



The Lord Chancellor's Departments

Departmental Report

The Government's Expenditure Plans 2001-2002 to 2003-2004
and Main Estimates 2001-2002

Presented to Parliament by the Lord Chancellor and the Chief Secretary to the Treasury
by Command of Her Majesty the Queen

March 2001

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Foreword

**by Lord Irvine of Lairg,
the Lord Chancellor**

This Departmental Report looks back at the achievements over the last year of the Lord Chancellor's Department, the Public Record Office, Her Majesty's Land Registry and the Northern Ireland Court Service. It also contains the Department's new Public Service Agreement, which sets out our agenda in civil and criminal justice, the provision of legal services, judicial policy and family law. It is towards the achievement of the targets set by the new Public Service Agreement that we will be directing our efforts over the next 3 years.

Reform of the justice system is a vital part of the Government's programme of modernisation. My Departments are continuing the process of transforming the justice system from one based on conventions and traditions to one focused on the needs of consumers.

All of our major programmes and initiatives for the next few years support the creation of a fair and inclusive society, in which access to justice is an essential part. These include the development of the Community Legal Service, the modernisation of the civil justice system and the civil courts, the Crown Court Programme, the wide reviews of the criminal courts and tribunal system, the judicial appointments process, and the continued development of our family policy work including the establishment of the Children and Family Court Advisory and Support Service.

The steps that we have taken so far to deliver this major agenda would not have been possible without the hard work and dedication of the staff in my Departments.

A handwritten signature in black ink that reads "Irvine of Lairg". The signature is written in a cursive, flowing style.

The Rt. Hon. The Lord Irvine of Lairg
March 2001

Introduction

The *Modernising Justice White Paper*, published in December 1998, began the process of changing the existing justice system from one based on traditions, practices and procedures designed to suit administrators and lawyers to one focused on the needs of consumers and citizens. This Report describes the progress of the Lord Chancellor's Department (LCD) over the past year towards achieving this modernisation of the principles and practice of the justice system, which is a fundamental part of the Government's reforming programme.

This agenda is reflected in the Department's Aim and Strategic Objectives, and in the Public Service Agreement (PSA) developed as part of the Spending Review 2000 (SR2000) programme. These new targets further develop and replace those set by the 1998 Comprehensive Spending Review (CSR) and are outcome and customer focused in their approach. They describe a strategic vision based on themes of social justice, rights and responsibilities, and on the law as a way of combating social exclusion, and an instrument of economic strength.

In order to meet the challenge of delivering these targets the Department itself is taking forward a process of transformation, using the Modernising Government agenda and the principles of Modernising the Civil Service. The Department's Investors in People (IiP) accreditation was re-confirmed this year by an external assessment, and in December 2000 LCD underwent a Peer Review of some of its key processes and structures by a team comprising senior officials from across Whitehall.

The Department has a major aim of improving access to high quality legal advice and services, and on the 3 April 2000 launched the Community Legal Service (CLS) which replaced the old civil and family legal aid system with a Community Legal Service Fund. Legal services are now being more effectively planned and delivered according to people's needs, through the creation of new local partnerships between the Legal Services Commission (LSC), local authorities, and other funders and providers of legal and advice services. A Quality Task Force was set up to develop criteria for a CLS Quality Mark for providers, and the award winning CLS website *JustAsk!* has been launched which directs people online to advice and information providers.

The Department has also improved access to justice for those people who do not get civil legal aid through Conditional Fee Agreements which allow solicitors to take a case on a no win no fee basis. Since 1 April 2000 the success fee and any insurance premium paid against the risk of legal costs is recoverable from the losing party, keeping the winning party's compensation intact.

The Department continues to reform civil justice to make the system quicker, cheaper, and more certain. Now, only one set of rules and practice directions apply to both high and county court. Procedural judges can allocate cases to a small claims track, a fast track, or a multi-track system, which enables courts to deal with cases more appropriately. The new Rules also aim to encourage the early settlement of disputes, and courts can apply sanctions and penalties for non-compliance with timetables, orders rule, practice directions or pre-action protocol.

The review of enforcement of orders in the civil courts is making significant progress. The first phase, concentrating on procedures, led to a series of recommendations which were set out in a report, published in July. Work is now proceeding to look at how bailiff enforcement should be better delivered through the civil courts.

The Department has commenced its own evaluation of the civil justice reforms, through academic research projects, and through consumer surveys.

The Department has continued to promote reform of the civil law. The Trustee Act 2000 effects a much needed modernisation of the powers of trustees, particularly in relation to financial matters. The Commonhold and Leasehold Bill, which will create a new method of owning buildings, such as blocks of flats with shared structure and facilities, was introduced into Parliament in December. The Department has also been closely involved in the development of the seller's pack proposals in the DETR's Homes Bill, which was also introduced in December. Further property law reform proposals are being developed with the Law Commission and HM Land Registry to enable electronic conveyancing and to reform the law of land registration. An inter-departmental steering group was convened by the Department to oversee and co-ordinate the electronic conveyancing development programme.

The broader legal services sector is a very important part of our economy. It employs 350,000 people and generates £10 billion in legal fees and £1.5 billion in overseas earnings. In 2000 it was agreed that LCD should take the lead as the sponsoring Department for the sector at home and overseas to provide a real focus within Government for developing that market.

The Department is also taking forward a number of initiatives to improve the criminal justice system. From April 2001 the Criminal Defence Service (CDS) (to be administered by the LSC) will move to funding criminal defence services through a flexible system of contracts with private sector lawyers and salaried defenders, with the aim of achieving quality assured services and value for money. Wherever possible, prices for contracts will be fixed in advance to reward efficient practice and create an incentive to avoid delay.

The CDS will enable the Legal Services Commission to require cases meeting the relevant criteria to proceed by way of individual case contract. By April 2002, all new very high cost cases will proceed in this way. The aim is to ensure that all criminal defence services provided by solicitors are under contracts by 2003. Suspects and defendants will continue to have a choice of representatives, and a consultation paper on Choice of Representative was published in June 2000. Recovery of defence costs orders will replace the universal means test.

Since 1997 the Department has been working with other criminal justice agencies in the development of criminal justice policy generally, for example, by piloting and implementing the Narey changes to reduce delay in the criminal justice system (CJS). As a result delays in the magistrates courts between offence and completion for indictable cases have fallen from 126 days last year to 110 days this year. LCD has been working hard alongside other CJS agencies to deliver the Government's commitment to halve the time taken to deal with persistent young offenders, and progress is encouraging.

The independent Review of the Criminal Courts being conducted by Lord Justice Auld is due to be completed in early 2001. The report will complement the work already underway to improve the criminal courts through the Crown Court Programme, and the Department expects it will lead to a major programme of change in the organisation of the Criminal Courts.

The Government has committed itself to ensuring that all its services are capable of being delivered electronically by 2005. The Department is looking at the systems and processes through which it delivers justice to take advantage of the opportunities which technology offers. IT can help LCD provide a service which is cost-effective, swift, and responsive to the needs of the citizen and consumer.

A Review of Tribunals led by Sir Andrew Leggatt is due to report by 31 March 2001. The review is to ensure that the tribunal system provides fair, timely, proportionate and effective arrangements for handling disputes, that the arrangements for supporting decision making meet the requirements of the European Convention on Human Rights for independence and impartiality, and that tribunals overall constitute a coherent structure for the delivering of justice.

The Lord Chancellor is taking forward the recommendations of *The Peach Report*, an independent scrutiny of the procedures for judicial and Queen's Counsel appointments. As part of this, a Commission for Judicial Appointments is being established to oversee, scrutinise and recommend improvements to the appointments systems. The First Commissioner will be appointed in 2001.

In preparation for the arrival of the Human Rights Act 1998, which came into force on 2 October 2000, the Department, through the Judicial Studies Board, organised an extensive programme of judicial training for judges and magistrates. The Department continues to ensure that law and procedures for which it has responsibility are compatible with the European Convention on Human Rights. Experience so far suggests the Department has coped well with the introduction of the Act, but LCD remains ready to accept and adapt to successful challenges under the Act.

The Department's family policy work is also continuing to develop. Following the Lord Chancellor's decision not to proceed with the proposed reforms of the divorce law which were contained in Part II of the Family Law Act 1996, and to invite Parliament to repeal those provisions when Parliamentary time allows, the focus of the Department's work has turned away from procedural reforms to divorce law, and towards the practical help, information and advice which can be given to families experiencing relationship difficulties or breakdown, particularly where children are concerned. This fits in with the Government's wider agenda of combating social exclusion and child poverty, with which divorce and relationship breakdown can be closely associated.

Stronger families and the protection of children's rights contribute to social cohesion and fairness in society. The Children and Family Court Advisory and Support Service (CAFCASS), a new agency, will combine the family court welfare functions currently provided by the Probation Service, the Children's Branch of the Official Solicitor's Department and the local authority Guardian ad Litem and Reporting Officer Services. Its purpose is to provide a fast, flexible and consistent service which has a clear focus on the interests of children. One of CAFCASS's main roles will be to represent the voice of the child in court proceedings. Bringing these services together means the Department can better serve the interests of children in court and provide modern, commonsense arrangements, focused on the needs of children and families. LCD is also looking at improving the information which judges are given about the arrangements that have been made for children in divorce cases.

The Children Act Sub-Committee of the Lord Chancellor's Advisory Board on Family Law has published a report based on its consultation on child contact in cases where there are allegations of domestic violence, and recommended guidelines to be followed in these cases. The Children Act Sub-Committee is now looking at how contact can be facilitated and enforced. The Department recognises the very important role which child contact centres have to play in this area, and has made grants of over £500,000 to child contact centres and associated bodies in the financial year 2000-2001. In the future, child contact centres will be able to seek funding through the central Children's Fund which will be established from April 2001.

The Department is significantly increasing the money which it spends on marriage and relationship support in England and Wales. LCD has set up an Advisory Group on Marriage and Relationship Support, which brings together various Government departments and experts from outside Government. They are developing a new strategy for marriage and relationship support, and advice on how available funding should best be spent, including on research. New initiatives to provide 'joined-up' services to those whose relationships run into difficulties are also being developed, following the Government's decision not to proceed with the implementation of Part II of the Family Law Act 1996.

One important reform to divorce law which has been made is the introduction of the reformed ancillary relief procedure in June 2000. Ancillary relief cases are concerned with the arrangements which are made for the division of marital property after divorce. The new procedure, which was extensively piloted in selected courts and has been widely welcomed, introduces judicial case management, directions hearings, and the encouragement to parties to settle before a final hearing. The new system also provides the background against which pension sharing was implemented on 1 December 2000.

The Department will also seek to provide a clear, supportive and enabling legislative framework for decision-taking for people unable to take control of their affairs. In the context of the Department's policy proposals on mental incapacity, and following the Quinquennial Review, and the 1999 PAC report into the operations of the Agency, the functions previously discharged by the Public Trust Office are being dispersed. The staff of the Public Trust Office have worked hard to take forward wide-ranging service improvements as a first and important step towards a modern and facilitative decision-making framework for their mentally incapacitated clients. From April next year the new Public Guardianship Office (PGO) (which is at present a candidate for agency status) will come into being; it will be established as a centre of excellence to provide a quality service for its clients.

The Work of the Departments

The Lord Chancellor's Department's (LCD) responsibility is justice. It promotes the provision of legal services, wider access to justice and the reform of the civil law. Through the Legal Services Commission (previously the Legal Aid Board) and the Court Service, it is responsible for funding legal services and managing court processes. It supports the Lord Chancellor in the appointment of judges, Queen's Counsel, magistrates and tribunal chairmen and members, and it oversees the local administration of the magistrates' courts. With the Home Office and the Crown Prosecution Service (CPS), LCD is responsible for the criminal justice system (CJS).

The Department has a Headquarters and two executive agencies, the Court Service and the Public Trust Office.

The Court Service (CS), which became an executive agency in April 1995, provides administrative support for the higher courts, the Crown courts, County courts and certain tribunals in England and Wales.

The Public Trust Office (PTO) acts as trustee and executor of estates, protects the properties and financial affairs of people with mental incapacity and provides a banking and investment service for funds held in court. It became an executive agency in July 1994. Following a major review in 1999 the PTO will be closed, and it is presently dispersing its functions to new agencies and appropriate parts of the Lord Chancellor's Department. Its successor, the Public Guardianship Office (PGO), will be established in April 2001.

The Lord Chancellor is accountable to Parliament for the Court Service and Public Trust Office, but decisions relating to the day-to-day running of agencies are the responsibility of their chief executives. They are directly accountable to the Lord Chancellor for the effective and efficient management of each agency.

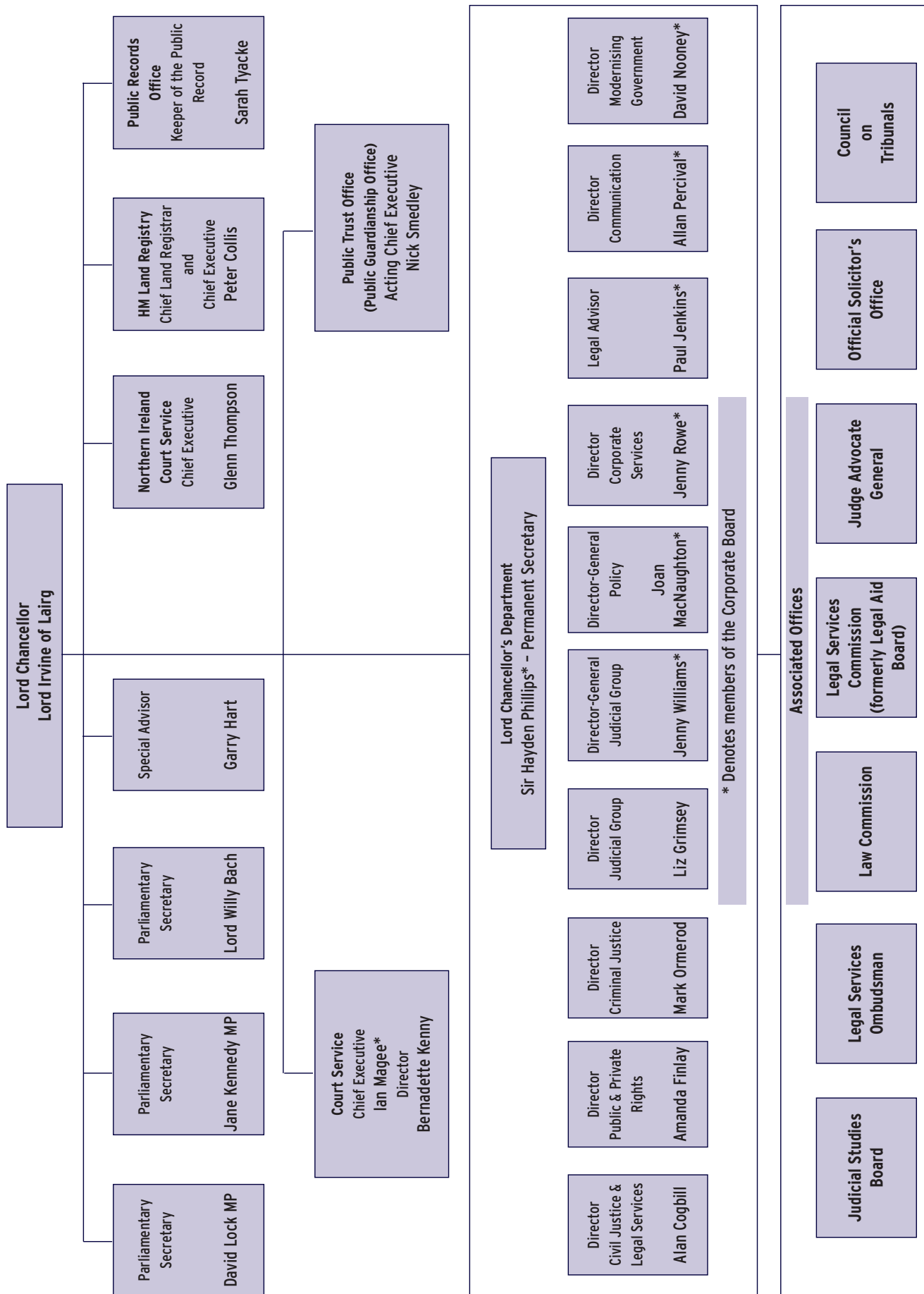
In addition to the Lord Chancellor's Department, there are three other Government departments responsible to the Lord Chancellor:

The Northern Ireland Court Service (NICS) is responsible for the administration of justice, including the provisions of legal aid, in Northern Ireland.

The Public Record Office (PRO) is the national archive for England, Wales and the United Kingdom; it administers the public record system of the United Kingdom, advises Government departments on the selection of records for preservation and makes records available to the public.

HM Land Registry (HMLR) maintains a register of title to freehold and leasehold land in England and Wales, and delivers land registration services to the public.

LCD Organisation Chart



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Part A
**The Lord
Chancellor's Department**

Part A1

Delivering Better Public Services

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Introduction

The Lord Chancellor's Department Spending Plans

In setting out its spending plans for 1999-2002 in the 1998 Comprehensive Spending Review (CSR), the Government set new priorities for public spending with significant extra resources in key services such as education and health. The Government also committed to linking this extra investment to modernisation and reform to raise standards and improve the quality of public services. The White Paper, *Public Services for the Future: Modernisation, Reform, Accountability* (Cm 4181), December 1998 and its supplement published in March 1999 (Cm 4315) delivered this commitment by publishing for the first time measurable Public Service Agreement targets (PSAs) for the full range of the Government's objectives.

A full and detailed report on all of these targets was published in the March 2000 Departmental Reports. This report continues to report against these targets.

As the Government recognised at the time of the 1998 CSR, setting targets for central Government was a process that would need to be refined over time. In the 2000 Spending Review, which set new plans for public spending for 2001 to 2004, the Government has further developed PSAs in order to prioritise the most important goals and reforms it wants to deliver. These targets are set out in the White Paper, *Spending Review 2000: Public Service Agreements 2001-04*, (Cm 4808), July 2000 and will be fully reported on in the spring 2002 Departmental Reports. The Department's SR2000 PSA targets are set out below.

The White Paper, *Modernising Government*, published in March 1999, is a statement of the Government's vision for reform and modernisation of the delivery of public services. These principles provide a means of achieving the results of the PSA targets. The Modernising Government agenda is fully reported on in part A3.

Table 1: Resource Plans Summary

	Outturn		Estimate		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Total Spending in DEL	2,480	2,413	2,756	2,854	2,836	2,845
Total Spending in AME	23	30	33	48	49	49
Of which non-cash AME	23	30	33	48	49	49
Consumption – The Resource Budget						
Resource DEL	2,391	2,353	2,672	2,757	2,744	2,756
Resource AME	23	30	33	48	49	49
Of which:						
Non-cash items in Resource AME	23	30	33	48	49	49
Total Resource Budget	2,414	2,383	2,705	2,805	2,792	2,804
Adjustments to reach operating costs	32	69	46	44	60	56
Net Operating Costs	2,446	2,453	2,751	2,849	2,852	2,860
Adjustments to reach voted total	-76	-98	-97	-94	-98	-101
Net Total Resources (Voted)	2,370	2,364	2,654	2,755	2,754	2,758
Investment – The Capital Budget						
Capital DEL	88	59	84	97	92	90
Total Capital Budget	88	59	84	97	92	90
Adjustments to reach voted capital	-50	-51	-48	-68	-74	-73
Net Capital Expenditure (Voted)	38	8	36	29	18	17

This table summarises information on spending plans, accounts and Estimates across HM Land Registry, Lord Chancellor's Department, Public Record Office and Northern Ireland Court Service.

Spending Review 2000

Public Service Agreement 2001-04

This agreement covers the work of the Lord Chancellor's Department and presents the main targets of LCD from April 2001 to March 2004. There are separate agreements for the Lord Chancellor's other Departments.

The LCD's objectives and performance targets in this Public Service Agreement (PSA) and in its Service Delivery Agreement (SDA) (which contain lower level explanation and targets for delivery of the PSA and other departmental programmes, and of LCD's modernising agenda) support those set out in the Criminal Justice System PSA. The Lord Chancellor is, with the Home Secretary and the Attorney General, jointly responsible for the delivery of these targets (numbers 1 to 4 below).

The PSA targets derive directly from the Aim and Strategic Objectives of the LCD, and are listed in those relationships.

The aim of the Lord Chancellor's Department is justice

To support that aim, the Department has six strategic objectives. These objectives were revised in December 1999 as outcome measures:

Strategic Objectives

STRATEGIC OBJECTIVE 1: To provide a fair, swift and effective system of justice which provides confidence in the rule of law; helps reduce crime, the fear of crime, and the economic consequences of crime; and gives value for money.

LCD1 Target*: Secure a minimum five percentage point improvement in the level of satisfaction of users of the justice system by 2004, including that of victims and witnesses with their treatment in the criminal justice system.

LCD2 Target*: Reduce by 2004 the time from arrest to sentence or other disposal by:

- reducing the time from charge to disposal for all defendants, with a target to be specified by 31 March 2001;
- dealing with 80% of youth court cases within their time targets; and

- halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders, and maintaining that level thereafter.

LCD3 Target*: Improve the level of public confidence in the criminal justice system by 31 March 2004, including improving that of ethnic minority communities.

LCD4 Target*: Increase the number and proportion of recorded crimes for which an offender is brought to justice.

STRATEGIC OBJECTIVE 2: To improve people's knowledge and understanding of their rights and responsibilities, including how to resolve disputes which affect them, in a way and at a cost proportionate to the issues at stake.

LCD5 Target: Reduce the proportion of disputes which are resolved by resort to the courts

STRATEGIC OBJECTIVE 3: To improve the availability of affordable and good quality legal services so that the law underpins economic success at home and abroad, and that the use of public funds secures greater social justice and reduces social exclusion.

LCD6 Target: Increase the number of people who receive suitable assistance in priority areas of law involving fundamental rights or social exclusion, by 5% by 2004; and secure year-on-year increases of at least 5% in the number of international legal disputes resolved in the UK.

STRATEGIC OBJECTIVE 4: To make civil and family law clearer and more easily enforceable giving priority to key Government objectives in tackling social and economic issues.

LCD7 Target: Increase the enforceability of civil judgements by achieving a 10% increase in the amount recovered per pound under executed warrants issued in the county courts in 2001-04, with this target to be reviewed and new targets set for 2002-04 by July 2001.

STRATEGIC OBJECTIVE 5: To improve the lives of children and help build and sustain strong families through providing a legal and procedural framework which sustains family relationships, and, when they do break down, to resolve disputes with the least distress to those affected, especially the most vulnerable.

LCD8 Target: Increase continued contact between children and the non-resident parent after a family breakdown, where this is in the best interests of the child.

STRATEGIC OBJECTIVE 6: To uphold the independence of the judiciary – especially through the appointment of sufficient judges, magistrates, and other judicial post holders of the right calibre to match needs, and through promoting a partnership with the judiciary for delivering justice effectively.

(No PSA target has been developed for this strategic objective since it supports the delivery of much of the Department's SR2000 programme, and the targets above which articulate it.)

LCD9 Target: Value for money – secure year on year improvements in value for money in the delivery of the Community Legal Service and the Criminal Defence Service.

** Targets contributing to CJS PSA*

Comprehensive Spending Review Public Service Agreement

For the purposes of this Report, progress against PSA targets must be measured in relation to the Strategic Objectives developed under the Comprehensive Spending Review, which are set out below:

The aim of the Lord Chancellor's Department is justice

The priority for the Lord Chancellor's Department is to contribute to the Government's commitment to fairness, growth and opportunity by introducing a programme of reforms to provide a modern, fair and efficient system of justice which operates in the public interest and ensures value for money for the taxpayer.

Strategic Objectives

The Department set six strategic objectives in 1998-99 to achieve this aim:

1. To ensure that civil and family law is simple, clear and responsive to the needs of society; and to contribute to the development of the criminal law.
2. To enable the Lord Chancellor to appoint or recommend for appointment sufficient numbers of judges, magistrates and other judicial postholders of the right quality and to safeguard their constitutional independence.
3. To facilitate the fair, speedy and effective resolution of disputes, ensuring that costs and procedures are proportionate to the issues at stake.
4. To enable criminal justice to be dispensed fairly, effectively and without undue delay, promoting confidence in the rule of law and contributing to the Government's aim of reducing crime and the fear of crime.
5. To support family relationships and enable disputes relating to their breakdown to be resolved with the least damage and stress to those concerned, and contribute to the Government's objective of helping to build strong families.
6. To ensure the availability of cost-effective, quality-assured legal services to those who need them, within the resources available, and develop a Community Legal Service, contributing to the Government's aim of combating social exclusion.

In meeting these objectives the Department will operate efficiently and effectively within the available resources. The Department's aims and objectives, and the performance measures against which its success will be judged, are consistent with the unifying aims and objectives for the criminal justice system to which all criminal justice agencies will work.

Part A2

Report on Progress

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Departmental Objectives and PSA Targets - Report on Progress

OBJECTIVE 1

To ensure that civil and family law is simple, clear and responsive to the needs of society; and to contribute to the development of the criminal law.

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
Introduce first phase of modernisation programme of civil justice system in April 1999.	Intermediate milestone for further measures/ targets being developed for Objectives 1 & 3.	Implemented April 1999. Phase 2 implementation is now being taken forward; new rules for civil appeals and group litigation were introduced in May 2000. New rules for judicial review were introduced in October 2000, supporting the implementation of the Human Rights Act.
Subsequent phases to include revised enforcement law & procedure for phased implementation from November 2001.	As above.	Rules of Court to enable the first changes to procedure are being developed by the Civil Procedure Rule Committee. Implementation dates to be set once the Rule Committee are further forward and in light of other Court Service change programmes.
Revised Rules of Court procedures for housing cases by March 2002.	As above.	Rules of court being developed. Rules of Court agreed by the Civil Procedure Rule Committee. Rules to come into force in October 2001.
	The number of appeals on points of law as a percentage of workload.	Measure discontinued - there have been very few appeals received in the first year of the reforms.
	Achievement of operational objectives for developing and reforming the law.	Primary legislation for enforcement and Judicial Review (Bowman) being developed in 2001.

OBJECTIVE 2

To enable the Lord Chancellor to appoint or recommend for appointment sufficient numbers of judges, magistrates and other judicial post holders of the right quality and to safeguard their constitutional independence.

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
The number of judges appointed or recommended for appointment against vacancies.	90%	Annual target 63% with work ongoing.
The number of lay magistrates appointed or recommended for appointment against estimated need.		No figures are currently available on the number of vacancies. The Department has put in place a system that will ensure that it can provide a figure at the end of this financial year.
The unit cost of making a judicial appointment.	£1300	Ongoing annual target. Figure for year to date £686. Low figure is a result of a special exercise to reappoint all existing part-time office holders.

OBJECTIVE 3

To facilitate the fair, speedy and effective resolution of disputes, ensuring that costs and procedures are proportionate to the issues at stake.

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
By March 2002 to reduce the duration of civil cases.	To increase the proportion of administrative processes dealt with in target time from 92% to 95%.	Target met for 1999/2000. Performance from April to November 2000 currently at 91.8%. Target will not be met for current year. This is attributed to increased workload due to civil procedure rules. Additional resources have directed to the Circuits specifically for this part 51 work. Since the allocation of this money an improvement performance towards the target has been identified.
To reduce the waiting times for all asylum appeals from receipt at the Immigration Appellate Authorities to promulgation of the Adjudicator's determination from 36 weeks in 1999-2000 to 17 weeks by 2000-01.		On course. Latest outturn is 19 weeks.
To reduce the unit cost of civil cases in real terms.	The unit cost baseline for the civil court target cannot be established until the programme for the reform of civil justice is in place. Unit costs and volumes will be re-based from 1999-2000. In the interim the Court Service will work to the intermediate targets below.	
To improve the level of service to court users based on an index of quantitative measures from 82% in 1998-99 to 85% in 2001-02.	85% 2001-02	On course - 87.2% April to November figure shown.
To reduce in real terms the unit cost of an item of originating process in the civil courts by an average of 3% per annum to 2001/02 (base 1999/2000).	Target for 1999/2000 was £118.	The actual performance received for 1999/2000 was £137.
To reduce courtroom over-capacity.	Base line 42% over capacity.	April - June 2000 41% over capacity.
To reduce in real terms the unit cost of an asylum appeal by an average of 3% per annum.	£553	Current performance to December 2000 is £958. This is a good indicator as to likely outturn. The increase in unit cost can be attributed largely to the IAA expenditure in preparation for the increase in workload level e.g. setting up of back office, setting up of additional courtrooms & additional IT equipment.
Percentage of administrative work in the Court Service processed without significant error.	94%	92.8% April to November figure shown.

OBJECTIVE 4

To enable criminal justice to be dispensed fairly, effectively and without undue delay, promoting confidence in the rule of law and contributing to the Government's aim of reducing crime and the fear of crime.

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
To halve the time from arrest to sentence for persistent young offenders from 142 days to 71 days.	Police National Computer data based on studies of the average time from arrest to sentence for persistent young offenders 71 (Baseline 142 1996).	95 days July to September 2000.
To reduce the time taken from arrest to sentence or other disposal.	To reduce the average number of days taken for cases which proceed through the magistrates' courts from 31 to 29 days by March 2000.	Achieved 30 September 2000. 29 days to September 2000.
Number/proportion of young offenders fast tracked.		There is no information currently available from Phoenix.
Average time from arrest to sentence of any young offender.	Magistrates' courts Time Interval Survey (TIS) data on the average time from arrest to sentence for all young offenders in the magistrates courts.	Sept 2000 64 days (Not directly comparable with the PYO arrest to sentence figures used to monitor Persistent young Offenders pledge. Excludes Youths sentenced at the Crown Court.)
To increase the proportion of victims, witnesses and jurors who regard their experience in the criminal justice system as acceptable.	Targets quantified and agreed by CJS ministers in April 2000. Victims and Witnesses: To improve by 5% points by 2002 the satisfaction of victims and of witnesses with their treatment in the CJS. Jurors: To maintain at 95% the level of Jurors who are satisfied or very satisfied with their treatment in the CJS whilst increasing by 5% by end march 2002 those who are very satisfied.	Awaiting HO confirmation on Victim and Witness data Jurors: Next survey results due spring 2001.
To maintain the rate of 78% of Crown Court cases commencing within 16 weeks in 1999-2000.	78%	76% There has been a bid for further resources to mitigate the effects of new legislation.
Achieve a greater alignment in the number and boundaries of magistrates' courts in relation to the Police and Crown Prosecution Service.		The MCCs' areas reduced from 96 to 73 as at 1 April 2000. There will be 42 MCCs with effect from 1 April 2001, matching the police and CPS boundaries.
To achieve stability in real terms in the cost of publicly funded criminal defence services by March 2002.		On course. The Department is on track to achieve stability in the cost of legally aided criminal defence services through a number of measures which will aim to control cost: a) from 2 October 2000, firms will require a criminal category franchise in order to undertake LSC funded criminal defence work in areas funded by the LSC; b) all criminal advice & assistance and magistrates' court work will be contracted when the CDS is introduced on 2 April 2001; c) all high cost cases will be under contract by April 2002;

		<p>d) the extension of the Crown Court graduated fees scheme to cover cases up to 25 days in April 2001;</p> <p>e) in April 2001, introduction of a unified scheme for advocates' fees in the Crown Court broadly based on the graduated fees scheme and covering all prosecution and defence advocates;</p> <p>f) in September 2000, introduction of more prescriptive arrangements for the use of Queens Counsel and more than one advocate in Crown Court legal aid proceedings were introduced on 1 September 2000.</p>
Median cost of a criminal legal aid bill in the Crown Court.	£562 Solicitors, £277 Counsel	September figures: £465 Solicitors and £232 Counsel.
Average cost of a criminal legal aid bill in the magistrates' courts.	£477	On course £479
Average cost of duty solicitor scheme per person assisted.	£142	Slippage £150
Average cost of an act of advice and assistance (criminal).	£71	Slippage £74
To reduce in real terms the unit cost of cases in the Crown Court by an average of 3% per annum.	The baseline for this target will be rebalanced in 2000-2001 to take account of the Human Rights Act and the Crime and Disorder Act.	
To reduce courtroom over-capacity.	To reduce courtroom over-capacity by 10% by March 2002.	The national average in the 15 month period from April 1999 - June 2000 was 57% utilisation, the latest figure for the July - September 2000 quarter was 58% i.e. 42% over-capacity.
Measures on the rights of defendants to show improvements by 31 March 2002.		In March 2000 the target was redefined as follows: the incidence of successful challenges under Article 5 and 6 of the Human Rights Act 1998 in respect of criminal cases.
The proportion of witness/victims going to Crown Courts will be seen within 2 hour limit of charter.	Crown Court November 1998 42%	Actual performance is currently 49.5%. The figure is based on June 2000 survey. Report due to be considered by national TIG in January 2001 on how to improve performance on witness attendance generally.
The proportion of witness/victims going to magistrates courts will be seen within 1 hour limit of charter (target >50%).	Baseline November 1998 48%	52% (as at June 2000 survey) Report due to be considered by national TIG in January 2001 on how to improve performance on witness attendance generally.
The proportion of witness/victims will give evidence on the day they are called.	Crown Baseline November 1998 49% Magistrates Baseline 57%	Crown 52% June 2000 survey Magistrates 54% Report due to be considered by national TIG in January 2001 on how to improve performance on witness attendance generally.
The proportion of magistrates courts that have Witness Support facilities - Home Office Target.	The target is for 20% of magistrates courts to have a witness service by end March 2000, with 40% by March 2001 and 100% March 2002.	Annual target next update 31 March 2001.

OBJECTIVE 5

To support family relationships and enable disputes relating to their breakdown to be resolved with the least damage and stress to those concerned, especially children, and contribute to the Government's objective of helping to build strong families.

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
To increase the proportion of mediated as against court-based divorce proceedings from 5% to 20% by 2001-02 for those areas where the Family Law Act is implemented.		The Government's decision not to proceed with the implementation of Part II of the Family Law Act 1996 has meant that this target is no longer appropriate. A new PSA target to support the Government's objectives in relation to Family Law has been set for 20001-2004.
	Divorces as a percentage of petitions issued for divorce.	See above
	Number of divorces as a percentage of those attending information meetings from April 2001.	See above
	Publicly funded divorce ancillary proceedings which are mediated, compared with those litigated.	See above

OBJECTIVE 6

To ensure the availability of cost-effective, quality assured legal services to those who need them within the resources available, and develop a Community Legal Service, contributing to the Government's aim of combating social exclusion.

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
Contracting for civil and family legal services solely with quality-assured providers.		On course. All civil and family legal help and representation in family, clinical negligence and immigration cases has now been placed under contract with quality-assured providers. There are currently around 4,600 contracts. Representation in the remainder of civil cases will be placed under contract by April 2001. Although there are a substantial number of 'old' cases (i.e. those started before contracts), some of which are being handled by non-quality assured providers, this will tail off as these cases are completed.
	Percentage of accredited firms passing their annual franchise audit.	Above 99% target met.
	A reduction in real terms of the unit cost of the Legal Services Commission processing current publicly funded business by an average of 3% per annum.	Data will be available after the year-end.
	Administrative unit cost of granting a contract.	Discussions ongoing with Legal Services Commission, on how to use data available to report on measure. It is not meaningful to report against this target quarterly.
	Administrative unit cost of an act of help £11.85.	£11.50 Achieved
	Average cost per civil bill adjusted for changes in case mix £21.51.	£20.69 Achieved
Identification, by July 2000, of indicators which will enable the Legal Services Commission to assess and report to the Lord Chancellor on the impact of co-ordinated planning by Community Legal Service Partnerships on delivery of legal services to meet local priority needs.	Achievement of the Public Trust Office's Charter Standards.	On course 95.9% Achieved

Departmental operations

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
The Department will meet a target of 3% year-on-year gains in efficiency.		Target has proved to be ambiguous and has been replaced by a series of targets, which can be measured and are designed to capture the efficiency VFM programme for the Court Service and other Departmental expenditure.
A reduction in support costs as a proportion of running costs.	60% of services to be reviewed by March 2003	As above
Percentage of non publicly funded expenditure spent on Court Service Headquarters and Corporate Services Group in LCD HQ.	Not specified	38%
An improvement in the proportion of training which contributes to improvements in job performance.	Percentage of instances of training which contributed to improvement in job performance. Baseline LCD HQ and Associated Offices 92% Court Service: Baseline 90%	LCD HQ & Associated Offices: (April - October 2000) 88%. Court Service outturn 98%.
An increase in the proportion of Ministerial correspondence and other correspondence answered within target by 5% year on year.	Percentage of Ministers' cases answered within the Departmental deadline 95%.	72% as at December 2000
	Percentage of other correspondence answered within the Departmental deadline 90%.	82% as at December 2000
	Average age of Ministers' cases not answered within the Departmental deadline 29 days By 31 December 2000.	40 days as of April - December 2000 days
An increase in the proportion of undisputed invoices paid within 30 days.	Percentage of undisputed invoices paid within 30 days 100% by 31 March 2000.	As of December 2000, 94.5% of undisputed invoices were paid on time. Although this falls short of last year's performance, this is the first year that the target has been measured against all payments by using the purchase order system. Inevitably, the current figure, reflects system teething problems and difficulties associated with users becoming conversant with the requirements of it.
A programme setting out the services to be reviewed each year, with a view to at least 60% of services reviewed by March 2003, is to be produced by September 1999.	Proportion of services reviewed under the BQS initiative 60% 31 March 2000.	Achieved.
A target is to be set by 31 March 1999 for an increase in the proportion of service delivery transactions provided to the public electronically.	Proportion of service delivery transactions provided to the public electronically. 26% 2002 100% 2005	Targets set - equivalent to government target for electronic service delivery.
The Department should have reviewed the level and pattern of absence by the end of 1998 and propose targets for reduction by the end of February 1999. The aim is to contribute to a reduction in public sector sickness absence of 20% by 2001 and 30% by 2003.	(LCDHQ 7.3 days by 2001, 6.4 days by 2003) (PTO 10.7 days by 2001, 9.4 days by 2003) (Court Service 8.5 days by 2001, 7.5 days by 2003)	The following figures represent the year October 1999 to September 2000: LCD HQ: 6.2 days - on course to meet target PTO: 11.61 days - some improvement Court Service: 11.2 days - falling short of the overall target, with 9 of the 13 circuits/HQ divisions currently not meeting target.

