

Business Plan 2012–2015

Ministry of Justice

31 May 2012

This plan will be updated annually

Contents:

Section A: Coalition priorities	2
Section B: Structural Reform Plan.....	4
Section C: Departmental expenditure	17
Section D: Transparency	21

A) Coalition priorities

1. Introduce a rehabilitation revolution

- Create a system introducing greater involvement of the private and voluntary sectors in the rehabilitation of offenders, including use of payment by results, to cut reoffending

2. Reform sentencing and penalties

- Ensure that the justice system reduces reoffending by introducing more effective sentencing policies and considering the use of restorative justice for adult and youth crimes

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice

- Reform the legal aid system to make it work more efficiently, while ensuring that we provide necessary support for those who need it most and for those cases that require it. Develop court reforms to improve the resolution of disputes, maximise efficiency and improve services. Work with others to make delivery of criminal justice more effective and efficient

4. Assure better law

- Assure that law-making is transparent and accountable, safeguarding civil liberties and enabling citizens to receive the proper protection of the law

5. Reform how we deliver our services

- Reform the way the Ministry of Justice works. Reassess our ways of working to develop more efficient shared services, match our provision ever more closely to demand, reduce duplication and streamline our functions wherever possible

Departmental Responsibilities

This page sets out who in the Department leads on its major responsibilities, including its Coalition priorities.

Permanent Secretary – Suma Chakrabarti £7,983m*

**Coalition
Priorities
and other
major
responsibilities**

Permanent Secretary – Suma Chakrabarti £7,983m*					
<p>Justice Policy £564m, 390 staff Director General Helen Edwards</p>	<p>Transforming Justice £546m, 1257 staff Director General Antonia Romeo</p>	<p>Financial and Corporate Services £311m, 2483 staff Director General Ann Beasley</p>	<p>National Offender Management Service £3,472m, 43487 staff Chief Executive Michael Spurr</p>	<p>HM Courts and Tribunals Service £1,028m, 18,499 staff Chief Executive Peter Handcock</p>	<p>Legal Services Commission £2,061m, 1470 staff Chief Executive Matthew Coats</p>
<p>Introduce a rehabilitation revolution; Reform sentencing and penalties; Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice; Assure better law.</p> <p>Budget includes funding for Youth Justice Board, a range of smaller ALBs and the Central Fund,</p>	<p>Reform how we deliver our services.</p> <p>Also responsible for the delivery of corporate services – estates, HR, information and communication, strategic planning, performance and change management.</p> <p>Budget includes funding for the Office of the Public Guardian and the Criminal Injuries Compensation Authority.</p>	<p>Responsible for the delivery of corporate services – finance, ICT, procurement, shared services, analytical services and legal advice.</p> <p>Budget includes the Departmental Unallocated Provision.</p>	<p>Introduce a rehabilitation revolution; Reform how we deliver our services.</p> <p>Also responsible for commissioning and delivering prison and probation services in England and Wales.</p> <p>Budget includes funding for Probation Trusts.</p>	<p>Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice.</p> <p>Also responsible for the administration of the criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland and Northern Ireland.</p>	<p>Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice.</p> <p>Also responsible for the administration of the legal aid system.</p>

Implement the Greening Government Commitments and ensure that sustainable development informs our policy-making

* Figures shown are Fiscal RDEL only, net of income, capital spend and receipts and depreciation. Departmental budgets also include planned expenditure for certain items which will only be drawn down if needed in year, so totals are subject to change. All figures are rounded so may not sum exactly. ** – Staff numbers may differ from other publications due to the non-inclusion of certain NDPBs included in other published figures.

B) Structural Reform Plan

This section sets out the key actions the department will take to implement its Coalition priorities. An implementation report will be published setting out our progress in completing them.

Additional actions, including our contributions to cross-cutting Government agendas such as the Growth Review, can be found in Annex A.

All commitments and end dates relating to legislation and pre-legislative scrutiny are subject to Parliamentary timetables.

1. Introduce a rehabilitation revolution

Lead: Helen Edwards and Michael Spurr

ACTIONS	Start	End
1.1 Develop and implement an overall strategy for the ‘rehabilitation revolution’ for adults, including paying local private and voluntary organisations by results		
i. Develop a longer term implementation strategy which sets out the opportunities to roll out the principles of payment by results across the offender management system	Started	Nov 2012
ii. Produce and implement a plan to deliver the agreed strategic approach to payment by results through providers from public, private and voluntary sectors	Started	Mar 2015
iii. Implement at least six payment by results pilots, working with the market to refine proposals [for details of pilots planned or underway see iv, viii, xi, xii, xiii below]	Started	Nov 2014
iv. Run payment by results pilots for offenders released from Peterborough and Doncaster prisons	Started	Sep 2016
v. Publish first Doncaster process evaluation	Nov 2012	Nov 2012
vi. Publish second Doncaster process evaluation	Dec 2014	Dec 2014
vii. Publish second Peterborough process evaluation	Jan 2015	Jan 2015
viii. Run local justice reinvestment pilots in Greater Manchester and five London boroughs	Started	Jul 2013
ix. Publish first local justice re-investment process evaluation	Apr 2013	Apr 2013
x. Publish second local justice re-investment process evaluation	Jul 2014	Jul 2014
xi. Implement payment by results in at least one public sector prison	Started	Dec 2016
xii. Implement payment by results pilots at large scale in two probation areas for offenders on community sentences (in line with probation review decisions)	Started	Dec 2016
xiii. Implement up to two innovation pilots to test potential further market innovation in service delivery and commissioning	Started	Dec 2016

