the Customer Service Excellence model, refresh our stakeholder engagement activities and gather customer insight to inform future changes, for example to our complaints handling procedure and to our customer charter. We plan to review our end-to-end processes, using Lean techniques to ensure they are efficient and effective and that they also meet the needs of customers.

For the longer term, we will begin to develop our Digital by Default strategy. We will work with colleagues in the Ministry of Justice to explore increased automation to speed up processes and to use digital technology to modernise and improve the accessibility of services to applicants. In 2013, our preferred method of application will be online. Already 60 per cent of applications are submitted online, reflecting our new system's ease of use. We will, however, continue to support customers who wish to apply by telephone through our Customer Service Centre.

The next four years will be challenging and exciting. We are preparing for transformational change within the Authority, developing our customer and digital strategies to improve the way we deliver our service. We will also have an increased focus on value for money, ensuring the efficient and effective use of our resources.

I am proud of what we have achieved over the past year. We have a skilled and motivated workforce and a strong track record in providing financial support to innocent victims of violent crime. We will work collaboratively with our partners and listen to our applicants to continuously improve and modernise our service. I am confident we have the capability to be a world class compensation scheme.

Carole Oatway

Chief Executive
Criminal Injuries Compensation Authority

INTRODUCTION

Duties

We administer the Criminal Injuries Compensation Scheme, established under the Criminal Injuries Compensation Act 1995, throughout England and Wales, and Scotland. Before 1996 awards were set according to what the victim would have received in a successful civil action against the offender. Since April 1996, the level of compensation has been determined according to a tariff set by Parliament.

The Criminal Injuries Compensation Authority (CICA) was established in 1996 to administer this tariff-based Scheme in England and Wales, and in Scotland. The Scheme was revised in 2001, 2008 and on 27 November 2012.

Sponsor department

CICA is a Non-Departmental Public Body (NDPB) sponsored by the Ministry of Justice (MoJ). Our current governance arrangements are summarised in appendix 2. Our work supports the MoJ business plan objectives of transforming the delivery of criminal justice, reducing departmental expenditure and improving transparency. As CICA also provides a service on behalf of the Scottish Government, our Accounts are laid before both Parliament and the Scottish Government.

Funding arrangements

CICA is funded by central government, with the majority of its funding being provided through its sponsor department. The Scottish Government is responsible for its proportion of the costs of administering the Scheme and for the full cost of all tariff compensation payments where the injury was sustained in Scotland.

Location and headcount

All CICA services are based in Glasgow. The Authority's current headcount is 375 (356.5 full time equivalents).

Management team

The Chief Executive, Carole Oatway, was appointed in September 2007. She heads an executive management team responsible for day-to-day management of the organisation and for all operational decisions. Appendix 3 contains more detail on our senior management structure.

AIM AND OBJECTIVES

Aim

To provide an efficient and fair service to blameless victims of violent crime.

Objectives

The following table sets out the objectives we will meet in pursuing this aim and our key transparency measures for each objective. We will meet these objectives using our running costs budget of £14.75m (2013-14).

Objective	Measure(s)	Definition
Process applications as quickly as possible while investigating claims fairly	Live tariff case load	The number of tariff cases that the Authority has registered but are not decided
	Active case load (tariff) cycle time to first decision	The average time taken to reach first decision
	Active case load (tariff) cycle time to review decision	The average time taken to complete a review
	Appeal stage response times	The average time between the Tribunals Service telling CICA that an appeal has been received and CICA telling the Tribunals Service the case is ready to list
Treat applicants with sensitivity and courtesy at all times	Customer satisfaction	The percentage of applicants, as measured by a customer survey, that consider they received good customer service from CICA; and their perceived effort in the process
Work effectively with other organisations to deliver a high-quality service to applicants	Time to obtain police and medical reports	The percentage of reports received within Service Level Agreement timescales
	Decisions overturned at appeal	The percentage of CICA decisions overturned at appeal
Support our staff to perform to their full potential	Staff engagement	The Engagement Index, as measured in the annual Civil Service People Survey as an indicator of how CICA staff feel committed to their work and valued in their role
Be accountable for the service we provide and the public funds we spend	Budget outturn	Compare outturn to budget allocation
	Safeguarding of public funds	Number of cases of fraud Amount lost to fraud and error, measured by identified fraud and the value of ex-gratia payments made due to error or maladministration
	Efficiency Savings	Savings over the period of the plan; unit costs