PSA Targets	OPA Measures & Performance Indicators	Outturn Position as of 31/12/00
The Department's strategy includes extending the LSC's Special Investigations Unit to criminal cases, better detection through the use of the LSC's Corporate Information System and exclusive contracting.	N/A	The LAB's Criminal SIU was established in April 1998. In 1999/2000 the SIU concluded investigations on 500 civil cases and 66 criminal cases, of which 79% civil and 100% criminal led to a recommendation to either refuse or withdraw funding or to change the assessed contribution. Introduction of LAB's CIS was completed in November 1998. It has delivered an enhanced fund control system and a platform to develop the reform programme. Progress towards contracting exclusively with quality assured suppliers is reported under Objectives 4 and 6 above.
A target of 5% annual reduction in general procurement expenditure	N/A	On course. As of December 2000, savings of £5,821,787 (11.5%) achieved from security, catering, live TV links, office supplies, cars, training, rail travel, accommodation, tape transcription services and telephone maintenance.
Annual review programmes of major areas of procurement expenditure.	N/A	Achieved. During the year the Department has reviewed the procurement of security, postage and photocopiers and in doing so, has met its targets. The benefits of this work will be realised next year in terms of implementing the recommendations which have emerged.
The Government Procurement Card (GPC) to be introduced in one service area by April 1999 and further use considered in 1999-2000.	April 1999 April 2000	A card provider has been identified and a three month pilot is expected to commence in April 2001.
Use of electronic commerce where there are cost benefits.	N/A	On course. A six month pilot of e-ordering procedures is currently being carried out and provision of re-invoicing is under development. Plans are in place to run a pilot in April and if successful, full roll-out will follow in the next financial year. OGC have the lead in this but the Department are actively participating and are responding positively.
Use of BACS (where achieves VFM) to pay all invoices by December 2000.	100% December 2000	84% usage September 1999 Current position is 55% of all invoices are paid by BACS. There are efforts being made to achieve a 95% take-up by March 2001.
Procurement performance measurement to be introduced in 1999/2000.	1999/2000	Achieved. The performance of the procurement unit was measured against the Procurement Excellence Model. The information received is being assessed and the Department will be using this to bring about improvements by focusing development activities on those areas that need attention.

Criminal Justice System - Cross-cutting Report

The Departments, Agencies and Services that make up the criminal justice system have a vital part to play in the twin aims at national and local level that have been set for it. The Home Office, LCD & CPS work in partnership on the delivery of these cross-cutting aims, which are to:

- reduce crime and the fear of crime; and
- dispense justice fairly and efficiently and promote confidence in the rule of law.

The movement towards a modernised criminal justice system has gathered momentum over the last year, with many technological improvements, such as expansion of the DNA database and video links between courts and prisons. Added to this major steps have been taken to encourage closer working between the LCD, HO and CPS and all other criminal justice agencies and services in order to achieve more effective delivery of CJS aims.

Good progress has been made across the criminal justice system in many areas:

- Continuing the crime reduction programme – including the biggest ever public investment in CCTV cameras and equipment for crime prevention;
- Setting challenging and ambitious targets for reducing vehicle crime and burglary and, in the five largest metropolitan areas, robbery;
- Providing the resources to enable the police to recruit an extra 9000 police officers within three years – over and above the number forces already plan to recruit;
- Implementing the Narey report recommendations, in all areas of England and Wales, to speed up the progress of cases in the courts, and in some areas joint police/CPS

criminal justice units and CPS trial units for more serious cases have been established;

- Being well on the way towards meeting the target of halving the time from arrest to sentence for persistent young offenders;
- Acting upon the vast majority of the 70 recommendations of the Stephen Lawrence Inquiry report;
- Setting race equality employment targets for the police, prison and probation services;
- Establishing the Legal Services Commission to develop and maintain the new Community Legal Service and the Criminal Defence Service;
- Establishing two important reviews – the review of the criminal courts led by Lord Justice Auld and the review of the sentencing framework led by John Halliday.
- As part of the 2000 Spending Review, setting up an unallocated reserve of £525 million over three years to fund new initiatives and fund the consequential costs of new initiatives in the criminal justice system as a whole.

The full *Criminal Justice System Annual Report, Business Plan and Strategic Plan* are published separately by the Criminal Justice Joint Planning Unit and can be found at www.criminal-justice-system.gov.uk

Performance measures and targets programme

During 1999-2000 a challenging programme was started to develop a suite of over-arching criminal justice system measures and targets, which would contain at least one measure for each of the eight CJS objectives. The achievement during the year is shown in the table below:

Objective	Measure and target proposed in Strategic Plan 1999-2002	Measure and Target set	Comment
To reduce the level of actual crime and disorder.	<p>A reduction in the growth of crime relative to its long-run rate by 31 March 2002.</p> <p>A reduction in the public perception of disorder by 31 March 2002.</p> <p>30% reduction in the level of vehicle crime within 5 years.</p>	<p>To reduce the key categories of:</p> <ul style="list-style-type: none"> • Vehicle crime by 30% by 31 March 2004 • Domestic burglary by 25% by 31 March 2005 • Robbery in our principal cities by 14% by 31 March 2005. <p>To reduce the number of public disorder incidents per 1,000 of population.</p> <p>See first entry above.</p>	<p>The targets set focus more closely on the Government's objective to reduce crime than would measure the long-run rate of growth. The targets reflect those set locally as part of the Best Value Regime, BV performance indicators 126 - 128.</p> <p>It is hoped to develop a measure which will capture the underlying levels of disorder in society more fully for use in future years.</p>
To reduce the adverse impact of crime and disorder on people's lives.	Fear of crime to be reduced by 31 March 2002.	To ensure by 31 March 2002 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS) are lower than the levels reported in the 1998 BCS.	
To reduce the economic costs of crime.	Economic cost of crime to be reduced by 31 March 2002.	To reduce the economic cost of crime by 31 March 2002.	The costs to be tracked have been determined. ¹ A programme has recently been published ² to explore the data available for these costs.
To ensure just processes and just and effective outcomes.	<p>Rate of reconvictions of offenders to be reduced by 31 March 2002.</p> <p>New measure on the rate of reconvictions of persistent young offenders to be developed by 31 March 2000 with the rate to be reduced by 31 March 2002</p> <p>New measure of just processes and outcomes to be developed by 31 March 2000 with target to be set by 31 March 2001 for improvement by 31 March 2002.</p>	<p>Measures for reducing rates of reconvictions were developed for 31 March 2000 but were finally defined consistent with the measures agreed for 2001-2004 in the recent 2000 spending review:</p> <p>Reduce the rate of reconvictions:</p> <ul style="list-style-type: none"> • Of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate; • Of all young offenders by 5% by 2004 compared to the predicted rate. <p>Data on adverse cases, appeals, cases started and judicial reviews will be identified and monitored during 2000-2001.</p>	
To deal with cases throughout the criminal justice process with appropriate speed.	<p>Halving from 142 to 71 days by 31 March 2002 the time from arrest to sentence for persistent young offenders.</p> <p>A reduction in the time from arrest to sentence or other disposal for all offenders with an interim target of a reduction of at least 2 days from charge to sentence or other disposal by 31 March 2000.</p>	<p>Halving from 142 to 71 days by 31 March 2002 the time from arrest to sentence for persistent young offenders.</p> <p>To reduce the time taken from arrest to sentence or other disposal for all offenders.</p>	<p>Out-turn for the quarter to 31 March 2000 showed that the time had fallen to 96 days (the latest data for the quarter to 30 September shows a further fall to 95 days).</p> <p>The interim 2 day target by 31 March 2000 was achieved. Data from arrest is not currently available and manual collection for all offenders would not be cost effective; data will be collected from charge until electronic data collection is introduced across the CJS.</p>

			Following the 2000 Spending Review a further quantified target is to be defined by 31 March 2001.
To meet the needs of victims, witnesses and jurors within the system.	New survey measures to be introduced and a target set by 31 March 2000 for improvement by 31 March 2002.	<p>To improve by 5 percentage points by 31 March 2002 the satisfaction of victims and witnesses with their treatment in the criminal justice system.</p> <p>To maintain at 95% the level of jurors who are satisfied with their treatment in the CJS whilst increasing by 5% by 31 March 2002 those who are very satisfied.</p>	<p>A national witness satisfaction survey was carried out in 2000, in which 76% of those surveyed were satisfied with their treatment by the agencies of the CJS.</p> <p>A new survey was carried out in all crown courts in 1999/2000. This showed that 95% of jurors were either "satisfied" or "very satisfied" with their treatment. Jurors will continue to be surveyed as part of the court service's customer satisfaction survey, to be introduced in 2001.</p>
To respect the rights of defendants and to treat them fairly.	New measure to be developed by 31 March 2000 with a target to be set by 31 March 2001 for improvement by 31 March 2002.	To improve the standard by which the criminal justice system meets the rights of defendants by achieving by 31 March 2002 100% of targets in a basket of measures.	<p>The measures proposed for the basket at 31 March 2000 were:</p> <ul style="list-style-type: none"> • Number of substantiated complaints under the Police Act 1996 per [1,000] people detained (BVPI 140) • The incident and nature of successful challenges under articles 5 and 6 of the Human Rights act 1998 in respect of criminal cases • Ensure that by 31 March 2002 a percentage of people in police stations requesting the service of a duty solicitor receive the service within a specific time • The number of prisons which, in accordance with prison service standard audit requirements, have sufficient staff to ensure that all prisoners receive information about legal aid on reception and know who can assist them with legal aid applications
To promote confidence in the criminal justice system.	New measure to be developed by 31 March 2000 with a target to be set by 31 March 2001 for improvement by 31 March 2002.	To improve by 31 March 2002 the level of public confidence in the criminal justice system.	The target has now been extended to include specifically the improvement of public confidence in ethnic minority communities in the criminal justice system.

In addition to the performance measures for the eight criminal justice system objectives set out in the table above, further work is ongoing to develop a long-term value for money measure for the CJS.

² Including cost of the CJS, stolen or damaged property, lost output, security and insurance, emotional/physical impact on victims, fraud and drug related costs.

³ Brand Sam, Price Richard, *The Economic and Social Cost of Crime* (Home Office, 2000).

Part A3

Modernising Government

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Overview

Over the last 2-3 years there has been a transformation in thinking about the part that justice has to play in supporting the achievement of the Government's wider social and economic aims, including the combating of social exclusion. The Department's new strategic objectives recognise the demands of a coherent, customer-facing, accessible and responsive justice system which involves not just court processes, procedures and management but also the needs of court users and the wider public, both before matters reach the litigation stage and after the disposal of the case.

LCD's targets for SR2000 represent a clear commitment to consumer satisfaction with legal, judicial and court services. Consumer testing and customer service surveys will form the heart of the Department's ongoing commitment to match services to needs in terms of accessibility and quality. At the same time, the Department recognises the need to identify and promote those partnerships and new alliances that we will need to build with other Government departments, with the voluntary sector and with other intermediaries, if LCD is to meet its new business objectives.

Policy Making

In the Department's last report reference was made to the importance of good quality information to underpin the development and evaluation of policy and LCD outlined some of the measures it was taking to address its needs. During the course of the year the Department has looked at this more widely, and the need to understand LCD's customers' needs and provide services which are responsive to them is now at the very heart of:

- the Department's PSA and SDA targets for SR2000;
- the e-business strategy which LCD has developed during the course of this year;
- major programmes of work (for example, the Community Legal Service, the establishment of CAFCASS, the Modernising the Civil Courts and Crown Court programmes in the Court Service, and the major change programme in the Public Trust Office), as well as the two major reviews which are currently being conducted (Lord Justice Auld's review of the criminal courts and Sir Andrew Leggatt's review of administrative tribunals).

The Modernising Government agenda focuses on *how* to take forward the work that is necessary in order for the Department to meet its strategic objectives. Some examples of LCD's new approach to work are set out below.

Designing policy around shared goals and carefully designed results

- cross-cutting Criminal Justice System targets which lie at the heart of the criminal justice strategy. An example of this is the target to increase by 2004 the level of public confidence in the Criminal Justice System (PSA3);
- Court Service bilateral links with the CPS at both a national and local level to develop a partnership approach to more effective case management and co-operative working arrangements;
- the Advisory Group on Marriage Relationship Support – an inter-departmental group established by LCD with representatives from outside Government as well as the relevant departments, to take forward a more joined-up approach to marriage and relationship support. The group will be looking to greater evaluation of what works and to ensuring access for all to marriage support services;
- partnership with the DETR to deliver shared objectives on commonhold and leasehold reform;
- joint targets with the Home Office to deliver the Government's policy of a fairer, faster and firmer asylum process.

Involving others and using evidence in policy making

The Department has adopted diverse ways of engaging with its customers and stakeholders at all stages of the policy making, implementation and delivery process:

- pre-consultation – where customers and stakeholders have been brought in at the earliest possible stage. Examples here are the feedback system in the magistrates' courts which includes sharing with the magistrates' courts community an outline of consultation papers which LCD is proposing to issue, thus helping to ensure that consultation is well focused;

- using experts – the review of enforcement in the civil courts which used four panels of experts, drawn from all the major enforcement interest groups, to identify the problems with the existing systems and suggest solutions (and a similar approach was taken in looking at administration orders);
- within the criminal justice system the performance measure relating to rights of defendants was the subject of an all-day seminar involving 77 interested parties, with follow-up focus groups and the addition of JUSTICE to the inter-departmental working party;
- the use of focus groups – in concert with the Home Office – and to address the issue of improving confidence in the criminal justice system, there has been a programme of focus groups to provide qualitative information to supplement information in the British Crime Survey on attitudes to the criminal justice system. The groups were asked about their understanding of the criminal justice system, what they felt were important issues, how they thought the parts of the system were performing and where they drew their assessment from;
- similarly, when developing policy for the commonhold part of the Commonhold and Leasehold Reform Bill a consultative group was established which contained representatives of the great majority of those bodies which have an interest in the development of land tenure and housing law, including tenants and leaseholders, landlords, advisory bodies and academics;
- establishing advisory boards such as the Project Development Group for CAF/CASS and the Quality Task Force for the Community Legal Service;
- there is a programme of Court Service local surveys to help court managers find out what users think of the service provided by the courts. In the light of the new PSA targets, a national survey to measure overall satisfaction of court users has also been established;
- treating stakeholders as partners, for example, the Community Legal Service is built on partnership between central Government and local funders and service providers;
- issuing consultation papers on the Internet. The Department has placed 19 consultation papers on its web site this year;
- preparing Regulatory Impact Assessments for policies which impact on businesses, charities or the voluntary sector;
- risk assessment – the Department has produced a framework for the management of risk in the regulatory arena in line with the requirements of the *Modernising Government White Paper*. Key Departmental stakeholder groups have been consulted on the contents of the framework, which focuses on risks to the public deriving from or leading to Government intervention. It is designed as a tool to assist policy makers in identifying and managing relevant risks in the course of their work. The final version was published in December 2000;
- project management – The Court Service Project and Programme Management Protocols were introduced in November 1999, and are subject to continuous development, in line with central government requirements, business needs and experience of using the procedures. Work is currently being undertaken to produce a revised version of the Project and Programme Management Guidance, due for publication early in 2001.

Becoming more forward and outward looking

The Public Trust Office (PTO) is undergoing a fundamental programme of change that will radically change and improve the services it provides. Those services will be innovative and revitalise relationship with the PTO's customers and clients. At the heart of the programme are specially created consultative groups representing stakeholders, professional users and groups involving individual customer and client representatives. These groups test the PTO's developing thinking, quality assured proposals and ensure that customer needs are being met. In addition, a programme of Open Days has been started, giving customers the opportunity to talk about specific issues with their caseworker, discussing the Change Programme with senior PTO staff and, together, recount and share their experiences of the PTO's services. These open days will be continued around the country in major population centres. From April next year the new Public Guardianship Office (PGO) will come into being, it will be established as a centre of excellence that will provide a quality service for its clients.

In addition to the Project Development Group for CAF/CASS, the Department is running task teams – with full representation – to look at specific issues. There have been over 50 meetings of staff around the country, bringing together people from different services and from the courts and legal profession and those joint meetings are now continuing locally. The Department has set up four advisory groups to consult users representing, respectively, the judiciary,

the legal profession, the voluntary sector and children's and families' groups.

Implementation of the Human Rights Act included 'walk throughs' which brought together senior members of the judiciary, Government departments, non-governmental organisations and practitioners to identify the potential impact of the Human Rights Act (HRA). In addition, planning for implementation of the HRA was based on the experiences in other countries.

Learning from experience

- Expansion of the programme of commissioned research and an enhanced in-house research capacity. The Department's research capacity is small compared to other Government departments. However, this year LCD has recruited two more professionally qualified research staff to support the re-focusing of the research programme to Ministerial priorities and the PSA targets, and to improve policy makers' access to and understanding of relevant social information. The research programme will provide material to support both the development evaluation and of new policies, especially in the civil field where information from non-government sources (and especially user needs and perceptions) is relatively scarce.
- The programme of research on Race and the Courts which is planned to help the courts to ensure that they are meeting the needs of an ethnically diverse society in the ways that they provide services to the public. Four projects (ranging from about three months to 18 months) are now underway.
- Improving the availability, quality and use of management information, making greater use of economists, statisticians and researchers and the analysis of trends in society which will give a sharper focus to social policy issues and reinforce the link between LCD's research programme and policy priorities.
- Use of Narey pilots to shape policy. From January 1999 Crown Court centres in six areas took part in a criminal justice system pilot to dispense with magistrates' court committal proceedings for indictable only cases which could only be tried in the Crown Court. Instead, these cases were sent to the Crown Court after, usually, only one hearing in the magistrates' court. The pilots proved to be successful in reducing delay, with potential net savings across the system. The procedural change was implemented across the whole system in January 2001.

- Production of guidance for post implementation reviews of projects. Recently issued central government guidance is to be incorporated before publication by spring 2001. In the interim, an intranet version will be made available.

Regulatory Impact Assessment

The Department is fully committed to the five principles of good regulation – transparency; accountability; targeting; consistency; and proportionality. This commitment is reflected in the Department's objectives to provide a fair, swift and effective system of justice and to make civil and family law clearer. Lord Bach is the Minister responsible for regulatory reform in LCD.

During 1999-2000, the latest year for which full information is available, the Department introduced 119 Statutory Instruments, the majority concerning rules of court and publicly funded legal services. Of these, 62 amended or repealed existing regulations. In the nine months to December 2000, the Department introduced 88 Statutory Instruments. The Department has a rolling review programme to simplify and improve the forms which court users have to complete. In 2000-01 it reviewed 38 forms, abolishing three and simplifying or replacing one. The Department also participates in the Direct Access Government programme: the Court Service has placed over 300 interactive court forms and over 90 information leaflets on the internet.

This year new guidance has been issued to staff on assessing the impact of their policy proposals. Copies of *Good Policy Making: a Guide to Regulatory Impact Assessment* were circulated to lawyers and policy makers and the guide was made available to all staff on its intranet. Seminars were also held to promote the new guide to policy makers. The seminars stressed the need to give proper assessment of the likely effectiveness of new and existing regulations against the five principles of good regulation. Draft Regulatory Impact Assessments were published with three consultation papers.

All consultation papers are made available on the Department's website to ensure the widest coverage. The Department listens carefully to the views of respondents in the development of policy, and is looking at ways in which it can improve the availability of information on regulatory proposals to stakeholders and others.

Proposals for a scheme which allows agreements to be made between bulk providers of legal services and bulk purchasers

on behalf of themselves or others and thus increasing the avenues to the courts for thousands of citizens were set out in the consultation paper *Collective Conditional Fees*. A seminar to discuss the implications of the consultation paper was attended by a range of interested bodies. The resulting policy allows economies of scale, reduces regulatory burdens on business and membership organisations and will support the policy of enhancing the competitiveness of providers of legal services. The policy was brought into effect by regulations on 30 November 2000.

The Department is discussing with the Law Society their proposals to remove burdens on the solicitors profession by using an order under the Regulatory Reform Bill to amend the Solicitors Act 1974. As part of its SDA, the Department is committed to reducing regulatory barriers to international trade in legal services by working through GATS 2000.

Responsive Public Services

LCD's targets for SR2000 represent a clear commitment to consumer satisfaction with legal, judicial and court services. The Department has appointed Consumer Champions: Bernadette Kenny, Director of Operational Policy, Court Service and Jenny Rowe, Director Corporate Services, LCD HQ.

Improving simplicity

The Department is committed to simplifying services for customers. The Court Service is working with other criminal justice agencies to develop a system for directing complaints in the Criminal Justice System. The Court Service has been piloting a telephone helpline in Leicestershire since August 1999. A leaflet has been produced to help direct people where to complain, which is also available in four other languages appropriate to the pilot area. A report setting out recommendations has been completed, a meeting will take place with representatives of all the criminal justice agencies and appropriate Government departments in February 2001 to decide the future of the telephone helpline and leaflet. The Legal Services Commission has launched and updated a directory of suppliers of legal services within the Community Legal Service in 13 regional volumes.

Access

LCD has a broad programme of enhancing consumer access across all its delivery mechanisms. Its key strategies and commitments include:

- ensuring that by March 2004 90% of people in police stations requesting the service of a duty solicitor receive the service within 45 minutes;
- increasing access to advice by securing a year on year increase in the number of CLS Information Points;
- through the Modernising the Civil Courts Programme and Crown Court Programme, and in partnership with other agencies, piloting on-line access to court services (e.g. issue of claims in civil proceedings, information provision in all jurisdictions) and development of customer service centres.

The Department continues to increase the range of information available on its websites. Each week, the Lord Chancellor's Department website receives on average over 8,000 individual accesses compared to about 5,500 in 1999, the Court Service website receives around 9500 page accesses, and the Public Trust Office's new website receives around 1500 page accesses.

A customer service exhibition was held at the Royal Courts of Justice so customers and customer service officers were able to talk to staff from courts all over the country about the range and variety of services that are now being offered.

The Public Trust Office has set up a new complaints unit and an independent Complaints Examiner has been appointed.

Extended Hours Service Delivery

The thrust from the People's Panel on the courts was a desire to have information from the courts available out of hours. The Department is therefore proposing to pilot an extended hours information service for the magistrates courts in one of the 42 criminal justice areas.

The Telford Kiosk, now due to be launched in early 2001, will be a touch-screen kiosk situated in the Telford library providing information on the services, forms, procedures and leaflets for the Crown and County Courts and Tribunals. There will also be a live video link with the local CAB three days a week. This will extend the services of the courts outside present opening hours, as well as at weekends. The Court Service has set up a project team to scope the issues involved in setting up a Court

Service Call Centre, with a view to forming recommendations on a strategy for the future IT structure that would be required to support it.

Awards for Excellence

34 courts now hold Charter Marks as a recognition of their excellence in the delivery of service to the public. Bedfordshire Magistrates' Courts Committee (MCC), the first MCC to win the Charter Mark for excellent public service in 1997, became the first MCC to become a second time winner in 2000. Southwark Crown Court is also a second time winner. In November 2000, Barnsley MCC was selected for Beacon status under the Central

Government Beacon Scheme. The Scheme is designed to identify the best performing parts of central government and to enable others to learn from their experiences.

Consulting users

The Department consults users and potential users regularly about the service it provides. Bodies and groups consulted include the legal profession, the advice sector, criminal justice agencies, other Government departments, the disabled and ethnic minorities. Open days are held at various locations – visitors are encouraged to give their opinion on the service provided by the courts.

Table 2: Performance on Six Service Standards for Central Government

Standard	Performance 1999-2000 %	Performance 2000-2001* %
1. To answer your letters quickly and clearly.		
<ul style="list-style-type: none"> • Ministerial correspondence • LCD HQ: target 20 working days • Court Service HQ: target 15 working days • Public Trust Office: target 20 working days • Legal Services Commission: target 20 working days 	76	72
<ul style="list-style-type: none"> • Public correspondence • LCD HQ: target 20 working days • Court Service HQ: target 15 working days • Court Service: target 10 working days • Public Trust Office: target 20 working days • Legal Services Commission: target 20 working days 	93	94
	83	95
	98	99
	88	82
	93	94
	91	89
	92	95
	91 ²	90
Standard	Performance 2000-2001	
2. To see you within 10 minutes of any appointment you have made at our offices. If you have not already made an appointment, we will see you within 10 minutes of you having made a request at reception.	Performance is monitored by the courts within KPI1 – “the quality of service provided to court users”. Public Trust Office – 99.6%	
3. Answer telephone calls quickly and helpfully. We will answer calls to telephone enquiry points within 30 seconds.	88% – 90% of calls answered within target.	
4. Provide clear and straightforward information about our services and those of related providers, along with one or more telephone enquiry numbers and e-mail addresses to help you or to put you in touch with someone who can.	Achieved. Telephone enquiry numbers and e-mail enquiry addresses in place.	
5. Have a complaints procedure for the service we provide, publicise it, including on the internet, and send you the information about it if you ask.	Achieved. Complaints procedures are available on request and on Departmental websites	
6. Do everything reasonably possible to make our services available to everyone, including people with special needs. We will consult users and potential users regularly about the service we provide and report on the result.	Achieved.	

Central government performance against these targets for 1999-2000 was the subject of a parliamentary question on 26 July 2000 and a report was published on the cabinet office website.

1. County Courts only

2. Legal Aid Board

* forecast December 2000

The Lord Chancellor has pledged to reform the Public Trust Office (PTO) to create a centre of excellence in services for people with a mental incapacity. In addition to continuing to consult with users and stakeholders via regular forums, it has run a number of successful open days for its clients. The open days include a tour of the Office, and the opportunity to visit a number of displays highlighting the different services available to the PTO's clients.

The Legal Services Commission consults with relevant groups on changes to the publicly funded legal services. These range from representative bodies (such as the Law Society, the Bar Council, the Criminal Law Solicitors' Association and the Advice Services Alliance) to individual firms of solicitors, depending upon the nature of the consultation. Consultation papers are available to any interested party via the LSC's website.

Accessibility of public services

In response to the report of the inquiry into the murder of Stephen Lawrence, the Department conducted an Equality Audit to review everything it does, from internal procedures to the public services that it provides, and assess the potential for discrimination. Consideration was given to issues of race, gender, age, disability, religion and other characteristics in five core areas of business: policy making; service delivery; people; procurement; and corporate image and publications. This resulted in the publication of the Equality and Diversity Action Plan and an Equality and Diversity Statement. In particular the Department will ensure that wherever possible the services it provides meet the needs and expectations of *all* its service-users.

In the magistrates courts, Magistrates' Courts Committees are all required to comply with a performance standard relating to disabled court users. This includes:

- appointing a designated Disabled Person's Officer;
- ensuring that staff undergo training on dealing with disabled court users;
- ensuring that there is an accessible register of facilities and guidance for disabled court users at each court reception or court office;
- ensuring that information sent to defendants and witnesses in advance of a court hearing details the facilities (or lack of them) and a named contact for disabled people.

In the provision of advice, the *JustAsk!* website is accessible to all, including users with disabilities. The site complies with the Web Accessibility Initiative's requirements and has been audited by the RNIB's Digital Accessibility team. The CLS Referral line is accessible on 0845 608 1122 and by minicom on 0845 609 6677.

Quality Public Services

Better Quality Services

The Department is currently undertaking a number of Better Quality Service (BQS) reviews as part of its programme to achieve the targets set out in the BQS Plan, to review 60% of the Department's activities by 2002/3 and 100% by 2005. The focus of the reviews is on improving the services provided by the Department and on achieving realisable benefits.

Major reviews currently being taken forward by the Department include Modernising the Civil Courts; the Review of Enforcement; the Criminal Justice Review being undertaken by Lord Justice Auld and the Crown Courts Programme.

Use of benchmarking

The Court Service carried out a benchmarking exercise in October 1998, using the EFQM excellence model, to identify strengths and areas for improvement. The exercise was conducted by an independent consultant, who sought views from a range of staff across the organisation. Two real strengths were identified: the Court Service has a very strong can-do culture, delivering good results even in extremely challenging circumstances; and people throughout the agency are committed to doing a good job, both individually and in teams.

The benchmarking exercise also identified several areas for improvement, which have now been turned into a long-term sustainable programme for change. The programme is directed in the following areas:

- strategic planning;
- improving the knowledge and skills of staff;
- improving the focus on customers;

- developing internal and external partnerships;
- developing better and more relevant performance targets and indicators;
- improving communications;
- developing information system and information technology strategies;
- equipping managers with necessary leadership skills;
- ensuring that all parts of the agency work together to achieve results.

By addressing these weaknesses, and building on its strengths, the Court Service aims to become a responsive and flexible organisation that manages change in a planned and co-ordinated way. This will ensure that the agency will continue to improve levels of service in the future, and be in a position to fully meet the changing needs of its customers.

Although the programme is at a relatively early stage of development, the organisation and its customers are already beginning to see the benefits:

- the Court Service was awarded Investors in People accreditation in 1999. It was clear from the assessors' report that the systems being introduced as a result of the change programme had contributed significantly to the agency meeting the required standard;
- as a result of the strategy being developed for achieving charter mark, nine offices were successful last year with three receiving a commendation;
- a customer service exhibition was held at the Royal Courts of Justice to allow staff to share and spread best practice across the organisation. The exhibition was open to the public, so customers were able to talk to staff about the range and variety of services that are now being offered;
- to improve strategic planning, the Court Service has drawn up a picture of what it will look like in five to seven years time. Customers, staff and other stakeholders were fully consulted, and were able to make a real contribution to development of the agency's strategic direction.

The Court Service has recently repeated the EFQM exercise in order to measure the progress of the Change Programme as a whole. The Agency will continue to use benchmarking to help it learn from best practice and continually improve in the

future. A benchmarking strategy is being developed to ensure that the various tools available are used to best effect and targeted in the right areas.

New Court Service Objectives and KPIs

The Court Service is in the process of revising its purpose and top-level objectives following the introduction of new strategic objectives for the Lord Chancellor's Department last year. The new purpose and objectives will ensure that the agency is fully focussed on delivering Departmental and broader Government aims. The Court Service is also developing a new set of key performance indicators to measure its success in delivering the new objectives.

Information Age Government

Information Age Champion

Each Government department has nominated an Information Age Group Champion; Ian Magee fulfils this role for the Department. The Group is tasked with promoting the Information Age agenda both internal to each Department and externally. It oversaw the development, and successful launch, of *E-Government: a Strategic Framework for the Information Age* and continues to guide the development of supporting technical frameworks (including, notably, the recently launched Electronic Government Interoperability Framework). In last year's report the Department highlighted a series of measures to ensure this work is exploited at both the strategic level and in terms of its programmes of business change:

- full access to Government Secure Intranet is now available, on request, to all LCD Headquarters and CS Headquarters users;
- CAFCASS is developing an integrated web-based system, embracing resource, practice and case management, together with the standard financial and administration systems, utilising internet technology in order to achieve effective internal and external communication;
- the CLS website (*JustAsk!*) is now in full operation and provides effective electronic links to the wider public sector, including providers of legal services and advice, and enhances electronic access to these for the public generally;

- the *civil.justice.2000* report has been published and sets out a vision of tomorrow's civil justice system enabled by new technology and a programme of forward looking work, some of which is already underway.

In terms of continuing to fully exploit and support the Information Age agenda, the Department is taking forward a comprehensive programme of work, including:

- an LCD E-Business Strategy is now in place;
- in support of this strategy, and the LCD's set of business change programmes, the LCD has developed an underpinning Information and Communications Technology strategy;
- the Department has provided active support to the 'Dealing with Crime' UK online portal life event and will continue to play its full part in later life events to be rolled out during 2001;
- internet-enabled laptop PCs have been rolled out to over 1000 Judiciary and provide access to a diverse set of online legal information (particularly in the area of the Human Rights Act);
- the Crown Court Programme will pilot the use of a range of new technologies in and outside the courtroom during 2001;
- the *Modernising the Civil Courts* consultation paper lays great emphasis on the potential to use modern technology to enhance the delivery of services in the civil courts (available through www.courtsservice.gov.uk and Court offices).

E-Business strategy

The *E-Business Strategy*, published in November, defines the Department's vision for how e-business can support the achievement of its strategic objectives. The vision is of a Department which by 2005:

- has redefined its services and offers all suitable services electronically;
- structures its services around the citizen;
- fully exploits the potential for joined up service delivery;
- has transformed its internal processes to optimise e-business benefits;

- provides its people with the technology and training they need;
- works with the judiciary to provide the tools they need to deliver justice efficiently.

The strategy builds on the *civil.justice.2000* report published in June 2000 which sets out a picture of tomorrow's civil justice system enabled by new technology.

The E-Business strategy outlines the Department's key information age programmes:

Websites

The strategy sets out an objective for the continuing development and greater integration of the Department's popular websites. The Court Service website was relaunched in the new style in May 2000, with improved navigation menus. The lexicon portal was included on the main site at the end of July 2000, which provides many links to legal websites at home and worldwide, with emphasis on human rights information.

The Community Legal Service website *JustAsk!* won the Year 2000 New Media Age award for the best public and voluntary sector website.

Modernising the Civil Courts (MCC)

Through the Modernising the Civil Courts (MCC) programme of work the Department aims to improve the range and quality of services to the customers of the civil and family courts in the 21st Century. Customers are being consulted on the proposed approach to the restructuring of services and introduction of new technology. Key proposals include:

- centralising much of the administrative work of the courts leaving a network of hearing centres to focus on their core work: hearings, listing and case management;
- online transactions e.g. issue of claims, payment of fees and other funds into in court;
- integrating the courtroom with case management systems, legal information and the electronic file;
- providing access to information through the internet, information kiosks and customer contact centres, making best use of opportunities to work alongside the Community Legal Service;

- working closely with advice agents in developing 'gateways' to online information and advice packages – looking to address technical exclusion and social diversity issues;
- exploring opportunities for partnership approaches to the work of the civil courts, e.g. with local authorities for electronic submission of housing actions;
- a number of pilots are being developed. These include:
 - online issue of claims – this project will allow claims for specified amounts to be issued via the internet;
 - online applications via e-mail. From 5th February 2001 applications to the Preston County Court can be made by e-mail;
 - touch screen kiosk – a kiosk service will be implemented in Shropshire in partnership with the local authority which will provide access to forms and leaflets and other information during library hours;
 - video conferencing – this project is initially linking the Royal Courts of Justice with Leeds Combined Court Centre and Cardiff County Court.
- linking with other criminal justice organisations to speed the flow of information (joined-up service delivery);
- enabling police and other prosecuting authorities to provide summons information electronically;
- the provision of hearing information and key case information on a secure website for other criminal justice agencies and solicitors to access;
- a nationwide network infrastructure with external e-mail for all staff;
- courtroom computing – providing online access during hearings;
- a data warehouse for policy evaluation and performance information;
- potential for the future – the national infrastructure and central database provide the platform for re-examining business process and electronic service delivery.

Pensions Appeal Tribunal (PAT) and War Pensions Agency (WPA) work to improve service

Work has begun by both agencies (PAT and WPA) to create an e-linked workflow management system recording the whole of the appeal process, with agreed end to end targets. An application has been made to the Capital Modernisation Fund as the project meets the criteria to secure the necessary funding. As an interim measure an e-mail link with the WPA has now been set up and is to be used to improve communications between the two agencies for the benefit of customers. The Tribunals Director is now a member of a WPA Strategic Board.