1. Introduce a rehabilitation revolution

Lead: Helen Edwards and Michael Spurr

ACTIONS		Start	End
xiv.	Commission and publish evaluations of each of the payment by results pilots	Started	Aug 2018
xv.	Test potential for further payment by results schemes through the phase II prison competition process	Started	Dec 2012
xvi.	Report on the implementation of PbR pilots and expected programme of competitions including PbR for the current year (2013-14) in Offender Services Competition Strategy Annual Update	Apr 2013	Jul 2013
xvii.	Report on the implementation of PbR pilots and expected programme of competitions including PbR for the current year (2014-15) in Offender Services Competition Strategy Annual Update	Apr 2014	Jul 2014
xviii.	Publish PbR pilot reoffending results on an annual basis	Oct 2014	Aug 2018
1.2	Co-design and establish pilots to provide payments, based on outcomes, to providers to help individuals (including offenders) achieve sustained recovery from drug dependency, working with the Department of Health		
i.	Support selected pilot sites in local areas to implement a local payment by results for drugs and alcohol recovery scheme, capture best practice and share learning	Started	Apr 2014
ii.	Publish payment by results information, subject to commercial confidentiality and guidance from the UK Statistics Authority	Started	Apr 2014
1.3	Roll out ten drugs recovery prison wings, working with Department of Health		
i.	Implement second tranche of drugs recovery wings, including at a women's prison and a young offender institution	Started	Oct 2013
ii.	Undertake a scoping and feasibility study to help inform the evaluation planning process for the drugs recovery prison wings, working with the Department of Health	Sep 2012	Jul 2013
1.4	Support the Department of Health to develop and pilot alternative forms of treatment based accommodation for drugs and mentally ill offenders		
i.	Commence piloting of test sites	Started	Nov 2013
ii.	Submit proposals to ministers for further work on treatment based accommodation, based on evaluation of the test sites	Sep 2014	Dec 2014

1. Introduce a rehabilitation revolution

Lead: Helen Edwards and Michael Spurr

ACTIONS		Start	End
1.5	Support the Department of Health to roll out liaison and diversion services for mentally ill offenders		
	i. Collect data from adult liaison and diversion pathfinder services to assess service models and their impact, and develop the business case for wider roll-out	Started	Feb 2013
	ii. Submit business case and impact assessment for youth and adult diversion services for ministerial approval	Feb 2013	Mar 2013
	iii. Commence national rollout and implementation of youth and adult diversion services	Apr 2013	Nov 2014
1.6	Increase the number of prisoners doing meaningful work for real wages and ensure greater reparations to victims		
	i. Develop a scheme to generate reparation and rehabilitation funds through work in prisons	Started	Apr 2013
	ii. Identify, develop and introduce new opportunities with private business for work by prisoners	Started	Apr 2013
1.7	Incentivise Work Programme providers commissioned by the Department for Work and Pensions to give support to unemployed offenders, with the providers paid by the results of getting people into work and not reoffending		
	i. Implement a pilot to test the joint commissioning of employment and reduced reoffending outcomes in two Work Programme areas, working with DWP	Started	Dec 2016
	ii. Evaluate the pilots to test the joint commissioning of employment and reduced reoffending outcomes in two Work Programme areas	Jun 2012	Sep 2018
	iii. Publish PbR pilot reoffending results on an annual basis (see action 1.1 (xviii))	Oct 2014	Aug 2018
1.8	Ensure that the youth justice system delivers improved outcomes on the rehabilitation and safeguarding of young offenders while providing better value for money		
	i. Design arrangements to recover the costs of remanding young people to secure accommodation from local authorities.	Started	Apr 2013
	ii. Run and evaluate four pilots with local authorities focused on reducing numbers of under-18s entering custody	Started	Apr 2014
	iii. Publish plans for the long term future of the youth secure estate	Apr 2013	Apr 2013

1. Introduce a rehabilitation revolution

Lead: Helen Edwards and Michael Spurr

ACTIONS		
	Start	End
iv. Run competition to re-let contracts for Secure Training Centres	Started	Sep 2015
1.9 Review the way that probation services are provided to optimise efficiency and effective delivery		
i. Consult on proposed reforms to the delivery of probation services	Started	Jun 2012
ii. Consider consultation responses and publish government response	Jul 2012	Nov 2012
1.10 Reduce female offending through an approach that specifically addresses the needs of women		
i. Publish high level strategic objectives for reducing female offending	Dec 2012	Dec 2012