ASSUMPTIONS AND STRATEGIES

Planning assumptions

This plan is based on administering the current (2012) and earlier Criminal Injuries Compensation Schemes. The Ministry of Justice is currently conducting a Triennial Review of CICA. In line with Cabinet Office guidance, the Triennial Review aims to challenge the continuing need for CICA (both its function and form) and, subject to the first stage outcome, to review the governance arrangements in place. Any changes that result from either stage of the review will be reflected in future business plans. Additionally, the Authority's plans for the current period are based on the following assumptions:

Tariff cases

The introduction of the 2012 Scheme, on 27 November 2012, is expected to reduce the volume of applications. Projected demand is estimated at 42,000 applications per year. The current caseload of around 45,000 applications includes cases from the earlier Schemes introduced in 1996, 2001 and 2008. Older cases are generally those with a complex medical prognosis, particularly where the injury was sustained in early childhood. It is not in the interest of the applicant to settle their application prematurely so a number of old cases are inevitable. We do plan to continue to reduce the number of old cases and will seek to achieve the optimal balance between addressing speed of turnaround and reducing the age of the caseload within available resources.

Pre-tariff cases

Before 1996, Criminal Injuries Compensation payments were made on the basis of ex-gratia Schemes. We will continue with our programme to expedite the settlement of these cases. There are currently only 19 cases remaining and we expect that most of these will be ready for final resolution in 2013-14.

Strategy for the current spending review period

Our strategy to deliver our aim and objectives supports the Ministry of Justice objective to deliver "a justice system and a department

which is more effective, less costly and more responsive to the taxpayer and one in which the public can have confidence”.

During the planning period we will take forward a programme of work across the following perspectives:

Customer - ongoing improvements to the speed of, and ease of access to, our service. We will use the Cabinet Office’s Customer Service Excellence model to plan and measure our service standards and customer service improvements, aimed at putting victims at the heart of all that we do. The key products of this work will be reliable customer insight, a streamlined complaints handling procedure, and an updated customer charter.

People – developing potential and level of engagement with the organisation. This work will build on our Investors in People accreditation. We will continue to build on the capability of our staff at all levels. The key product of this work will be engaged, skilled and motivated people.

Process – optimising our business processes and capitalising on technology. Key products of this work will be a revised process, including, where appropriate, the automation of information gathering; the optimisation of our new case-flow management system, with all tariff cases migrated on to the new system; and the development of a Digital by Default strategy which takes account of the needs of applicants and their representatives.

Partners – developing collaborative and effective working arrangements with third party groups and stakeholders to deliver a better service for applicants. We will develop a new stakeholder engagement strategy and refresh existing agreements. The key product of this work will be closer relationships with stakeholders, with a view to achieving the faster provision of, for example, police and medical reports.

Finance and efficiency – matching our resources to business need in the most efficient way. The key products of this work will be a savings strategy, real efficiency savings and optimised administration costs.

How we will implement our strategy

We will develop and implement our programme in a way that builds a strong platform followed by a managed transition and implementation. We are phasing the programme through:

Consolidation - continuing to strengthen our stability and resilience.

Development - moving from stability to optimisation.

Implementation - the new business as usual environment under our updated target operating model (appendix 5).

We will continue seeking to develop new roles in supporting the Ministry of Justice vision of Justice Transformed.

The framework covering the full planning period is set out overleaf. This includes a report on our progress in 2012-13 and plans for 2013-14 and beyond.