Libra

The Libra project will provide computer systems and equipment to around 500 magistrates' courts in England and Wales. It will offer standard office automation throughout the magistrates' courts and dedicated IT support for key business processes. The major benefits it will bring are:

The Crown Court Programme (CCP)

The primary objectives of the Crown Court Programme are to reduce delay and costs and to improve customer service. The programme is underpinned by a proposed new IT system, CREDO, which will help modernise procedures in the Crown Court and improve links with all the other parties involved in the criminal justice system. The programme picks up those elements from the *Transforming the Crown Court* consultation that won widespread support. The Court Service has already received £32m from the capital modernisation fund and been allocated a ring-fenced fund in SR2000 (provisionally £62m), to help support the programme. The projects currently being taken forward are:

- digital audio recording;
- electronic presentation of evidence;
- in-court technology;
- piloting improvements to case management;
- the provision of improved information to court users and the public, including information provision through the Web;
- establishing a Pathfinder court at Kingston-upon-Thames – a model court to design, test and illustrate how the

various projects integrate to deliver our ultimate requirement.

'Juror' was the first stage of the Crown Court Programme. It is a Windows-based jury summoning and management system – linking a Central Summoning Bureau (based at the Crown Court at Blackfriars) with individual Crown Court centres. The system reduces the time court staff spend summoning jurors, lowers costs by reducing the number of summonses which have to be served and improves customer service by ensuring a higher percentage of jurors who attend court sit on a jury.

After a successful proving period in selected courts, roll-out to all Crown Court centres started on 4 September 2000 and was completed in December 2000.

In March 2001, one of the first criminal justice system to system links is planned – when Juror is connected to the police Phoenix system. This will automatically check potential jurors' names against criminal records to identify those whose convictions disqualify them.

Government Secure Intranet (GSI)

As part of the commitment to transform internal processes, full access to Government Secure Intranet is now available, on request, to all LCD Headquarters and CS Headquarters users, consideration is now being given to the funding necessary to further expansion this service. LCD is one of a number of Departments connected to the Knowledge Network.

Electronic Service Delivery - the 2005 target

A key objective of LCD's Information Age Programme is to ensure that it is on track to deliver the Government target of 100% electronic service delivery by 2005.

Current analysis of progress towards that target carried out as part of the E-Business Programme, indicates that LCD has already met the interim ESD target, which requires 25% of services to be available electronically by 2002. Of the services provided by the Department, agencies and associated offices:

- 31% are currently provided electronically: these are predominantly information and advice services;
- 11% of services are planned to be delivered electronically: these are subject to pilots or are in the development phase;
- 33% of services are covered by proposals to deliver them electronically: these relate to services that are within the scope of the two major change programmes (Modernising the Civil Courts and the Crown Court Programme);
- 19% of services are not currently covered by ESD proposals: these are gaps that the E-Business Strategy will address;
- 6% of services are currently not suitable to be delivered electronically: these are services which cannot be provided electronically on justice and public policy grounds (such as criminal trials).

Vulnerable and intimidated witnesses

The 12-month installation programme for TV link facilities commenced on schedule and is proceeding to plan. The programme of installation should be completed by March 2002. These will enable an ever-increasing number of these witnesses to give their evidence without the stress of being in court and having to confront the defendant. Pagers, with guidance on their use, were issued in November so that witnesses waiting to give evidence can do so outside the court precincts, if they wish.

Public Service

Diversity

In response to the report of the Stephen Lawrence Inquiry the Corporate Board decided the Department as a whole should carry out an Equality Audit of all its policies and procedures to assess the extent to which the Department:

- provides equality of opportunity for its staff and has eliminated discrimination in the workplace; and
- is an organisation that recognises, respects and supports the diversity of the society it serves.

An action plan was formulated and distributed to all staff, setting out 23 goals that the Department is committed to achieving to ensure it becomes an organisation that values and supports diversity. It contains action in six key areas: strategy, people, policy-making, service delivery, procurement and communication.

Progress has already been made on the 'people' goals, which include:

- setting targets at all levels for the numbers of minority ethnic staff, female staff and staff with disabilities;
- reviewing the Department's recruitment, promotion and other personnel policies;
- extending the range of work/life balance and family-friendly policies;

Table 3: Breakdown of new recruits to LCDHQ and Associated Offices, 1 January to 31 December 2000 by ethnic origin

Ethnic Origin	Bands A-B	Bands C-G	SCS
White	42.4	88	100
Black	19.2	4	0
Asian	26.9	6	0
Other	11.5	2	0

These figures represent percentages of those who have responded to the ethnicity questionnaire, figures are rounded to the nearest 1/10%. Figures must be produced in percentage form in order to comply with the Departmental code of practice, which states that figures will not be produced that could identify an individual.

- extensive monitoring of the impact of personnel policies, coupled with ongoing reviews of the fairness of policies and procedures for different groups of staff;
- introducing mentoring schemes for staff from minority groups;
- introducing development schemes to encourage groups underrepresented in the workforce to progress;
- providing diversity awareness training for all staff, positive action training for ethnic minority staff, and training in Managing Diversity for all managers;
- the establishment of networks for minority ethnic staff, staff with disabilities, gay and lesbian staff, and staff working part-time hours; and,
- Corporate Board Champions for the groups of staff represented by each of the networks.

Sick absence

LCD is required to contribute to a reduction in public sector sickness by 20% by 2001 and 30% by 2003, and has set targets of 7.8 working days lost per person per year by 2001 and 6.9 days by 2003 (these figures include the LCD agencies and sister Departments).

Recruitment

Recruitment into the Department is carried out on the basis of fair and open competition, in accordance with the guidance issued by the Civil Service Commissioners. The systems employed are monitored internally and are subject to regular audit. Between 1 January and 31 December 2000 the above rules on recruitment applied to all vacancies. No exceptions were made to the principles of fair and open competition during 2000.

Table 4: Total number of appointments made in LCDHQ and Associated Offices on a fixed term or permanent basis, 1 January to 31 December 2000.

Sex	Bands A-B	Bands C-G	Senior Civil Service
Female	25	50	2
Male	9	36	3

Investors in People

Having achieved accreditation against the IiP standard in December 1998 the Department then worked towards the post-recognition review in June 2000. This ensured that the Department not only continued to maintain the standard but that it also continued to make improvements in the areas noted by the assessors and highlighted in the staff attitude survey held in the following year.

In June the Department applied for post-recognition and after nearly a week of interviews with a cross-section of staff, the assessor confirmed that LCD HQ and Associated Offices had maintained accreditation. He was pleased with the clear commitment to IiP and congratulated the Department for taking forward the previous recommendations and developing other initiatives that met the standard.

The IiP steering group will continue to support this project and put into place a new action plan. This will act on the outcomes of the review and work towards a new, more demanding and user friendly standard.

Civil Service reform

The Department have development programmes in place and are looking to underpin the selection process with the use of assessment centre/development centre exercises.

LCD have recruited directly at junior and middle management levels following targeted outreach activities, with the aim of bringing in people from minority groups and contributing towards increased diversity.

The Department has identified prominent key tasks for which it has identified high quality secondees. LCD has a programme in place to increase interchange activity at all levels but particularly to enable the Senior Civil Service targets to be met.

Table 5: Senior Civil Service salaries as at 1 April 2000

Salary range	Number of staff
£40,000 - £44,999	5
£45,000 - £49,999	3
£50,000 - £54,999	8
£55,000 - £59,999	9
£60,000 - £64,999	12
£65,000 - £69,999	15
£70,000 - £74,999	10
£75,000 - £79,999	4
£80,000 - £84,999	1
£85,000 - £89,999	1
£90,000 - £94,999	1
£95,000 - £99,999	1
£105,000 - £109,999	1
£110,000 - and above	1

Part A4

Objectives

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OBJECTIVE 1

To ensure that civil and family law is simple, clear and responsive to the needs of society; and to contribute to the development of the criminal law.

Civil Law Reform

New rules of court and practice directions have been introduced for civil appeals, group litigation, judicial review, and conditional fee agreements in personal injury litigation.

The Department published its report on the first phase of the Enforcement Review in July 2000 and legislative proposals are being prepared for enforcement, and representative claims.

Rules of court for revised housing procedures are under consideration, following consultation, of the Civil Procedure Rule Committee, and will come into force in 2001. Pre-action protocols for judicial review and housing disrepair are under development.

A two-year programme to review and evaluate the first phase of the reforms against the Access to Justice success criteria of speed, cost, complexity, certainty and fairness has commenced, and a report of emerging findings will be published in 2001.

Significant work has taken place within the European Union including: input into the Tampere initiatives (a set of initiatives aimed at promoting access to justice across borders within the European Union), contribution to the proposed establishment of a European Judicial Network, a paper in partnership with German and Swedish officials on mutual recognition of judicial decisions (in the form of an European Enforcement Order) and formally opting into negotiations for a Council Regulation proposing simplified procedures for the taking of evidence in cross border cases.

The Trustee Act 2000 received Royal Assent on 23 November and came into force on 1 February 2001.

A Bill to enable commonhold and to carry out measures of leasehold reform, developed jointly with DETR was introduced in December 2000. Work on the removal of legal barriers to electronic communication is now under way. A draft e-conveyancing order under section 8 of the Electronic Communications Act 2000 is being prepared in conjunction with HM Land Registry and the Law Commission, for public consultation. Examination of other areas of law will proceed on

a piecemeal basis, and the Department has assisted DETR with the development of reforms to the home buying process. The principal element of those reforms is the proposal to introduce a requirement of a compulsory sellers pack in residential sales.

To oversee and co-ordinate the wider electronic conveyancing development programme the Department has set up an inter-departmental steering group of officials. Preparation for the publication by the Law Commission and HM Land Registry in spring 2001 of a Report containing a draft Land Registration Bill is now underway. This Bill will be essential to the fullest possible development of electronic conveyancing and, if enacted, will be one of the most significant property law reforms in the last hundred years.

A consultation paper is being prepared concerning abuses of defamation procedures. The Lord Chancellor signed the Council of Europe Convention on Civil Corruption in June 2000.

Tribunals

In May 2000 the Lord Chancellor asked Sir Andrew Leggatt and Dame Valerie Strachan to carry out the first wide-ranging, independent review of all tribunals in England and Wales since 1957. Their aim is to produce an accessible, effective, efficient and coherent system which is compatible with the ECHR.

Consideration is also being given to the responses made to a consultation paper of March 2000 which was issued as part of a review of the tax appeal system.

OBJECTIVE 2

To enable the Lord Chancellor to appoint or recommend for appointment sufficient numbers of judges, magistrates and other judicial postholders of the right quality and to safeguard their constitutional independence.

Judicial Appointments

The Lord Chancellor remains committed to a modern, fair and open appointments system which identifies the best candidates from all backgrounds. Sir Leonard Peach submitted the report of his scrutiny of the appointments procedures in December

1999 in which he said his impression of the work was one of thoroughness, competence and professionalism. He found that the procedures and their execution were as good as any he had seen in the public sector.

A team is implementing Sir Leonard's recommendations, which include the appointment of the first Commissioner for Judicial Appointments who is to exercise an independent oversight of the system and investigate grievances from those who suspect that they may have been treated unfairly in the appointment process. Preliminary work has also been undertaken in preparation for a pilot one-day assessment centre, although the timing has yet to be settled.

More details about the implementation of Sir Leonard's recommendations together with comprehensive information

about how the judicial appointments system works and other developments during the period 1 April 1999 to 31 March 2000, as well as other related work, can be found in the second *Judicial Appointments Annual Report* which was published on 31 October 2000. Both the Annual Report and *The Peach Report* are available on the LCD website at www.open.gov.uk/lcd. The website also includes the application packs for some competitions which prospective applicants can download. More use is to be made of this facility.

Full statistics on the numbers of appointments, including Queen's Counsel, can be found in the *Judicial Appointments Annual Report*. In summary, the numbers of appointments and judges in post, including forecasts, are as follows:

Table 6: Judicial Officers in post*

	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/2001 (forecast)	2001/2002 (forecast)
Lords of Appeal in Ordinary	12	12	12	12	12	12	12
Lords Justices of Appeal	32	35	35	35	35	35	35
High Court Judges	95	96	97	98	102	104	104
Circuit Judges	540	557	551	560	552	559	608
District Judges (including Family Division)	342	351	355	379	402	416	443
Stipendiary Magistrates							
Metropolitan	51	49	49	48	47		
Provincial	39	40	41	45	49		
District Judges (Magistrates' Courts)						105	106

* The numbers of judicial post holders shown are those in post at the end of the relevant year.

Table 7: Number of judicial appointments made or expected

	1999/2000 (forecast)	2000/2001
Lords of Appeal in Ordinary	0	0
Lords Justices of Appeal	3	7
High Court Judges	8	16
Circuit Judges ³	31	67
District Judges ³ (including Family Division)	27	30
Stipendiary Magistrates Metropolitan Provincial	0 0	
District Judges (Magistrates' Courts) ¹		12

1 Stipendiary Magistrates became District Judges (Magistrates' Courts) and the Metropolitan and Provincial Benches were unified on 31 August 2000.

2 The Lord Chancellor also appoints part-time members of the judiciary including Recorders, Deputy District Judges and a large number of full-time and part-time tribunal appointments.

3 The number of judges approved for appointment in the competition in the year concerned.

Equal opportunities

Appointments are made on merit against the published criteria and statutory eligibility requirements. Most appointments are made in a competitive situation where there are many more candidates than vacancies. Against this background the Lord Chancellor is committed to ensuring that the policies and procedures for appointment are applied and developed so as to ensure that all candidates, and prospective candidates, are treated fairly and have equality of opportunity for appointment. The Lord Chancellor and his officials actively encourage applications from those currently under-represented on the bench, including women, members of the ethnic minorities, people with disabilities and, at the higher levels, solicitors and, wherever possible, policies are applied flexibly. Details of the equal opportunities initiatives that have been introduced are in the *Judicial Appointments Annual Report*.

Recently there has been some notable progress in relation to equal opportunities. There are now more women judges, in more senior positions, than ever before. This includes the first woman to reach one of the most senior judicial posts as a Head of Division. Dame Elizabeth Butler-Sloss as President of

the Family Division is now the most senior family judge in England and Wales. Out of the 12 senior appointments made in 1999/2000, 5 were of women. Of the main appointments through open competition during the same period, 26.9% were of women (if appointments to The Appeals Service are included the proportion of women appointed was 33.4%) and 4.2% were of ethnic minority origin. These figures compare favourably to the proportionate numbers of lawyers in those groups with the requisite experience. In addition, 46.6% of appointments were solicitors, with 38% barristers, 6% Queen's Counsel and 9.5% not – practising lawyers – mainly holders of other full-time judicial appointments.

Training and development

Sir Leonard Peach placed importance on appraisal and self-appraisal schemes for the part-time judiciary. Both are to be taken forward in due course. The pilot scheme monitoring the performance of Deputy District Judges was fully implemented on the Wales and Chester Circuit on 1 November 1999. Appraisal reports completed after that date on the performance of deputies are to be used as part of the appointments process for full-time District Judges. The scheme was introduced on the North Eastern Circuit on 1 October 2000 and will be implemented throughout the rest of England and Wales as soon as possible.

The Judicial Studies Board (JSB) provides training for judges and advises on the training of lay magistrates and judicial officers in tribunals. During 2000/01, the JSB continued to deliver induction and three-yearly continuation training to all professional judges in areas of criminal, civil and family law. It publishes an annual report on its activities each June. The JSB has established a joint Home Office/LCD/JSB forward planning group to assess the judicial training requirements of legislative initiatives.

During the year, the JSB completed its programme of training in human rights, which comprised a series of one-day seminars between January and June 2000. It was the single largest training event ever undertaken by the JSB. The JSB supplements its training seminars with written guidance to the judiciary. Additional sections of the *Equal Treatment Bench Book* were published in December 2000. Those chapters comprise guidance for judges in issues relating to disability, unrepresented parties, children, gender and sexual orientation.

Part-time appointments

Following the judgment in November 1999 in the High Court of Justiciary in Scotland in the case of *Starrs v. Procurator Fiscal, Linlithgow*, the Lord Chancellor undertook to review the terms of service of part-time judicial officers in England and Wales. The principal results of that review were announced on 12 April, 5 June and 27 July 2000. New terms and conditions of service were introduced to put beyond reasonable doubt the safeguards guaranteeing the security of tenure and therefore the independence of part-time office holders. Terms of office are now usually for a period of not less than five years. There are specific grounds for non-renewal or removal from office which require the concurrence of a senior member of the judiciary.

When these changes were made the Lord Chancellor also decided that no useful purpose was served by retaining the separate offices of Assistant Recorder and Recorder. All serving Assistant Recorders have therefore been appointed as Recorders and all future appointments will be made direct to Recordership through open competition.

Tribunals

Appointments have been made to the newly established Immigration Services Tribunal and the Protection of Children's Act Tribunal (POCAT). A competition has also been run to recruit the legal and lay panel members of the Proscribed Organisations Appeal Commission, which came into effect in February 2001. An open competition is underway to recruit legal and lay members to the proposed Financial Services and Markets Tribunal (FINSMAT)

The Immigration Appellate Authority (IAA) has been undergoing major expansion. Over 100 new part-time adjudicators have been appointed and the number of court rooms available for adjudicator hearings has been increased from 56 to 103.

Complaints handling

The Judicial Correspondence Unit is responsible for handling complaints about the personal conduct of the judiciary and for providing the Lord Chancellor with advice on specific cases. The unit aims to deliver a high quality service to the Lord Chancellor, court users who believe they have grounds for complaint, and members of the judiciary against whom complaints are received. There has been an exponential

increase in the unit's work over the past year as the profile of complaints handling has continued to rise, creating a demand for an increasingly rigorous style of investigation. The Lord Chancellor therefore approved the provision of additional resources in the spring of 2000 to enable the unit to meet this demand.

Lay magistracy

The national recruitment campaign conducted in March and April 1999 was successful in raising the awareness of the public to the possibility of their becoming a lay magistrate. The Lord Chancellor has approved the creation of a national strategy to raise the profile of the lay magistracy and encourage recruitment from all parts of the community. It is hoped this will be implemented by the end of 2001. A mandatory standard training programme for new members to the Lord Chancellor's Advisory Committees and Sub-Committees on Justices of the Peace has encouraged a uniform approach to interviewing applicants for the lay bench.

A report on the pilot project testing the practical difficulties and the public perception of the appointment of visually impaired magistrates is being considered. Early indications are that there are few difficulties associated with this type of appointment. Following the Lord Chancellor's approval, the recommendations of a working group that was tasked with looking at appointments procedures and practices after the Stephen Lawrence Inquiry are being implemented.

Proposals are being considered to test, in a limited number of areas, whether a combination of occupational and social groupings would be a more practical alternative to trying to achieve political balance. It is hoped that the Lord Chancellor will be able to take a view on replacing political affiliation as a balancing factor in appointments during the summer of 2001.

OBJECTIVE 3

To facilitate the fair, speedy and effective resolution of disputes, ensuring that costs and procedures are proportionate to the issues at stake.

Introduction

Carrying forward the Lord Chancellor's fundamental reform programme for civil justice, a second phase of reforms was implemented in 2000. New rules of court and procedures were introduced in May 2000 for civil appeals and group litigation. In July 2000 the existing rules and practice directions governing the assessment of costs where parties are acting subject to a conditional fee agreement costs, were subject to extensive amendment. The amendments were to give effect to measures in the Access to Justice Act, enabling successful litigants to recover success fees under CFAS, premiums for litigation insurance, and the costs of membership schemes providing legal services to members and their families. In October new rules governing judicial review were introduced, following from Sir Jeffery Bowman's review of the Crown Office list, supporting the introduction of the Human Rights Act. Major civil initiatives for 2001-04 include reform of housing and enforcement law.

Summary of progress

The Department continues its commitment to modernisation of the civil justice framework and to reducing the delay, cost, complexity, uncertainty, and the scope for unfairness in the system. A clear legal framework with cost-effective remedies helps both the public to resolve disputes, and the wider economy by encouraging business confidence and lowering the costs of business. The Department's implementation of the civil justice reforms introduced new unified Civil Procedure Rules which place a greater emphasis on active judicial case management to ensure cases are dealt with in ways which are proportionate to the value of the claim and the issues at stake.

Alternative Dispute Resolution

In May a summary of responses was published to the Discussion Paper issued in 1999 on ways to promote the greater use of Alternative Dispute Resolution (ADR). The ADR

booklet *Resolving Disputes Without Going to Court* was updated and reprinted in February 2000. A new pilot scheme commenced in July at Leeds Combined Court offering mediation to all parties in defended cases – the first scheme to also offer mediation to small claimants. Further work in the year ahead includes:

- production of new information booklet on dispute resolution methods;
- developing, in co-operation with providers, ways to address other important issues such as quality control and training.

OBJECTIVE 4

To enable criminal justice to be dispensed fairly, effectively and without undue delay, promoting confidence in the rule of law and contributing to the Government's aim of reducing crime and the fear of crime.

A More Coherent Criminal Justice System

All of the criminal justice Departments and their agencies continue to work closely together to achieve the two overarching aims for the whole system, namely to:

- reduce crime and the fear of crime, and their social and economic costs; and
- dispense justice fairly and efficiently and to promote public confidence in the rule of law.

Joint strategic and financial planning arrangements and structures are already in place between the Department, the Home Office and the Crown Prosecution Service (CPS). The Department continues to play an integral part in these arrangements which function at various levels from the Ministerial Steering Group through to official level working groups. The first *Strategic and Business Plan* for the criminal justice system, which was published at the end of March 1999, set out the overarching aims and objectives for the criminal justice system. Since then, work has been taken forward on an inter-agency basis to develop suitable performance measures and targets, the details of which are set out in the *Business Plan for the Criminal Justice System 2000-2001*, published in May 2000.

The Department continues to be actively involved in the work of the Trials Issues Group (TIG), providing the Chair and secretariat support to the Group as well as the Chair and secretariat of three sub-groups. During 1999/2000, TIG has been responsible for taking forward a varied programme of work which includes consideration of the recommendations from the National Audit Office Report *Criminal Justice: Working Together* and the Case Management Working Group report. TIG also oversaw a number of initiatives designed to reduce delay in the criminal justice system and also to improve witness attendance and waiting at court.

The Department has also provided joint secretariat support (with the Home Office) to the Criminal Justice Consultative Council and its sub-group on race, which promotes co-operation between criminal justice agencies. During 1999, the Department took part in a trilateral review of local co-ordination arrangements. This led to the establishment of 42 new Area Criminal Justice Strategy Committees (based on police force areas) on 1 April 2000. As their name suggests these committees focus on strategic issues in their area. The Terms of Reference for the CJCC and national TIG and those of the local Trials Issues Groups and Area Strategy Committees now reflect the aims and objectives for the criminal justice system. They also provide for a closer working relationship between the Area Strategy Committees and the local Trials Issues Groups which already exist in the 42 areas and which focus on operational issues.

Aims for Criminal Justice System

The Government's aims for the criminal justice system are to: reduce crime and the fear of crime, and their social and economic costs; dispense justice fairly and efficiently; and promote confidence in the rule of law. The Government intends to modernise the criminal justice system to:

- eliminate unnecessary delays
- improve services to victims and witnesses
- enable the sentences of the courts to be enforced more effectively
- ensure that the system works as a coherent whole, and that its component parts are managed efficiently.

Reducing Delay

Crime and disorder

Reducing delay initiatives as provided for in the Crime and Disorder Act 1998 continue. Piloting of the new 'section 51' procedure ran for twelve months in the six designated areas until 31 December 1999. This is an expedited procedure designed to send indictable only cases straight to the Crown Court following an initial hearing in the magistrates' court. A firm of management consultants, which evaluated the pilots, reported their findings in June 2000. Ministers decided to implement the measure nationally from January 2001. In preparation for the implementation of this new measure, a series of awareness seminars were organised in various parts of the country to brief senior managers on the practical implications of this measure.

Youth justice

The Department continued to work with its criminal justice partners to implement the Government's youth justice reforms and pledge to halve the time from arrest to sentence for persistent young offenders.

Implementation of the youth justice provisions in the Crime and Disorder Act was completed in June 2000 with guidance and training material for the courts issued prior to the key dates. Pilots to test the Referral Order provisions in the Youth Justice and Criminal Evidence Act (now consolidated in the Powers of Criminal Courts (Sentencing) Act 2000) began in July and August 2000. The Department is working with the Home Office and Youth Justice Board towards a target date of April 2002 for national implementation.

The Demonstration Projects sponsored by the Department and Home Office as part of the Government's programme to change the culture of the youth courts were evaluated by a team from Sheffield University. Their report, including examples of good practice, was distributed to the courts and other agencies in December 2000.

Joint working with the Home Office, Youth Justice Board, Crown Prosecution Service and other agencies on fast tracking persistent young offenders through the criminal justice system continued. The Department promoted the use of more refined case management in the courts and other good practices, and improved data systems to measure progress on the youth

justice pledge with the introduction of monthly statistical bulletins from July 2000.

Pilots of statutory time limits began in the youth courts in November 1999 and they will run for 18 months. There are two stages to the evaluation exercise – Part 1 is from 1 January 2000 to 30 November, with an interim report to the Home Office in December 2000 on how the pilots have progressed and what issues have arisen. Part 2 covers the period from December 2000 to 31 December 2001. The focus will be the impact of the Human Rights Act 1998 on the limits.

New procedures for reducing delay

Section 1 of the Magistrates' Courts (Procedure) Act 1998, which provided for summonses to be served with a witness statement thereby allowing more cases to be dealt with at the first hearing, was brought into force on 4 May 1999. The HM Magistrates' Courts Service Inspectorate, CPS Inspectorate and the HM Inspectorate of Constabulary have conducted a joint study of the implementation of the new procedures and made recommendations for its wider use. The Department, together with the other criminal justice agencies, is taking forward the recommendations.

Victims and witnesses

The Department has continued to work with other criminal justice agencies on providing an improved service to victims and witnesses and to monitor the standards of witness care at a local level. It has worked in partnership to provide information on case progress to victims and the development of a Victim Personal Statement Scheme. The Department has continued to work closely with other agencies to implement the recommendations of the *Speaking up for Justice Report*, in particular, by providing facilities for vulnerable or intimidated witnesses to give their evidence by TV links to courtrooms. The timetable for implementation of the special measures in the Crown Court is currently being revisited, and a revised timetable will be issued shortly. As yet, no timetable has been agreed for implementation in the magistrates' courts.

A joint performance management survey to monitor witness attendance and waiting times is carried out by the Department twice a year on behalf of the Trials Issues Group (TIG). Results are fed back to the local inter-agency TIG groups so that they might plan ways in which waiting times and the unnecessary

attendance of witnesses can be reduced. A good practice guide was issued in January 2000.

The Department continues to work with other criminal justice agencies in following standard procedures for the arrangements for the attendance of interpreters in investigations and proceedings within the criminal justice system. The agreement is being monitored by the TIG Witness Care sub-group.

TV remand links

The Department has worked closely with the Prison Service in the arrangements for installing video links between prisons and magistrates' courts for preliminary hearings for those defendants held in custody. The programme aims to cover all Magistrates' Courts Committee Areas by the end of March 2002.

Magistrates' Courts Witness Service

The Department continues to work closely with the Home Office and Victim Support in extending the successful Crown Court Witness Service into the magistrates' courts. The aim is for all magistrates' courts to have a service by the end of March 2002. A target of 20% of courts to have a service by April 2000 was exceeded.

Effective Sentencing

The membership of the Sentencing Advisory Panel was completed on 1 February 2000 with the appointment of two additional members. The Panel has provided advice to the Court of Appeal in four categories of offence.

Work on preparing for the transfer of responsibility for warrant execution from the police to the magistrates' courts continues. To enable the courts to take on this work, the Access to Justice Act 1999 contains provisions which will give civilian enforcement officers and private enforcement firms employed by the courts, wider and clearer powers to execute warrants. The transfer is due to take place in April 2001.

Work is continuing on implementing arrangements for the computerised transfer of data on convictions of operators of heavy goods vehicles or passenger service vehicles from magistrates' courts to the Traffic Commissioners.

Modernising the Crown Court

The Court Service has initiated a programme of work, the 'Crown Court Programme', which will introduce improvements in the Crown Court over the next four years. The proposals cover: a standard system of case management; better support to the judiciary in the courtroom; more streamlined procedures with better IT support for staff; and improved customer service. When the programme is complete, the Crown Court will provide a better service to all involved in the criminal justice system, and do so more efficiently than current systems allow (see the Modernising Government section for further information).

Modernising the Magistrates' Courts

Magistrates' courts deal with over 95% of the courts' criminal workload. The Department is pursuing a programme of modernising the way courts are operated in delivering justice and meeting need within available resources. The main features are:

- from 1 April 2000 there were 73 MCCs. From 1 April 2001 there will be 42 MCCs that are fully aligned with the boundaries of the criminal justice agencies. This enables a more coherent and consistent implementation of policies across an area;
- the Access to Justice Act 1999 provides for a Greater London Magistrates' Courts Authority, responsible for the

administration of the magistrates' courts in London as a whole. This body will become fully operational from 1 April 2001;

- clearer separation of the legal and administrative functions within MCCs. The Access to Justice Act provides for administrative functions to be transferred from JCs to JCEs. Clarification on the future role of JCs has also been published;
- the Access to Justice Act also allows for greater flexibility in changing Commission areas and provides for unification of metropolitan and provincial stipendiary benches.

The Department supports the local management of the courts through MCCs. It provides local authorities with a grant which meets 80% of the MCCs cash limited expenditure. In 2000/2001 the grant paid was in the region of £273m.

The Department is committed to improving magistrates' courts' performance and accountability. The main initiatives currently underway are:

- all MCCs now have annual Public Service Agreements linked to grants and must produce annual reports on performance;
- a review of the grant allocation mechanism in time for the financial year 2002/2003;
- a Code of Conduct setting out the standards of conduct required by members of MCCs and selection panels in the performance of their public duties. The Code is based on

Table 8: Time intervals in magistrates' courts

	June 1996	June 1997	June 1998	June 1999	Feb 2000	Sept 2000
Average number of days from first listing to completion for defendants in:						
Indictable/trieable either way cases	60	58	53	52	54	54
Summary non-motoring cases	15	21	18	20	22	18
Summary motoring cases	30	29	27	24	25	22
Average length of adjournments in days for defendants in:						
Indictable/trieable either way cases	23	23	23	23	24	24
Summary non-motoring cases	28	27	28	27	29	27
Summary motoring cases	29	29	28	28	29	27

Source: Lord Chancellor's Department Time Intervals Survey

Note: Since the start of 1999 cases that took over 1 year between first listing and completion, or between charge or laying of information and first listing, have been included in the survey results: previously such cases would normally have been excluded. However, in this table the results are presented on the pre-1999 calculation basis to aid comparison.

the seven principles of public life established by the then Nolan (now Neill) Committee (integrity, conflict of interests, objectivity, accountability, openness, duty to declare financial or other interests, including gifts, hospitality and services; and leadership). Arrangements are in place to investigate alleged breaches and provide remedy should the allegations be proven.

The Libra project will deliver modern IT services to the magistrates' courts. The Private Finance Initiative (PFI) contract was awarded in December 1998. The services will be implemented in two stages to each Magistrates' Courts Committee. The first stage involves the delivery of the technical infrastructure including full office automation. This stage started at the first MCC in October 2000 and will be completed at all MCCs by September 2002. The second stage will replace the existing legacy IT systems with a new standard application. This is under development and testing, and is targeted for implementation at the first MCC in July 2001. The whole work programme is scheduled to be completed in all MCCs by June 2003, some eight months ahead of the original target date. The service will also provide electronic links to all the main criminal justice organisations, and is a key component of the inter-departmental strategy to deliver a joined-up criminal justice system.

In addition to these initiatives, the Lord Chancellor has appointed Lord Justice Auld to conduct a wide-ranging review of the structures and operations of the criminal courts as a whole.

Inspection of Magistrates' Courts

HM Magistrates' Courts Service Inspectorate (MCSI) undertook six inspections of MCC areas with a focus on the assessment of performance in case administration, fines collection and corporate governance. A new regime of regular liaison with MCCs has provided useful and timely information, particularly in relation to those Committees in the process of amalgamating to align with police and CPS boundaries. MCSI has published thematic reviews of custody arrangements in Magistrates' Courts and of Justices' Chief Executive remuneration. An increasing emphasis on formal joint working with other Criminal Justice Inspectorates led to substantial MCSI involvement in the research and publication of joint reports on casework information needs and the Implementation of Section 1 of the Magistrates' Courts (Procedure) Act 1998.

The September 2000 Time Intervals Survey (covering magistrates' courts) showed an increase to 54 days in the

average time from first listing to completion for indictable/triable either way cases against October 1999 (50 days), although this was down from 55 and 59 days in October 1998 and 1997 respectively. For summary non-motoring cases the average time from first listing to completion decreased from 20 days in June 1999 to 18 days in October 2000. Among summary motoring cases this interval also decreased: from 24 to 22 days over the same time period.

Criminal Defence Service

The Criminal Defence Service is described under Objective 6.

Human Rights Act Implementation

The Department planned and prepared at all levels for the implementation of the Human Rights Act 1998 on 2 October 2000. All full and part-time members of the judiciary, lay magistrates and their legal advisers have received training on the Act. Judges now have ready online access to legal information, including access to developing Strasbourg and domestic human rights caselaw. Systems are in place to monitor the impact of the Act in the courts and in the tribunals that the Lord Chancellor administers.

A fast-tracking system is in place for cases which have (or potentially have) a significant impact on the criminal justice system.

Criminal Courts Review

On 14 December 1999 the Lord Chancellor announced a wide-ranging, independent review of the criminal courts and appointed Lord Justice Auld (Senior Lord Justice in the Court of Appeal) to review how the criminal courts worked at every level. The Terms of Reference were:

"A review into the practices and procedures of, and the rules of evidence applied by, the criminal courts at every level, with a view to ensuring that they deliver justice fairly, by streamlining all their processes, increasing their efficiency and strengthening the effectiveness of their relationships with others across the whole of the criminal justice system, and having regard to the interests of all parties including victims and witnesses, thereby promoting public confidence in the rule of law."

On 27 March 2000 the Lord Chancellor appointed eleven consultants to the Review to assist Lord Justice Auld in his task. Over the course of the Review, Lord Justice Auld received over 900 submissions from members of the public and those working within the criminal justice system, conducted twenty seminars across the country attended by some 500 people involved in different capacities on the day-to-day working of the courts, and conducted study visits to Scotland, Northern Ireland, the United States of America and Canada as well as considering specifically what lessons could be learned from other Commonwealth jurisdictions and Member States in the European Union. Lord Justice Auld's report is expected shortly.

OBJECTIVE 5

To support family relationships and enable disputes relating to their breakdown to be resolved with the least damage and stress to those concerned, and contribute to the Government's objective of helping to build strong families.

On 5 June 2000 a revised ancillary relief procedure for deciding financial matters in divorce cases was implemented throughout England and Wales, following extensive piloting and public consultation. The new procedure is designed to promote early settlement between the parties, eliminate unnecessary delay, and keep costs down. The new system is based on tight timetables and active case management. It includes:

- judicial involvement in the early stages of a case, to promote earlier, fairer settlements;
- an opportunity to settle the case at a court-led dispute resolution conference instead of a full hearing;
- a requirement to submit statements of the costs incurred at each stage, so that both parties are fully aware of the escalating cost of bringing the case to a conclusion.

Since 1 December 2000 the ancillary relief procedure allows divorcing couples to share their pension rights, implementing the provisions of the Welfare Reform and Pensions Act 1999. Previously it was possible to earmark payments from a pension for a divorced spouse, but this did not create a separate pension and payments would cease when the pensioner died. Under the new system it is possible for pension rights to be divided as part of a 'clean break' settlement, with each party receiving their own pension.

The Department has eliminated the backlog of applications for the reciprocal enforcement of maintenance orders in foreign countries. New applications are normally dealt with within 5 working days and all other post is dealt with within 20 working days.

The *Third Annual Report of the Advisory Board on Family Law* was published in June 2000. It sets out the Board's plans for the coming year. The Advisory Board's Children Act Sub-Committee issued a consultation paper on the problem of domestic violence and child contact disputes in June 1999. Following the public consultation it reported to the Lord Chancellor in March 2000, recommending guidelines for the handling of child contact cases in which allegations of domestic violence are made. The report and the suggested guidelines were considered by the Court of Appeal in four cases. The Lord Chancellor is considering with the President of the Family Division of the High Court how guidance can best be made available to the courts. The Children Act Sub-Committee is now considering the problem of enforcing contact orders, and will produce a consultation paper on the subject later in 2001.

In January 2001, the Lord Chancellor published the *Final Evaluation Report* on the piloting of information meetings under Part II of the Family Law Act 1996. He announced that the Government would not be proceeding with the implementation of Part II, and that he would invite Parliament to repeal the relevant sections of the Act when a suitable legislative opportunity occurs. He emphasised the Government's commitment to achieving the principles of Part I of the Act, which focus on saving saveable marriages, and, where marriages do break down, bringing them to an end with the minimum distress to the parties and children affected.

In addition to the initiatives mentioned in this Chapter which are already being taken forward, the Government intends to develop further policies which build on the evidence provided by the research on the pilots and other valuable research in the field to provide families experiencing relationship difficulties, in particular those with children, with timely and relevant information and support.