2. Reform sentencing and penalties

Lead: Helen Edwards

ACTIONS		Start	End
2.1	Conduct a full examination of sentencing policy to ensure that the justice system reduces reoffending by introducing more effective sentencing policies and considering the use of restorative justice for adult and youth crimes		
	i. Develop and implement a plan for the sentencing reforms in the Legal Aid Sentencing and Punishment of Offenders Bill	Started	Nov 2012
	ii. Develop detailed guidance and training for magistrates, the judiciary and legal practitioners and support implementation	Aug 2012	Nov 2012
	iii. Develop a cross-CJS framework for restorative justice approaches	Started	Nov 2012
2.2	Reform sentences in the community, to ensure that they deliver effective punishment and command public confidence		
	i. Consult on reform to sentences in the community	Started	Jun 2012
	ii. Analyse responses and develop final policy proposals	Jun 2012	Sep 2012
	iii. Introduce legislation	Oct 2012	Apr 2013
	iv. Implement non-legislative and legislative measures agreed following consultation, subject to available resources	Nov 2013	Apr 2014
2.3	Reform the Rehabilitation of Offenders Act to make it simpler and more proportionate		
	i. Develop guidance around new provisions and Rehabilitation of Offenders Act regime more widely so that people, including employers, are clear as to when convictions may be concealed and when they must be disclosed.	Jul 2012	Apr 2013
	ii. Commence Bill provisions	May 2013	May 2013
2.4	Explore reform of out-of-court disposals, including restorative justice approaches		
	i. Work with CJS partners to develop simplified guidance on the use of out-of-court disposals	Jul 2012	Nov 2012

2. Reform sentencing and penalties

Lead: Helen Edwards

ACTIONS		Start	End
2.5	Test Neighbourhood Justice Panels as a means of involving community representatives in finding restorative solutions to anti-social behaviour and low level crime		
	i. Work with nine Criminal Justice Areas to test fifteen Neighbourhood Justice Panels	Started	Mar 2014
	ii. First annual data release on the number of Neighbourhood Justice Panels and the volume of cases brought to them	Dec 2012	Dec 2012
2.6	Implement a strategy to reduce the Foreign National Offender (FNO) population		
	i. Extend or negotiate prisoner transfer agreements and ensure an increased focus on high volume countries is reflected in Ministerial inward and outward visits	Started	Dec 2012
	ii. Review current administrative processes to ensure FNOs are being removed at the earliest opportunity	Started	Aug 2012
	iii. Improve standards in prisons in high volume FNO countries by using government funding to improve our ability to return time-serving prisoners.	Started	Apr 2013
	iv. Develop and implement plans to improve communications with FNOs eligible for return under existing voluntary mechanisms	Started	Dec 2012
	v. Increase voluntary repatriation prior to conviction by developing the use of conditional cautions, requiring departure from the UK and no return for a specified period as an alternative to prosecution for FNOs with no right to be in the UK	Started	Nov 2012
	vi. Encourage EU Member States to implement promptly the EU Framework Decision on the Transfer of Prisoners	Started	Dec 2012

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice

Lead: Helen Edwards, Peter Handcock and Matthew Coats

ACTIONS	Start	End
3.1 Use video technology routinely across the CJS wherever it offers a more cost-effective alternative to the physical movement of people		
i. Upgrade the Prison to Court Video Link (PCVL) infrastructure to improve its reliability, and ensure that it integrates better with other video technology in courts	Started	Dec 2012
ii. Roll out PCVL in a further 47 Crown Court centres	Started	Dec 2012
iii. Decommission outdated victim and witness link technology and replace it with new equipment to improve reliability and integration with other video equipment	Started	Dec 2012
iv. Upgrade video infrastructure to enable videolink equipment to be used for all purposes, across all sites	Started	Dec 2012
v. Drive up utilisation of existing video equipment by all CJS agencies	Started	Jun 2013
3.2 Reform the Criminal Justice System to develop a more integrated and streamlined system		
i. Publish a White Paper setting out proposals on further reform of the Criminal Justice System (CJS)	Jun 2012	Jun 2012
ii. Informed by the White Paper, develop and scope further areas of CJS Reform to inform the next phase of the Transforming Justice Programme	Jul 2012	Mar 2013
iii. Commence testing of delivery options for flexible courts	Started	Dec 2012
iv. Review initial test results and identify next steps for flexible courts	Sep 2012	Mar 2013
3.3 Reform criminal courts to increase efficiency and promote swift justice		
i. Implement abolition of committal hearings for either-way cases	Jun 2012	Dec 2013
ii. Review sanctions for defence disclosure failures	Started	Apr 2013
iii. Consult on new sanctions to tackle serious economic crime committed by companies, develop final policy proposals and introduce second session legislation	Started	Apr 2013