Implementation framework (continued overleaf)

Perspective	Strategic four-year deliverables	Outcomes	Progress 2012-13	Actions 2013-14
Customer	Improved responsiveness	Our applicants feel our service is fair, speedy and responsive	Additional measures included in customer surveys giving us better information about the customer experience at all stages of our process	Monitor trends to identify additional areas for improvement. Streamline complaints procedure to improve speed of resolution in complex cases.
	Improved access		New Online Application System introduced, improving speed and ease of application. Simplified guidance published for 2012 Scheme	Promote online access and identify customers' requirements for tracking progress of their application using an online personal account.
	Proactive engagement		Telephone engagement – 'strategy call' reviewed in light of 2012 Scheme changes	Customer Service Excellence model used to improve engagement and consultation, and develop customer insight
People	Engagement – improving leadership and change management	Our people perform to their full potential	A top performer in Civil Service People Survey, with real improvements in areas targeted (learning, my line manager, my team)	Refresh and continue to invest in engagement activities, to support continuous improvement
	Access to learning – technical and managerial proficiency		Development programme introduced. Civil Service Learning launched	New performance management system introduced, supported by new competency framework. Training needs analysis to be conducted. Soft skills training to be provided.
	Knowledge and application of key policies		Key policies revised and communicated. New staff guidance developed for 2012 Scheme	Staff guidance for 2008 Scheme to be revised to improve interpretation. Comprehensive knowledge database (Policy and Legal) to be developed. Upgrade of CICA Intranet.
Process and technology	Enhanced electronic case management system	Our business processes are streamlined and paperless	Electronic case management system rolled out for all new applications.	Optimise functionality and complete migration of old caseload
	Improved, more efficient and updated IT infrastructure	Our technologies are efficient and flexible	Server estate rationalised and software upgrades installed.	Develop "Digital by Default" strategy to inform future ICT requirements.
	Lean processes		"Lean" practitioners in Operations. New Scheme incorporates Lean principles	Complete end-to-end process review to reduce waste, to improve flow and to reflect the voice of the victim.

Implementation framework (continued from previous)

Perspective	Strategic four-year deliverables	Outcomes	Progress 2012-13	Actions 2013-14
Partners	An effective and integrated framework of partnership engagement	Our relationships and integration lead to better service for applicants	<p>Introduced information sharing agreement with Victim Support (Homicide); information provision to the Family Liaison Network</p> <p>Introduced provider for specialist medical reports.</p>	<p>Gain agreement where appropriate to the automation of electronic transfer of information to speed up the resolution of applications; update our Service Level Agreements with ACPO and ACPOS</p> <p>Work with applicants and stakeholders, including Her Majesty's Courts and Tribunals Service, to improve effectiveness of approach in obtaining relevant medical information</p> <p>Develop new Stakeholder Engagement strategy</p>
Finance and efficiency	A more effective and efficient business structure	Our resources give value for money	Resource and productivity review completed.	<p>Review of job roles to streamline processes and decision making.</p> <p>Value for Money project, including paper reduction strategy and targeted efficiencies in accommodation and office machinery costs</p>

BUDGET AND EXPENDITURE

We will work closely with the Ministry of Justice to ensure our expenditure requirements and budgets match. We will also seek to achieve the planned efficiencies arising from the policy changes introduced in the 2012 Scheme over the period of this Business Plan.

The new Scheme is designed to protect payments for the most seriously injured whilst ensuring that the Scheme as a whole is affordable and on a stable footing. It is anticipated that the new Scheme will reduce the overall compensation spend by around £50 million per annum. The planned savings will not be fully achievable until the existing caseload of 45,000 including 19 pre-tariff cases, has been resolved.

Our Business Plan is based on an anticipated budget allocation at this stage and will be refined once our budget is confirmed by the MoJ.

We will contribute to the MoJ's Efficiency plans and savings targets by introducing a range of initiatives aimed at reducing running costs, as outlined below.