Disputes Relating to Children

The Government is concerned by the delays in processing Children Act cases through the courts. These delays affect both public law cases (such as care proceedings) and private law cases (such as disputes between parents over child contact and residence). Dame Margaret Booth DBE, a former judge of the

High Court Family Division, reported on this subject and made recommendations in 1996, but it is not clear how effectively these recommendations have been implemented. The Department has therefore established a small review team to examine this issue and report to Ministers.

The Department is also working with colleagues in the Department of Health to take forward the results of the Prime Minister's review of adoption, which was conducted by an inter-Departmental team led by the Performance and Innovation Unit. The review reported in July 2000, and made a series of recommendations for action, including improvements in the handling of adoption cases in court. The Government's response to these recommendations was published in the White Paper *Adoption: a new approach* on 21 December 2000. The Department's main focus will be on improving case management, training, administration and interdisciplinary co-operation in adoption cases, in partnership with the President of the Family Division's Adoption Committee

The Department included provisions in the new Child Support, Welfare Reform and Pensions Act 2000 to modernise the arrangements for obtaining declarations of parentage and for paternity testing in cases where the courts order this to be carried out. These provisions will be brought into force in 2001. At the same time, the Department will implement existing legislation allowing paternity tests to be conducted on bodily samples other than blood (such as hair and saliva).

The Department funds and works closely with Reunite, the International Centre for Child Abduction, as well as liaising with the Child Abduction Unit of the Official Solicitor and the Consular Division of the Foreign and Commonwealth Office, in order to deal with the problem of international child abduction. The Department will attend a Special Commission of the Hague Conference in March 2001 in order to review the working of the 1980 Hague Convention on Child Abduction.

Following the publication of Sir Graham Hart's report on marriage and relationship support funding on 25 November 1999, the Department has increased its allocation for marriage and relationship support organisations, to £4 million in 2000-01, £4.5 million in 2001-02 and to £5 million in 2002-03.

In the financial year 2000-01, £4 million was allocated in core- and project-funding to the following: Relate, Tavistock Marital Studies Institute, Marriage Care, One Plus One, Jewish Marriage Council, Family Welfare Association, London Marriage Guidance Council, Parentline Plus, and National Marriage Week. In addition, the Asian Family Counselling Service, Community Family Projects and 2as1.net received funding from the Department for the first time. The Department also contributed

£100,000 to the new National Family and Parenting Institute, with which it has developed a close working relationship.

The Department has also established a new Advisory Group on Marriage and Relationship Support which will draw up a new strategy for the development of marriage and relationship support services and advise the Lord Chancellor on how the increased funds should best be spent.

CAFCASS

A new Children and Family Court Advisory and Support Service (CAFCASS) covering England and Wales was established by the Criminal Justice and Court Services Act 2000. The Act provided for this to be created as an executive non-departmental public body and it was planned for it to begin operation on 1 April 2001.

The new service brings together the functions of advising courts on issues relating to children in family proceedings which had previously been spread across three separate bodies: the Family Court Welfare Service, a part of the Probation Service; Guardian ad Litem and Reporting Officers, who report to local authority panels; and the Children's Divisions of the Official Solicitor's Office. Much work was carried out to create the new body and to ensure a smooth transition to the new system. It was ready and able to take over this work on 1 April as planned.

The new unified service will bring improvements in the services offered to children, families and the courts and will provide these services more flexibly and efficiently. In doing so, it will fulfil its paramount objective of safeguarding and promoting the welfare of children.

The work of CAFCASS and its officers will be subject to independent inspection by HM Magistrates' Courts Service Inspectorate.

OBJECTIVE 6

To ensure the availability of cost-effective, quality-assured legal services to those who need them, within the resources available, and develop a Community Legal Service, contributing to the Government's aim of combating social exclusion.

Introduction

April 2000 saw the coming into force of Part I of the Access to Justice Act 1999, launching the Community Legal Service (CLS) in fulfillment of the Government's Manifesto commitment and preparing for the Criminal Defence Service (CDS) which will replace the criminal legal aid scheme in April 2001. A new non-departmental public body, the Legal Services Commission, was established to administer the new arrangements.

The Legal Services Commission

The Legal Services Commission replaced the Legal Aid Board on 1 April 2000. Information on the Legal Aid Board's key aims, objectives, targets and performance during its final year of operation is contained in the Board's *Annual Report 1999/00*. The Commission's statutory functions are to establish, develop and maintain the CLS and the CDS. The new arrangements are intended to bring about a significant increase in access to justice, and to ensure that publicly funded legal services are of an assured quality and provide value for money for the taxpayer. The Commission's first *Corporate Plan*, published in September 2000, sets out the Commission's key objectives and targets and its plans for delivering the new arrangements during its first four years of operation. Its second *Corporate Plan* will be published in March 2001.

The Community Legal Service

The aims of the CLS are to improve access to good quality legal advice so that people can resolve potential or actual disputes and enforce their rights effectively, and to obtain the best value for taxpayers' money spent on legal services. The CLS consists of a number of inter-related initiatives which come together to form a cohesive approach to the achievement of these aims:

- Community Legal Service Partnerships, bringing together funders and providers of legal services to plan and deliver local legal services, based on local needs and priorities;
- the Community Legal Service Fund, which replaced civil and family legal aid;
- a Quality Mark, awarded to providers of legal services who achieve the required quality standards for the CLS;
- the development of new ways of delivering information and services, including an internet website *JustAsk!* providing links to existing on-line legal information and a directory of providers of legal services.

Community Legal Service Partnerships

CLS Partnerships are being established throughout England and Wales, and form the core building block of the CLS. Each Partnership brings together the key players common to every area: the Legal Services Commission and local authorities; together with those delivering the services – private practice firms of lawyers, Citizens Advice Bureaux, independent advice agencies, Law Centres, and other local providers of services.

The Partnerships have four main tasks:

- to assess the extent of need in their area for legal and advice services;
- to identify how well current service provision meets the need in priority categories;
- to plan together how best to organise their funding to meet priority needs more effectively; and
- to support local networks of legal services providers and develop active referral systems between them.

Throughout England and Wales, (as of January 2001) the total number of CLS Partnerships stands at 160, involving 295 local authorities, and covering 74% of the population. The Lord Chancellor had set the target of 66% to be achieved by April 2001, and this target was met some 6 months early. The next target set by the Lord Chancellor is that 90% of the population should be covered by Partnerships by March 2002, and 100% by March 2004.

The CLS Partnerships are developing in maturity, particularly those which were formerly Pioneer or Associate Pioneer

Partnerships, whose experiences helped to inform the Best Practice Guidance for Partnerships. The Legal Services Commission published the draft Guidance on 3 April 2000. Following consideration of the responses received, the Guidance has been finalised and the first edition of *Guidance for Community Legal Service Partnerships* was published in December 2000. The Guidance will be subject to regular review to take account of the development of CLS Partnerships.

A framework is being put in place to measure the effectiveness of the CLS Partnerships. The consultation paper *Community Legal Service Partnerships – Performance Indicators* was issued on 3 April. The paper sought views on performance indicators for Partnerships covering each of the key areas of tackling unmet need, quality of supply and referrals. Following consideration of responses to the consultation, it was decided to pilot performance indicators in a small number of CLS Partnerships, in readiness for their adoption by all Partnerships from April 2001 onwards. It has also been agreed with the Department of the Environment, Transport & Regions (DETR) that a national best value indicator for local authorities relating to their participation in CLS Partnerships will be introduced for 2001/02, which means that local authorities are obliged to include this indicator in their Best Value plans. This was the subject of consultation in the DETR paper *Best Value & Audit Commission Performance Indicators For 2001/02* issued in September 2000. In addition, the Audit Commission has agreed to include CLS performance indicators in its library of local indicators which local authorities can choose to adopt.

Community Legal Service Fund

The aim of the CLS Fund, which replaced civil and family legal aid from April 2000, is to improve access to, and value for money for, legal services funded by central Government. By entering into contracts with solicitors' firms and not-for-profit agencies for the provision of publicly funded legal services, the Legal Services Commission is able to ensure that services are provided by quality-assured suppliers and are targeted on priorities identified at both national and local levels. Contracts also provide suppliers with the incentive to deliver value for money. The use of contracts represents a move away from case by case management of the supply of funding for legal services; the Commission's contract auditors seek instead to ensure that suppliers are able to demonstrate that they have proper staff and systems in place, and that they have done the work that they claim.

Contracts are awarded only to suppliers who meet the Legal Services Commission's franchise quality assurance standard, which enables the supplier to hold the CLS Quality Mark.

The Commission's Regional Legal Services Committees (RLSCs) assess local priorities for civil and family legal help, and are responsible for ensuring that the Community Legal Service Partnerships are aware of the regional perspective when making recommendations about local funding and priorities. National priorities have been set by the Lord Chancellor and include cases involving the welfare of children, cases which help people to avoid, or climb out of, social exclusion and cases with a wider public interest.

From January 2000 all civil and family legal help and representation in family, immigration, mental health cases and multi-party actions has been delivered through contracts with quality-assured suppliers. In April 2001 contracts will be let for representation in all other civil cases.

There are currently around 4,500 contracts with solicitor's firms and 350 with not-for-profit agencies. The Department is also working with the Commission to develop innovative ways of providing public access to high quality legal services. Under the Commission's Methods of Delivery Pilot Project the Commission has contracted with specialist 'Second Tier' organisations, which offer advice to front line providers of legal services through telephone consultancy lines and training sessions. The project also supports outreach work legal services supplied outside the confines of the office environment, at locations such as libraries or doctors' surgeries, or by telephone.

The Commission also supports organisations which have important co-ordinating and representative roles within the legal services system, such as the Advice Services Alliance and the Refugee Council.

Section 5(2)(a) of the Access to Justice Act 1999 requires the Lord Chancellor to determine the appropriate sums to pay into the Community Legal Service Fund. He has determined that the sum for 2001-2002 should be £732m, and provisionally decided that the sum for the following year should be £711m. For the first 2-3 years of the new scheme, a substantial but diminishing proportion of the Fund will be spent on cases started under the Legal Aid Act 1988. These will remain subject to the provisions of that Act and the regulations made under it. The figures set out above are based on large part on estimates of the likely costs of these pre-existing cases.

Quality Mark

The CLS Quality Mark, launched in April 2000, acts as an assurance to the public of the quality of legal services and is rapidly becoming the common standard for legal services in local networks of providers.

In the nine months since its introduction, 1,015 agencies have applied for the Quality Mark. Agencies which were previously awarded a legal aid franchise were automatically passported to the Specialist level of the Quality Mark. In total, therefore, as of December 2000, 6,092 solicitors' firms and advice agencies held the Quality Mark. A further 3,248 agencies have made written commitments to apply for the Quality Mark by October 2001.

The Department has been particularly pleased with the take-up of the Information level of the Quality Mark. For many, CLS Information Points will be the first point of entry to the Community Legal Service. 709 outlets have applied for this level, including every library in the East of England. In addition, the Association of Chief Police Officers has recommended that police stations should apply to become Information Points.

The Legal Services Commission published in October the second edition of the *CLS Directory* of legal service providers. The Directory, which is published in 13 regional volumes and covers approximately 11,000 organisations, provides information to the public about the services available in their region and facilitates referrals between providers in the local networks. The Directory is also available on the CLS website, *JustAsk!*

The Department has been working with the Legal Services Commission to continue to develop the Quality Mark. Developments include:

- updating of the franchise quality assurance standard which currently serves as the Specialist level of the Quality Mark;
- new Quality Mark standards for: telephone helplines; websites; the Bar; outreach services; mediation; second tier and education/training;
- development of competency standards, focussing initially on consumer advice (to support the Department of Trade and Industry's Consumer Support Networks).

Community Legal Services website

The CLS website, *JustAsk!* (www.justask.org.uk), was launched in April 2000. The site, which was designed and built by ICL,

provides three core services:

- it provides details of the CLS, including information on the Quality Mark, the CLS Partnerships and charging information;
- it provides online, searchable, access to the *CLS Directory* of services. The details of approximately 10,000 providers contained within the Directory are updated on a daily basis;
- the Advice Search function enables users to search across several hundred carefully vetted sites for legal information and advice.

Usage of the site has increased steadily since its launch. As of December 2000, the site was recording an average of 1000+ 'page impressions' per day (compared to 891 in April). Feedback from users has been particularly pleasing: for the period April to December 2000, 56% of those completing the on-site feedback form rated the site as either 'Good' or 'Very Good'.

The Department also commissioned a specialist research company to conduct qualitative research to help develop the website and to ensure that it meets the needs of its target users. The researchers interviewed over 50 members of the public, all of whom were from social classes C2D(E) and who had had a legal problem within the last 12 months. The response to *JustAsk!* was positive; it was considered attractive and easy to use compared to other websites. Most found the website easy to navigate. A number of improvements suggested by the research are now being implemented.

The site has also received critical acclaim. The site was winner of the charity and public sector category of the new media age effectiveness awards 2000. Commenting on the site, the judges said: "They've done extremely well with a dry subject, and go beyond achieving their set goals for this excellent cause. Access to justice for the most vulnerable in society is a serious public cause commendably championed by this site." The site has also been short-listed for the e-government and e-business design categories of the computer weekly e-business excellence awards. The sponsor's comment for the e-business design award stated: "This is an admirable site, both in terms of its intentions...and its execution...this site surely represents very well what the creators of the web had in mind as an effective use of the new medium." Finally, the site was the winner of the Business Team Award for Collaborative Advantage, one of the e-business innovation awards.

As reported in last year's Departmental Report, it was imperative that the *JustAsk!* site should be accessible to all, particularly users with disabilities. The site complies with the Web Accessibility Initiative's requirements and has been audited by the RNIB's Digital Accessibility team. The RNIB

reported that: "The Community Legal Service website achieves a good standard of accessibility, with a clean and attractive design...Most users will be able to access the site without problems, and will be able to find and access the information they require."

Developments being taken forward this year on the site include three projects funded by the Invest to Save Budget. These projects are:

- to develop an education sub-section of the site to support the addition of Citizenship to the National Curriculum;
- to enhance the Advice Search function of the site, through the implementation of a Legal and Advice Metadata Scheme;
- the translation of the National Association of CABx's adviceguide website (www.adviceguide.org.uk) into a range of community languages.

The Department has also worked closely with the Legal Service Commission on the development of a Quality Mark for websites. The Commission's consultation paper was issued in January 2001, and is available on the Commission's website.

Criminal Defence Service

Under the Access to Justice Act 1999, criminal legal aid will be replaced from April 2001 by the Criminal Defence Service (CDS), to be administered by the Legal Services Commission. The CDS will move to funding criminal defence services through a flexible system of contracts with private sector lawyers and salaried defenders, with the aim of achieving quality assured services and value for money. Suspects and defendants will continue to have a choice of representatives. A consultation paper on *Choice of Representative* was published in June 2000.

Contracting and quality assurance

The Act enables the Commission to contract with solicitors' firms to provide the full range of defence services, from advice at the police station to representation at the magistrates court. All contracts will include quality requirements and, wherever possible, prices for work under contracts will be fixed in advance to reward efficient practice and create an incentive to avoid delay.

Contracts for criminal defence services are being developed and implemented gradually in a rolling programme which starts in April 2001, with the aim of ensuring that all criminal defence services provided by solicitors are under contracts by 2003. The Legal Services Commission will then develop contracting for specialist advocacy in Crown Court cases.

The Act also enables the defendant's choice of solicitor in the most expensive cases to be limited to a firm that has the necessary expertise to be on a panel. Up until April 2001 the Commission is entering into a number of individual contracts with defence teams on a voluntary basis. From April 2001, when the CDS is implemented, the Commission will have the authority to require cases meeting the relevant criteria to proceed by way of individual case contract. By April 2002, all new, very high cost cases will proceed by way of an individual case contract.

Salaried Defenders

The Commission will also be able to employ lawyers directly to offer criminal defence services to the public. This will enable gaps in private sector provision to be filled, and costs to be compared. Pilot schemes will be run in England and Wales, and account will be taken of experience of the use of salaried defenders in Scotland before salaried defenders are introduced on a national basis. A consultation paper setting out proposals for salaried defenders was published in June 2000. Six pilot offices will be used initially to assess the viability of the project. The first three of these will open in May 2001.

Recovery of Defence Costs Orders

A consultation paper setting out proposals for recovery of Defence Costs Orders was published in September 2000. The new Orders will be introduced in April 2001 to replace the current system of a universal means test administered by the courts, which has proved to be barely cost-effective and can cause delay. Under the new arrangements, judges in the higher criminal courts will be able to order defendants to pay some or all of the costs of their representation. If necessary, the judge will be able to order an investigation of the defendant's means before making the order. Such investigations will be undertaken by the Legal Services Commission's special investigation unit, not by the court. The new costs orders will be able to take account of assets that were uncovered as a result of investigations, or that were frozen, or only came to light, during the case. As a result, some wealthier criminals will pay more than now.

Conditional Fees and Litigation Funding

Provisions of the Access to Justice Act 1999 reforming the law relating to conditional fee agreements, and the treatment for costs purposes of success fees payable to the winner's lawyers, and of insurance premiums to cover the costs liability of a particular case, were brought into force on 1 April 2000. Regulations governing the recovery of the self-insurance costs of membership organisations (such as trade unions) of providing legal services to members and their families also came into force on 1 April, and a scheme of prescription for such bodies was also implemented on that date. Rules of court providing new guidance to the courts on the assessment of costs in cases involving conditional fees and insurance were developed by the Civil Procedure Rule Committee, and came into force on 3 July 2000. Success fees, insurance premiums and membership scheme costs are now recoverable from losing opponents, protecting a winning party's compensation from erosion by having to pay some or all of the success fee or the premium.

In response to requests from business, trade unions and other bulk users and providers of legal services, regulations were developed and brought into force on 30 November 2000 to enable repeat provision of services through single collective conditional fee agreements. This scheme has been devised to ease administrative burdens on bulk users and providers of services, allowing them to achieve economies of scale, but still retaining the essential consumer protection elements of the conditional fees scheme implemented on 1 April.

Major research has been commissioned through a joint project involving the Universities of Nottingham, Oxford and Surrey to provide the first major comparative evaluation of the effects of conditional fees on personal injury litigation. The research will contribute to a better understanding of the range of available methods for supporting litigation at no risk to the claimant. The research will provide information on how the market is operating and developing. The researchers will create a database that can be used in conjunction with data collected in future for the purposes of policy evaluation and for future policy changes.

The indemnity principle is the concept in common law whereby a party has the right to be indemnified against the costs actually incurred in the proceedings. The costs recovered may not be more than those the party would pay his own legal representatives. If no *actual* costs are agreed for payment, then no costs are to be recoverable from the opponent. The application of the indemnity principle has changed in recent

years with the introduction of fixed rates for legal aid and the advent of conditional fee agreements. The changes to conditional fee agreements introduced by the Access to Justice Act have had a further impact on the operation of the principle, as agreements to work for less than normal fees or nothing if unsuccessful and normal fees if successful are legitimised.

While the influence of indemnity principle has diminished, the common law presumption remains that the successful party is entitled to be indemnified for his actual costs, so the principle can be used as a means for attacking the receiving party's entitlement for costs and can lead to satellite litigation. The Government was conscious of the impact the indemnity principle can have on the recovery of costs, and included a provision in the Access to Justice Act to amend Section 51 of the Supreme Court Act 1991. In view of recent changes in litigation funding the Civil Procedure Rule Committee has been asked to make any necessary rules of court which are necessary to abolish the principle and it is expected that any necessary modifications will come into force in the summer of 2001.

Another issue which has arisen as a result of the changes in litigation funding and the Blackwell Committee report into the activities of claims assessors (see below) is whether there should be further regulation of the use of contingency fees. Under this type of 'no win no fee' agreement the representative agrees to provide services in return for a percentage of any compensation recovered. Lawyers are prohibited by their own practice rules from entering contingency fee agreements for court proceedings. However, such agreements are permissible in certain tribunal proceedings and where settlements of claims are negotiated without entering proceedings. Unqualified claims assessors operate on this basis, as do some solicitors for tribunal work and other business such as debt collection. There has been some debate amongst the legal professions on whether their use should be extended or curtailed through regulation. At a meeting on 8 November between LCD's Parliamentary Secretary and senior representatives of the Law Society and the Bar it was decided that joint advice would be prepared by the professional bodies on the possibilities of using contingency fees as a means of litigation funding within an adequate scheme of consumer protection.

Legal Services

Last year's Report set out those parts of the Access to Justice Act 1999 that had been implemented in respect of the provision of legal services. Further changes were introduced on 31 July 2000:

- providing employed advocates, including Crown Prosecutors, with the same rights of audience enjoyed by lawyers in private practice;
- enabling barristers employed by firms of solicitors to provide legal services direct to the public;
- establishing 'portability' of rights of audience for authorised advocates on a change of employed status (e.g. from barrister to solicitor).

Consumer protection

From 1 January 2000 the Lord Chancellor's Advisory Committee on Legal Education and Conduct (ACLEC) was replaced by the Legal Services Consultative Panel. The Panel's general duty is to provide the Lord Chancellor with any advice he requires about legal services, legal education and related matters. The Panel has been active in considering amendments to the rules of the professional bodies, and will have a working programme to run in parallel with the referrals from the Lord Chancellor. The Panel's advice is published both on the LCD website and in hard copy.

A review of the Office of the Legal Services Ombudsman (OLSO) reported in March 2000. This made a number of recommendations, which are being carried forward by a joint LCD/OLSO working group. Many of these have now been concluded and work will continue on the others during the course of the next year.

Close monitoring of the situation at the Office for the Supervision of Solicitors (OSS) continues. OSS were seeking to improve their performance in the handling of complaints against solicitors in accordance with a timetable set out by the Lord Chancellor in July 1999. Whilst there has been progress in the handling of complaints, the Law Society failed to meet all but one of the targets. The Law Society has agreed a series of improved targets for the OSS for 2001. A decision about the appointment of the Legal Services Complaints Commissioner will be made in mid 2001, in the context of performance against the new targets, and in the light of the annual reports of the OSS and the Legal Services Ombudsman.

Last year's Report mentioned the establishment of a committee to investigate the work of non-legally qualified 'claims assessors' who negotiate claims on behalf of people who have suffered personal injury or who have employment claims. The Blackwell Committee reported in February 2000. They found little or no objective evidence that claims assessors were

causing significant public concern or problems in settling personal injury and employment claims outside proceedings. The Committee did not recommend immediate action, but provided a menu of possible measures which might be taken depending on whether claims assessors proved to be a significant problem in the future. The measures ranged from action to increase public awareness of the various ways of pursuing a claim and the development of voluntary codes, through self-regulation and legislation to provide that only settlements reached through registered assessors are binding in law, to a full blown regulatory scheme along the lines of that put in place for immigration advisers. In the light of the Committee's findings no immediate action is necessary. The Department is, however, monitoring developments in the expanding market in litigation funding carefully with a view to advising Ministers of any measures that may become necessary to protect consumers.

Market intelligence and trade promotion

A Market Intelligence Unit is being set up within the Department, in partnership with the legal sector. The unit will provide the Department with economic intelligence on the legal services market, such as the impact on the sector of policy initiatives or other relevant developments, and so inform policy recommendations and decision-making. Thus the unit will support the Department's new co-ordinating role in the British legal services market, as well as its ongoing commitments to increase access to justice and contribute to the economic performance and growth of the country, through enhancing the competitiveness of the legal sector.

The Market Intelligence Unit will be established around a regular Intelligence Forum with the sector and other Government departments, to foster knowledge and idea transfer about the operation, development and regulation of the legal services market. The first task of the unit is the provision of an information map of the legal services market, detailing the position and size of each segment of the market, and an understanding of the interactions and flows between segments. Going forward, this will be regularly maintained thereby providing the Department with a real-time tool to identify sources of value and help optimise future policy decisions.

Part A5

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Investment

Departmental investment strategy

The principal driver in the strategy over the Spending Review 2000 period is the need to improve the services provided by the courts. This investment programme will harness the increasing potential offered by IT to deliver better services more cost-effectively. In the case of the civil courts, the Department also expect it to give rise in the longer term to changes to the estate. The focus will be on customer needs and expectations, particularly with regard to the electronic delivery of services. The programme will constitute a highly visible part of the Modernising Government agenda. This investment in court services is broken into three main programmes:

- Modernising the Civil Courts which will deliver better quality services to court users more efficiently and cost effectively;
- the Crown Court Programme which aims to increase customer satisfaction, reduce the average time taken from receipt to disposal, and reduce the cost of a Crown Court case for the CJS; and

£29 million has been provided for the improvement of the Crown and civil court estate. A further £105 million has been provided for the two programmes themselves.

- a continuing programme of modernisation of the magistrates' courts, including the Libra IT project, which is yielding efficiency savings that are being used to secure continuing improvements in performance and service.

£55 million has been provided for the improvement of the estate. £30 million has been provided for the Libra project.

The Department is setting up a new non-departmental body, the Children and Family Court Advisory Support Service (CAFCASS). This will combine functions currently provided by the Probation Service, the Children's Branch of the Official Solicitor's Department and local authority Guardian ad Litem and Reporting Officer services as one service. It is due to become operational in April 2001. £16.5 million has been provided for accommodation and IT investment.

At a corporate and Headquarters level, LCD is also investing in a new Management Information System (MIS) as part of the programme to transform the Department. This system will create a strategic and operational tool to manage and analyse data and information in a warehousing system.

The Department is also seeking to upgrade the Statute Law Database computer system, which provides an electronic record of statute law.

Asset utilisation

A strategy is in development for improving the value for money obtained from the estate. There are a number of strands to this. The Department is examining area-based rationalisation to achieve greater integration between the estates of the Court Service and the magistrates' courts. The recent decision to realign the Judicial Circuit boundaries with county boundaries will facilitate this process. Major conurbations will be targeted first, where scope seems greatest for integration and holds out the potential for subsequent asset disposal. LCD is also making good progress on sharing existing facilities, mainly where county courts and others are making use of capacity in magistrates' courts; other users include Coroners Courts and various tribunals, and the Probation Service.

Asset disposals

The Department has already proposed disposals in the civil estate of some £12 million, and expects to receive in 2001/2002 in excess of £15 million from the sale of Stewart House, the current Headquarters of the Public Trust Office. Further rationalisation of the estate will be tied to consideration of business needs.

Private Finance Initiative / Public Private Partnerships

The Department is committed to promoting private sector investment in facilities and systems to improve the delivery of services to the public and a number of opportunities are being pursued or considered. During 2000/01 PFI contracts were signed on the Hereford and Worcester Magistrates' Courts project, the Humberside Magistrates' Courts project, the Sheffield Family Courts project, the Manchester Magistrates' Courts project, and the Derbyshire Magistrates' Courts project. Further PFI contracts should be finalised during 2001/02.

Procedures and systems

The Department is strengthening the Corporate Board's capability to develop a clear, long-term vision for the Department's businesses and scenarios to aid business planning in an environment of rapid, economic, social and

Table 9: Projects involving Private Finance

	Estimated outturn 2000-01	Projections 2001-02
Estimated gross sponsored capital investment (£m)	68	88
Of which,		
Capital spending (by private sector) on PFI projects	42	56
Capital spending by public sector (conventional procurement)*	26	32
Net current payments by public sector under private finance contracts	44	55
Of which,		
Central government	44	43
Local government	0	12
Public corporations	0	0

technological change. The best way in which this can be taken forward is currently under consideration. The Department has recently established an IS/IT strategic steering group, composed of senior officials in the Department. The group's objectives are to ensure coherence in the Department's IS/IT strategic development over a 5-7 year period; assist in the steering of major programmes of work, especially those integral to the delivery of wider Departmental services; and to approve the main deliverables. Modernising the court estates will require a strategic view across the Department, driven by the emerging business strategy for the future. To improve the link with business needs and bring coherence to the estate strategy, a member of the Department's corporate board has taken up the 'champion' role. A Department-wide steering group has been established to set priorities for obtaining maximum short to medium term gains and to develop the strategy to improve the utilisation of the estate and obtaining better value for money.

Capital Modernisation Fund

Capital Modernisation Funding of £32 million has been secured to continue the Crown Court programme and LCD has been allocated a ring-fenced fund of £62 million in SR2000 (further information on the Crown Court Programme can be found in the Modernising Government section).

Invest to Save Budget

In February 2001 a further £98,000 was awarded for the Community Legal Service website *JustAsk!*, in addition to the £483,000 previously provided. This is for:

- implementation of metadata standards on four exemplar websites;
- production of a training pack and support website;
- provision of training/consultancy to 50 legal websites; and
- it builds on the outcome of the current search engine project, and aims to ensure the wide acceptance of metadata standards by use of pump priming funding.

Wider market activities

The Department's first wider markets project, the Royal Courts of Justice Gift Shop, opened last July. We are currently conducting a review of the project before considering other areas where the Department can sell its services into wider markets. We are also continuing to look at access to legal information and we are exploring the options available to provide more effective and efficient services, including levels of free public access, and partnerships with PFI and commercial operators.

Managing the Department

Accountability

Over 90 planned internal audit assignments are delivered annually. These result in cumulative improvements to systems, controls and procedures operated throughout the Department designed to secure regularity, propriety, value for money and safeguarding of assets and interests from losses of all kinds.

Internal audit coverage planned for 2000/01 to 2003/04 is risk-assessed and provides for targeted internal audits of a variety of activities and systems. This involves evaluation of business, financial and accounting controls including those exercised in relation to the collection of fines and fees by magistrates' courts, procurement, resource accounting and contracted-out services. In addition, internal audit will continue to make an active contribution to the development and implementation of new systems and initiatives by:

- advising on control and related matters;
- exploiting potential for 'joined up' auditing e.g. criminal justice system;
- contributing to maintenance of an effective anti-fraud culture; and
- assisting in the promotion of techniques associated with control risk self-appraisal and risk management.

Review of the Audit Committees

The audit committees for the Lord Chancellor's Department and its agencies have now been reviewed, and changes made include the appointment of a non-executive chairman/ members and revised terms of reference which reflect the revised principles and guidance published by HM Treasury.

Public appointments

The Lord Chancellor makes appointments to a number of executive and advisory non-departmental public bodies. In the year from 1 October 1999 to 30 September 2000, the Lord Chancellor made 224 appointments to his non-departmental public bodies, of whom 38% were women and 8.5% were members of the ethnic minorities.

Fuller information on the Lord Chancellor's non-departmental public bodies is included in the Cabinet Office publication *Public Bodies*, and in the individual annual reports of many of the bodies concerned.

Resource accounting and budgeting

Like other Government departments, the Department has moved towards implementation of resource accounting and budgeting. Trigger points set by HM Treasury have been attained by obtaining an interim opinion from the National Audit Office on the dry-run resource accounts for 1998/99 and by submitting 2000/01 dry-run resource based estimates to Treasury. An unqualified audit opinion is anticipated on the 1999/00 resource accounts which have been submitted to the National Audit Office for audit. Resource-based internal budgeting controls will be adopted progressively from 1 April 2001.

The Public Trust Office, as an executive agency, produces annual accounts on a resource accounting basis. During this year it has produced accounts for 1998-99 and 1999/00, both of which were audited by NAO who gave an unqualified opinion. The accounts for 1999/00 were laid before Parliament within the prescribed time, before the summer recess.

Advertising

The Lord Chancellor's Department conducted an advertising campaign running from April 2000 to March 2001. The objectives of the campaign were to:

- raise awareness of the newly formed Community Legal Service and;
- encourage use of the CLS Directory which contains details of approved legal advice providers.

The campaign was conducted in the regions using regional radio, local press, door drops and bus tickets. National press advertising will take place in March 2001. The anticipated total cost of the campaign will be £4 million.

The Environment

The Green Minister for the Department is the Parliamentary Secretary, David Lock MP. He oversees the Department's commitment to sustainable development. The Minister ensures that the Department carries out environmental appraisals of all new policies. Jenny Rowe, the head of the Department's Corporate Services Group, represents the Department on the recently established cross-Government committee of senior officials responsible for the promotion of sustainable development and environmental issues.

Policies and programmes are currently assessed in line with the policy guidance *Policy Appraisal and the Environment*, published by Department of the Environment, Transport and the Regions (DETR). To date, no Departmental policies have been identified as having a significant environmental impact. The Cabinet Office *Policy Makers Checklist*, which advises policy makers on identifying the sustainable development and environmental impacts of new policies, is also available to policy makers on the Department's intranet.

Green issues arising out of the Department's area of policy responsibility are very rare. The Department's main impact on the environment is as a consumer. The Department is reviewing its joint environmental strategy and action plan with the Court Service, which is based on the *Model Statement for Greening Government Operations* produced by DETR. Included in the strategy and action plan are building procurement and construction, building maintenance, energy, water and waste management, the care of historic and listed buildings, procurement of goods and services, the training and education of staff (including raising staff awareness of sustainable development) and the implementation of transport plans. The following practices have been adopted in the pursuit of sustainable development:

- Energy efficiency: the Department achieved a 20.1% saving in total energy consumption in the year 31 March 1999, compared with the 1990-91 base year. Figures for 1999/2000 are still being collated. More than 100 staff attended eleven training courses on energy and water management from January to October 2000; two further training courses are planned for later in the year. Following the completion of a three-year rolling programme of energy and environmental surveys, a new round of surveys has commenced; surveys will be restricted to the largest energy using sites, and will include environmental factors such as indoor air quality, recycling schemes, light and noise levels. A new benchmarking system for energy consumption is being developed.
- Maintenance and construction: in the maintenance of the existing estate, suppliers of timber and timber products for all new works and renovations are required to provide independent certification that the timber is sourced from sustainably managed forests. New buildings are evaluated under the Building Research Establishment Environmental Assessment Method (BREEAM). The managing agents who maintain the buildings are required under their contracts to take a pro-active approach, reporting rises in energy and water consumption and advising on how to resolve them.
- Procurement: contractors tendering for the supply of goods have to provide information about their green policy and practices, the environmental impact of their goods and details of any harmful processes or materials used in manufacture or disposal. This information is used to maintain a database of approved suppliers and products. A chapter on environmental issues in purchasing is provided in the Department's procurement manual. Tenders are evaluated over the whole life cycle, including disposal and recycling costs, and appropriate weight is given to environmental points affecting the tender. Where no environmental conditions are specified, environmentally friendly products are sought from those that offer value for money.
- Transport: transport plans were introduced at the headquarters buildings of the Department and its agencies in 1999. Plans for a further 51 offices with over 50 staff have been drafted. A staff survey to determine travel patterns and identify ways of encouraging environmentally friendly travel was carried out at the Department's headquarters. A review is underway of motor mileage rates, with the intention of discouraging the use of larger cars and Lord Chancellor's Department Headquarters will be using a LPG car on a trial basis in the very near future. The possibility of increasing cycle mileage rates and interest-free loans for cycles and cycling equipment is also being considered.
- Waste disposal: the Department's environmental action plan pursues the maxim of reduce, re-use and recycle. A review of sensitive waste collection agreements is underway, looking at the potential for measuring the amount of, and increasing the proportion of waste paper that goes for recycling. Targets for waste reduction will be introduced following completion of the review. Local recycling schemes are in operation in most departmental locations where this is practicable.
- Water management: the installation and maintenance of water management devices is part of an ongoing

programme in each region. Consumption of water has fallen by 35% since 1991/92, and targets for further water reduction and the possibility of setting up a benchmarking system are being considered.

The Energy and Environment Branch of the Court Service advises on and reviews the environmental impacts of the management and operations of the Department. The green contact for the Department is the Court Service Energy & Environment Manager, Martin Wittekind; he can be contacted on 020 7210 2168.

Public Accounts Committee Reports

Each year the National Audit Office undertakes Value for Money studies into a range of issues across the Department. The more significant studies are published and may become the subject of examination by the Committee of Public Accounts (PAC). The Committee's findings and recommendations are considered seriously by the Department, which responds to Parliament by means of a Treasury Minute.

The NAO Report *Criminal Justice: Working Together* which covered the Lord Chancellor's Department, Home Office and Crown Prosecution Service was the subject of a PAC hearing on 1 March 2000.

The conclusions of the PAC hearing were subsequently published in a report on the 12 July 2000. The PAC main findings and recommendations, the Government's response in the Treasury Minute and any more recent progress are presented in the table below.

The NAO Report *Funds in Court: Unclaimed Balances* (published in November 1999) was the subject of a PAC hearing on 17 April 2000. The conclusions of the PAC hearing were subsequently published in a report on 17 January 2001, under the title *Public Trust Office: Unclaimed Balances held in Funds in Court and the Office's 1998-99 Accounts* (2nd Report 2000-01). The Government is considering the report and will publish its response in due course.