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice

Lead: Helen Edwards, Peter Handcock and Matthew Coats

ACTIONS	Start	End
3.4 Reform the Legal Aid System to provide a more efficient, cost-effective and sustainable scheme, ensuring that we provide support for those who need it most and for those cases that require it		
i. Develop and implement secondary legislation to enact relevant provision of the Legal Aid, Sentencing and Punishment of Offenders Bill	Started	Apr 2013
ii. Develop revised guidance for legal aid practitioners	Started	Apr 2013
3.5 Reform court processes and the courts estate		
i. Complete court closure programme	Started	Mar 2014
3.6 Develop policy to use proceeds from the Victim Surcharge to fund rape support centres		
i. Establish and maintain ongoing funding arrangements for the first and second tranche of new rape support centres through to 2014.	Started	Mar 2014
ii. Develop proposals for third tranche of new rape support centres	Nov 2012	Mar 2014
3.7 Reform the services provided to victims of crime to ensure that they get the support they need to overcome the effects of crime and to help them play their part in bringing offenders to justice		
i. Analyse consultation responses and develop final policy proposals	Started	Jun 2012
ii. Introduce secondary legislation (on Criminal Injuries Compensation Scheme, Victims of Terrorism, Victim Surcharge and Penalty Notices for Disorder), subject to the outcome of the consultation	Jun 2012	Sep 2012
iii. Implement Criminal Injuries Compensation Scheme reforms and Victims of Terrorism legislation, subject to the outcome of the consultation	Jun 2012	Oct 2012
iv. Implement reforms to the Victim Surcharge and Penalty Notices for Disorder, subject to the outcome of the consultation	Oct 2012	Oct 2012
v. Police and Crime Commissioners commissioning of local victim services, subject to the outcome of the consultation	Apr 2014	Apr 2014
vi. Put a commissioning framework in place	Oct 2013	Oct 2013

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice

Lead: Helen Edwards, Peter Handcock and Matthew Coats

ACTIONS	Start	End
vii. Consult on draft Victims Code	Jan 2013	Apr 2013
3.8 Create a unified HM Courts and Tribunals Service		
i. Implement new organisational structure	Started	Oct 2012
ii. Conduct a post implementation review of HQ and Regional Management structure	Started	Jun 2012
iii. Conduct a post implementation review of the operational structure	Nov 2012	Dec 2012
3.9 Deliver a cheaper, faster and more proportionate enforcement system that achieved a significantly higher degree of compliance with court orders		
i. Create a national standard way of working for all enforcement functions so that accounts are managed in the same way across each enforcement team	Started	Mar 2013
ii. Consult on how to increase the use of asset seizure within the CJS as part of the community sentences consultation (see action 2.2)	Started	Jun 2012
3.10 Make family court services accessible, transparent and planned around the needs of the most vulnerable children and families		
i. Introduce legislation to introduce a single family court	Started	Apr 2013
ii. Publish the First Annual Report on progress by the Family Justice Board	Jul 2013	Jul 2013
3.11 Develop options to provide more protection for people against aggressive bailiffs		
i. Analyse consultation responses and identify of next steps	Jun 2012	Oct 2012
3.12 Promote wider use of alternative dispute resolution, including mediation, in the civil courts and make it easier for people to get advice and guidance		
i. Increase small claims track limit to £10,000 and implement reform to orders for sale and charging orders	Started	Apr 2013
ii. Legislate to establish a single county court, in the second session of Parliament	Started	Apr 2013

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice

Lead: Helen Edwards, Peter Handcock and Matthew Coats

ACTIONS	Start	End
3.13 Implement the recommendations in Lord Justice Jackson’s report into the funding and costs of civil litigation		
i. Implement reforms for civil litigation funding and costs as set out in the Legal Aid, Sentencing and Punishment of Offenders Bill, including banning referral fees in personal injury cases	Started	Apr 2013
3.14 Extend the simplified road traffic accident claims procedure to cover other personal injury		
i. Implement proposals to extend road traffic accident procedure to cover cases up to £25,000	Started	Apr 2013
ii. Review fixed recoverable costs available within the procedure, and implement reforms	Started	Apr 2013
iii. Extend the procedure to other personal injury accident claims	Started	Apr 2013
3.15 Deliver a simpler, rationalised fees structure in HM Courts and Tribunals Service		
i. Introduce differential fees in Employment Tribunals, subject to consultation.	Started	Dec 2013
ii. Complete a review of the fees remission system to include all jurisdictions and the introduction of the Universal Credit	Started	Oct 2013
iii. Identify a comprehensive set of principles to fee setting and the system of remissions (a subsidy provided to those who are unable to pay court fees) for the new organisation	Started	Apr 2013
iv. Support the passage of legislation to introduce a data sharing clause with DWP and HMRC, for introduction in the second session of Parliament	Started	Apr 2013
v. Rationalise the court fee structure to reflect the changes introduced through MoJ’s reforms to the civil and family justice systems (see actions 3.10 & 3.12)	Started	Apr 2015
vi. Introduce direct lodgement to the Social Security and Child Support tribunal	Started	Apr 2013
vii. Implement changes to High Court and Court of Appeal fees resulting from the consultation	Jul 2012	Jul 2012