Summary of savings initiatives:

- Organisational review, including restructure of operational teams, streamlined processes, revised job roles and increased spans of control with a view to further reducing headcount by 10 per cent
- Productivity improvements and reductions in unit costs
- Error reduction strategy aimed at improving quality of first decisions, resulting in improved accuracy, higher customer confidence and fewer reviews and appeals
- Paper reduction strategy
- Better targeted use of external legal support
- Increased automation of processes eg increased use of BACS payments and increase in use of digital services, in agreement with MoJ
- Reduced costs for accommodation and office machinery

Savings over 2013-17

(£m)	Year 1	Year 2	Year 3	Year 4	Total saving
In-year saving	26	50	50	50	176
Cumulative savings	26	76	126	176	176

CICA will report against the savings plan to MoJ.

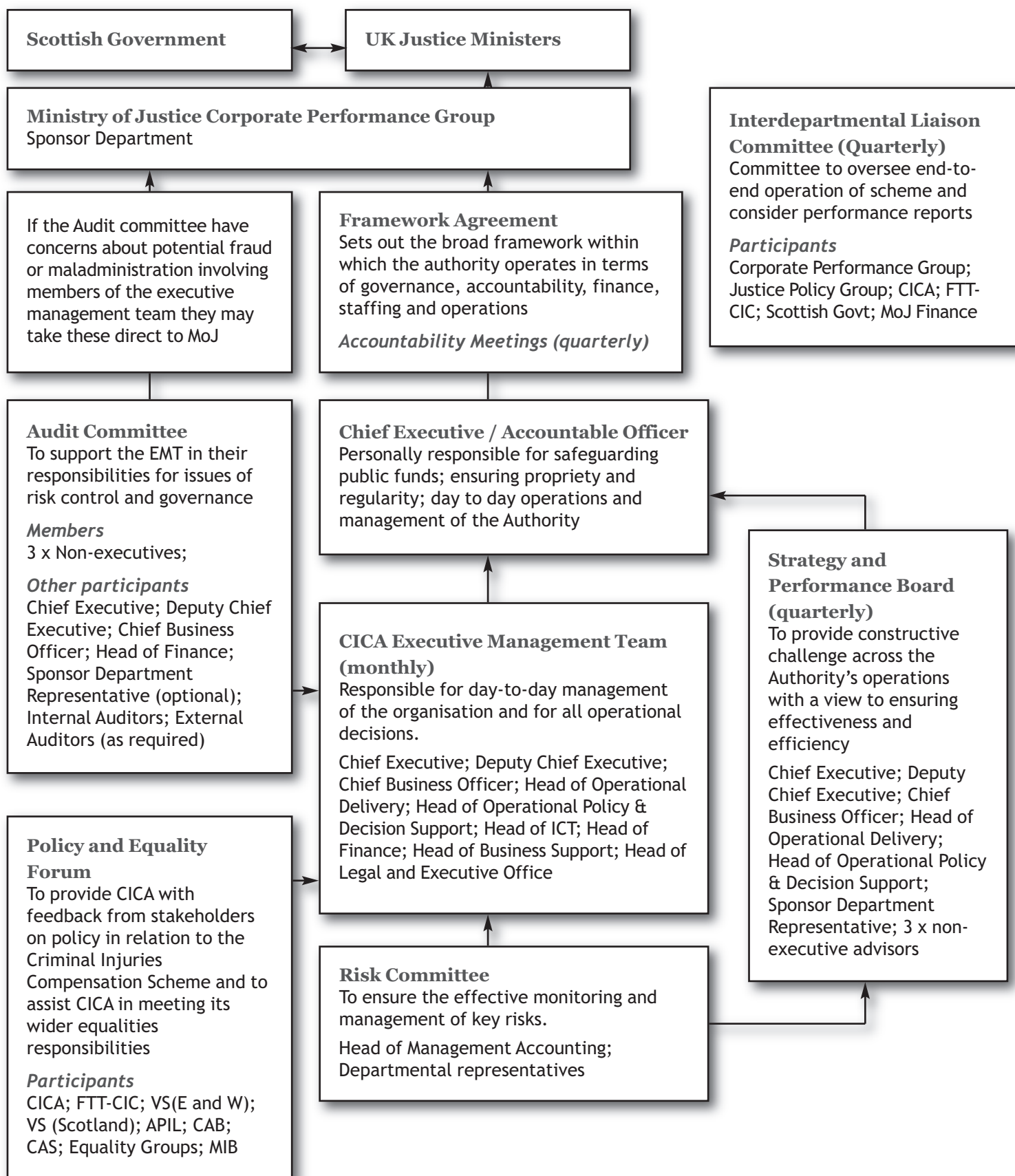
APPENDICES

Appendix 1 – budget

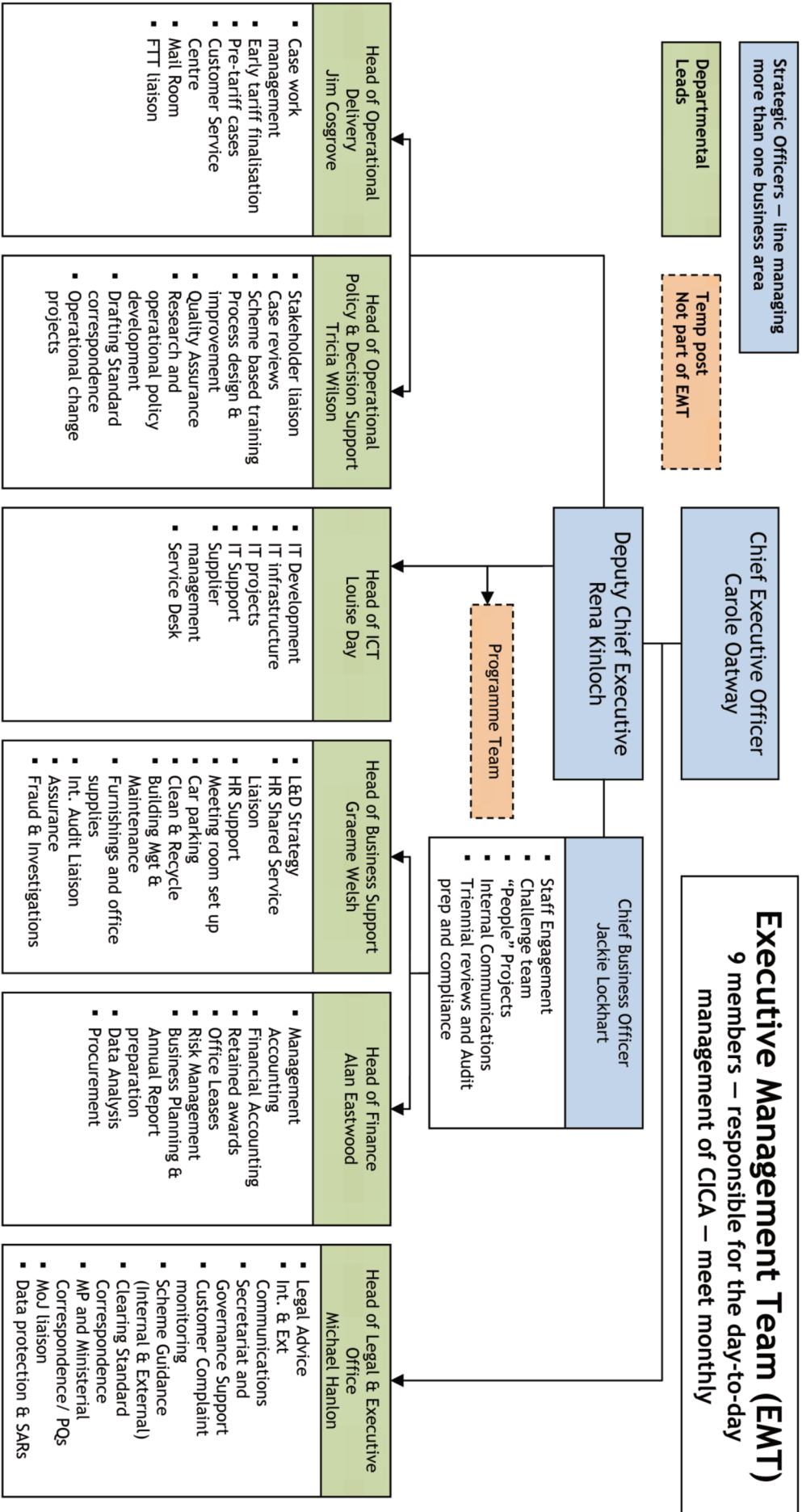
At the time of writing the Scottish Government contribution has been agreed, and is included in the table below. The final settlement from MoJ is still to be determined. An indicative position for 2013-14 is set out below. Forward year settlements will more fully reflect the 2012 Scheme changes.