PAC Report: main issues	Government response	Action taken
<p>Criminal Justice: Working Together (27th Report 1999-2000)</p> <p>There is considerable scope for savings through better co-ordination across the criminal justice system. The costs of ineffective hearings and cracked trials, for example, could be reduced by improved co-operation and joint management among the agencies involved. For example:</p> <p>Closer joint working is being hampered by a lack of consistent definitions. Investment in information technology will only be fully effective if the criminal justice agencies can agree to record common data in a consistent way, and they should give high priority to completing this task.</p> <p>Piloting of the reforms arising from the Narey review has shown that it is possible to achieve substantial improvements in the average time to first hearing in less serious criminal cases and also large reductions in the number of adjournments. All three departments have an important role to play in ensuring that experience from the pilots is identified and disseminated, so that comparable improvements can be achieved across the country.</p>	<p>Responses compiled by the Home Office, the Lord Chancellor's Department and the Crown Prosecution Service.</p> <p>The Government agrees that there is scope for reduction in the number of cracked and ineffective trials and is taking this forward in a number of ways, in the Crown Courts and the Magistrates Courts.</p> <p>The criminal justice Departments fully accept the need to record common data in a consistent way using consistent definitions. An inter-agency project team, led by the Home Office, is working on proposals for a management information system for the criminal justice system and its final report will be presented and considered by the Strategic Planning Group in October 2000.</p> <p>A project team has been set up by the Trials Issues Group to evaluate the operational effectiveness of the Narey initiatives and disseminate best practice to all areas. The members of the team have been drawn from a number of criminal justice agencies.</p>	<p>Ongoing action by the Criminal Justice System departments to devise new ways of working together to reduce the number of 'cracked' and ineffective trials.</p> <p>The interagency team is working alongside the Integrating Business and Information Systems initiative.</p> <p>Waiting times in the criminal courts are being cut, including a reduction from 142 days in 1996 to 95 days in Q2 2000 for persistent young offender cases.</p>

Part A6

The Agencies and Associated Offices

Court Service

Purpose

The purpose of the Court Service is to carry out the administrative and support work of the courts and tribunals and to promote their impartial and efficient operation.

Objective

The Court Service aims to provide a good quality service in a cost-effective manner. In meeting its purpose, it will:

- provide a courteous, reliable and accurate service, relevant information and suitable facilities;
- complete all administrative processes promptly;
- reduce waiting times for trial or hearing;
- achieve full cost recovery in the civil courts.

The Court Service Purpose and Objectives have been revised to take account of changes to the Departmental Aim and

Strategic Objectives last year. The Agency will introduce its revised Purpose and Objectives in April 2001.

Vision and values

The Court Service wants to be:

- a well-focused Agency delivering excellent, value-driven performance to its clients and stakeholders;
- an Agency where people feel involved and are clear what is expected of them, delivering services and results through well-motivated, committed staff;
- an Agency playing its full part with others involved in the justice system.

The values that will help it become this kind of organisation are:

- valuing people throughout the Court Service for their contribution; building partnerships and working in teams, achieving more together than is possible individually;
- focusing on customer service supported by Information Technology;
- getting value for money in everything it does;

The Court Service: Performance against Key Performance Indicators

Description of Key Performance Indicators	Target 2000/01	Forecast 2000/01	PSA Target
1 The quality of service provided to court users.	85%	85%	85%
2 The percentage of administrative work in the civil courts dealt with within target time (5 days).	94%	92% ²	95%
3 The percentage of cases in the Crown Court that commence within target.	78%	76% ³	78%
4 Average waiting time for asylum appeals from receipt at Immigration Appellate Authorities to promulgation of the adjudicator's decision.	16 weeks	16 weeks	17 weeks
5 The percentage of the cost of the civil courts recovered through fees.	94%	94%	N/A
Additional PSA Targets			
Asylum - Unit cost of an asylum appeal.	£553	£958 ⁴	Average reduction
Courtroom Utilisation - To reduce courtroom overcapacity.	See note 6		of 3% p.a.

1. New Targets for 2001/02 not yet agreed with the Lord Chancellor.
2. Targets will not be met for the current year. This is attributed to increased workload due to civil procedure rules. We have directed additional resources to the Circuits specifically for part 51 work. Since the allocation of this money we have been able to identify an improvement in performance towards the target.
3. There has been a bid for further resources to mitigate the effects of new legislation.
4. The increase in the unit cost can be attributed largely to the IAA expenditure in preparation for the increase in workload level; for example, setting up a back office, additional courtrooms and additional IT equipment.
5. Targets are in the process of being agreed.

- valuing the diversity of its own people and seeking to serve the interests of all sections of our diverse society.

Performance against the objective is measured by the Court Service Key Performance Indicators (KPIs) shown in the preceding table.

Further information

Further information about the work of the Court Service can be found in the Agency's Annual Report and Corporate Plan which are available from:

The Court Service
Southside
105 Victoria Street
London SW1E 6QT
Tel: 020 7210 1673
www.courtservice.gov.uk

Public Trust Office

The PTO's Aim

To support the aim of the Department and to contribute towards the achievement of the Department's third Strategic Objective, which is to:

- improve the availability of affordable and good quality legal services, so that the law underpins economic success, at home and abroad, and that the use of public funds secures greater social justice and reduces social exclusion.

The PTO's specific aim is to:

- ensure the effective management of private assets and financial affairs entrusted to its care by the courts or by, or on behalf of, people unable or unwilling to manage these matters themselves.

Objectives

In pursuit of this aim the PTO's objectives are to provide:

- effective administrative services in relation to the Mental Health and Enduring Power of Attorney Acts incorporating;

support for the Court of Protection, overseeing and assisting receivers in carrying out their duties and (where the Public Trustee is appointed receiver) to provide the full range of receivership duties;

- an effective executor and trustee service on a non-profit making basis to the general public or if appointed by the courts; and
- a secure and efficient banking and investment service for funds held in Court.

Approach

In carrying out these objectives the PTO will:

- act impartially and prudently;
- deliver a customer-focused service;
- provide secure services; and
- work closely with the courts and, in particular, the Court of Protection.

The PTO will thereby contribute to the overall effectiveness of the civil legal system.

Reform of the PTO

For information about the reform of the PTO see *Making Changes: The Future of the Public Trust Office* published by the Lord Chancellor's Department in April 2000.

Further information

For further information about the Public Trust Office and copies of its Annual Report, Framework Document, Corporate and Business Plans, contact:

Public Trust Office
Director of Finance
Stewart House
24 Kingsway
London WC2B 6JX
Tel: 020 7664 7000
www.publictrust.gov.uk/

The Public Trust Office: Performance against Key Performance Indicators

Key Performance Indicator	2000/01 Target	2000/01 Forecast
1. Accounting Transactions	To bring to account 99% of receipts and payment transactions within turnaround targets.	99%.
2. Investment Target	<p>a) On an annual basis to ensure that 85% of all measured funds perform in line or better than their model based on stock market indices.</p> <p>b) On a three year rolling basis to ensure that 80% of all measured funds perform in line or better than their model based on stock market indices.</p> <p>(The benchmark to be the Association of Private Client Investment Managers and Stockbrokers [APCIMS] indices. The aim will be to introduce an income element from 2001/2002).</p>	<p>(a) 75%</p> <p>(b) 58%</p>
3. Service Standards	To achieve 95% of Public Trust Office Service Standards	95%.
4. Review of Accounts	<p>a) To review 95% of accounts received within 8 weeks of receipt. (To apply to both Receivership and Protection Divisions).</p> <p>b) To collect 90% of accounts within 6 months of the due date; 95% within 9 months of the due date; and 100% within 12 months of the due date. (Applies to Protection Division only).</p>	<p>a) 95%</p> <p>b) Will be achieved</p>
4. Visits	<p>a) To visit all existing Receivership Division clients in the course of the year.</p> <p>b) To visit all new clients within one year of the Public Trustee being appointed receiver.</p> <p>c) To double the number of visits undertaken to Protection Division clients in 2000/2001 from 2,000 to 4,000.</p> <p>d) 100% of urgent visits at the direction of the Court of Protection to take place within 4 weeks of the direction being given.</p>	<p>a) Will be achieved</p> <p>b) Will be achieved</p> <p>c) Will be achieved</p> <p>d) Will be achieved</p>
5. Financial Targets	<p>a) To come within the Change Programme budget for 2000/2001.</p> <p>b) To lay the PTO's Annual Report and Accounts 1999-00 before Parliament before the summer recess.</p> <p>c) To reduce debtor days¹ in Protection Division from 94 to 85 days and in Receivership Division from 96 to 85 days.</p>	<p>a) Will be achieved</p> <p>b) Already achieved</p> <p>c) Already achieved</p>

¹ Debtor days are a measure of the average number of days taken to collect a debt from the date of invoice.

The short-term and long-term investment performance will be poor against the PTO's own benchmarks. This reflects the significant volatility of the stock market throughout much of this year. A further constraint on the majority of the funds under management is that the advice is provided on an advisory, rather than discretionary, basis, which inhibits the effective performance of the adviser. This has been criticised from a number of sources and the Lord Chancellor has agreed that funds should be run in future, where appropriate, on a discretionary basis.

The KPI for 2000/2001 is being measured by new industry-standard benchmarks. Initial performance in 2000/2001 may be misleading if viewed out of context, because the brokers will need some time to restructure existing portfolios to take

account of the components of the new benchmarks. In addition, the use of the new indices mean that the returns in 2000/2001 will be looking back over 1 and 3 year periods when the funds were being managed under differently structured investment strategies, as the advisers would not have been able to weight the funds in accordance with the indices. The effect of this 'retrospective' change to the benchmarks will evaporate over time, but the existing panel brokers have asked if Ministers and other observers could acknowledge the effect of the changeover on future performance assessments.

The PTO will cease operating on 31 March 2001. Targets for 2001/02 for the successor organisations have not yet been agreed with the Lord Chancellor.

Full details of the PTO's performance against these Key Performance Indicators are published in the Annual Report, together with details of the corporate initiatives which support the achievement of these targets.

Associated Offices

Law Commission

Chairman: The Honourable Mr Justice Carnwath CVO
Secretary: M W Sayers

The Law Commission was established by the Law Commissions Act 1965. Its main purpose is to recommend reform of the law. It aims to ensure that the law is as fair, modern, simple and cost effective as possible. Some 100 of its reports have resulted in Acts of Parliament since 1965. About 65% of its reports have been implemented by legislation, fully or partly. The Commission is also responsible for the consolidation of legislation and for the repeal of obsolete legislation. All the Commission's recent publications, including its Annual Report, are on its website.

The Law Commission
Conquest House
37/38 John Street
Theobalds Road
London
WC1N 2BQ
Tel: 020 7453 1220
Fax: 020 7453 1297
E-mail: secretary.lawcomm@gtnet.gov.uk
www.lawcom.gov.uk

The Legal Services Ombudsman for England and Wales

Legal Services Ombudsman: Ann Abraham

The Legal Services Ombudsman is appointed by the Lord Chancellor under the Courts and Legal Services Act 1990. Her role is to oversee the handling of complaints about solicitors, barristers, legal executives, licensed conveyancers and patent agents by the professional bodies responsible for setting and

maintaining standards of conduct and service within the legal profession.

The Ombudsman's Annual Report for 1999/2000 was published in July 2000.

The Office of the Legal Services Ombudsman
22 Oxford Court
Oxford Street
Manchester
M2 3WQ
Tel: 0161 236 9532
Lo-call number: 0845 6010794
Fax: 0161 236 2651
E-mail: enquiries.olso@gtnet.gov.uk
www.olso.org

Her Majesty's Magistrates' Courts Service Inspectorate

HM Chief Inspector: Kit Chivers

Her Majesty's Magistrates' Courts service Inspectorate (MCSI) operates within a statutory framework set out in the Justices of the Peace Act 1997; its remit is to inspect and report to the Lord Chancellor on the organisation and administration of Magistrates Courts Committees in order to improve performance and disseminate good practice.

MCSI is based within the Lord Chancellor's Department, but is not responsible for the determination of policy and operates separately from the Magistrates' Courts and Criminal Policy Divisions. On inspection matters, Her Majesty's Chief Inspector reports directly to the Lord Chancellor. All MCSI reports published and are on its website.

The Chief Inspector makes an annual report to the Lord Chancellor which laid before Parliament. The Annual Report for 1999/2000 was published on 3 November 2000.

MCSI
8th Floor
Millbank Tower
Millbank
London SW1P 4QU
Tel: 020 7217 4348
Fax: 020 7217 4357
www.open.gov.uk/mcsi

Council on Tribunals

Chairman: The Rt. Hon. The Lord Newton of Braintree OBE
Secretary: Mrs PJ Fairbairn

The Council was established by the Tribunals and Enquiries Act 1958, (following the Report of the Franks Committee on Administrative Tribunals and Inquiries in 1957). The Council now operates under the Tribunals and Inquiries Act 1992.

The main role of the Council is to keep under review the constitution and working of the tribunals specified in the Act. The Act requires Government Departments to consult the Council in respect of procedural rules for those tribunals. The Council's jurisdiction also extends to certain statutory inquiries held by or on behalf of Ministers.

The work of the Council on Tribunals during the period 1 August 1999 to 31 July 2000 is described in their 41st Annual Report, published in December 2000.

Council on Tribunals
7th Floor
22 Kingsway
London WC2B 6LE
Tel: 020 7947 7045
Fax: 020 7947 7044
www.council-on-tribunals.gov.uk

Legal Services Commission

Chair: Peter G. Birch CBE
Chief Executive: Steve Orchard CBE

The Legal Services Commission is an executive non-departmental public body working within a statutory framework laid down by the Access To Justice Act 1999. The Commission has a statutory duty to establish, develop and maintain the Community Legal Service and the Criminal Defence Service, which replace the old legal aid scheme.

The Commission replaced the Legal Aid Board on 1 April 2000.

The Legal Aid Board's Annual Report for 1999/00 was published on 13 July 2000.

Legal Services Commission
85 Gray's Inn Road
London WC1X 8TX
Tel: 020 7759 0000

Office of the Judge Advocate General

Judge Advocate General: Judge JW Rant CB QC
Deputy Judge Advocate General: Judge Advocate Hunter

The office of the Judge Advocate General was created in 1666. The main objective of the office is to monitor the criminal justice system of the Army and Royal Air Force so as to ensure the efficient and proper working of it. To assist with this the Judge Advocate General appoints a Deputy Judge Advocate General, a Vice Judge Advocate General and six full time judge advocates to be members of and to conduct proceedings at courts-martial. The Deputy Judge Advocate General and two judge advocates are permanently based at our office in Germany. Both the German office and the London office have seen an increase in their work load since October 2000 when changes to procedures were introduced as a result of the Human Rights Act.

Office of the Judge Advocate General
7th Floor
22 Kingsway
London WC2B 6LE
Tel: 020 7218 8077
Fax: 020 7218 8090
E-mail: jnorris@lcdhq.gsi.gov.uk

Office of the Deputy Judge Advocate General
British Forces Germany
British Forces Post Office 40
Tel: 00 49 2161 908 2453

The Official Solicitor's Office

Official Solicitor to the Supreme Court: Laurence Oates

The Official Solicitor (a statutory appointment under section 90 of the Supreme Court Act 1981) acts in legal proceedings for those unable to represent themselves. In particular, he acts for children and the mentally disabled who are vulnerable litigants because they lack capacity. He will also intervene when there is no-one else suitable to do so, to prevent an injustice which would arise were he not to act for a party. His main objective is to protect the best interests and human rights of those he represents.

The Annual Report for 1999/2000 was published in October 2000 and is accessible on the Office's website.

The Official Solicitor's Office
81 Chancery Lane
London
WC2A 1DD
Tel: 020 7911 7118
www.offsol.demon.co.uk

Judicial Studies Board

Chairman: The Right Honourable Lord Justice Waller
Director of Studies: Judge David Pearl
Acting Secretary: Helen Baker

The Judicial Studies Board was established in 1979. Its objectives are to provide high quality training to full and part-time judges in the exercise of their jurisdiction in civil, criminal and family law; to advise the Lord Chancellor on the policy for and content of training for lay magistrates and on the efficiency and effectiveness with which Magistrates' Courts' Committees deliver such training; to advise the Lord Chancellor and Government Departments on the appropriate standards for and content of training for judicial officers in administrative tribunals; and to advise the Government on the training requirements of judges, magistrates and judicial officers in tribunals if proposed changes to the law are to be effective, and to provide and advise on the content of such training. Its relationship to the Lord Chancellor's Department is set out in a Memorandum of Understanding which was first published in 6 June 1996 and which was re-issued in April 1999.

The Annual Report for 1999/2000 was published in July 2000.

Judicial Studies Board
9th floor, Millbank Tower
www.JSBoard.co.uk
Tel: 020 7217 4763
E-mail: rnair@lcdhq.gsi.gov.uk

Part A7:

Departmental Expenditure Plans - Tables



Common Core Tables and Main Estimate

Introduction to the new format of the tables

Following the introduction of resource accounting and budgeting (RAB), there have been a number of changes to the core tables in this year's departmental report. RAB provides a more accurate measure of departmental expenditure by matching costs to time, taking account of the full consumption and investment of arms-length bodies such as NDPBs and public corporations, and measuring the full cost of government activity, including non-cash expenditure such as depreciation, cost of capital charges, and provisions.

The aim of the tables is to provide a detailed analysis of departmental expenditure plans in resource terms, showing: resource consumption and capital investment; Voted and non-Voted expenditure; and expenditure in three year Departmental Expenditure Limits (DEL) and Annually Managed Expenditure (AME).

Following the decision to introducing resource budgeting in two stages, the major non-cash items – depreciation, cost of capital charges, and provisions – score in AME for the 2000 Spending Review years (2001-02 to 2003-04). Throughout the tables, non-cash expenditure in AME is distinguished from annually managed programme expenditure for the department. In Stage 2 resource budgeting, which is scheduled for the 2002 Spending Review, these items will score in DEL.

Because RAB data is at present available only from 1998-99, the scope of the resource tables is restricted to 1998-99 to 2003-04, the last year covered by the 2000 Spending Review.

As in previous years, tables are included showing key information on local authority expenditure, administration costs and staff numbers.

Key: # – Denotes amounts below £0.5 million which are not shown.

Table 10: High level spending plans - the Resource Plans Summary Table

This table sets out, in resource terms, a summary of expenditure by each department from 1998-99 to 2003-04. The first part shows total expenditure in DEL and AME for the department, including the new non-cash AME items introduced by RAB. This is then split into resource and capital expenditure, the former showing what the department consumes in current spending and the latter showing planned investment expenditure.

The "Total Resource Budget" and "Total Capital Budget" figures illustrate, in resource terms, total DEL and AME expenditure in the department's budget. This includes expenditure such as the consumption and investment of public corporations, which is outside the departmental accounting boundary and some of which is not Voted by Parliament. "Programme spending in Resource AME" is used to distinguish annually managed programme expenditure from the non-cash items which score in AME under Stage 1 resource budgeting.

"Net operating costs" and "Capital expenditure in accounts" show the expenditure covered in the departmental resource accounts, while "Net total resources (Voted)" and "Net capital expenditure (Voted)" show the resources and capital expenditure voted by Parliament in Estimates. Reconciliations between the budgeting accounting and Parliamentary Estimates aggregates are shown in Tables 15 and 16 for resources and capital expenditure.

This table is a repeat of table 1 at the beginning of the report.

Resource Plans Summary Table

	Outturn		Estimate		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Total Spending in DEL	2,480	2,413	2,756	2,854	2,836	2,845
Total Spending in AME	23	30	33	48	49	49
Of which non-cash AME	23	30	33	48	49	49
Consumption - The Resource Budget						
Resource DEL	2,391	2,353	2,672	2,757	2,744	2,756
Resource AME	23	30	33	48	49	49
Of which:						
Non-cash items in Resource AME	23	30	33	48	49	49
Total Resource Budget	2,414	2,383	2,705	2,805	2,792	2,804
Adjustments to reach operating costs	32	69	46	44	60	56
Net Operating Costs	2,446	2,453	2,751	2,849	2,852	2,860
Adjustments to reach voted total	-76	-98	-97	-94	-98	-101
Net Total Resources (Voted)	2,370	2,364	2,654	2,755	2,754	2,758
Investment - The Capital Budget						
Capital DEL	88	59	84	97	92	90
Total Capital Budget	88	59	84	97	92	90
Adjustments to reach voted capital	-50	-51	-48	-68	-74	-73
Net Capital Expenditure (Voted)	38	8	36	29	18	17

This table summarises information on spending plans, accounts and Estimates across HM Land Registry, Lord Chancellor's Department, Public Record Office and Northern Ireland Court Service.

Table 11: Departmental Voted Cash Requirement

Under RAB, Parliament votes both a net resource requirement for departmental expenditure, reflecting the total Voted provision sought in resource terms, and the cash requirement needed to fund this commitment. The Voted net cash requirement represents the Parliamentary limit for the department in cash terms and the limit for the amount of cash which can be drawn down for use by the department in the year.

The Voted net cash requirement is calculated by removing non-cash costs from net operating costs, adjusting for accruals/cash differences such as timing, and then stripping out the part of the departmental cash requirement that is not Voted.

The net Voted cash requirement is shown from 1998-99 to the year for which the current Estimate has been submitted, 2001-02.

The Lord Chancellor's Department	Outturn		Estimate		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Net Total Resources (Voted)	2,301	2,274	2,554	2,637	2,631	2,635
Net Capital Expenditure (Voted)	32	5	28	22	8	8
Adjust for non-cash transaction	-97	-97	-111	-117	-119	-122
Adjust for movements in working capital	-15	7	4	-1	2	2
Adjust for transfers from provision						
Excess cash to be CFERed						
Net Cash Required	2,221	2,190	2,475	2,541	2,522	2,523

Table 12: Total Capital Employed

RAB gives a much clearer picture of the capital assets used by a department. This is used as the basis for calculating the cost of capital charges paid by departments to reflect the economic costs of holding the assets. Table 3 sets out Total Capital Employed by the department within the accounting boundary, and by its sponsored bodies outside the boundary.

Lord Chancellor's Department	Outturn		Estimate		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Within the departmental account	1,187	1,173	1,419	1,460	1,489	1,533
Investment outside accounting boundary	2	2	1	10	10	10
Total Capital Employed	1,189	1,174	1,421	1,471	1,499	1,543

Table 13: Consumption: Analysis of Resource Budget Spending Plans

This table gives a detailed breakdown of the resource or current spending plans from 1998-99 to 2003-04. The functional splits by which resources are allocated match those in the Main Resource Estimates, split into DEL and AME. Non-Voted expenditure is shown with a brief description as to its functions. Non-cash expenditure in AME is shown by category – depreciation, cost of capital charge, and changes in provisions and other charges.

As in previous years, this table gives a breakdown of departmental expenditure into spending by the Central Government sector, Public Corporations, and support to local authorities.

Lord Chancellor's Department	Outturn		Estimate		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Resource Budget						
Departmental Expenditure Limits (DEL)						
RfR 1						
Headquarters and Associated Offices	78	75	124	120	115	109
Court Service	193	238	322	312	335	354
Public Guardianship Office				6	5	2
Criminal Defence Service			0	900	920	952
Community Legal Service			778	733	712	687
Costs from Central Funds	42	50	35	45	45	45
Magistrates Court Grants	264	257	272	305	279	273
Public Trust Office	-1	-4	8			
Legal Aid: Criminal	1,624	1,553	908			
Invest to Save Budget			2	0 #		
Non-voted expenditure ¹	2,200	2,169	2,449	2,421	2,411	2,421
Consolidated fund, Legal Services Commission, CAF/CASS	133	144	152	171	162	166
Total DEL	2,333	2,313	2,601	2,592	2,573	2,587
Of which:						
Central government spending	2,069	2,056	2,329	2,287	2,294	2,314
Support for local authorities	264	257	272	279	279	273
Of which:						
Voted	2,200	2,169	2,429	2,505	2,482	2,492
Non-voted	133	144	152	171	162	166
Annually Managed Expenditure (AME)						
RfR 1						
Headquarters and Associated Offices	-1	-1	-0 #	2	3	3
Court Service	5	4	4	16	15	14
Public Guardianship Office				1	1	1
Public Trust Office	1	1	1			
Non-voted expenditure ¹	5	4	4	19	19	18
Legal Services Commission, CAF/CASS	2	1	1	1	1	1
Total AME						
Of which:						
Central government spending	7	5	5	20	20	19
Of which:						
Voted	5	4	4	19	19	18
Non-voted ¹	2	1	1	1	1	1
Of which non cash items n AME						
Of which:						
Cost of Capital Charges	2	1	2	15	14	-13
Depreciation	5	4	4	5	6	6

1. Includes expenditure of Non-Departmental Public Bodies (NDPBs), some of which is financed by voted grants.

Table 14: Investment: Analysis of Capital Budget Spending Plans

Table 14 gives a detailed breakdown of the investment or capital spending plans from 1998-99 to 2003-04. The functional splits by which resources are allocated match those in the Main Resource Estimates, split into DEL and AME. Non-Voted expenditure is shown with a brief description as to its functions.

As in previous years, this table gives a breakdown of departmental expenditure into spending by the Central Government sector, Public Corporations, and support to local authorities.

Lord Chancellor's Department	Outturn		Estimate Outturn		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Capital Budget						
Departmental Expenditure Limits (DEL)						
RfR 1						
Headquarters and Associated Offices	3	1	9	1	1	1
Courts Service	28	3	14	20	7	6
Public Guardianship Office				1	1	1
Public Trust Office	1	1	2			
Magistrates Court Grants	28	29	29	39	54	49
	55	34	54	60	63	57
Non-voted expenditure						
Legal Services Commission, CAFCASS, SCAs	6	6	7	7	11	10
Total DEL	61	40	61	67	74	67
Of which:						
Central government spending	33	11	32	28	20	18
Support for local authorities	28	29	29	39	54	49
Of which:						
Voted	55	34	54	60	63	57
Non-voted	6	6	7	7	11	10

Table 15 - Reconciliation of resource expenditure between accounts, Estimates and budgets

This is a technical table showing the inter-relationship between the three totals for accounts, Estimates and budgets. The outturn against the total Voted by Parliament in the Estimates is shown first. The net operating cost figure in the accounts include items which are not part of the resource total voted by Parliament, such as non-Voted expenditure within the departmental accounting boundary, and receipts surrendered to the Consolidated Fund.

The budgeting total reflects the spending authority for the department within the Government's framework for expenditure control. This is an administrative limit imposed by the Government on the department and its sponsored bodies. So the resource budget outturn total includes a number of categories of expenditure which are not included in, or scored differently from, the totals recorded for Voted Estimates and departments' accounts.

The main adjustments from the net operating cost in the accounts to the outturn against resource budget total are:

- further adjustments for receipts surrendered to the Consolidated Fund, where these score differently in accounts and in budgets;

- the budget scores the full resource consumption of sponsored bodies (NDPBs and public corporations), whilst the Estimate scores only voted grants to those bodies;
- capital grants to local authorities and the private sector are Voted as current grants in Estimates. But for administrative control purposes, these score as capital in budgets. Similarly, gains and losses on asset disposals pass through the accounts and Estimates on the resource side, but are recycled through the capital budget under the transitional resource budgeting regime;
- Employment Opportunities Fund expenditure (formerly Welfare to Work) is voted to Departments in Estimates, but in administrative control terms, it is segregated from the rest of Departmental DEL and AME; and
- European Union income is Voted but is not included within departmental budgets;
- Departmental Unallocated Provisions (DUPs) are not Voted but appear in budgets, as the expenditure has not yet been assigned to a particular function.

Lord Chancellor's Department	Outturn		Estimated Outturn		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
1. Net Resource Outturn (Estimates)	2,301	2,274	2,534	2,637	2,631	2,635
Adjustments for:						
2. Add non-voted expenditure for the OCS	81	87	91	89	93	96
3. Add Consolidated Fund Extra Receipts in the OCS	-8					
4. Remove provisions voted for earlier years						
5. Remove other adjustments						
	2,374	2,362	2,646	2,726	2,724	2,732
6. Net Operating Costs (Accounts)	2,374	2,362	2,646	2,726	2,724	2,732
Adjustments for:						
7. Add other Consolidated Fund Extra Receipts						
8. Full resource consumption of non-departmental public bodies	5	-5	-7	-10	-0 #	-0 #
9. Full resource consumption of public corporations						
10. Capital grants to the private sector and local authorities	-23	-24	-0 #	-31	-43	-39
11. Gains/losses from sale of capital assets						
12. European Union income and related adjustments						
13. Magistrates Courts Grants on loan charges	-16	-14	-16	-16	-16	-16
14. Unallocated resource provision			1	13		
15. Other adjustments						
	2,340	2,318	2,606	2,682	2,664	2,676
16. Resources Budget Outturn	2,340	2,318	2,606	2,682	2,664	2,676
Of which:						
17. Departmental Expenditure Limit (DEL)	2,333	2,313	2,601	2,662	2,644	2,657
18. Spending in Employment Opportunities Fund (OEF) DEL						
19. Annually Managed Expenditure (AME)	7	5	5	20	20	19

Table 16: Reconciliation between capital expenditure in accounts, Estimates and budgets

This table shows the inter-relationship between the three totals for capital expenditure.

The adjustments from the Voted Estimates totals to the capital expenditure in the accounts are broadly the same as they are on the resource side. The main adjustments from the capital expenditure in the accounts to the outturn against the capital budget are as follows:

- the capital budget scores the full capital expenditure of public corporations, including expenditure not funded by Vote;
- capital grants to local authorities and the private sector, which are Voted as resource expenditure in Estimates, are included in the capital budget;
- gains and losses on asset disposals pass through the accounts and Estimates on the resource side, but are recycled through the capital budget under the transitional resource budgeting regime;
- local authority credit approvals are not included in the Estimate but are included in the budget;
- European Union income is not included in the budget, but is in the Estimate;
- unallocated capital provision in the DUP is not voted in Estimates but is included within the budgeting total.

Lord Chancellor's Department	Outturn		Estimate Outturn		Plans	
	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Net Voted Capital Outturn (Estimates)	32	5	28	22	8	8
Other Consolidated Fund Extra Receipts						
Full Capital expenditure by non-departmental public bodies	1	1	1	10	1	0 #
Full Capital expenditure by public corporations						
Capital grants to the private sector and local authorities	23	24	17	31	43	39
Gains/losses from sale of capital assets						
Local authority credit approvals	6	6	6	8	11	10
Levy funded bodies						
Provisional Capital Expenditure Accounts						
Other adjustments						
Capital Budget Outturn	61	35	51	71	63	57
Of which:						
Departmental Expenditure Limit (DEL)	61	35	51	71	63	57
Spending in Employment Opportunities (EOF) Fund						
Annually Managed Expenditure (AME)						

Table 17: Analysis of Local Authority Expenditure

Lord Chancellor's Department	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Current spending	322	326	331	331	336	323
Magistrates' Courts	322	326	331	331	336	323
Total Current Spending						
Capital Spending						
Magistrates' Courts	56	29	10	28	30	
Total Capital Spending	56	29	19	28	30	
Total Local Authority Expenditure	378	355	350	358	366	323

Table 18: Analysis of Administration costs

Lord Chancellor's Department	1998-99 £m	1999-00 £m	2000-01 £m	2001-02 £m	2002-03 £m	2003-04 £m
Gross Administration Costs Limits						
Paybill	216	223	239			
Other	259	284	385			
Total Administration Costs	475	507	625	620	615	627
Related Receipts	-8	-7	-8	-7	-7	-7
Net Expenditure	467	500	616	613	608	619
Gross Controlled Administration Costs Limits						
Court Service	393	427	490	485	502	522
Public Trust Office	19	20	31			
Public Guardianship Office				20	22	22
Non Cash Administration costs in AME	5	4	4	19	19	18

Table 19: Staff Numbers

Lord Chancellor's Department	Outturn 1996-97	Outturn 1997-98	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Civil Service full-time equivalents	10,931	10,358	9,886	10,150	10,686	10,750	10,750	10,750
Overtime	61	117	120	120	109	109	109	109
Casual	511	621	509	580	0	0	0	0
Total	11,503	11,096	10,515	10,850	10,795	10,859	10,859	10,859

Table 20: Departmental Expenditure Limits and Annually Managed Expenditure Cash Plans, 1995-96 to 2000-01

For the purposes of allowing comparisons to be made with previous expenditure over a longer period, a table showing outturn in cash terms is included from 1995-96 to 2000-01. 2000-01 is the last year where outturn will be expressed in cash terms.

Lord Chancellor's Department	Outturn 1995-96 £m	Outturn 1996-97 £m	Outturn 1997-98 £m	Outturn 1998-99 £m	Outturn 1999-00 £m	Estimated 2000-01 £m
Current Budget						
Criminal Policy and Programme	65	63	67	74	77	125
Court Service	220	207	166	98	148	218
Public Guardianship Office				-2	-6	7
Criminal Defence Service						778
Community Legal Service						65
LSC Administration	53	52	62	56	61	
CAFCASS						2
Invest to save budget						
Public Trust Office	-3	-1				
Legal Aid: Criminal	1,389	1,478	1,526	1,623	1,553	915
Magistrates Courts Grant	252	260	257	257	261	274
Non Voted Expenditure						
Capital Budget						
Criminal Policy and Programme	7	8	5	3	1	12
Court Service	99	43	33	28	3	15
Public Guardianship Office				1	1	2
LSC Administration	3	2	1	2	2	2
Magistrates' Courts Grants	51	27	17	23	24	17
Public Trust Office	1	1	1			
Total Spending in DEL	2,137	2,141	2,134	2,163	2,126	2,432
Crown Prosecution and Legal Services	31	33	42	42	50	35
Total Spending in DEL	2,167	2,174	2,176	2,205	2,176	2,467

Table 21: Legal Aid supply expenditure and volume trends

Lord Chancellor's Department	1998-99 outturn	1999-00 outturn	2000-01 forecast (as at 24.01.01)	2001-02 plans
Total expenditure (£m cash - net)	1624	1551	1613	1634
Increase (%) of which,	6%	-4%	4%	1%
Civil Legal Aid (£m)	659	565	556	463
Criminal Legal Aid (£m)	627	604	624	701
Advice and Assistance (£m)	338	382	433	470
Total number of bills paid (thousands)	3617 **	3449 **	4095	4019
Increase (%) of which,	-2%	-5%	n/a *	-2%
Civil Legal Aid (000 bills)	309	275	221	212
Criminal Legal Aid (000 bills)	803	774	734	762
Advice and Assistance (000 bills)	2,505 **	2,400 **	3,140	3,045
* Not applicable - does not compare like with like (see ** below)				
**excludes advice and assistance given under the solicitors' civil (from 1997-98) and criminal (from 1998-99) contract pilots.				

Table 22: Criminal Legal Aid in the higher courts

	1998-99 outturn	1999-00 outturn	2000-01 forecast (as at 24.01.01)	2001-02 plans
Total expenditure (£m cash - gross)	389	374	417	480
Total number of bills paid (thousands)	300	299	302	342
Average cost per bill (£)	1,296	1,250	1,380	1,404
Real terms	8%	-6%	8%	-1%

Tables 23: Main Estimate 2001-02

The Lord Chancellor's Department Main Estimate for 2001-02 is used to "vote" for resources. It sets out the resource requirements for each area of the Department, and features a reconciliation section to show how the departmental cash requirement is derived from the resource figures. The full documentation, which follows this passage, is comprised of several different elements:

23 a	Introductory Note
23 b	Part I Estimate
23 c	Part II Estimate (including reconciliation of resource to cash)
23 d	Part III Estimate
23 e	Forecast Operating Cost Statement
23 f	Forecast Cashflow Statement
23 g	Appropriations in Aid-Note
23 h	Consolidated Fund for Extra Receipts (CFER)-Note
23 i	Notes to the 2001-02 Estimate

23a: Introductory Note

The Estimate covers the cost of the Lord Chancellor's Department HQ and five Associated Offices (the Council on Tribunals, Law Commission, Legal Services Ombudsman, Official Solicitor's Department and the Office of the Judge Advocate General), grant-in-aid paid in support of marriage guidance, conciliation and reconciliation, and payments to the General Commissioners of Income Tax in Great Britain and Northern Ireland.

It covers the cost of the Court Service, including fees and salaries paid to some judicial officers and the court building programme. The agency provides administrative support to the Court of Appeal, the High Court, the Crown Court and the county courts of England and Wales and the tribunals for which the Lord Chancellor is responsible (the Banking and Building Societies Appeals Tribunal, Immigration Appellate Authorities, Lands Tribunal, Pension Appeal Tribunal, the Office of Social Security, the Special Commissioners of Income Tax and the Value Added Tax Tribunal). Expenditure on the civil courts is largely offset by fees which are shown as appropriations in aid.

It covers the administration of private monies through the Public Guardianship Office. The full cost of the Public Guardianship Office including the cost of services provided by LCD HQ, is largely offset by fees and costs recovered.

It covers grants to the Criminal Defence Service and Community Legal Service, including the administrative grant-in-aid paid to the Legal Services Commission. The Commission administers civil legal aid, means assessment, advice and assistance schemes, and pays criminal legal aid bills in the magistrates' courts. Expenditure on criminal legal aid in the higher courts is met directly by the Lord Chancellor's Department.