4. Assure better law

Lead: Helen Edwards

ACTIONS		Start	End
4.1	Increase the transparency of the justice system		
	i. Legislate to enable court broadcasting in criminal proceedings, in the second session of Parliament ³	Started	Apr 2013
4.2	Work with the Judiciary to increase diversity and transparency and to reform the appointments processes		
	i. Legislate to reform judicial appointments to improve diversity, for introduction in the second session of Parliament	Started	Apr 2013
	ii. Publish Judicial Diversity Taskforce progress report	Jun 2012	Sep 2012
	iii. Implement changes to judicial appointments	Apr 2013	Apr 2014
4.3	Reverse the erosion of civil liberties		
	i. Support an independent commission to publish a report on the creation of a UK Bill of Rights	Started	Winter 2012
	ii. Respond to the Bill of Rights Commission Report	Winter 2012	Mar 2013
4.4	Deliver an agreed package of reforms to the European Court of Human Rights resulting from the UK's Chairmanship of the Council of Europe, working with the Foreign and Commonwealth Office (FCO)		
	i. Implement agreed reforms, including drafting amendments to the European Convention on Human Rights, working with the FCO and other member States	Started	Dec 2013
4.5	Increase public access to official information by extending coverage of the Freedom of Information Act and making it available earlier		
	i. Extend the Freedom of Information Act to further organisations	Started	May 2015
	ii. Commence provisions extending the Act, legislated for through the Protection of Freedoms Act 2012	Jan 2013	Jan 2013
	iii. Publish response to Post Legislative Scrutiny of the Freedom of Information Act	Oct 2012	Oct 2012
	iv. Commence introduction of the '20 year rule' and reduction in the lifespan of Freedom of Information Act exemptions	Jul 2012	Jan 2013

4. Assure better law

Lead: Helen Edwards

ACTIONS	Start	End
4.6 Reform libel laws to protect freedom of speech		
i. Legislate through a Defamation Bill in the second session of Parliament	Started	Apr 2013
4.7 Repeal unnecessary laws		
i. Lead on a review of existing legislation, supported by other government departments, to identify unnecessary laws and options for repeal	Started	May 2013
ii. Support the Department for Business, Innovation and Skills, as necessary, to deliver a focused package of growth related repeals as part of their second session Enterprise and Regulatory Reform Bill	Started	Apr 2013
iii. Legislate through a dedicated Repeal Bill in the third session of Parliament to abolish unnecessary laws	Apr 2013	Apr 2014
4.8 Reform the use of intelligence and sensitive material in judicial proceedings, ensuring that proposals best serve human rights, national security and the administration of justice, and can command public confidence, working with Cabinet Office and Home Office		
i. Introduce legislation	Started	Apr 2013
4.9 Provide people with greater protection to prevent crime, apprehend criminals and to defend themselves against intruders, working with the Home Office, Attorney General's Office and relevant enforcement authorities		
i. Implement legislative and non-legislative provisions, working with Home Office, Attorney General's Office and the enforcement authorities	Jun 2012	Nov 2012
4.10 Provide greater protection for owners and lawful occupiers of property against squatters		
i. Implement a new criminal offence of squatting in residential buildings, working with other government departments, local authorities, enforcement agencies and local homelessness services	Started	Nov 2012
ii. Explore additional measures to ensure that existing laws and procedures can be more effectively enforced to protect non-residential property owners, working with other government departments and the enforcement agencies	Started	Apr 2013

5. Reform how we deliver our services

Lead: Antonia Romeo and Michael Spurr

ACTIONS	Start	End
5.1 Invite private and voluntary organisations and local communities to provide services where they can do so effectively and at a lower cost		
i. Publish an annual update of the Offender Services Competition Strategy	Started	Jun 2012
ii. Consult on plans for competing non-custodial services as part of the probation review (see action 1.9)	Started	Jun 2012
iii. Analyse consultation responses and develop and finalise commissioning structures and delivery models for non-custodial offender services	Jun 2012	Nov 2012
iv. Produce competition strategy for non-custodial offender services as part of response to probation review consultation	Jun 2012	Nov 2012
v. Implement further programme of competitions for non-custodial offender services	Nov 2012	Oct 2015
vi. Announce award of contracts for Electronic Monitoring services	Jan 2013	Jan 2013
vii. Announce award of contracts for London Community Payback services	July 2012	July 2012
viii. Announce award of contracts for Prisons Competition Phase 2	Nov 2012	Nov 2012
ix. Announce Prisons Competition Phase 3 in line with the strategy	Nov 2012	Nov 2012
x. Launch Prisons Competition Phase 3	Apr 2013	Apr 2013
xi. Publish an annual update of the Offender Services Competition Strategy	Apr 2013	Jul 2013
5.2 Publish vision for next phase of Transforming Justice, focusing on how we can deliver a better service more efficiently		
i. Assess the progress of the Transforming Justice programme currently underway	Started	Nov 2012
ii. Develop outline business cases to take forward new programmes	Jul 2012	Apr 2013
iii. Sign off next phase of Transforming Justice programme	Nov 2012	Nov 2012
iv. Publish vision for next phase of Transforming Justice	Dec 2013	Dec 2013

C) Departmental expenditure

Planned expenditure and major projects ¹

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury, and expected cost for the 2012/13 financial year on the Department's major projects.