Finance overview (£m)	2013-14
Programme – compensation	174.10
Programme – other	2.30
Administration – running costs	14.75
Gross Fiscal DEL	191.15
Scottish Government contribution	(20.15)
Resource DEL – Net Fiscal DEL	171.00
Depreciation	1.70
Resource DEL	172.70
Capital DEL	0.9
Total DEL	173.60

Appendix 2 – governance



Appendix 3 – senior management structure



Appendix 4 — transparency measures

We will report on the following measures, in the following format, each year in our annual report and accounts.

Measure	Definition
1. Size of live tariff caseload	The number of live tariff cases that the Authority has registered but are not decided
2a. Active case load (tariff) cycle time to first decision	The average time taken to reach first decision
2b. review decision	The average time taken to complete a review
3. Appeal stage response times	The time between Her Majesty's Courts and Tribunals Service (HMCTS) telling CICA that an appeal has been received and CICA telling HMCTS the case is ready to list
4. Decisions overturned at appeal	The percentage of CICA decisions overturned at appeal
5. Pre-tariff cases listed	The number of pre-tariff cases listed in the year
6. Customer satisfaction	The percentage of applicants, as measured by a monthly customer survey, that consider they received good customer service from CICA; and their perceived effort in the process
7. Budgetary control	Accrued expenditure against budget allocated
8. Staff engagement	The Engagement Index, as measured in the annual Civil Service People Survey as an indicator of how CICA staff feel committed to their work and valued in their role
9. Fraud and Error	Amount lost to fraud and error, measured by identified Fraud and the value of ex-gratia payments made to applicants as a result of official error, or maladministration by CICA

Appendix 5 — Target Operating Model principles

	Theme	Detail
1	Customer & Channel	Be able to deliver multiple schemes effectively and efficiently
2	Customer & Channel	Deliver as much online as possible
3	Process	Do as much as possible at the first point of contact – greater triage and information collection early in the process
4	Process	Automate the application of rules as far as possible and only leave application of judgement to the discretion of casework teams
5	Process	Design processes, systems and guidance for the 95% of straightforward cases and be aware of how they will need to change for the 5% of complex cases
6	Process	Design processes to enable closure of cases as quickly as possible to minimise the effort spent on reviews and appeals
7	Process	Each regional team should follow the same core process and any workaround for local circumstances should be clearly identified and challenged on a frequent basis to promote alignment
8	Process	Place more responsibility on the individual applicant to gather and chase the required medical information
9	Process	Optimise the operating model introduced for the new 2012 Scheme
10	Information & Technology	Design technology which joins up with partner systems where there is an efficiency gain in doing so
11	Organisation & People	Be an organisation which provides a service that its people are proud of and gives them job satisfaction
12	Organisation & People	Promote clear accountability and enable straightforward performance management
13	Organisation & People	Match staffing levels and productivity to available budget for making awards
14	Organisation & People	Match staffing levels, capability and productivity to new processes
15	Organisation & People	Resource for the troughs not the peaks - develop a concept of a core and flexible resource model for operational teams
16	Organisation & People	Maintain regional groupings of teams within operations
17	Organisation & People	The organisation in the future should be smaller than it is at present and have fewer layers
18	Organisation & People	There should be a recommended minimum and maximum span of control (number of direct reports)
19	Organisation & People	Source support services that aren't intrinsically linked to our core business through MOJ where there is a business case to do so (i.e. those which are not specific only to CICA like training on the scheme rules)