It covers the grant-in-aid paid to the Children and Family Court Advisory and Support Service for safeguarding and promoting the welfare of the children, giving advice to any court about any application made to it, making provision for the children to be represented and providing information, advice and other support for the children and their families.

It covers provision for the cost of acquitted defendants, private prosecution costs and witnesses' allowances payable from central funds and specific grants towards the costs of magistrates' courts, which are largely paid in advance of final audited claims.

Further details of the expenditure contained in Section A to N can be found in Part A of this Report.

The salaries of the higher judiciary and stipendiary magistrates are met direct from the Consolidated Fund. This expenditure is estimated at £88 million for 2000-2001.

Table 23b: Part I Estimate

Part 1			
RFR1: Promoting the development of a modern, fair, cost-effective and efficient system of justice for all			£ 2,637,254,533
Total net resource requirement			£ 2,637,254,533
Total net resource requirement			£ 2,540,595,570
Amounts required in the year ending 31 March 2002 for expenditure by the Lord Chancellor's Department on:			
RFR1: Promoting the development of a modern, fair, cost-effective and efficient system of justice for all.			
HQ and Associated Offices; marriage guidance; conciliation and meditation; the Court Service; the Public Guardianship Office; Legal Aid in criminal cases; Criminal Defence Service; Community Legal Service; administration for Legal Services Commission; administration for The Children and Family Court Advisory and Support Service; costs paid from central funds; the magistrates courts; other legal services; associated non cash items; and for joint initiatives in the Criminal Justice System.			
The Lord Chancellor's Department will account for this Estimate			
	Net Total	Allocated in Vote on Account (HC 279)	Balance to Complete
RFR 1			
Total net resource requirement	£2,637,254,533	£1,186,765,000	£1,450,489,533
Net cash requirement	£2,540,595,570	£1,143,268,000	£1,397,327,570

Table 23c: Part II Estimate - subhead detail

	Resource Budget £thousand					Non-Resource Budget Items		2000-01 provision	1999-00 outturn
	1	2	3	4	5	6	7	8	9
	Admin	Other Current	Grants	A in A	Net Total	Capital	Non-operating A in A	Net total resource budget	Net total resource budget
RfR 1: To promote the development of a modern, fair, cost effective and efficient system of justice for all	628,236	691,510	1,673,189	355,681	2,637,255	21,843	0	2,590,654	2,274,370
EXPENDITURE WITHIN DEPARTMENTAL EXPENDITURE LIMIT (DEL)									
Central government's own expenditure									
A Headquarters and Associated Offices	99,330	20,181	2,071	1,281	120,301	1,068	0	135,703	76,370
B Court Service	485,305	159,389		332,267	312,326	19,675	0	336,231	235,076
C Public Guardianship Office	24,730	1,361		20,327	5,764	1,100	0		
D Criminal Defence Service		466,024	436,000	1,706	900,318				
E Community Legal Service			732,885		732,885			778,300	
F Costs from Central Funds		44,555			44,555			34,955	49,501
Public Trust Office	0	0		0	0			11,263	-3,129
Legal Aid: Criminal					0			915,018	1,552,960
Invest to Save Budget	98				98			1,925	500
Central government grants to local authorities									
G Magistrates Courts Grants			336,066		336,066			288,844	281,212
MAIN DEPARTMENTAL PROGRAMMES IN AME									
Central government spending									
H Headquarters and Associated Offices	2,179				2,179			89	-763
I Court Service	15,862				15,862			3,517	4,036
J Public Guardianship Office	830				830			0	0
Public Trust Office	0				0			835	814
OTHER EXPENDITURE OUTSIDE DEL									
Headquarters and Associated Offices	0			0	0				
Court Service	0			0	0				
Public Guardianship Office	0			0	0				
Public Trust Office	0			0	0				
K Legal Services Commission: Administration			70,350		70,350			67,534	63,590
L CAFCASS			79,318		79,318				
M Magistrates Courts Grants on Loan Charges			16,500		16,500			16,500	14,202
N EU Receipts					0			-60	
TOTAL	628,334	691,510	1,673,189	23,314	2,637,353	21,843	0	2,590,654	2,274,370

Table 23c continued

	Accruals to cash adjustments	-118,502		
	Net cash required	2,540,694		
Resource to Cash Reconciliation				
	Resource Budget (net)	2,637,353		
	Non-resource budget items			
	Capital expenditure	21,843		
	less non-operating A in A	0	21,843	
			2,659,195	
	Accruals to cash adjustments			
	Capital charges	-86,784		
	Depreciation	-30,187		
	Other non-cash items	-413		
	Increase(+)/decrease(-) in Stock	0		
	Increase(+)/decrease(-) in Debtors	2,244		
	Increase(+)/decrease(-) in Creditors	-4,362		
	Increase(+)/decrease(-) in Provisions	0	-118,502	
	Net cash required	2,540,694		

Table 23d: Part III Estimate - Extra receipts payable to the Consolidated Fund £thousand

In addition to appropriations in aid there are the following estimated receipts			
	2001-02	2000-01	1999-00
Income from fees not classified as A-in-A	0	-250,000	-238,863
Income from the sale of assets not classified as A-in-A	-	-	-
Total	0	-250,000	-238,863

Table 23e - Forecast Operating Cost Statement

	2001-02		Provision 2000-01		Outturn 1999-00	
	£thousand	£thousand	£thousand	£thousand	£thousand	£thousand
Administration Costs						
RfR 1: To promote the development of a modern, fair, cost effective and efficient system of justice for all						
Voted Expenditure						
Staff costs	238,371		239,205		222,653	
Other Administration Costs	<u>389,963</u>		<u>389,777</u>		<u>288,232</u>	
Gross Administration Costs		628,334		628,982		510,885
Operating Income		(7,208)		(8,159)		(6,524)
Net Administration Costs		<u>621,126</u>		<u>620,823</u>		<u>504,361</u>
Non-Voted Expenditure						
Staff costs	0		0		0	
Other Administration Costs	<u>0</u>		<u>0</u>		<u>0</u>	
Gross Administration Costs		0		0		0
Operating Income		0		0		0
Net Administration Costs		<u>0</u>		<u>0</u>		<u>0</u>
Total Net Administration Costs		<u>621,126</u>		<u>620,823</u>		<u>504,361</u>
Programme Costs						
RfR 1: To promote the development of a modern, fair, cost effective and efficient system of justice for all						
Voted Expenditure						
Expenditure	2,364,700		2,292,065		2,107,858	
Less Income	<u>(348,473)</u>		<u>(350,049)</u>		<u>(337,330)</u>	
Net Programme Costs		<u>2,016,226</u>		<u>1,942,016</u>		<u>1,770,528</u>
Non-Voted Expenditure						
Expenditure	88,822		91,346		87,419	
Less Income	<u>0</u>		<u>0</u>		<u>0</u>	
Net Programme Costs		<u>88,822</u>		<u>91,346</u>		<u>87,419</u>
Total Net Programme Costs		<u>2,105,048</u>		<u>2,033,362</u>		<u>1,857,947</u>
NET OPERATING COST		<u>2,276,175</u>		<u>2,654,185</u>		<u>2,362,308</u>
NET RESOURCE OUTTURN		<u>2,637,353</u>		<u>2,035,482</u>		<u>1,898,375</u>

Table 23f: Forecast Cashflow Statement

	2001-02 £thousand	2000-01 £thousand	1999-00 £thousand
Net Cash outflow from operating activities	-2,607,611	-2,546,226	-2,271,921
Capital expenditure and financial investment	-21,905	-27,902	313
Inflows in respect of activities outside the scope of the department's operations	0	250,000	238,863
Payments to the Consolidated Fund	0	-250,000	-238,863
Financing	2,629,516	2,574,128	2,271,608
Increase/decrease in cash in the period	0	0	0
Reconciliation of Operating Cost to Operating Cash Flow			
Net Operating Costs	2,726,175	2,654,185	2,362,308
Adjust for non-cash transactions	-117,384	-111,567	-97,600
Adjust for movements in working capital other than cash	-1,180	3,608	7,213
Adjust for transfers in provision	0	0	0
Adjust for total accruals to cash adjustments for non-voted expenditure	0	0	0
Accruals to cash adjustments for CFERs that pass through the OCS	0	0	0
Net Cash Outflow from Operating Activities	2,607,611	2,546,226	2,271,921
Analysis of Capital Expenditure and Financial Investment			
Purchase of fixed assets	21,843	30,191	5,235
Proceeds of disposal of fixed assets	0	-2,395	-5,754
Adjust for movements in working capital other than cash	62	106	206
	21,905	27,902	-313
Loans to other bodies	0	0	0
Net Cash Outflow from Investing Activities	21,905	27,902	-313
Analysis of Financing			
From Consolidated Fund (Supply)	2,540,694	2,482,782	2,184,189
From Consolidated Fund (Non-Supply)	88,822	91,346	87,419
Financing	2,629,516	2,574,128	2,271,608
Increase (+)/decrease (-) in cash	0	0	0
CFERs received but not yet paid over	0	0	0
CFERs received in prior year paid over	0	0	0
Total cash requirement for the department	2,629,516	2,574,128	2,271,608
Non-Supply cash required	88,822	91,346	87,419
Net cash requirement	2,540,694	2,482,782	2,184,189

Table 23g: Appropriations in Aid - Note

Detail	2001-02 Provision		2000-01 Provision		1999-00 Outturn	
	A in A £thousand	Non-op. A in A £thousand	A in A £thousand	Non-op. A in A £thousand	A in A £thousand	Non-op. A in A £thousand
RFR 1: Promoting the development of a modern, fair, cost effective and efficient system of justice for all						
Administration income	2,333		8,159		6,524	
Other Current income	333,021		350,049		337,330	
Sale of fixed assets		0		2,376		5,754
Total	335,354	0	358,208	2,376	343,854	5,754

Table 23h: Consolidated Fund Extra Receipts (CFERs) - Note

Detail	2001-02 Provision		2000-01 Provision		1999-00 Outturn	
	Income £thousand	Receipts £thousand	Income £thousand	Receipts £thousand	Income £thousand	Receipts £thousand
In addition to the appropriations-in-aid the following income and receipts relate to the department and is payable to the Consolidated Fund						
Magistrates Courts	0	0	250,000	250,000	238,863	238,863
Headquarters	0	0	0	0	0	0
Court Service	0	0	0	0	0	0
Public Trust Office	0	0	0	0	0	0
Public Guardianship Office	0	0	0	0	0	0
Legal Aid	0	0	0	0	0	0
Total	0	0	250,000	250,000	238,863	238,863

Table 23i: Notes to the 2001-02 Estimate

	£
1. DEL & Administrative Cost Limits	
Departmental Expenditure Limit	2,655,500
Administration Costs Limit	612,100
2. Comparison of provision sought with final provision and forecast outturn	
Provision sought in the Estimate	2,525,880
Final Provision for 2000-01	2,068,355
Forecast outturn for 2000-01	2,068,355
3. Expenditure resting on the sole authority of the Appropriation Act	
Not applicable.	
4. Expenditure in the form of adjustable advances	
The Estimate currently has no forecast provisions, though this is an area currently under investigation.	
5. Cash which may be retained to offset expenditure	
Not applicable.	
6. Contingent Liabilities	
Government Accounting states that these are contingent liabilities that do not arise in the normal course of a Department's business. Most contingent liabilities under Government Accounting are not covered by resource accounting rules, and under RA rules, there are no contingent liabilities to declare.	
7. Grants in aid	
Payable to the RCJ Citizen Advice Bureau	110,500
Payable to the Magistrates Association	139,000
Contribution to the National Family & Parenting Institute (jointly funded)	100,000
Funding to Reunite (international child abduction) (jointly funded)	100,000
To Newcastle University - research into provision of information meetings	110,000
Grants for marriage and relationship support. Funding to be allocated throughout the financial year on the basis of open competition	4,500,000

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Part B

Northern Ireland Court Service

Public Record Office

HM Land Registry

Part B1

Northern Ireland Court Service

Introduction

The Northern Ireland Court Service ('the Court Service' or 'the Department') is a unified and distinct civil service of the Crown established in 1979 by the Judicature (Northern Ireland) Act 1978 and is a department for which the Lord Chancellor has ministerial responsibility.

Vision

The Court Service's vision is:

"By working together in support of the administration of justice, we will be the best at everything we do."

Purpose

The Court Service's purpose is to:

- facilitate the conduct of the business of the Supreme Court of Judicature of Northern Ireland, county courts, magistrates' courts, coroners' courts and certain tribunals;
- give effect to judgments to which the Judgments Enforcement (Northern Ireland) Order 1981 applies; and
- provide the Lord Chancellor with policy advice and legislative support pertaining to his ministerial responsibilities in Northern Ireland.

Objectives

The Court Service's objectives over the reporting period are to:

- provide timely, accurate and cost-effective processing of business in the courts.
- develop our working relationship with and improve our support to the Judiciary.
- enable the Law Society of Northern Ireland to provide timely, accurate and cost-effective legal aid administration and expenditure control.
- provide quality policy advice and to deliver an agreed programme of legislation (including court rules).
- create an environment in which our staff and their contribution to our business are valued.
- enhance the effectiveness of our working relationships with others in the justice system.
- serve the public in a fair and unbiased manner.

Delivering Better Public Services: Progress

The tables below sets out the Service's Public Service Agreement (PSA) targets and current progress towards them.

Performance

Objective: To provide timely, accurate and cost-effective processing of business in the courts.

Criminal

PSA Target	Performance Measure	Outturn at 31 December 2000
To provide 85% of arraignment dates within 6 weeks of the date of committal by 31 March 2002.	Proportion of arraignments dealt with in target time.	93%
To allow to commence 85% of trial dates provided within 12 weeks of arraignment by 31 March 2002.	Proportion of trials commenced in target time.	83%
To achieve an average of 63 days for adult criminal cases at magistrates' courts to proceed from first appearance to disposal by 31 March 2002.	Time taken for the average number of adult criminal cases in magistrates' courts to proceed from first appearance to disposal.	47 days
To reduce the average number of days for criminal cases at youth courts to proceed from first appearance to disposal from 105 days to 84 days by 31 March 2002.	Time taken for average number of juvenile criminal cases to proceed from first appearance to disposal.	89 days

Civil and Family

PSA Target	Performance Measure	Outturn at 31 December 2000
To increase the proportion of administrative processes in civil and family courts disposed of within minimum target time from 85% in 1998/99 to 92% in 2001/02	Proportion of administrative processes in civil and family courts dealt with within minimum target time.	97%

Productivity Targets

PSA Target	Performance Measure	Outturn at 31 December 2000
To maintain the average unit cost per case constant in real terms.	Unit cost	Unit costs: 1997/98 = £37 1999/00 = £41
To achieve a 2% reduction in expenditure on support services against total departmental costs.	Proportion of expenditure	99/00 to 00/01 projected - 4.9% 98/99 to 99/00 - 2.38%

Spending Review 2000 SDA Targets

In the 2000 Spending Review, which set new plans for public spending for 2001 to 2004 the Government further progressed PSAs, including the development of Service Delivery Agreements in order to prioritise the most important

goals and reforms it wants to deliver. In November 2000 the Court Service published its Service Delivery Agreement in which it sets out its objectives and delivery targets for the SR 2000 period to be achieved by 31 March 2004.

The table below sets out these targets. Progress on achievement will be reported in the spring 2002 Departmental Report.

Key Performance Target	Delivery
1 Implement the agreed recommendations of the reviews of civil and criminal justice in Northern Ireland.	Establish systems to implement recommendations and review progress.
2 Deliver the programme of legal aid reform approved by the Lord Chancellor.	Ensure that an agreed programme of delivery is in place and monitor progress against ministerial targets.
3 Improve by 5% the efficiency of services provided to users of civil and family courts.	The proportion of administrative processes in civil and family courts dealt with in minimum target time will increase from 92% in 2001/02 to 97% in 2003/04 financial year.
4 Achieve a 10% improvement in the proportion of indictable cases meeting 2001/02 targets for case disposal. [Subject to agreement with the judiciary and other criminal justice bodies]	The proportion of defendants arraigned and given a trial date within 6 weeks of committal for trial will increase from 85% in 2001/02 to 94% in 2003/04 financial year. The proportion of defendants given a date to allow trial to begin within 12 weeks of arraignment will increase from 85% in 2001/02 to 94% in 2003/04 financial year.
5 Improve by 10% the proportion of appeals to the Court of Appeal against sentence being given a hearing date within 3 weeks from lodgement of documents. [Subject to agreement with the judiciary and other criminal justice bodies]	The proportion of appeals to the Court of Appeal against sentence which are given a hearing date within 3 weeks of receipt of documentation will increase from 80% in 2001/02 to 88% in 2003/04 financial year.
6 Reduce by 5% the time taken for the disposal of summary cases and by 3% the time taken for the disposal of youth cases. [Subject to agreement with the judiciary and other criminal justice bodies]	The average time taken for adult criminal cases in magistrates' courts to proceed from first appearance to disposal will improve from 63 days in 2001/02 to 60 days in 2003/04. The average time taken for youth cases in magistrates' courts to proceed from first appearance to disposal will improve from 84 days in 2001/02 to 82 days in 2003/04 financial year.
7 Increase by 10% the proportion of accepted cases dealt with within 2 years by the Enforcement of Judgments Office.	The proportion of accepted EJO cases completed within 2 years of application for enforcement will improve to 65% by 2003/04 financial year.
8 Reduce the incidence of payment of fraudulent claims for Legal Aid.	The percentage of legal aid claims investigated for fraud will be increased by 5% by March 2004.
9 Reduce by 3% the average cost of administering Legal Aid.	The percentage of expenditure on Law Society administration relative to overall expenditure on legal aid will be reduced by 3% by March 2004.
10 Improve by 10% the efficiency of the estate maintenance programme.	There will be a 10% reduction in service fees as a proportion of planned maintenance expenditure by 2003/04 financial year.
11 Achieve Charter Mark status for 50% of all courthouses.	A programme will be developed to allow courthouses to achieve Charter Mark status by March 2004.

Modernising Government Action Plan

The departmental Modernising Government and Civil Service Reform Action Plan forwarded to the Cabinet Office in February 2000 detailed of the Department's commitments to change. A programme of cultural reforms had already been identified in the department's Corporate Plan for the period 1999-2002. Staff attitude surveys have been carried out and the actions from this will drive forward the necessary changes, which dovetail with the general Civil Service Reform programme. This process will be managed through a change management team using the European Foundation Quality Management as the quality framework.

Responsive public services

The Court Service is committed to delivering high standards of service to the public and has appointed its Consumer Champion to sharpen the focus on this area of its work.

The Court Service recognised in its Corporate Plan 1999-2002 the importance of establishing mechanisms to gauge the public's view of its services. A Northern Ireland-wide survey of public attitudes towards the Department has been undertaken and an action plan is being implemented as a result. The survey will be repeated on a regular basis until 2004.

The Court Service will seek to identify where there is demand for its services outside normal office hours. It already provides a range of services beyond these hours, with special courts sitting at nights (remand hearings), weekends and on public holidays and having key staff on call to advise and assist members of the public.

The Court Service is also committed to the establishment of Court User Forums at all its main court centres.

The Court Service continues to be a member of Business in the Community, Northern Ireland, a not for profit organisation which supports the regeneration of communities through business involvement. The Court Service is also participating in a range of other community initiatives including volunteering activities, mentoring partnerships with head teachers and business leaders, project work in the voluntary sector and the provision of work experience opportunities. The Court Service will publish its volunteering strategy in 2001.

In order to achieve compliance with Section 21 of the Disability Discrimination Act 1995, the Court Service has embarked on a programme of Accessibility Audits throughout its estate. The first phase has been completed and the recommendations will be implemented as part of a three-year remedial work programme commencing April 2001.

The Court Service has published its revised Courts' Charter in a series of 14 leaflets which are on display in court offices. A series of 23 local information leaflets are also available which provide helpful information about its courthouses – location map, transport routes, available car parking etc. The Charter leaflets and local information leaflets will shortly be available to the public via the Court Service's new internet site which more generally will provide the public with extensive information about the department and its services.

The Court Service during 1999/2000 handled some 177 items of official correspondence, 90% of which were dealt with within 20 working days or better.

A departmental Freedom of Information Champion has been appointed to ensure systems and procedures are in place in line with legislative requirements.

The Court Service has set a target to achieve Chartermark status for 50% of all courthouses by 2004.

The Department is committed to using the European Foundation Quality Management model as a change initiative and to the Better Quality Management plans currently being progressed.

Information Age Government

The Court Service is developing an integrated computerised Court Operations System, in conjunction with a private sector partner, with a target date of 2003 for implementation. This system will deliver intranet and internet services and allow for electronic transmission of information between Criminal Justice organisations. The Court Operations System is planned to have criminal, civil, family and corporate modules and will contribute to the modernisation of the courts. The Department is committed to the government's target that all business will be capable of being conducted electronically by 2005 and in the interim through the following:

- the provision of live television-link technology to support the conduct of bail and remand hearings in respect of young offenders in conjunction with the Northern Ireland Prison Service;
- the introduction of a Checking Statement of Means System with the Social Services Agency based on the use of e-forms. A 100% take-up of this service is expected;
- the introduction in April 2001 of a fee-payment system to the Enforcement of Judgments Office allowing public and government customers to pay via the telephone using Switch and BACS. This is expected to account for 25% of payments;

- the provision of an electronic interface between the Fixed Penalty Office and the Driver Vehicle Licensing Agency allowing for the notification of penalty points. A 100% take-up rate for this service is expected;
- the introduction of intranet and internet services to allow information and exchange between the department, the Social Services Agency and the Guardian Ad Litem Agency. Take-up is expected to be a minimum of 25%; and
- the development of a court operations system for implementation by 2004 will facilitate the reduction of paper flow by 50%.

Public service

In accordance with Section 75 of the Northern Ireland Act 1998 the Court Service has submitted a draft Equality Scheme to the Equality Commission for Northern Ireland. The draft Scheme details the arrangements that have been put in place to comply with the requirements to promote equality of opportunity and good relations in carrying out our functions. The Court Service has completed a programme of consultation with the wider community regarding the draft scheme, which has included:

- making the scheme available in Irish, Mandarin, Braille, large print and audio cassette;
- holding public meetings;
- one to one meetings with interested parties/individuals;
- making the Scheme available on both the internet and intranet.

The Court Service will seek Investors in People reaccreditation later this year and work will continue towards meeting the new Investors in People Standard.

Investment

The key theme throughout the Court Service Public Service Agreement (PSA) is reducing delay by improving efficiency and business processing times. This theme forms the basis upon which the Court Service Corporate Plan is constructed and is reflected in our Key Performance Indicators.

The Department has a long-term objective to plan for and provide high quality facilities that will support the judicial process. The Department also plans to meet the reasonable needs and changing expectations of the public, the judiciary, the legal profession and other court users. The Department will deal efficiently with the variations to business practice that result from changes in law and the increased use of information technology.

To this end, the Department, as part of its overall investment strategy, continues to avail of the opportunities provided by establishing partnership arrangements with private sector suppliers. The development and enhancement of partnership arrangements will be the strategic lever for the delivery of the Department's major capital programmes over the next ten years.

The Department has firm plans to upgrade and modernise its assets to ensure that service delivery can be maintained to the highest standard. A key element of this programme will result from actions required to adhere to disability and health and safety legislation. The result of these audits will require the Department to invest some £2m over 2002/03 and 2003/04 utilising capital and minor maintenance finances to improve access and general facilities throughout our estate.

During 2002/03 the Department will focus the bulk of its new capital investment on the completion of the replacement Dungannon Courthouse, the continuation of refurbishment at the Royal Courts of Justice and our commitment to statutory improvements in accordance with current health and safety and disability discrimination legislation.

The Court Service, through the Court Funds Office, continues to provide a banking and investment service for funds which are deposited in court. Examples of the types of funds include monies held for minors until they attain their majority, certain assets of some mental health patients, payments into court in satisfaction of a claim as well as statutory deposits and unclaimed balances in court. The market value of the client's funds managed is approximately £200m.

Capital Allocation

	1999/00	2000/01	2001/02	2002/03
Gross investment	£5.6m	£5.6m	£6m	£6m

Investment strategy

Asset utilisation

The Court Service monitors workload throughput and case management as part of its policy for determining the need for court rooms. Major accommodation reviews are undertaken every 5 years to assess need and, where appropriate, assets are disposed of at market values determined by the Valuation and Lands Agency.

Asset disposals

With the signing of the Belfast Court Complex, Public Private Partnership (PPP) contract several properties and sites in Belfast were assigned, at market rates, to the service provider and included in the financial arrangements for the contract.

There is limited scope to bring 'wider markets' into the courts arena, although this option is always considered.

During the period of this report the department disposed of the Variety Market Site in Belfast.

Public Private Partnerships

IT

In September 1999 the Court Service entered into a PPP Agreement with ICL for the provision of IS/IT services. Following a 3 month transition period, the Agreement became effective in January 2000 with the formal transfer of the helpdesk and support functions from the in-house team to ICL. To date the Agreement has provided a service-wide network supporting a new corporate desktop, a system to support the business of the Office of Care & Protection, an intranet service, internet web browsing and external e-mail. In addition, the development of a replacement Enforcement of Judgments system is scheduled for delivery in June 2001 and an ongoing Courts Business Process Improvement (BPI) exercise is the first stage in the development of an Integrated Court Operations System scheduled for final delivery in 2004.

Accommodation

An outline Business Case confirmed the feasibility of locating HQ staff on one site and a project has commenced under PPP arrangements to procure a building adjacent to the new Court Complex and the Royal Courts of Justice. This initiative is driven by the need to rationalise existing rental/lease agreements, together with the need to promote a more

modern, customer-orientated headquarters facility. It will enable the Department to provide high quality services to the public and professional groups and will allow for technical and service integration between the Department, the judiciary and the professional bodies.

The Department has played a leading role in the development of the 'legal quarter' concept in the heart of Belfast through the construction of a new 16-court complex which is well underway, as is the refurbishment of the Royal Courts of Justice and the development of a specialised Family & Youth Court facility and Coroners Court in the Old Townhall. In addition, new accommodation for the Bar and the office of the Director of Public Prosecutions is under construction in this area of the city on a site sold by the Court Service.

Procedures and systems

Strategic planning

Strategic investment decisions originate in the Court Service's Corporate Planning process. All investment decisions promoted by business managers form part of a 5-10 year strategy that is monitored and assessed.

The corporate planning process identifies the capital programme requirements for the incoming three year planning cycle and allows the Department to realign business volumes to take account of new assets which become operational during this period.

Project selection

Responsibility for bringing forward initial capital investment proposals rests with the Court Service's Procurement Manager. Each year the Procurement Manager prepares 3-year, five-year and 10-year plans. Individual projects must demonstrate a positive return in terms of improving efficiency in the delivery of corporate objectives.

Additionally, some major refurbishment schemes are scheduled to meet the requirements of health and safety or other new legislation.

All significant capital schemes must be supported by a business case that demonstrates value for money, considers all funding options (PPP/PFI/Traditional) and incorporates costed 'Do Nothing' and alternative investment options.

Project management

All major capital investment programmes, such as the Dungannon Courthouse, the IT strategic partnership and the new Belfast Court Complex are controlled by a programme executive. This executive is normally chaired by the Principal Establishment & Finance Officer and includes members of Management Board and the Finance Officer. The executive meets at least quarterly to review budgetary, scheduling and other progress reports from the sponsoring business manager.

A full report detailing the actions and recommendations arising from the executive is submitted to the Department's Management Board for consideration and approval.

Public appointments

The Lord Chancellor is responsible for some 1,230 public appointments in Northern Ireland, including appointments to advisory committees. During 2000 fifty public appointments were made and it is anticipated that 25 appointments to various advisory committees will be made between 2001 and 2003.

Senior Civil Service salaries

Salary Band	No of staff
£40,000 - £44,999	1
£45,000 - £49,999	1
£50,000 - £54,999	1
£60,000 - £64,999	1
£75,000 - £79,999	1

Recruitment practice

Court Service staff are recruited to Senior Civil Service posts, administrative officer (Level 4) and support grade levels and to posts requiring professional qualifications.

The Court Service's recruitment practices comply with the Civil Service Commissioners Recruitment Code and none of the permitted exceptions to the principles of fair and open competition are used. All recruitment schemes are monitored in accordance with Fair Employment Legislation.

The Work of the Department

Major legislative and policy issues

The Court Service is working with the Northern Ireland Office on implementation of the Government's response to the recommendations of the Criminal Justice Review Group. The Government has indicated that it will produce a detailed implementation plan in respect of those recommendations and draft legislation by April 2001.

The Final Report of the Civil Justice Reform Group was published in June 2000 with a consultation period until the end of September 2000. The Court Service will be implementing those recommendations in the Report which have been accepted by the Lord Chancellor.

Other legislative and policy issues

The Court Service is working towards the implementation of the Terrorism Act 2000 which will include putting practical and operational arrangements in place and the enactment of relevant court rules.

The Court Service is working with the Northern Ireland Departments and the Northern Ireland Office towards implementing the Government's commitments under Part III of the European Charter for Regional or Minority Languages which is scheduled to come into effect later this year.

The Court Service has brought forward an Order in Council to provide for an increase in the maximum number of judges in the High Court in Northern Ireland. The increase is required in consequence of the additional business anticipated on foot of the Human Rights Act 1998.

The Court Service will be working towards the implementation of the Government's commitment to electronic communication and in particular will be undertaking a review of existing legislative provisions for which the Court Service is responsible and which may require amendment in order to facilitate electronic communication.

The Court Service will be contributing to initiatives brought forward by other departments and in respect of which the Lord Chancellor would have a ministerial interest. This included issues relating to family law, domestic violence, criminal injuries compensation, life sentences and other civil and criminal justice issues.

Legal Aid

A new Legal Aid Division of the Court Service was established on 3 July 2000. The Legal Aid Division, which has responsibility for a legal aid budget of some £40 million and a current staff complement of 13, is tasked with taking forward the Lord Chancellor's policy initiatives on legal aid in Northern Ireland, the management and forecasting of legal aid expenditure (including expenditure on the legal aid fund and Legal Aid Department's running costs), the strategic control and monitoring of legal aid expenditure and administration, and for the provision of a secretariat to the Lord Chancellor's Advisory Committee on Legal Aid.

A decisions paper, *The Way Ahead*, was published in September 2000 which announced radical reform of legal aid in three areas. These were:

Administration – a new, independent administrative body, the Legal Services Commission of Northern Ireland, will be established. The Commission will assume responsibility, for the purchasing of all publicly funded legal services from the Law Society. The new Legal Services Commission, which will be constituted as a non-departmental public body;

Cost Control – controlled budgets will be established for civil family and civil non-family work, with a separate budget for criminal work. Remuneration will be determined by reference to all inclusive standard fees set by the Lord Chancellor while access to civil legal aid will be determined by a Funding Code; and

Quality Control – for legal services purchased by the Legal Services Commission, all legal service providers will be required to comply with standards which will be set out in a code of practice and will be required to be registered in accordance with a registration scheme in order to be eligible to conduct legal aid work.

The reforms outlined in the Decisions Paper will be delivered through a Northern Ireland Legal Aid Order-in-Council under the Northern Ireland Act 1998 and Regulations made thereunder. A proposal for an Order-in-Council is scheduled to be published in the Autumn of 2001. The period 2001/02 will see consultation on the proposal with a view to the Order-in-Council being made in 2002.

Work is ongoing on establishing mechanisms to develop all inclusive standard fee models for all the legal services which the Legal Services Commission will purchase. The Order-in-Council will contain powers to enable the Lord Chancellor to set standard fees. Working groups will be established to inform the basis upon which the Lord Chancellor will prescribe the level of fees.

The Lord Chancellor's Legal Aid Advisory Committee is conducting an analysis of the potential to develop a Contingency Legal Aid Fund or introduce Conditional Fee Agreements in Northern Ireland. It is anticipated that the Committee's final report will issue in the summer of 2001. Legal Aid Division will continue throughout the period to support the Legal Aid Advisory Committee through the provision of secretariat services.

A programme of work has commenced in 2001 to define the quality standards which providers of legal services (including the Not for Profit Sector) will be required to deliver if they are paid out of the legal aid fund. The Legal Services Commission will only purchase legal services from providers who meet these quality standards.

The Court Service continues to facilitate and monitor progress towards improving operational efficiency of the administration of legal aid. A number of recommendations arising from a management review have been implemented and work continues with others. Progress has been made in a number of areas in the Legal Aid Department. They include improved management information, the introduction of the final modules of the new computer system and recruitment of senior managers and specialists.

Other matters that will be taken forward during the period include the development of more comprehensive management information, improvements in the administration of criminal legal aid and the pursuance of a more comprehensive anti-fraud strategy.

The Northern Ireland Affairs Committee (a select committee of the House of Commons) has indicated that an inquiry will be held on the reaction of the public to the Government's proposals for reforming legal aid in Northern Ireland. Evidence has been submitted to the inquiry and it is anticipated that hearings will take place in 2001.

Corporate planning

The Corporate Plan 1999-2002 was developed for the purpose of charting the future direction for the Court Service at a time of significant change throughout the public sector.

Within the Plan the Court Service has strategic objectives, each of which is underpinned by a number of Key Performance Indicators and associated targets.

Work has commenced on a revised Corporate Plan covering the period 2001-2004.

Accommodation strategy

A public consultation exercise in respect of the proposals contained in the Court and Office accommodation strategy will conclude during 2001. The information gained as a result of the consultation exercise will enable the Court Service to finalise its Accommodation Strategy for the next ten years.

Omagh Inquests

In September/October 2000, 29 inquests were held into the deaths of those killed as a result of the Omagh Bombing. The Court Service in support of HM Coroner introduced the latest courtroom technology to assist the coroner, legal profession, the press and the relatives of the bereaved during the inquest hearings. Since October, much of the equipment has been utilised to meet other Court Service/IS/IT requirements.

In addition, the Lord Chancellor established an ex gratia extra statutory fund to provide for public funds, for legal representative at certain inquests. Funding was made available to provide for legal representative for the families at the Omagh inquests.

Vulnerable and intimidated witnesses

The Court Service has been instrumental in providing improved facilities and services for vulnerable and intimidated witnesses including:

- the provision of separate waiting areas for certain witnesses;
- greater access to CCTV and increased use of video evidence;
- more court visits to allow familiarisation;
- use of aids to assist witnesses with disabilities.

Prison/court video links

Video linking between courts and prisons was one of a number of recommendations flowing from a major study on prisoner escorting conducted by the Northern Ireland Prison Service. The Court Service has played an active part in taking forward this important initiative by participating in both the inter-agency steering group and supporting the project team formed to ensure progress. A first pilot scheme was commenced in August/September 1999 and facilitates defendants held at the Young Offenders Centre, Hydebank, in relation to High Court Bail applications at the Royal Courts of Justice and remand

hearings at Belfast Magistrates' Courts. The second pilot is underway linking HMP Maghaberry with the same courts. At the end of 2000 an independent consultant assessed the effectiveness of the pilot links. As a result of his report the courthouses at Lisburn and Ballymena are being added to the scheme. It is further proposed to link additional court venues to both HM Prison Maghaberry and the Young Offenders Centre in the next financial year.

Outreach

The Court Service continues to build upon and strengthen links with sister organisations both in the United Kingdom and other jurisdictions with a view to acquiring knowledge, sharing information and, where appropriate, adopting methods of working and models of best practice to improve the handling of its business. For example, the Court Service is one of the participants in an information sharing project amongst criminal justice organisations. The objective is to improve communications between the different elements of the criminal justice system in terms of both operational and management information. Pilot projects are planned in the areas of case preparation and management, forensic evidence and intranet communications.

Judicial appointments/Silks

The Lord Chancellor is responsible for some 414 judicial and tribunal appointments in Northern Ireland. The Lord Chancellor is also responsible for the appointment of Queen's Counsel in Northern Ireland.

A number of policy issues are being developed to further enhance the transparency of the existing appointments process and to emphasise the Lord Chancellor's principle of appointment on merit. In addition, the Court Service is currently considering recommendations on judicial appointments issues flowing from the Review of Criminal Justice in Northern Ireland.

In anticipation of the impact of the European Convention of Human Rights, the Lord Chancellor, with the approval of HM Treasury, has increased the complement of Resident Magistrates by 2 to 19 and County Court Judges by 1 to 15.

During 2000, 4 full-time judicial and 13 part-time judicial and tribunal appointments were made. It is anticipated that 5 full-time and approximately 27 part-time judicial and tribunal appointments will be made between 2001 and 2003. In addition a round of appointments to Queens Counsel may be made during 2001/2.

Judicial Studies Board

The Judicial Studies Board for Northern Ireland ('the Board') will continue to develop suitable programmes of induction and refresher training for the full and part-time judiciary and to facilitate the attendance of members of the Northern Ireland judiciary at relevant conferences and seminars. Trilateral meetings involving the Boards for England and Wales and Northern Ireland and Judicial Studies in Scotland have been found to provide a very useful forum to discuss matters of mutual interest and will continue to take place. In addition, the Board will continue to improve upon the system of disseminating information to the judiciary by compiling, producing and updating its own publications on topics of particular interest and by maximising use of the intranet.