Planned Expenditure (£bn)	2011/12 (forecast outturn) ²	2012/13	2013/14	2014/15
Total departmental expenditure limits³	8.5	7.7	7.3	6.9
Administration spending	0.6	0.6	0.6	0.5
Programme spending	7.9	7.1	6.8	6.4
Capital spending	0.3	0.3	0.3	0.3

Major Projects Expected Cost (Top 4, £m)	2012/13	Whole Life Cost
Quantum Re-compete	104	157
Future IT Sourcing Programme	22	137
Shared Services Programme	30	130
LSC Integrated Delivery	15	49
Total (All major projects)	207	745

Definitions:

Administration spending: the costs of all central government administration other than the costs of direct frontline service provision

Programme spending: spending on activities, goods and services, such as pay and benefits (excl. administration spending as defined above)

Capital spending: spending on assets with a lasting value, such as buildings and equipment

¹ Excludes departmental Annually Managed Expenditure. Numbers may not sum due to rounding

² Definitive outturn figures for 2011/2012 are currently being finalised and will be audited by the National Audit Office. These figures will be published as part of the Annual Report and Accounts. The 2011/12 outturn figure includes £286m drawn down from the reserve relating to pre tariff cases within the Criminal Injuries Compensation Authority (CICA) and additional pressures within the Ministry of Justice. Figures for 2012/13, 2013/14 and 2014/15 exclude planned expenditure for certain items which will only be drawn down if needed in year, so totals are subject to change.

³ Excludes depreciation

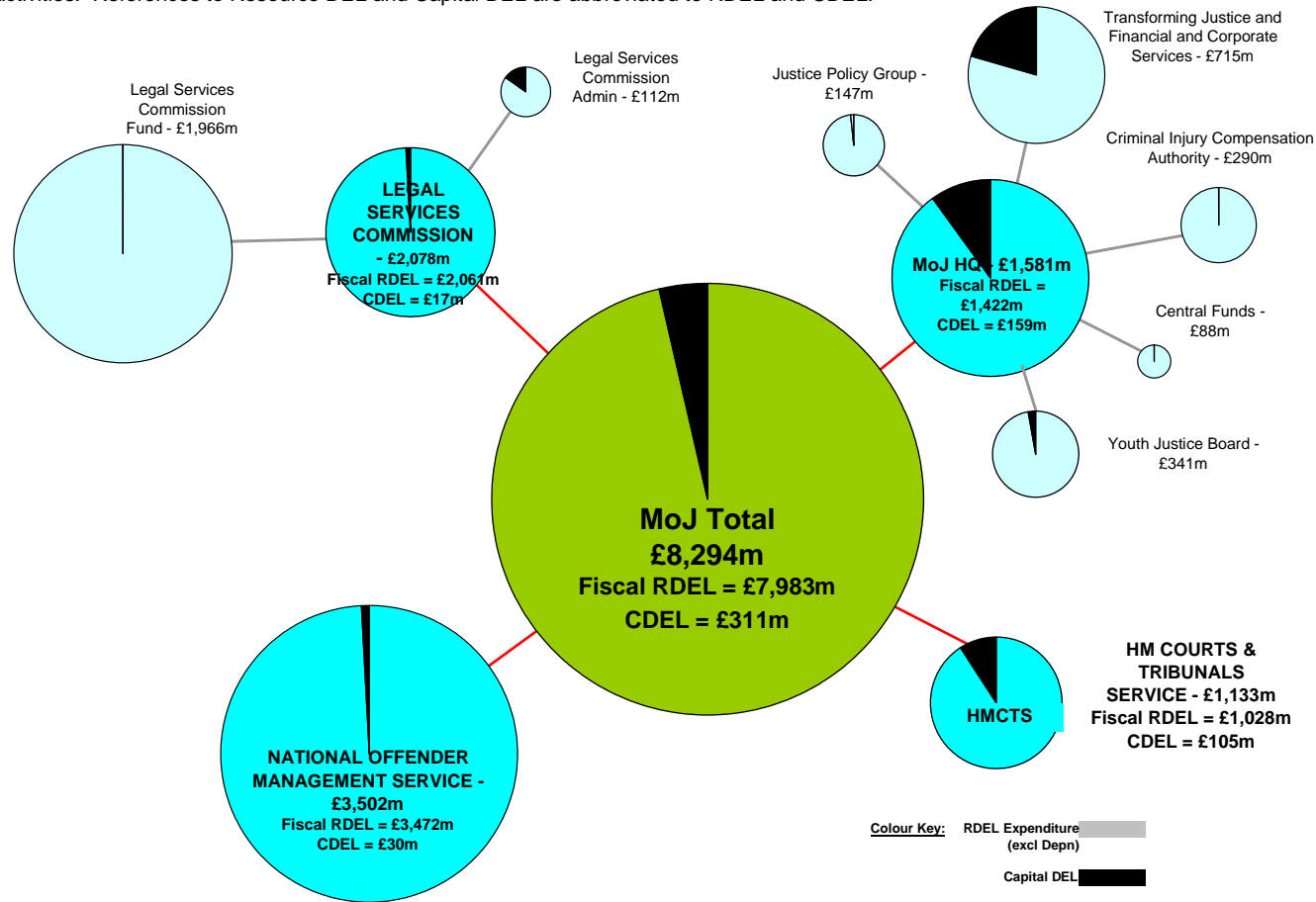
Indicative budget allocation

This chart sets out further detail on how the Department's settlement will be allocated for the 2012/13 financial year across our key programmes and activities.

Indicative Budget Allocations 2012/13

(Fiscal Departmental Expenditure Limits - ie Resource DEL excl. ring-fenced depreciation) and Capital DEL)

This chart sets out further detail on how our settlement will be allocated for the 2012/13 financial year across our key programmes and activities. References to Resource DEL and Capital DEL are abbreviated to RDEL and CDEL.



Notes to table:

- Departmental budgets include planned expenditure for certain items which will only be drawn down if needed in year, so totals are subject to change.
- Expenditure includes Departmental Unallocated Provision (DUP) which is included in the MoJ HQ total.
- Budgets exclude income and capital receipts so total expenditure may therefore increase during the year.
- All figures are rounded so may not sum exactly.

LINKS TO MOJ COALITION PRIORITIES	
Introduce a Rehabilitation Revolution.	Justice Policy Group, National Offender Management Service
Reform Sentencing and Penalties	Justice Policy Group
Reform the Courts, Tribunals, Legal Aid and CJS	Justice Policy Group, HMCourts & Tribunal Service, Legal Services Commission
Assure Better Law	Justice Policy Group
Reform how we deliver our Services	Transforming Justice and Financial and Corporate Services, National Offender Management Service

* These Bubble Charts are provisional and for illustrative purposes based on current plans only. Departmental Annually Managed Expenditure is excluded.

Departmental efficiency

This data aims allows the public to compare the Department's operations to other organisations by setting out the cost of common operational areas, and sets out the Department's efficiency plans for 2012/13.

Spending Category	Latest Data (QDS ¹ 3 2011)	Actions to improve operational efficiency in 2012/13
HR	68,455 FTE	Continue with aim to reduce its workforce by around 14-15,000 posts between May 2010 and March 2015. MoJ's core workforce – Her Majesty's Courts and Tribunals Service, National Offender Management Service, Headquarters (Corporate Performance Group, Justice Policy Group and Office of the Public Guardian) – now consists of 5,393 FTEs fewer than at the time of the emergency budget in May 2010. We will continue to reduce the size of our workforce by maintaining the tight control on recruitment and restructuring the organisation. Total headcount including non-departmental public bodies was 70,721 at end of Q3.
Estates	186,118 square metres	24,008 square metres of administrative estate were closed during 2011-12. Work towards reducing the cost of the estate by further rationalisation of MoJ's administrative estate –reducing the number of property holdings from 123 to 105 by March 2013, including reducing Central London properties from 10 holdings to 8, and considering further consolidation at 102 Petty France.
Procurement	£1,209 billion (Q3 2011/12)	Deliver £45m in year cashable savings through building on our category management approach, further developing spend analysis and supplier relationship management, supporting major procurement programmes and leveraging crown commercial position.
Major Projects	£745m total contract value	Continue to strengthen the governance and assurance processes building on the significant progress of implementation of Integrated Assurance Action Plans (IAAPs) and improved financial and strategic decision process across all major programmes. Major programmes supported by Governance process which is focusing on building and prioritising core capability across high priority programmes to support successful delivery.
Information Technology	£151 million (total third party ICT cost Q3 2011/12)	Reduce cost of ICT services by £35m (8.2%), continuing with delivery of the Future IT Sourcing (FITS) programme which will, on completion, deliver a reduction of £100m to MoJ ICT run and maintain annual costs, and facilitating business change by developing and upgrading systems on the 'Digital by Default' principle including introducing new digital working to Crown and Magistrates' courts and digital solutions for the Office of the Public Guardian.

¹ Quarterly Data Summary

Spending Category	Latest Data (QDS ¹ 3 2011)	Actions to improve operational efficiency in 2012/13
Corporate Services	£49 million (Q3 2011/12)	<p>Deliver a single Enterprise Reform Platform (ERP) system to enable transition of the department to a common IT platform and develop our capability and infrastructure to provide services to new clients. This will allow further rationalisation of support functions and reduce costs. Move major bodies such as the LSC Legal Services Commission and Youth Justice Board into 102 Petty France to reduce estate and corporate services costs.</p> <p>Build on the progress driven by the Finance Improvement Programme to improve further the management information available to support decision making and improve systems and processes reducing operational and support service costs.</p>
Fraud, Error and Debt	£1.57 million Fraud, £0.99 million Error and £3.87m Debt identified (Q3 2011/12)	Build on significant improvements made to the information provided to our Departmental Board and Financial Management Committee, and the pro-active processes put in place, allowing detailed scrutiny of our forecast and actual position. Continue to review our systems under the cross-Government 'Managing Risk of Financial Loss' strategy.
SMEs and Voluntary Organisations	£458 million spent with SMEs and £10million spent with voluntary and community sector organisations	Advertise all tender opportunities with a value greater than £10k on the Government's Contracts Finder website. Remove the pre qualification stage for all MoJ projects under £100k. Where possible, break down large requirements into smaller 'lots' to make it easier for SMEs to bid.