Dungannon

A capital-funded project to provide a replacement courthouse at Dungannon commenced in October 1999 and advanced site works were completed in September 2000. The contract for the construction of the courthouse has been awarded and the overall cost has been contained within the original estimated budget of £12m. The building is due to be completed in 2002.

Procurement

The Court Service is investigating the potential of e-procurement within its overall e-business strategy. Areas under consideration are tendering, ordering, invoicing and payment.

Maintenance of estate

Following a review of the current provision of estate maintenance and minor new works, the Court Service decided to market test the service. A project to procure a new service provider is nearing completion and it is planned that revised arrangements are operational from April 2001. In addition to providing best value for money, the new arrangements will facilitate electronic service delivery of supporting processes.

Further Information

For further information on the work of the Northern Ireland Court Service, its Corporate Plan 1999-2002 and its Annual Report 1999/00 contact:

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Table 1: Total capital employed by the Department

Net Assets and liabilities	1998-99 Outturn	1999-00 Outturn	2000-01 Estimated	2001-02 Estimated	2002-03 Estimated	2003-2204 Estimated
Within the departmental account	103,358	102,950	102,950	102,950	102,950	102,950
Investment outside the accounting boundary	0	0	0	0	0	0
Total Capital Employed	103,358	102,950	102,950	102,950	102,950	102,950

Table 2: Consumption - analysis of Resource Budget Spending Plans

£ thousand

	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Departmental Expenditure Limits (DEL)						
RfR 1: Courts and other legal services	9,218	14,865	16,313	33,946	34,946	34,446
Total Rfr 1	9,218	14,865	16,313	33,946	34,946	34,446
RfR2: Legal Aid and other legal services	34,148	38,073	42,024	42,888	42,888	42,888
Total Rfr 2	34,148	38,073	42,024	42,888	42,888	42,888
Non voted-expenditure	4,101	4,558	5,166	5,166	5,166	5,166
Total DEL	47,467	57,496	63,503	82,000	83,000	81,500
of which						
Central government spending	47,467	57,496	63,503	82,000	83,000	81,500
of which						
Voted	43,366	52,938	58,337	76,834	77,834	76,334
Non-voted	4,101	4,558	5,166	5,166	5,166	5,166
Annually Managed Expenditure (AME)						
RfR: Courts and other legal services		9,798	10,500	11,000	11,000	11,000
Total Rfr 1		9,798	10,500	11,000	11,000	11,000
Total AME	526	9,880	10,500	11,000	11,000	11,000
of which						
Central government spending	526	9,880	10,500	11,000	11,000	11,000
of which						
Voted	526	9,880	10,500	11,000	11,000	11,000
of which						
Changes in provisions and other charges	526	82				
Cost of Capital Charges		6,174	6,615	6,930	6,930	6,930
Depreciation		3,624	3,885	4,070	4,070	4,070

Table 3: Capital budget

£ thousand

Investment - analysis of Capital Budget Spending	Outturn	Outturn	Estimated	Plans	Plans	Plans
	1998-99	1999-00	2000-01	Outturn 2001-02	2002-03	2003-04
Departmental Expenditure Limits (DEL)						
RfR: Assisting and promoting the study of the past in order to inform the present and the future	4,635	1,889	6,862	6,000	6000	6000
	4635	1889	6,862	6000	6000	6000
Shown in estimates as Resource expenditure outside DEL	4635	1,889	6,862	6,000	6,000	6,000
	4365	1,889	6,862	6,000	6,000	6,000
	4635	1,889	6,862	6,000	6,000	6,000
Total for RfR1 of which Central government spending						

Table 4: Reconciliation of resource expenditure between estimates, accounts and budgets

£ million

	Outturn	Outturn	Estimated	Plans	Plans	Plans
	1998-99	1999-00	Outturn 2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	44	53	69	88	89	88
Adjustments for:						
Non voted expenditure in OCS	4	5	5	5	5	5
Consolidated Fund Extra Receipts in OCS	0	3				
Provision voted for earlier years						
Other adjustments						
Cross Check Total of above	48	71	74	93	94	93
Net Operating Costs (Accounts)	48	71	74	93	94	93
Adjustments for:						
Other Consolidated Fund Extra Receipts	8	6	6	6	6	6
Full resource consumption of non-Departmental bodies						
Capital grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European union income and related Adjustments						
Unallocated resource provision						
Other adjustments						
Cross Check total of above	40	77	80	99	100	99
Resource budget Outturn (Budget)	40	77	80	99	100	99
Of which:						
Departmental Expenditure Limits (DEL)	39	67	69	88	89	88
Spending in Employment Opportunities Fund (EOF) DEL	-	-	-	-	-	-
Annually Managed Expenditure	1	10	11	11	11	11

Table 5: Reconciliation of capital expenditure between estimates, accounts and budgets

£ million

	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Net Voted Capital Outturn (Estimates)	5	2	7	6	6	6
Other Consolidated fund Extra Receipts						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital grants to the private sector and local authorities						
Gains / Losses from sale of capital assets		#				
Local authority credit approvals levy funded bodies						
Unallocated capital provision						
Provision voted for earlier years						
Other adjustments (if any, specify)						
Capital Budget Outturn of which:	5	2	7	6	6	6
Departmental Expenditure Limits (DEL)						
Spending in Employment Opportunities Fund (EOF) DEL	5	2	7	6	6	6

Key: # - Denotes amounts below £0.5m which are not shown.

Table 6: Analysis of administration costs

£ thousand

Staff numbers	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Paybill	12,689	13,072	14,434	16,079	16,624	16,079
Other	5,991	9,488	22,127	32,321	32,758	31,821
Total Administration Costs	18,860	22,560	36,561	48,400	49,400	47,900
Related receipts	-13,045	-11,248	-12,725	-10,942	-10,942	-10,942
Net expenditure	5,635	11,312	23,836	37,458	38,458	36,958
Gross controlled administration costs limits				37,158	38,138	36,638

Table 7: Staff numbers

Staff numbers	Outturn	Outturn	Outturn	Outturn	Outturn	Estimated Outturn 2000-01	Plans	Plans	Plans
	1995-96	1996-97	1997-98	1998-99	1999-00		2001-02	2002-03	2003-04
Civil Service full-time equivalents	663	645	624	628	638	655	689	689	689
Overtime	11	8	8	10	9	19	19	19	19
Casual	18	18	18	24	20	37	0	0	0
Total	697	671	648	662	658	711	708	708	708

NB The staff of the Northern Ireland Court Service are not part of the Home Civil Service and therefore are not included in the Civil Service staffing count.

Table 8: Departmental Expenditure Limits

£ thousand

	Outturn	Outturn	Outturn	Outturn	Outturn	Estimated Outturn 2000-01
	1995-96	1996-97	1997-98	1998-99	1999-00	
Current Budget						
Accommodation Services	1,947	1,969	2,189	1,893	3,338	3,224
Administration - Legal Aid Dept	2,130	2,176	2,771	3,262	2,925	3,160
Policy, Advice & Legislation	567	593	605	835	757	757
Grants to Sundry bodies	25	31	28	25	25	25
Criminal Policy Programmes	7,011	5,755	5,170	5,107	5,454	10,953
Legal Aid: Criminal	25,891	26,454	30,034	30,897	35,110	39,368
TSOL	522	720	777	851	925	850
Non-voted Expenditure	3,986	4,000	3,748	4,101	4,558	5,166
Capital Budget	13,287	11,295	7,048	4,690	4,246	5,600
Total Spending in DEL	54,928	52,993	52,379	51,661	56,890	70,365

Part B2

The Public Record Office

Aims and Objectives

Aims

The Public Record Office (PRO) is the National Archives for England, Wales and the United Kingdom as a whole. It administers the public records system of the United Kingdom under the Public Records Acts of 1958 and 1967. It acts as the guardian of the nation's collective memory as revealed in the records of government.

The aims of the PRO are to:

- assist and promote the study of the past through the public records in order to inform the present and the future;
- advise Government on public record issues and related information policy matters.

The PRO's policy is informed by the Government Policy on Archives presented to Parliament by the Lord Chancellor in December 1999 and by the accompanying Action Plan for the period 2001–2005, which should be finalised by the end of June 2001. A copy of the draft Action Plan is also available on the PRO web site.

Objectives

Selection

Overseeing records management in government and selecting the public records to provide an information resource for our generation and future generations – in particular to record the principal policies and actions of the UK central executive and to document the state's interactions with its citizens.

Preservation

Preserving the public records – in particular to safeguard government electronic records and to apply new technologies to preserving records created on traditional media wherever possible.

Access

Providing access to the public records and promoting their value and use as a national information and educational resource – in particular to increase accessibility of the public records by electronic means, in the PRO and around the world.

Spending Review 2000 SDA Targets

As part of SR2000 the PRO is committed to key performance targets in its new Service Delivery Agreement, which will run from April 2001 to March 2004 and will replace the existing PSA targets.

These are:

- 1 Setting out a route map and milestones to enable other Government departments to meet the 2004 target for electronic records management under the Modernising Government Action Plan and reporting every year on departments' progress in meeting the milestones.
- 2 By March 2004, providing 28 quality standards to provide guidance on the selection of records, as set out in the PRO's acquisition and disposition policies and in line with an approach endorsed by the Lord Chancellor's Advisory Council on Public Records.
- 3 Improving the preservation of selected public records by storing all of them to the British Standard for preservation and environmental conditions by 2003-04 (dependent on PFI project led by Ministry of Defence); securing the preservation of government electronic records and of newly digitised records in the PRO in line with milestones to be established by the PRO.
- 4 Widening access opportunities by developing the electronic service delivery of records, including the Learning Curve (the PRO's online contribution to the National Grid for Learning), the Virtual Museum (including key documents of British history), a complete user-friendly online catalogue, PRO Online (digitisation of the most popular records) and an integrated Contact Centre.

Delivering Better Public Services: Progress

In 2000-2001 the PRO made significant progress in meeting its PSA targets and in implementing its Modernising Government plans, as set out below. It is on course to achieve 93% of its targets. Key successes included:

- publishing further guidance for departments on the management of electronic records, including a general Framework for Electronic Records Management and a Route Map and Milestones to achieve Electronic Records

Management by 2004 under the Modernising Government Action Plan;

- creating a Contact Centre which integrates telephone, e-mail and fax enquiry services, so that all public services can be accessed from a single contact point, in line with the

Government's corporate IT strategy;

- opening a new Education and Visitor Centre and launching its online equivalent, the Virtual Museum, both of which will promote social inclusion; putting the complete online catalogue of PRO records onto the Internet.

Departmental Objectives and PSA Targets

OBJECTIVE 1

Selecting public records to provide an information resource for our generation and future generations - in particular to record the principal policies and actions of the UK central executive and to document the state's interactions with its citizens.

Target	Indicator	2000-2001 target outturn	Performance
To raise the standard of records management in government and to improve the selection of public records to the benefit of the public and of government.	To complete and disseminate six quality standards to guide public record bodies in the selection of records in line with the new PRO Acquisition policy.	6 standards (milestone).	On course.
Contain unit cost in real terms of selecting and preserving the public records to a target to be established in line with the outcome of the proposed PFI project with MoD to provide improved record storage.	Cost per metre of storage (£).	To restrict the increase in unit cost to 3% in real terms.	On course.

OBJECTIVE 2

Preserving the public record in particular to safeguard government electronic records and to apply new technologies to preserving conventional records.

Target	Indicator	2000-2001 target outturn	Performance
To increase the proportion of records preserved to the BS for preservation and environmental conditions from 88% in 1997-98 to 100% in 2002-03 (this is dependent on a proposed PFI project with MoD to provide improved records storage).	Proportion stored to British Standard recommendations.	88.45% (milestone).	On course.
	Proportion of popular documents unfit for production.	To reduce number of unfit documents by 20%.	On course.

OBJECTIVE 3

Providing access to the public records and promoting their educational value and use as a national information and educational resource, in particular to increase accessibility of the public records by electronic means, in the PRO and around the world.

Target	Indicator	2000-2001 target outturn	Performance
Increase the number of information transactions for users from 1,250,000 in 1997/98 to 1,650,000 in 2001-02.	Number of information transactions.	25,000,000 (milestone)	Target exceeded; milestone measure reflects electronic service delivery.
Reduce the unit cost in real terms of providing information transactions for users by 10% 2001-02.	Cost per information transaction.	100% (milestone)	Target exceeded; milestone measure reflects electronic by service delivery.
	Performance against the PRO's charter standard time targets for an estimated 630,000 transactions for the public in answering letters, delivering documents and providing copies of documents.	98.5% of transactions	Performance on course.
	The use of surveys to measure users' assessment of the quality of service provision against PRO performance targets.	To achieve assessments of 'good' or 'excellent' from 90% of those expressing a view.	On course.
	Further development of measures to meet user expectations.		On course: survey of online users completed and new system of using user comments in service planning under development.

Departmental operations and PSA productivity targets

Indicator	2000-2001 target outturn	Performance
Aggregate efficiency index of activities.	103	On course.
% letters answered within 10 working days.	98.5% of transactions.	Performance on course.
Level of absenteeism (days per employee).	Reduce absenteeism from 9.3 days per employee (1998-99) to 8.35 days per employee.	Target missed. An in-depth review has resulted in the appointment of a health officer and intensified management training, which should achieve significant reductions in 2001-2.
% invoices paid within 30 days.	To maintain the % at 99%.	On course.

Modernising Government Action Plans

Policy making

The PRO has taken the lead in implementing the new *Government Policy on Archives* (Cm 4516, 1999), in co-operation with the other departments represented on the United Kingdom Inter-Departmental Archives Committee, in order to modernise the archives and records management sector and to improve access to information for all our citizens. The Policy applies the principles of 'joined up government' in an archival setting.

In 2000/01 the PRO has developed a draft Action Plan for the achievement of the six main objectives set out in the Policy document. It will have specific responsibility for promoting effective records management throughout the public sector (objective three) and for encouraging the archive sector as a whole for the processing of electronic data (objective five). This is a natural extension of its role of promoting electronic records management within Government. The access objectives of the Policy will be achieved through co-operation with Resource, the new Council for Museums, Archives and Libraries, the Culture Online initiative led by the Department for Culture, Media and Sport, the educator sector and other information providers.

The PRO will also be contributing to information policy by taking the lead on the public records aspects of Freedom of Information and Data Protection legislation; by promoting the Lord Chancellor's Code under the Freedom of Information Act S.45 among all public authorities; and by giving guidance to the records management community on the implications of legislative change. Its work on records management standards will underpin progress in these policy areas.

Responsive public services

The PRO holds the Charter Mark, for which it will be reapplying in autumn 2001, and has demanding targets for its Service First Standards. These were extended in 2000-01 to cover the Whitehall Standards and will be further refined in 2001-02. The PRO conducts regular surveys and operates a continuous user suggestion scheme in order to discover the public's views and preferences. It continues to respond to them through its Public Services Development programme which in 2000-01 included the creation of a Contact Centre, in line with the government's corporate IT strategy, and an Education and Visitor Centre, designed to meet the needs of a wider range of users. Future developments will include the introduction of self-service facilities, redesign of the searchrooms, and information streamlining. The PRO will continue to develop new electronic

information services, including content for the National Grid for Learning and the development of Pathways to the Past, which will provide online material for further education and lifelong learners. This will help to meet the needs of the rapidly increasing number of off-site users worldwide via the Internet.

Quality Public Services

In 2000/01 the PRO re-let an expanded facilities management contract, including some central services, in accordance with Better Quality Services principles. In 2000/01 it carried out a BQS review of its Record Copying Department, which accounts for almost 10% of the PRO's total staff complement. The programme will be continued in 2001/02 in the light of the new BQS guidance from the Cabinet Office which is expected by the middle of 2001.

Information Age Government

The PRO is tasked by the *Modernising Government Action Plan*, to take forward its Electronic Records from Office Systems (EROS) project to enable departments to manage government records electronically. As part of this plan, the PRO has already published a general *Framework for Electronic Records Management* and a *Route Map and Milestones to Achieve Electronic Records Management by 2004*. Both documents are available on the Information Age Government Champions web site www.iagchampions.gov.uk

The PRO is also contributing to the Government's corporate IT strategy as a member of the Information Age Champions' Action group.

Public service

The PRO achieved Investor in People (IiP) accreditation in 1998, re-accreditation in 1999 and aims to retain this again in March 2001. To prepare for this assessment, its IiP project manager has ensured that the new, more rigorous criteria are inculcated into the management culture of all departments in the PRO. The PRO is committed to helping staff achieve continuous improvement through personal and career development, linked to its business objectives. It holds regular staff surveys in order to check and maintain progress. Its training and development strategy is integrated with its Corporate and Business Plans. It has created an action plan in response to the recent central initiatives on modernising the civil service. The various targets as set out in Sir Richard Wilson's paper have been incorporated within the PRO's human resources strategy and will feature prominently in its future business plans.

Departmental investment strategy

In 2000-01 and beyond, other than PFI projects, the PRO's capital investment of approximately £1m per annum is small in relation to its asset base, but is crucial to achieving its objective of extending access by electronic means. This capital investment will also support the government target for 50% of services for citizens to be capable of delivery electronically by 2005 and promote social inclusivity by broadening the range of PRO users. Expenditure will be on a mixture of hardware and software with significant expenditure on new systems.

Resource accounts

The PRO published its first set of Resource Accounts in July 2000.

Asset disposals

An independent feasibility study found that the sale and leaseback of the PRO buildings would not provide value for money. There are no other significant possibilities for sale of surplus assets nor asset disposal.

Private Finance Initiative (PFI)

The PRO always examines potential PFI or PPP solutions, particularly in areas of rapid technological change and areas of possible income generation. In 1999-00 a PFI type contract was signed with the government Defence Evaluation and Research Agency (DERA) to digitise and make available on the Internet the population censuses which are open to the public. The 1901 census service will be launched in January 2002.

The Public Record Office has a contract with a private supplier under the PFI to provide its UK National Digital Archive of Datasets facility for preserving and making available government electronic datasets. Details of the financing are given in the tables at the end of this report.

Recruitment practice

The PRO monitors all its recruitment to ensure that appointments are made on the basis of fair and open competition and selection on merit as laid down in the Civil Service Commissioners Recruitment Code. There were 10 permitted exceptions in 2000-2001, all of which related to fixed term or limited period appointments. The salaries of the PRO members of the senior civil service are shown below.

Senior Civil Service Salaries as at 1 April 2000 Salary Band	No of Staff
£40,000 - £44,999	0
£45,000 - £49,999	0
£50,000 - £54,999	1
£55,000 - £59,999	0
£60,000 - £64,999	0
£65,000 - £69,999	1
£70,000 - £74,999	0
£75,000 - £79,999	1

In December 2000 the PRO had three senior staff, two of whom were women. None of the senior staff consider themselves disabled under the Disability Discrimination Act nor are they from ethnic minorities. At December 2000 of the total staff, 46% were women, 5% classed themselves as disabled and 17% were from ethnic minorities.

Environment

The PRO's Green Minister is the Parliamentary Secretary, Lord Chancellor's Department. Its official green contact is Mrs K Murray (Tel: 020 8392 5212). The Office has an energy management policy, which includes regular energy audits, and actively pursues energy saving initiatives. It has let a new contract for Estates Management in January 2001, which requires the contractor to promote good housekeeping policies, including energy management. The PRO recycles approximately 80% of its waste.

Expenditure

The expenditure incurred by the Office covers the cost of a number of activities. The Office has a co-ordination role in ensuring the Government's 2004 target for electronic records management is met. Furthermore, the Office is implementing a challenging programme for electronic service delivery to provide access on the Internet to the PRO's holdings. In addition, the traditional work of the Office continues with the maintenance of the record repositories at Kew and Hayes and of the public reading rooms at Kew and Myddelton Street. The Office pays the British Film Institute for the preservation and storage of government films and the University of London for storing and giving access to government datasets. Microfilming

documents continues to ensure their preservation and to enhance access to them; and capital expenditure is incurred on improvement works and electronic development projects. Since about 168 kilometres of records are stored, accommodation costs are a high proportion of total expenditure. The Office also produces copies of documents for sale to the public, their cost being offset by charging fees.

Total expenditure is planned to stay at much the same level in 2001-02 as in 2000-01. Total expenditure on a resources basis for 2001-02 will be £30 million within the resource budget, and £1 million within the capital budget.

Details of the resource budget, capital budget, staff numbers, capital assets and private finance projects are given in the financial tables below.

Performance in paying bills

The Office complies with the CBI prompt payment code and BS 7890. The policy is to pay bills in accordance with contractual conditions. Where no such conditions exist, the policy is to pay within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later.

Complaints with regard to late payment are registered in the Financial Services Department. The number of complaints received with regard to late payment in the period November 1999 to December 2000 was nil.

Performance is continuously monitored: in 1999-00 99% of invoices were paid within 30 days, our 2000-01 PPI projection is 99%.

Further Information

Annual reports

1. The forty-first annual report of the Keeper of Public Records on the work of the Public Record Office and the forty-first Report of the Advisory Council on Public Records, 1999-2000, published by The Stationery Office, 27 July 2000.

2. The Corporate Plan 2000-01 to 2003-04 is obtainable from the Public Record Office.

Further information on the work of the PRO may be obtained from:

Public Record Office
Kew
Richmond
Surrey
TW9 4DU
Tel: 020 8876 3444
www.pro.gov.uk

Table 1: Resource to cash reconciliation

£ thousand

	Plans	Estimated	Outturn
	2001-02	Outturn 2000-01	1999-00
Net Total Resources	30,165	30,956	26,860
Voted Capital Items			
Capital	1,034	1,559	1,654
Less Non-operating A-in-A	-	-	-
	<u>1,034</u>	<u>1,559</u>	<u>1,654</u>
Accruals to cash adjustment			
Cost of capital charges	-5,990	-5,760	-5,251
Depreciation	-4,358	-4,358	-2,885
Other non-cash items	-	-	-
Increase(+)/Decrease(-) in stock	-	-	-
Increase(+)/Decrease(-) in debtors	-220	-220	-679
Increase(-)/Decrease(+) in creditors	-	-	-
Increase(-)/Decrease(+) in provision	-	-	-
Excess cash to be CFERd	-	-	-
	<u>-10,568</u>	<u>-10,338</u>	<u>-8,815</u>
Net Cash Required	20,631	22,177	20,699

Table 2: Total capital employed by Department

£ million

Net Assets and liabilities	1998-99	1999-00	2000-01	2001-02	2002-03
Within the departmental account	88	88	89	90	91
Investment outside the accounting boundary	-	-	-	-	-
Total Capital Employed	88	88	89	90	91

Table 3: Consumption - analysis of Resource Budget Spending Plans

£ thousand

	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Resource Budget						
Departmental Expenditure Limits (DEL)						
RfR 1	21,489	25,531	28,616	27,595	31,326	32,326
Total RfR 1	21,489	25,531	28,616	27,595	31,326	32,326
CFER	-903	-680				
Total DEL	20,586	24,851	28,616	27,595	31,326	32,326
of which						
Central government spending	20,586	24,851	28,616	27,595	31,326	32,326
of which						
Voted	21,489	25,531	28,616	27,595	31,326	32,326
CFER	-903	-680				
Annually Managed Expenditure (AME)						
RfR 1	3,029	1,300	2,330	2,560	3,060	3,460
Total RfR 1	3,029	1,300	2,330	2,560	3,060	3,460
Total AME	3,029	1,300	2,330	2,560	3,060	3,460
of which						
Central government spending	3,029	1,300	2,330	2,560	3,060	3,460
of which						
Voted	3,029	1,300	2,330	2,560	3,060	3,460
of which						
Depreciation	1,322	988	1,800	1,800	2,200	2,500
Cost of Capital Charges	1,707	312	530	760	860	960

Table 4: Investment - analysis of Capital Budget Spending Plans

£ thousand

	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Capital budget						
Departmental Expenditure Limits (DEL)						
RfR	1,157	1,654	1,559	1,034	3,300	3,300
Shown in estimates as Resource expenditure outside DEL	10	29	10	10	10	10
Total for RfR1	1,167	1,683	1,569	1,044	3,310	3,310
Total DEL	1,167	1,683	1,569	1,044	3,310	3,310
of which:						
Central government spending	1,167	1,683	1,569	1,044	3,310	3,310
of which:						
Voted	1,157	1,654	1,559	1,034	3,300	3,300

Table 5: Reconciliation of resource expenditure between estimates, accounts and budgets

£ thousand

	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Net Resource Outturn (Estimates)	24,528	26,860	30,956	30,165	34,396	35,796
Adjustments for:						
Non voted expenditure in OCS	-	-	-	-	-	-
Consolidated Fund Extra Receipts in OCS	-903	-680	-	-	-	-
Provision voted for earlier years	-	-	-	-	-	-
Other adjustments	-	-	-	-	-	-
Net Operating Costs (Accounts)	23,625	26,180	30,956	30,165	34,396	35,796
Adjustments for:						
Other Consolidated Fund Extra Receipts	-	-	-	-	-	-
Full resource consumption of non- Departmental bodies	-	-	-	-	-	-
Capital grants to the private sector and local authorities	-	-	-	-	-	-
Gains/Losses from sale of capital assets	-10	-29	-10	-10	-10	-10
European union income and related Adjustments	-	-	-	-	-	-
Other adjustments	-	-	-	-	-	-
Resource budget Outturn (Budget)	23,615	26,151	30,946	30,155	34,386	35,786
of which:						
Departmental Expenditure Limits (DEL)	20,586	24,851	28,616	27,595	31,326	32,326
Spending in Employment Opportunities Fund (EOF) DEL	-	-	-	-	-	-
Annually Managed Expenditure	3,029	1,300	2,330	2,560	3,060	3,460

Table 6: Reconciliation of capital expenditure between estimates and budgets

£ thousand

	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Net Voted Capital Outturn (Estimates)	1,157	1,654	1,559	1,034	3,300	3,300
Other Consolidated fund Extra Receipts	-	-	-	-	-	-
Full capital expenditure by non-departmental public bodies	-	-	-	-	-	-
Full capital expenditure by public corporations	-	-	-	-	-	-
Capital grants to the private sector and local authorities	-	-	-	-	-	-
Losses from sale of capital assets	10	29	10	10	10	10
Local authority credit approvals levy funded bodies	-	-	-	-	-	-
Unallocated capital provision	-	-	-	-	-	-
Provision voted for earlier years	-	-	-	-	-	-
Other adjustments (if any, specify)	-	-	-	-	-	-
Capital Budget Outturn						
of which:						
Departmental Expenditure Limits (DEL)	1167	1683	1569	1044	3310	3310
Spending in Employment Opportunities Fund (EOF) DEL	-	-	-	-	-	-
Annually Managed Expenditure	-	-	-	-	-	-

Table 7: Administration costs

£ thousand

	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Gross administration costs						
RfR : Assisting and promoting the study of the past in order to inform the present and the future						
Paybill	10,200	10,577	10,900			
Other	13,150	17,270	20,386			
Total administration costs	23,350	27,847	31,286	29,195	32,926	33,926
Related receipts	-1,861	-2,316	-2,670	-1,600	-1,600	-1,600
Net expenditure	21,489	25,531	28,616	27,595	31,326	32,326
Gross controlled administration costs limits				29,195		
Outside administration cost limits						
Administration related costs on fixed assets profit and loss in DEL	10	29	10	10	10	10
Non-cash costs in AME	3,029	1,300	2,330	2,560	3,060	3,460

Table 8: Staff numbers

Staff numbers	Outturn 1996-97	Outturn 1997-98	Outturn 1998-99	Outturn 1999-00	Estimated Outturn 2000-01	Plans 2001-02	Plans 2002-03	Plans 2003-04
Civil Service full-time equivalents	435	423	424	430	439	457	457	457
Overtime	10	11	10	10	10	12	12	12
Casual	25	29	22	16	25	25	25	25
Total	470	463	456	456	474	494	494	494

Table 9: Departmental Expenditure Limits

£ thousand

	Outturn 1995-96	Outturn 1996-97	Estimated Outturn 1997-98	Plans 1998-99	Plans 1999-00	Plans 2000-01
Current Budget						
Voted Expenditure						
Records and Regulations	25019	19824	21948	17283	17438	20618
Non Voted Expenditure	-362	-414	-539	-903	-680	-
Capital Budget						
Voted Expenditure						
Records and Regulations	15409	7540	3050	1443	2232	1559
Total spending in DEL	40066	26950	24459	17823	18990	22177

Table 10: Departmental Expenditure Limits and Annually Managed Expenditure cash to resource reconciliations 1998-99 to 2000-01

£ thousand

	1998/99	1999/00	2000/01	
DEL Current Budget - Cash	16	17	21	
Switches from current to capital budget	-	-	-	
Capital charges on the civil estate	5	7	8	
Resource Budget DEL	21	24	29	
DEL Capital Budget - Cash	1	2	2	
Switches from current to capital budget	-	-	-	
Capital Budget DEL	1	2	2	
Total Del under cash	17	19	23	
Total Del under RAB	22	26	31	
AME Current Budget - Cash	-	-	-	
Resources Budget Dept AME	-	-	-	
Non cash items in Resource AME	3	1	2	
AME Capital Budget - Cash	-	-	-	
Capital Budget Departmental AME	-	-	-	

Table 11: Capital assets

£ thousand

Capital Assets	Land and Buildings	Furniture and Office Equipment	IT Software & Equipment	Total	
Net book value at 31 March 2000	82,228	1,697	2,750	86,675	

Table 12: Private Finance Projects

£ thousand

Private Finance Projects	Estimated Outturn 1999-00	Projections 2000-01	
Estimated gross publicly sponsored capital	-	-	
Of which			
capital spending by private sector on PFI projects	-	-	
capital spending by public sector under conventional procurement	-	-	
Net current payments by public sector under private finance contracts	1	1	
Of which			
Central Government	1	1	
Local Government	-	-	
Public Corporations	-	-	

Part B3

HM Land Registry

Introduction

Her Majesty's Land Registry is a separate Government department which became an Executive Agency in 1990. On 1 April 1993 it achieved Trading Fund status under the terms of the Government Trading Funds Act 1973 as amended by the Government Trading Act 1990. Under its statutory powers, the Land Registry grants and guarantees legal title to property rights in England and Wales and provides the statutory machinery for the creation and transfer of these secured rights.

Lord Bach of Lutterworth was appointed Parliamentary Secretary at the Lord Chancellor's Department on 20 November 2000 with responsibility for the Land Registry.

In keeping with the *Modernising Government White Paper* and the Cabinet Office guidance on the review arrangements of agencies and NDPBs, the Land Registry will have completed its quinquennial status review by April 2001.

The Land Registry is self-financing and therefore makes no call on public funds.

Aim and Objectives

Aim

The Land Registry's aim is to maintain and develop stable and effective land registration systems for England and Wales.

Objectives

In order to achieve this aim, it seeks to:

- maintain and develop a stable and effective land registration system throughout England and Wales as the cornerstone for the creation and free movement of interests in land;
- on behalf of the Crown, guarantee title to registered estates and interests in the land for the whole of England and Wales;
- provide ready access to up to date and guaranteed land information so enabling confident dealings in property and security of title;
- provide a Land Charges and Agricultural Credits service.

Principles

In achieving these objectives, the Land Registry will:

- achieve progressively improving performance targets, set by the Lord Chancellor, so that high quality services are delivered promptly and at lower cost to users;
- develop plans to take forward the completion of the land register for England and Wales;
- observe the key principles of the 'Service First' initiative as embodied in the Land Registry's Statement of 'Service First' Standards;
- facilitate the resolution of disputes and claims under the State guarantee as economically and expeditiously as possible;
- ensure that staff have the knowledge, skills and motivation to achieve what is asked of them and derive satisfaction from their jobs; and that they work in a safe and healthy environment in which personal development is encouraged and they can give of their best. The Land Registry will recognise and actively promote the benefits of a diverse workforce;
- operate secure and resilient information technology systems to develop further the electronic delivery of land registration services and achieve full electronic conveyancing for England and Wales;
- make best use of physical resources.

Cash plans

The Land Registry's external financing limit scores as departmental expenditure in the departmental expenditure limit. The Land Registry plans to achieve an external financing limit (EFL) of zero in each financial year (see Table 1: Cash Plan).

Key Targets and Performance

The Land Registry's key financial, efficiency, customer service and developmental targets and results for 1999-2000 are set out in its Annual Report and Accounts 1999-2000.

Efficiency

With Treasury agreement, the Land Registry aims to reduce its unit cost in real terms to £21.43 over the five-year period 2000-01 to 2004-05. The figures shown for 2001-02, 2002-03 and 2003-04 in Table 2: Unit Cost in Cash Terms are the planned milestones (in cash terms) towards the achievement of that five-year target.

Workload

The business of the Land Registry is demand-led. The main external factors which influence the volume of transactions handled by the Land Registry are:

- domestic and commercial conveyancing activity
- new conveyancing activity emanating from government legislation
- the growth in owner occupation
- the buoyancy of the secured credits markets, and
- the demand for access to the open Land Register.

Underlying these factors are general economic conditions such as mortgage interest rates and the ratio of house prices to wages and salaries.

The Land Registry's unit output (actual and planned) is shown in Table 3.

The volume of output to the end of 2002-03 reflects an underlying growth in the size of the Land Registry and a

continuing recovery in the property and secured credits markets. The number of registered titles held in England and Wales, on which transactions can be made is expected to be in the region of 17.9 million by the end of 2000-01 and it is anticipated that approximately 18.9 million titles will have been registered by the end of 2002-03.

Delivering Better Public Services

Progress towards meeting PSA targets

In its Public Service Agreement, the Land Registry has agreed to achieve five targets related to the first of its objectives. These are set out in the table at the foot of the page with an indication of the progress of their achievement to January 2001.

Modernising Government

In March 2000 the Land Registry published its *Modernising Government Action Plan*. The action points are regularly reviewed and updated by both the Land Registry Board and the Business and Development and Information & Communication Technology Group.

The original action points have been expanded to include where appropriate the recommendations in the PIU Report *Electronic Government Services for the 21st Century* and CITU's *Successful IT: Modernising Government in Action*.

The Action Plan is available on the Land Registry's website or from its Headquarters office. The following paragraphs provide

PSA Target	Progress as at January 2001
Achieve 80% of all registrations processed in 25 working days each year.	Progress towards this target is on course. Level of achievement, 78.3%
Achieve 98.5% of registrations handled free of error in each year.	Progress towards this target is on course. Level of achievement, 98.5%
Achieve a cost per unit in real terms of £25.09 in 2000-01. This is a milestone as the target agreed with Treasury for 2000-2005 is to reduce the unit cost, in real terms, over 5 years to £21.43. The target includes administrative, investment and Infrastructure service costs.	Progress towards this target is on course.
6% return on average capital employed.	Target set at 6%
Achieve 50 % of dealings (key customer interactions) capable of electronic delivery by end- March 2001.	Current level of achievement 50.96%. Target met.

information on the actions that will be completed by the end of 2003-2004 as part of the Modernising Government agenda.

Policy making

The Land Registry is committed to the Government's Better Regulation initiatives and to the Task Force's five principles of good regulation. The Land Registry consults widely on proposed changes to statutory rules regulating the forms and procedures to be followed in carrying out dealing with registered land.

The Land Registry is reviewing its risk management and corporate governance processes to ensure full compliance with accepted best practice.

In terms of becoming more forward and outward-looking, the Land Registry will continue to represent the UK on the steering group of the United Nations ECE Working Party on Land Administration and promote its interests overseas.

One of the major policy developments which goes beyond the period covered by this Report is the development of a system of largely paperless electronic conveyancing, recommended in the consultative document *Land Registration for the 21st Century* published jointly by the Law Commission and the Land Registry in September 1998. This will introduce, over the next decade, a radical overhaul of the conveyancing process in England and Wales and will lead to the Land Registry playing an integral part at an earlier stage than at present.

Work on this is proceeding under the guidance of an interdepartmental steering group. A model of an electronic conveyancing system is currently being produced within the Land Registry. This will be available by the spring of 2001 and will be used as the basis of wide consultation with conveyancing practitioners, mortgage lenders and other stakeholders.

The development of electronic conveyancing will require changes to the legislative framework regulating dealings with land and registration of title. The intention is that the early stages of the development should be taken forward using the powers to amend legislation by order under section 8 of the Electronic Communications Act 2000. A draft Electronic Conveyancing Order under that section is currently being prepared and will be the subject of consultation with interested bodies early in 2001.

The development of a full system of electronic conveyancing will require more extensive changes to the Land Registration Act 1925 than would be possible using powers under section 8 of the Electronic Communications Act 2000. A draft Land Registration Bill which, if enacted, will wholly replace the 1925 Act, is at an advanced stage of preparation. The bill is based

on the proposals in the consultative document *Land Registration for the 21st Century*. The proposals have been significantly modified to take account of views expressed by consultees. The draft bill will be published for a final round of consultation in the spring of 2001.