D) Transparency

Indicators and other key data

The Department has adopted the following input and impact indicators to help the public assess the effects of our policies and reforms on the cost and impact of public services. These indicators, and the other data specified here and in our Open Data Strategy, will be regularly published online.

Description	Type of data
Introduce a rehabilitation revolution	
Adult and juvenile reoffending - percentage of adult and juvenile offenders re-offending and frequency of reoffending per 100 offenders	Impact indicator
Reoffending – percentage of adults released from custody re-offending and frequency of re-offending per 100 offenders	Impact indicator
Number of juvenile first time entrants to the justice system: 10-17 year olds receiving a reprimand, final warning or conviction	Impact indicator
Bi-annual data released on the number of pilot rehabilitation schemes established and the number of participants, subject to commercial confidentiality and Office for National Statistics guidance	Other key data
The rate of drug misuse in prisons as reflected by those testing positive in mandatory drug tests	Other key data
Percentage of orders and licences that are successfully completed	Other key data
The percentage of offenders in employment at termination of their sentence, order or licence	Other key data
The percentage of offenders in settled and suitable accommodation at termination of their sentence, order or licence	Other key data
Proportion of court orders completed by offence	Other key data
Proportion of court orders completed by Probation Trust	Other key data
Reform of Sentencing and Penalties	
Foreign prisoners as a proportion of total prison population, by prison	Other key data
Number of Neighbourhood Justice Panels and the volume of cases brought to them, by local authority	Other key data
Number of foreign national prisoners by prison and offence	Other key data
Sentences given in your local Crown and local Justice Areas for magistrates' courts	Other key data
The number of out of court disposals by offence and police force area	Other key data
Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice	
Average cost per case of legal aid	Input indicator

Description	Type of data
Cost of delivering an effective Courts and Tribunals system: <ul style="list-style-type: none"> - Staff and Judicial cost per sitting day in the Crown Court - Staff and Judicial cost per sitting day in the magistrates' court - Staff and Judicial cost per sitting day in the Civil Court - Administrative and Judicial cost of Tribunals - Total Tribunals costs 	Input indicator
Court and Tribunal timeliness in hearing cases and related processes <ul style="list-style-type: none"> - Criminal Court - Civil Proceedings - Care Proceedings - Tribunals 	Impact indicator
Proxy measure for proportion of civil disputes resolved outside of court	Impact indicator
Money earned by prisoners and the proportion deducted and paid into the Victims' Fund, at a national level	Other key data
Number of people taking mediation assessments for family matters, by local authority	Other key data
Number of cases and time taken for cases in your local court/local Justice Area	Other key data
Number of cracked, effective and ineffective trials by court	Other key data
Assure better law	
Number of new criminal offences	Impact indicator
Reform how we deliver our services	
Cost of residential services per prisoner	Input indicator
Cost per pre-sentence report to courts	Input indicator
Cost per prisoner	Input indicator
Cost per community order	Input indicator
Cost per offender supervised on licence post-custody	Input indicator

Open data

This section sets out as a summary MOJ's commitment to open data. Further details, including what new datasets will be published when, will be set out in full in MOJ's Open Data Strategy, to be published this summer.

Transparency is an integral part of the Coalition Government's vision for how public services should be delivered. By making public services more transparent the Government is aiming to: improve engagement with public services, including choices drive improved service delivery including efficiency; promote social and economic growth; and increase the accountability of public services. The transparency agenda supports, and is supported by, each of the business areas outlined in this plan.

We have released an unprecedented amount of data over 2011-12 and this places MoJ at the forefront of transparency across Government. Over the next two years we will embed the progress made to date but are also determined to go further.

Full information can be found in MoJ's Open Data Strategy but key areas of work include:

Big data: we will explore the feasibility of releasing criminal court listings and data on tribunals' operation in an open format, and continue work on providing justice outcome information on Police.uk.

My data: we have committed to testing the possibility of establishing an online 'Mypage' service containing information on individual users' interaction with MoJ services;

Customer satisfaction and experience data: we will expand our use of the British Crime Survey to examine perceptions of the family justice system, establish the capability to conduct customer and behavioural insight research into justice users to inform business areas' work going forward, and test the usability and content of the Open Justice microsite with members of the public.

Information markets: we will engage with data developers and the private sector and examine the feasibility of establishing a data laboratory and data matching service for use by service providers and researchers.

Data quality: we will continue regular monitoring while bearing in mind the need to reduce data collection burdens at the front line.