The Land Registry publishes a set of Explanatory Leaflets and Practice Advice Leaflets (in paper format and on its website) to provide practical advice to practitioners and other customers. It also conducts Open Days and similar events at its district land registries and at other venues to encourage interchange with professional conveyancers.

Responsive public services

The Land Registry has been awarded the Charter Mark on three successive occasions and continues to build on its reputation as a highly successful Executive Agency to become a world-class provider of land registration services. This means an organisation which continuously strives to improve the quality of its service to customers, which brings together the best aspects of public service and which facilitates commerce by providing the confidence and security necessary for a stable market economy. The Land Registry fully embraces the nine principles of public service delivery contained within Service First, the new Charter programme, and will be re-applying for a fourth Charter Mark in 2001.

Formal customer surveys have been carried out annually since 1989 and suggested areas for improvement from these surveys are built into the Land Registry's corporate and business planning processes, where it has been practicable to do so. The results of the latest survey (2000) show that 99% of respondents were very satisfied overall with the Land Registry's services. The Land Registry acknowledges this excellent result but remains conscious that it must continue to improve by actively pursuing its programme of electronic service delivery.

Surveys are also carried out on specific areas of service such as Land Registry Direct (an on-line computer service) and provision of services in the Welsh language. In addition, monthly sample satisfaction surveys are conducted and customers who visit Customer Information Centres at the Land Registry's local offices are invited to complete a satisfaction questionnaire.

The results of the annual survey are used to form a list of action points taken forward by the Customer Service Group, chaired by the Agency's Consumer Champion at Executive Board level. The Customer Service Group has been established to formalise the policy and strategy for customer service and produce a long-term business plan to achieve continuous improvement in the quality of services for users. It is responsible for determining the policy and initiating the strategy for continuous improvements in service delivery. It meets on a regular basis, and particularly to coincide with the

publication of the results of the annual customer survey and the business planning process. It considers:

- feedback from consultation and customer discussion groups
- survey results
- customer suggestions, comments and complaints
- new and enhanced service requirements
- satisfaction measurement
- Service First, Modernising Government and other central government initiatives
- customer contact.

One example of using customer feedback is in respect of reviewing the Land Registry's business hours. A specific question on satisfaction with current business hours was included in the survey this year and a number of customers will be consulted face-to-face. The survey responses and consultation outcome will be considered by a team of senior managers and reflected in their recommendations.

During 1999-2000 the Land Registry received 1,968 letters of substantial praise. These are recorded and categorised. The main aspect of praise was for courtesy and helpfulness of staff.

During 1999-2000 the Land Registry recorded a total of 2,398 complaints. Of these, 88% were given a full response within the Land Registry's target of five working days. The main causes of complaint were about delays, supply of information, cancellation procedures and errors. As a result of complaints received, the Land Registry issued a consultation paper about a revised Search of the Index Map procedure and made changes to its working practices. In the 2000 customer survey those customers who had made a complaint during the course of the year were asked to assess how well the Land Registry had responded. Just over 97% were either 'very satisfied' or 'satisfied' with the overall response they had received.

The Land Registry has prepared an initial e-business strategy document, as requested by the E-Envoy's Office, which shows where it currently stands with regard to the Prime Minister's 2005 target for the delivery of all public services electronically and the action it will take to ensure that that target is met.

Customer User panels comprising representatives from building societies, local authorities and solicitor firms were established in 2000 as consultative bodies to ensure that the Land Registry provides an excellent service to the professional representatives of those citizens who transact in land and property.

Improving quality of service

In 1999-2000 all business units embarked on a programme of self-assessment against the European Foundation for Quality Management Excellence Model using the Land Registry's own customised training material. Business units are given the freedom to opt for full, partial, or reduced version of self-assessment annually with a full self-assessment every three years. In addition, two business units have applied for local quality awards. Quality improvement projects arising from self-assessment are co-ordinated centrally on a database and good practice shared over the Land Registry's intranet.

Investors in People

The Land Registry fully achieved the Cabinet Office target for IiP recognition of all the individual business units ahead of the December 1999 deadline and achieved whole Agency recognition against the revised IiP Standard in April 2000. In order to maintain the Standard, the Land Registry has trained a pool of its own staff to conduct annual internal assessments on its business units and intends to be reassessed by an external assessor in 2003.

The Land Registry is working in partnership with ILEX Tutorial College Ltd. (ITC) in developing and delivering a new distance learning course in Land Registration Law and Practice. The official launch of the course took place on 18 September 2000 with a total of 223 students enrolled from 26 Land Registry offices across England and Wales (including 2 students from the Isle of Man Registry).

The key objectives for the new qualification are to provide Land Registry staff with the opportunity to acquire an externally recognised qualification specifically designed to be of direct relevance to their technical work, to promote and strengthen knowledge, and to foster greater professionalism and quality of service.

Invest to Save Funding

The Land Registry, Ordnance Survey and Registers of Scotland were successful in a joint bid for Invest to Save Budget funds to develop a National Land Information Service (NLIS) and its Scottish equivalent (ScotLIS). The amount granted jointly to the Land Registry and Registers of Scotland in 1999-2000 was £2.7 million. An essential component of NLIS/ScotLIS is the National Land and Property Gazetteer (NLPG). The Land Registry is the lead organisation for NLIS, Ordnance Survey for the NLPG and Registers of Scotland for ScotLIS.

The overall concept of NLIS/ScotLIS is to promote the

electronic delivery of land and property related information to a wide audience. However, the initial target for NLIS is the delivery of integrated land and property information search facilities which will support the conveyancing process. ScotLIS will be piloting 'shopping mall' type access to certain statutory registers and associated information.

It is envisaged that NLIS and ScotLIS will be developed in parallel so that a nationwide UK system can be implemented simultaneously in England, Wales and Scotland.

The development of NLIS and ScotLIS will be a partnership between local authorities represented by the Improvement and Development Agency (I&DeA), the Land Registry and Registers of Scotland.

The NLIS prospectus was issued to the private sector on 8 October 1999. This document included a joint statement by the Lord Chancellor and the Chairman of the I&DeA describing NLIS as the first 'lead service' to be implemented under the Central and Local Government Information Age Concordat in fulfilment of Objective 43 of the *Modernising Government Action Plan*. The first stage of the selection process to find private sector consortia was completed on 8 February 2000.

Invest to Save Budget funds for both NLIS and ScotLIS have been carried forward into a second financial year to enable the first phase of development and implementation across England and Wales.

The NLIS Hub Infrastructure licence was awarded by the Lord Chancellor to Macdonald Dettwiler Associates (MDA) in London on 19 July 2000.

The sign up of data providers, whose information is required to supply an integrated land and property search in support of the conveyancing process, is underway.

The build of the NLIS Hub by MDA is in progress. It is anticipated the initial release will take place on 12 February 2001. This will include communication between NLIS channels to the Hub via electronic connection for all Data Providers. The Hub will then transmit the request to the Land Registry by postal services. The second release is scheduled for 6 July 2001. It is then expected the Hub will be capable of communicating directly to the Land Registry via an electronic connection.

A ScotLIS web site (www.scotlis.com) is now operational. Registers of Scotland offer access to all text based Land Register information, which will be enhanced in the near future by the addition of plan based applications as well as access to other registers and services. The City of Glasgow Council has made information available on Planning Applications, Building Warrants, Valuation Rolls, Electoral Wards, Council Tax Register and Development Policy and a request service for Formal Property Enquiries. A Unified Mining Report Service, based on data from the British Geological Survey and The Coal Authority

is scheduled to be released to the site shortly.

Better Quality Services

The Land Registry's Better Quality Services plan to 2005 has been accepted by the Cabinet Office. A 10 year public/private partnership deal to provide the required IT infrastructure was signed in July 1999 and these IT services are being benchmarked during the period covered by the plan.

All administrative activities within the Land Registry are included in the Quinquennial Review mentioned above. Andrew Edwards has been appointed as Quinquennial Review Consultant. He is expected to complete his report by the end of March 2001 after which the Land Registry will implement the agreed recommendations.

Information Age Government

The Land Registry's information systems strategy over the next two years and beyond centres on the following initiatives:

- completion of the upgrade of its IT infrastructure to a client server architecture;
- conversion of the remainder of its Register and Land Charges records, and conversion of deeds referred to on the Register by means of outsourced scanning contracts;
- completion of a programme of computerisation of its mapping systems and the re-engineering of map and Register processing functions into a single handling system;
- pursuing a programme of conversion of all its paper based index maps into a vector polygon structured electronic format;
- after consultation with the user community, designing and developing systems which will support electronic conveyancing;
- extending and enhancing land registration and information services currently provided by its new on-line access service Land Registry Direct, and the Land Registry website.

The upgrading and maintenance of the Land Registry's distributed IT infrastructure will be continued under public/private partnership arrangements established under contract with COMPAQ in July 1999.

All remaining Registers will be converted by 2002-2003 and all filed plan records were converted by August 2000.

A new on-line service known as Land Registry Direct, which uses web-browser technology, was launched in June 2000 and provides its customers with on-line access to all converted Register and filed plan records, together with other land registration services. Access to deeds and Land Charges records will follow after their conversion to electronic form. The customer base for Land Registry Direct will continue to be expanded under public/private partnership arrangements established with Global Crossing, a communication service provider.

Approval has been received for a project to computerise the Land Registry Index Map. This important step in the Land Registry's computerisation programme will facilitate improvements internally in the processing of searches and other applications and create an improved gateway to its electronic records and services for its customers. Expenditure on this project will be £4.3 million in 2001-02, £7.9 million in 2002-03 and £7.8 million in 2003-04.

Government Secure Intranet

Following the attainment of GSI accreditation, external e-mail capabilities have so far been provided to approximately 200 staff. Work is now on hand to extend the capabilities to a further 800 users.

A programme of Internet access via GSI is also being taken forward. A small number of staff are already connected. A programme of further implementation is being taken forward on the basis of priority of business needs. Early candidates for connection are staff involved in Purchase and Supply, and the development of e-conveyancing.

The Prime Minister's 100% Target

The Land Registry plans to be 100% electronically capable by 2005.

Investment

Capital Assets

Information regarding the Land Registry's capital assets can be obtained from the published accounts contained in the Annual Report and Accounts

People management

Staffing

The Land Registry's staff resource is geared to its planned level of output taking into account the assistance that effective

information technology can provide in the production process (see Table 4: Staff Resource).

Diversity & equal opportunity

A new Diversity & Equal Opportunity unit has been formed to take forward the Land Registry managing diversity strategy, which was launched at the end of 2000. The unit will lead a training and awareness initiative to ensure success of the strategy which has the full support of the Land Registry Board.

The strategy includes an action plan to underpin the achievement of Land Registry diversity targets. Human resource policies continue to be reviewed and a process of equality proofing has commenced.

Women currently comprise 8% of posts at director level, and occupy 25% of posts in the Senior Civil Service. Within the grades which directly feed into the Senior Civil Service 33% are women, 2% are from ethnic minorities and 3.5% are staff with disabilities.

Recruitment

An outline of the Land Registry's recruitment activity appears in its Annual Report and Accounts, the latest covering the 1999-2000 financial year. Recruitment processes focus on competence requirements for individual posts, and the broad policy remains to recruit to replace staff who have left.

A number of junior executive staff were recruited in 2000-01 to supplement the development of internal talent. Assessment centres continue to be developed for key senior posts, including vacancies for District Land Registrar posts.

Public appointments

Whilst not strictly within the usual definition of public appointments, the Land Registry is developing its interchange strategy by the appointment of two non-executive directors to the Land Registry Board. The first appointment was made with effect from 1 January 2001, initially for a period of two years.

The environment

The Green Minister for the Land Registry is the Lord Chancellor's Department's Parliamentary Secretary, Lord Bach of Lutterworth.

The Land Registry reduced its energy consumption between

1991/92 and 1999/00 by over 29% exceeding the targets set in *This Common Inheritance* White Paper, September 1991 and subsequently as part of The Government Estate Energy Efficiency Initiative in 1996. Whilst the continuing computer developments and the increasing use of IT limits further gains, it remains the Land Registry's strategy to target and contain energy consumption.

The DLR for Lancashire has been working towards certification against the ISO14001 standard and achieved this in January 2001. A programme of securing ISO14001 certification at all other business units will be initiated during 2001-02 based on best practice gained from the pilot site.

The official responsible for green issues at the Land Registry is the Director of Facilities who can be contacted on 020 7917 8888 ext. 4547. (e-mail paul.laker@landreg.gsi.gov.uk)

Useful reports

HM Land Registry, Executive Framework Document 1995
(available from the Land Registry)

Land Registry Annual Report and Accounts 1999-2000
(The Stationery Office)

The Land Registration Fees Order 1999 (SI 1999/2254)

HM Land Registry Residential Property Price Quarterly Reports
(available from the Land Registry)

Further Information

For more information on the work of the Land Registry contact:

HM Land Registry
Lincoln's Inn Fields
London WC2A 3PH
Tel: 020 7917 8888
Fax: 020 79550110
www.landreg.gov.uk

Table 1: Cash plans

£ million

	1995/96 outturn	1996/97 outturn	1997/98 outturn	1998/99 outturn	1999/00 outturn	2000/01 estimated outturn	2001/02 plans	2002/03 plans	2003/04 plans
Other (non-voted) Records, registrations and surveys Trading Fund	-7	-15	-13	-3	-34	-15			
Total	-7	-15	-13	-3	-34	-15			

Table 2: Unit costs in cash terms

1998/99 actual	1999/00 actual	2000/01 target	2000/01 forecast	2001/02 milestone	2002/3 milestone	2003/4 milestone
£29.77	£26.88	£30.55	£29.32	£29.89	£29.55	£29.07

Note: The cost of completing each unit of work is calculated by dividing the Land Registry' operational expenditure in any period by the number of units of work completed during that period.

Table 3: Workload

Thousands of units

	1995/96 actual	1996/97 actual	1997/98 actual	1998/99 actual	1999/00 actual	2000/01 forecast	2001/02 plan	2002/03 plan	2003/04 plan
Work received	5,930	6,351	6,922	7,524	8,790	9,163	9,085	9,266	9,567
Output	5,991	6,339	6,847	7,341	8,764	9,249	9,085	9,266	9,567

Table 4: Staff numbers

Staff Numbers	1995/96 actual	1996/97 actual	1997/98 actual	1998/99 actual	1999/00 actual	2000/01 forecast	2001/02 plans	2002/03 plans	2003/04 plans
Civil Service Full Time Equivalents	8,305	8,013	7,951	7,844	7,845	7,772	7,603	7,521	7,560

Part B4

**Northern Ireland Court Service
and Public Record Office
Main Estimates 2001-02**



Table 1: Northern Ireland Court Service Main Estimate 2001-02

The Northern Ireland Court Service Main Estimate for 2001-02 is used to “vote” for resources. It sets out the resource requirements for each area of the Department, and features a reconciliation section to show how the departmental cash requirement is derived from the resource figures. The full documentation, which follows this passage, is comprised of several different elements:

- 1 a Introductory Note
- 1 b Part I Estimate
- 1 c Part II Estimate (including reconciliation of resource to cash)
- 1 d Part III Estimate
- 1 e Forecast Operating Cost Statement
- 1 f Forecast Cashflow Statement
- 1 g Appropriations in Aid-Note
- 1 h Consolidated Fund for Extra Receipts (CFER)-Note
- 1 i Notes to the 2001-02 Estimate

1a: Introductory Note to Northern Ireland Court Service Main Estimate 2001-02

The Estimate provides for the cost of administering the courts in Northern Ireland, including salaries of staff, construction and maintenance of courthouses, provision of office accommodation and general administrative expenditure provision is also made for the cost of jurors and for shorthand writers and stenographers in the higher courts.

The Estimate also provides for the administrative costs of the pensions Appeals Tribunals, Office of the Social Security Commissioners, the Fixed Penalty Office and payments to the Civil Superannuation Vote. Further details can be found in Part B1 of this Report.

The Estimate covers the payments to solicitors and counsel in respect of civil and criminal legal aid and advice and assistance. Anticipated expenditure from assisted persons and recoveries of costs and other monies on behalf of assisted persons are netted against the gross provision. As before further details can be found in Part B1 of this Report.

The legal Aid fund is administered by the Law Society of Northern Ireland which also acts as agent for the Northern Ireland Court Service in making payments in respect of criminal legal aid, being funded monthly on the basis of estimated expenditure. The fund is audited by auditors appointed by the Lord Chancellor. The Comptroller and Auditor General who also has the right to audit the fund, examines the annual statement of accounts and after certification, lays a copy of it together with his report before Parliament.

Direct Expenditure from the consolidated fund on the salaries and pensions of the Judiciary in Northern Ireland is estimated at £5,166,000 in 2001-02. This expenditure is classified as public expenditure (current) and is not included in the Estimate.

Table 1b: Part I Estimate

Part 1			
RfR1: Supporting the effective and efficient administration of justice in Northern Ireland			£44,946,000
RfR2: Enabling the Legal Aid Department of the Law Society of Northern Ireland to provide timely, accurate and cost effective legal aid administration and expenditure control			£42,888,277
Total net resource requirement			£87,834,277
Net cash requirement			£82,834,277
Amounts required in the year ending 31 March 2002 for expenditure by the Northern Ireland Court Service on:			
RfR1: Supporting the effective and efficient administration of justice in Northern Ireland:			
operation of the courts; policy and legislation; accommodation services; grants to sundry bodies; and associated non-cash items.			
RfR2: Enabling the Legal Aid Department of the Law Society of Northern Ireland to provide timely, accurate and cost effective legal aid administration and expenditure control:			
grant to the Legal Aid Department; and grant-in-aid to the Legal Aid Department.			
The Lord Chancellor's Department will account for this Estimate			
	Net Total	Allocated in Vote on Account (HC 251)	Balance to Complete
RfR1	£44,946,000	£23,099,000	£21,847,000
RfR2	£42,888,277	£15,470,000	£27,418,277
Total net resource requirement	£87,834,277	£38,569,000	£49,265,277
Net cash requirement	£82,834,277	£37,275,000	£50,559,277

Table 1c: Part II Estimate - subhead detail

	Resource Budget £thousand						Non-Resource Budget Items		2000-01 provision	1999-00 outturn
	1	2	3	4	5	6	7	8	9	10
	Admin	Other Current	Grants	Grand Total	A in A	Net Total	Capital	Non- operating A in A	Net total resource budget	Net total resource budget
RfR1: Supporting the effective and efficient administration of justice in Northern Ireland	44,330	11,533	25	55,888	10,942	44,946	6,000		26,813	25,087
EXPENDITURE WITHIN DEPARTMENTAL EXPENDITURE LIMIT (DEL)										
Central government's own expenditure										
A Courts and other legal services	37,400	7,463	25	44,888	10,942	33,946	6,000		16,313	16,207
SPENDING AND ANNUALLY MANAGED EXPENDITURE (AME)										
Non-cash items										
B Courts and other legal services	6,930	4,070	-	11,000	-	11,000	-	-	10,500	9,880
RfR2: Enabling the Legal Aid Department of the Law Society of Northern Ireland to provide timely, accurate and cost effective legal aid administration and expenditure control	-	40,780	2,108	42,888	-	42,888	-	-	42,024	38,073
EXPENDITURE WITHIN DEPARTMENTAL EXPENDITURE LIMIT (DEL)										
Central government's own expenditure										
A Legal Aid and other court services	-	40,780	2,108	42,888	-	42,888	-	-	42,024	38,073
TOTAL	44,330	52,313	2,133	98,776	10,942	87,834	6,000		68,837	63,160
Resource to Cash Reconciliation 2001-2002										
Net total resources						87,834				
Voted capital items										
Capital						6,000				
less non-operating A in A						-				
									6,000	
Accruals to cash adjustments										
Cost of capital charges						-6,930				
Depreciation						-4,070				
Other non-cash items						-				
Increase(+)/decrease(-) in Stock									-	
Increase(+)/decrease(-) in Debtors										
Increase(+)/decrease(-) in Creditors										
Increase(+)/decrease(-) in Provisions									-	
Excess cash to be CFERd						-				
									-11,000	
Net cash required						82,834				

Table 1d: Part III Estimate - Extra receipts payable to the Consolidated Fund £thousand

In addition to appropriations in aid the following income relates to the Department and is payable to the Consolidated Fund (cash receipts being shown in bold):	2001-02		2000-01		1999-00	
	Income	Receipts	Income	Receipts	Income	Receipts
Operating income not classified as A-in-A	-	-	-	-	3,062	-
Non-operating income not classified as A-in-A	-	-	-	-	-	-
Other income not classified as A-in-A	5,500	5,500	5,500	5,500	6,464	9,720
Total	5,500	5,500	5,500	5,500	9,526	9,720

Table 1e - Forecast Operating Cost Statement

	2001-02		Provision 2000-01		Outturn 1999-00	
	£thousand	£thousand	£thousand	£thousand	£thousand	£thousand
Administration Costs						
RfR1: Supporting the effective and efficient administration of justice in Northern Ireland						
Staff costs	16,600		14,987		13,495	
Other Administration Costs	<u>27,730</u>		<u>17,688</u>		<u>15,662</u>	
Gross Administration Costs		44,330		32,676		29,157
Operating Income		-10,942		-12,725		-11,248
Total Net Administration Costs		<u>33,388</u>		<u>19,951</u>		<u>17,909</u>
Programme Costs						
RfR 1: To promote the development of a modern, fair, cost effective and efficient system of justice for all						
Expenditure	11,558		6,862		7,178	
Less Income					-3,062	
		11,558		6,862		4,116
RfR2: Enabling the Legal Aid Department of the Law Society of Northern Ireland to provide timely, accurate and cost effective legal aid administration and expenditure control						
Expenditure	42,888		42,024		38,073	
Less Income						
		42,888		42,024		38,073
Consolidated Fund	5,166		5,166		4,558	
		5,166		5,166		4,558
Total Net Programme Costs		<u>59,612</u>		<u>54,062</u>		<u>46,747</u>
NET OPERATING COST		93,000		74,003		64,656
NET RESOURCE OUTTURN		87,834		68,837		63,160
RESOURCE BUDGET OUTTURN		93,000		74,003		67,376

Table 1f: Forecast Cashflow Statement

	2001-02 £thousand	2000-01 £thousand	1999-00 £thousand
Net Cash outflow from operating activities	-82,000	-63,503	-56,263
Capital expenditure and financial investment	-6,000	-6,862	-1,889
Inflows in respect of activities outside the scope of the department's operations	5,500	5,500	9,720
Payments to the Consolidated Fund	-5,500	-5,500	-8,451
Financing	88,000	70,365	56,368
Increase/decrease in cash in the period	0	0	-2,515
Note i: Reconciliation of Operating Cost to Operating Cash Flow			
Net Operating Costs	93,000	74,003	64,656
Adjust for non-cash transactions	-11,000	-10,500	-10,301
Adjust for movements in working capital other than cash	0	0	3,908
Adjust for transfers in provision			
Net Cash Outflow from Operating Activities	82,000	63,503	58,263
Note ii: Analysis of Capital Expenditure and Financial Investment			
Tangible fixed assets additions	6,000	6,862	1,889
Intangible fixed assets additions			
Proceeds of disposal of fixed assets	0	0	0
Loans to other bodies			
Adjust for movements in working capital on capital expenditure and financial investment			
Net Cash Outflow for capital expenditure and financial investment	6,000	6,862	1,889
Note iii: Analysis of Financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply): current year expenditure	82,834	65,199	51,810
From Consolidated Fund (Supply): prior year expenditure	0	0	
From Consolidated Fund (Non-Supply)	5,166	5,166	4,558
Net payments from the National Insurance Fund			
Net payments from the contingencies Fund	0	0	
Net loans from the National Loans Fund			
[Net payments from Other Funds if any - specify]			
Net financing	88,000	70,365	56,368
Increase (-)/decrease (+) in cash	0	0	2,515
Net cash flows other than financing (net outflow = +)	88,000	70,365	58,883
Adjust for payments and receipts not related to Supply:			
Amounts due to the Consolidated Fund - received in a prior year and paid over	0	0	-2,586
Amounts due to the Consolidated Fund - received and not paid over	0	0	3,855
NLF loans - net loans made to other bodies			
NLF loans - interest received from other bodies			
NLF loans - interest paid to other NLF			
Consolidated Fund Standing Services - payments	-5,166	-5,166	-4,558
[Activities financed from Other funds if any specify - payments less receipts]			
Adjust for payments financed from Contingencies Fund advances accounted for in a different year:			
Current year payments accounted for in following year	0	0	0
Prior year payments accounted for in current year	0	0	0
Net cash requirement for the year	82,834	65,199	55,594

Table 1: Appropriations in Aid - Note

Detail	2001-02 Estimate		2000-01 Estimate		1999-00 Outturn	
	A in A £thousand	Non-op. A in A £thousand	A in A £thousand	Non-op. A in A £thousand	A in A £thousand	Non-op. A in A £thousand
RFR 1: Supporting the effective and efficient administration of justice in Northern Ireland						
Income from fees	10,642	0	12,541	0	13,887	0
Disposal of land	0	0	0	160	0	0
Miscellaneous Income	320	0	320	0	173	0
Total	10,962	0	12,861	150	14,060	0

Amounts that may be applied as appropriations in aid to the net total arising from court fees paid by litigants in civil proceedings, administration fees paid in respect of funds in court, recoveries from the National Insurance Fund for the costs of the Office of the Social Security Commissioners, VAT refunds on contractd out services and other fees and receipts received.

Amounts that may be applied as non-operating appropriations in aid arising from the sale of land and buildings.

Table 1: Consolidated Fund Extra Receipts (CFERs) - Note

Detail	2001-02 Provision		2000-01 Provision		1999-00 Outturn	
	Income £thousand	Receipts £thousand	Income £thousand	Receipts £thousand	Income £thousand	Receipts £thousand
In addition to the appropriations-in-aid the following income and receipts relate to the department and is payable to the Consolidated Fund						
Fines	5,150	5,150	5,150	5,150	6,464	6,464*
Interest on banking account	100	100	100	100	49	49*
Miscellaneous	250	250	250	250	201	201*
Surplus A-in-A	0	0	0	0	2,812	3,006*
Total	5,500	5,500	5,500	5,500	9,526	9,720*

1i: Notes to the 2001-02 Estimate

The Estimate provides for grant-in-aid provision for the Law Society of Northern Ireland (£2,888,277) and grant-in aid-aid for Queens University (£25,000).

The Northern Ireland Court Service is committed to the Business in the Community Initiative. As part of this commitment a gift of £2,000 is to be made for the purchase of reading materials for schools participating in the Time to Read programme.

A detailed analysis of the appropriations in aid can be found in Table 1g of this Main Estimate. Further details of the Consolidated Fund extra receipts can be found in the CFERS Table and the note to Table 1h of this Main Estimate.

The net cash provision sought for 2001-02 is 21% higher than the final cash provision sought for 2000-01 of £65.2 million and 21% higher than the forecast outturn of that year of £65.2 million. A breakdown of the forecast outturn for 2000-01 is given by Table 1c of section within this report.

The DEL sought for 20001-02 is 19% higher than the final DEL sought for 2000-01 of £70.5 million and 19% higher than the forecast outturn for that year of £70.5 million.

The Administration Costs Limit for 2001-02 is 29% higher than the final provision sought for 2000-01 of £26.6 million and 29% higher than the forecast outturn for that year of £26.6 million.

There have been no significant changes in accounting policies since the Main Estimate.

There are several legal claims outstanding which constitute contingent liabilities which may result in amounts being payable from the Estimate. However, it is not possible to quantify the amounts with any accuracy at this point in time.

* Income receipts which are classified as negative DEL or negative DEL in respect of income full capital receipts including assets, sales and which are, exceptionally surrendered to the Consolidated Fund as extra receipts rather than taken on to the Estimate Appropriations in Aid.

Table 2: Public Record Office Main Estimate 2001-02

The Lord Chancellor's Department Main Estimate for 2001-02 is used to "vote" for resources. It sets out the resource requirements for each area of the Department, and features a reconciliation section to show how the departmental cash requirement is derived from the resource figures. The full documentation, which follows this passage, is comprised of several different elements:

- 2 a Introductory Note
- 2 b Part I Estimate
- 2 c Part II Estimate (including reconciliation of resource to cash)
- 2 d Part III Estimate
- 2 e Forecast Operating Cost Statement
- 2 f Forecast Cashflow Statement
- 2 g Appropriations in Aid-Note
- 2 h Consolidated Fund for Extra Receipts (CFER)-Note
- 2 i Notes to the 2001-02 Estimate

2a: Introductory Note Public Record Office Main Estimate 2001-02

This Estimate covers the cost of the Public Record Office.

It covers the cost of the administration of the public records system of the United Kingdom under the Public Record Acts of 1958 and 1967.

Further details of the expenditure are contained in section A to C and can be found in Part B2 of this Report.

Table 2b: Part I Estimate

Part 1			
RfR1: Assisting and promoting the study of the past in order to inform the present and the future			£30,165,000
Total net resource requirement			£30,165,000
Net cash requirement			£20,631,000
Amounts required in the year ending 31 March 2002 for expenditure by the Public Record Office on:			
RfR1: Assisting and promoting the study of the past in order to inform the present and the future			
Payments for expenditure by the Public Record Office on administration and perational costs and associated non-cash costs.			
The Public Record Office will account for this Estimate			
	Net Total	Allocation in Vote on Account	Balance to Complete
RfR 1			
Total net resource requirement	£30,165,000	£14,039,000	£16,126,000
Net cash requirement	£20,631,000	£9,284,000	£11,347,000

Table 2c: Part II Estimate - subhead detail £thousand

	Resource Budget						Non-Resource Budget Items		2000-01 provision	1999-00 outturn
	1	2	3	4	5	6	7	8	9	10
	Admin	Other Current	Grants	Grand Total	A in A	Net Total	Capital	Non-operating A in A	Net total resource budget	Net total resource budget
RfRI: Assisting and promoting the study of the past in order to inform the present and the future	31,765	-	-	31,765	1,600	30,165	1,034	-	30,956	26,860
SPENDING IN DEPARTMENTAL EXPENDITURE LIMITS (DEL)										
Central government spending										
A Public Record Office	29,195	-	-	29,195	1,600	27,595	1,034	-	28,616	25,531
SPENDING IN ANNUALLY MANAGED EXPENDITURE										
Non-cash items										
B Public Records Office	2,560	-	-	2,560	-	2,560	-	-	2,330	1,300
OTHER SPENDING OUTSIDE DEPARTMENTAL EXPENDITURE LIMITS (DEL)										
C Public Record Office	10	-	-	10	-	10	-	-	10	29
TOTAL	31,765	-	-	31,765	1,600	30,165	1,034	-	30,956	26,860
Resource to Cash Reconciliation 2001-02										
Net total resources						30,165				
Voted capital items										
Capital						1,034				
less non-operating A-in-A						-				
							1,034			
Accruals to cash adjustments										
Cost of capital charges						-5,990				
Depreciation						-4,358				
Other non-cash items						-				
Increase(+)/decrease(-) in Stock										-
Increase(+)/decrease(-) in Debtors						-220				
Increase(-)/decrease(+) in Creditors										-
Increase(-)/decrease(+) in Provision										-
Excess cash to be CFERd						-				-10,568
Net cash required										20,631

Table 2d: Part III Estimate - Extra receipts payable to the Consolidated Fund £thousand

In addition to appropriations in aid the following income relates to the Department and is payable to the Consolidated Fund (cash receipts being shown in bold):	2001-02		2000-01		1999-00	
	Income	Receipts	Income	Receipts	Income	Receipts
Operating income not classified as A-in-A	-	-	-	-	680	-
Non-operating income not classified as A-in-A	-	-	-	-	-	-
Other income not classified as A-in-A	-	-	-	-	-	-
Total	-	-	-	-	680	-

Table 2e - Forecast Operating Cost Statement

	2001-02		Provision 2000-01		Outturn 1999-00	
	£thousand	£thousand	£thousand	£thousand	£thousand	£thousand
Administration Costs						
Voted Expenditure						
Staff costs	10,900		10,900		10,577	
Other Administration costs	20,865		22,726		18,599	
Gross Administration costs		31,765		33,626		29,176
Operating Income		-1,600		-2,670		-2,316
Total Net Administration costs		<u>30,165</u>		<u>30,956</u>		<u>26,860</u>
Programme Costs						
Voted Expenditure						
Expenditure						
Income						-680
Net Programme costs						<u>-680</u>
Non-voted Expenditure						
Expenditure						
Income						
Net Programme costs		-		-		-
Total Net Programme costs						<u>-680</u>
NET OPERATING COST		30,165		30,956		26,180
NET RESOURCE OUTTURN		30,165		30,956		26,860
RESOURCE BUDGET OUTTURN		30,155		30,946		26,151

Table 2f: Forecast Cashflow Statement

	2001-02 £thousand	2000-01 £thousand	1999-00 £thousand
Net Cash outflow from operating activities	-19,587	-20,608	-18,016
Capital expenditure and financial investment	-1,044	-1,569	-1,683
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	-	-	-
Payments of amounts due to Consolidated Fund	-	-	-
Financing	20,631	22,177	19,699
Increase (+) / decrease (-) in cash in the period	0	0	0
Reconciliation of Operating Cost to Operating Cash Flows			
Net Operating Costs	30,165	30,956	26,180
Adjust for non-cash transactions	-10,358	-10,128	-8,165
Adjust for movements in working capital other than cash	-220	-220	1
Use of provisions	-	-	-
Net Cash Outflow from operating activities	19,587	20,608	18,016
Analysis of Capital Expenditure and Financial Investment			
Tangible fixed asset additions	200	296	331
Intangible fixed asset additions	834	1,263	1,323
Proceeds of disposal of fixed assets	10	10	29
Loans to other bodies	-	-	-
Adjust for movements in working capital on capital expenditure and financial investment	-	-	-
Net Cash Outflow for capital expenditure and financial investment	1,044	1,569	1,683
Analysis of Financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply): current year expenditure	20,631	22,177	19,699
From Consolidated Fund (Supply): prior year expenditure	-	-	-
From Consolidated Fund (Non-Supply)	-	-	-
Net payments from the National Insurance Fund	-	-	-
Net payments from the Contingencies Fund	-	-	-
Net loans from the National Loans Fund	-	-	-
[Net payments from Other Funds if any - specify]	-	-	-
Net financing	20,631	22,177	19,699
Increase (-)/decrease (+) in cash	-	-	-
Net cash flows other than financing (net outflow = +)	20,631	22,177	19,699
Adjust for payments and receipts not related to Supply:			
Amounts due to the Consolidated Fund - received in a prior year and paid over	-	-	-
Amounts due to the Consolidated Fund - received and not paid over	-	-	-
NLF loans - net loans made to other bodies	-	-	-
NLF loans - interest received from other bodies	-	-	-
NLF loans - interest paid to other NLF	-	-	-
Consolidated Fund Standing Services - payments	-	-	-
[National Insurance Fund financed activities - payments less receipts]	-	-	-
[Activities financed from Other funds if any specify - payments less receipts]	-	-	-
Adjust for payments financed from Contingencies Fund advances accounted for in a different year:			
Current year payments accounted for in following year	-	-	-
Prior year payments accounted for in current year	-	-	-
Net cash requirement for the year	20,631	22,177	19,699

Table 2g: Appropriations in Aid Analysis

Detail	2001-02 Provision		2000-01 Provision		1999-00 Outturn	
	A in A £thousand	Non-op. A in A £thousand	A in A £thousand	Non-op. A in A £thousand	A in A £thousand	Non-op. A in A £thousand
Total for RfR 1	1,600	-	2,670	-	2316	4
RfR 1: Assisting and promoting the study of the past in order to inform the present and the future	1,600	-	2,670	-	2316	4
Total for RfR 1	1,600	-	2,670	-	2316	4

Table 2h: Consolidated Fund Extra Receipts (CFERs) - Note

Detail	2001-02 Provision		2000-01 Provision		1999-00 Outturn	
	Income £thousand	Receipts £thousand	Income £thousand	Receipts £thousand	Income £thousand	Receipts £thousand
In addition to appropriations in aid the following income and receipts relate to the department and are payable to the Consolidated Fund.						
Assisting and promoting the study of the past in order to inform the present and the future	-	-	-	-	680	680
Total	-	-	-	-	680	680

Table 2i: Notes to the 2001-02 Estimate

	£ thousand
1. There are no material changes to accounting policies since the Main Estimate.	
2. Del and Administrative Cost Limits	
Departmental Expenditure Limit	28,639
Administrative Costs Limit * [*gross limit]	29,195
3. Comparison of provision sought and forecast outturn [net total resources plus voted capital]	
Provision sought in estimate	31,199
Final provision sought for 2000-01	32,515
Forecast outturn for 2000-01	32,515
4. There are no contingent liabilities to declare.	
5. No gifts are to be made from voted funds.	
6. A detailed analysis of the appropriations in aid can be found in Table 2g in this Report. Further details of the Consolidated Fund extra receipts can be found in the CFERS Table at 2h above.	

