



Criminal Injuries  
Compensation  
Authority

CRIMINAL INJURIES COMPENSATION AUTHORITY

BUSINESS

PLAN

2014-18



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## **CHIEF EXECUTIVE'S FOREWORD**

This refreshed business plan looks forward over the next four years (2014-18). During this period we intend, through our transformation programme, to fully embrace the wider civil service reform agenda of being more digital; more skilled; as well as more unified, open and accountable. We will support the Ministry of Justice's (MoJ) Transforming Justice programme by devising ways to work smarter, better serve the public, and save money.

To help us identify areas for improvement we will continue to use the Customer Service Excellence model. We have revised our customer charter and complaints procedure, through which we have gathered more insight into our customers' experiences and their views of our services. This will be used to inform future improvement activity.

Our preferred method of application is online and we have now achieved 86 per cent take-up. While we will continue to offer an alternative, we will encourage our customers to apply online where possible. We believe that this provides us with the best opportunity to serve the public effectively. In particular, where our applicants choose to do so, we want them to be confident that they can make a claim without the need to appoint a representative. We will achieve this by making our application process and guidance on the Scheme simple to follow, and offering applicants fair advice and compassionate support through our customer service centre.

We are developing a digital roadmap which will set out over the next four years our route to providing a more efficient, effective and accessible service. Process changes will be designed for digital self-service. Our services will be focused on customer needs, and will support efficient and effective communications with applicants, including the gathering of information and evidence.

Building on our stakeholder engagement strategy, which we introduced last year, we have increased the involvement of stakeholders in helping us map the customer journey and addressing areas for improvement such as supporting vulnerable customers and reviewing customer communications.

We will further enhance the opportunity for meaningful stakeholder engagement, as well as supporting the Government's transparency agenda, by publishing detailed, but anonymous, records on the cases we conclude. Subject to stakeholder consultation we expect the first publication to take place early in the 2014-15 financial year, with data covering the 2013-14 financial year.

Our efficiency strategy includes specific plans to reduce costs and improve productivity and process efficiency. Last year we made savings by reviewing all commercial contracts, improving the case management system to minimise rework and support process improvements, increasing spans of control and reducing sick absence. Later this year CICA will move to new office accommodation which will deliver a significant saving in running costs, allowing us to use more of our budget to settle claims.

Like other parts of Government we need to live within a fixed budget. While all eligible claims will be paid, we have to manage our case load at a pace that reflects the availability of both staff and financial resources. Although it may take time for a claim to be settled, in many cases this is appropriate. It may not be in the best interests of an applicant to have their claim settled before the long term implications of their injury are understood.

CICA have created a Challenge Team of different grades of staff drawn from across the business whose job it is to look at the feedback from staff surveys and to present proposals to senior management on how we can improve levels of staff engagement. Acting on the recommendations of this team we have revised our people plan, increased access to learning and development and invested in leadership development. We have also revised our internal communications strategy, improved the handover of change, and launched a new intranet service. These are areas which will continue to be a priority over the life of this plan.

I continue to be proud of what we have achieved in CICA. We have a skilled and motivated workforce and a strong track-record in

providing financial support to innocent victims of violent crime. We remain committed to working collaboratively with our partners, and listening to our applicants, to continuously improve and modernise our service.

**Carole Oatway**

Chief Executive  
Criminal Injuries Compensation Authority

## **INTRODUCTION**

### **Duties**

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

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

### **Sponsor department**

CICA changed from being a Non-Executive Departmental Public Body (NDPB) sponsored by the Ministry of Justice (MoJ) to an Executive Agency of the MoJ on the 1st of April 2014. Our governance arrangements are summarised in appendix 2. Our work supports the MoJ business plan objectives of transforming the delivery of criminal justice, reducing departmental expenditure and improving transparency. As CICA also provides a service on behalf of the Scottish Government, our Accounts are laid before both Parliament and the Scottish Government.

### **Funding arrangements**

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

### **Location and headcount**

All CICA services are based in Glasgow. The Authority's current headcount is 338 (320.8 full time equivalents).



### **Management team**

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

## **AIM AND OBJECTIVES**

### **Aim**

To provide a compassionate, efficient and fair service to blameless victims of violent crime.

### **Objectives**

The following table sets out the objectives we will meet in pursuing this aim and our key transparency measures for each objective. We will meet these objectives using our running costs budget of £15.5m (2014-15). The figure of £15.5m includes normal running costs of £13.8m, with an additional £1.7m to pay for an accommodation move that will then save us £0.8m per annum.

<b>Objective</b>	<b>Measure(s)</b>	<b>Definition</b>
<b>Use digital technology to receive and process applications effectively and provide an enhanced service to customers</b>	Live tariff case load	The number of tariff cases that the Authority has registered but are not yet resolved
	Active case load (tariff) cycle time to first decision	The average time taken to reach first decision
	Active case load (tariff) cycle time to review decision	The average time taken to complete a review
<b>Treat applicants with sensitivity and courtesy at all times</b>	Customer satisfaction	The percentage of applicants, as measured by a customer survey, that consider they received good customer service from CICA; and their perceived effort in the process
<b>Work effectively with other organisations to deliver a high-quality service to applicants</b>	Time to obtain police and medical reports	The percentage of reports received within Service Level Agreement timescales
	Decisions overturned at appeal	The percentage of total CICA decisions overturned at appeal
<b>Have a highly competent, motivated and respected workforce that operates effectively in a digital environment</b>	Staff engagement	The Engagement Index, as measured in the annual Civil Service People Survey, as an indicator of how CICA staff feel committed to their work and valued in their role
<b>Be accountable for the service we provide and the public funds we spend</b>	Budget outturn	Compare outturn to budget allocation
	Safeguarding of public funds	Number of cases of fraud  Amount lost to fraud and error, measured by identified fraud and the value of ex-gratia payments made due to error or maladministration
	Efficiency Savings	Savings over the period of the plan; unit costs

## **ASSUMPTIONS AND STRATEGIES**

### **Planning assumptions**

This plan is based on administering the current (2012) and earlier Criminal Injuries Compensation Schemes.

### **Tariff cases**

The introduction of the 2012 Scheme, on 27 November 2012, significantly reduced the volume of applications. Projected demand is now estimated at 35,000 applications per year. The current caseload of around 41,000 applications includes cases from the earlier Schemes introduced in 1996, 2001 and 2008. Older cases are generally those with a complex medical prognosis. It is not in the interest of the applicant to settle their application until the long term implications of the injury can be assessed, so a number of old cases are inevitable. During 2013-14 we specifically targeted all remaining cases relating to the 1996 and 2001 Schemes. In 2014-15 we will extend this approach with a view to clearing the oldest of the 2008 Scheme cases, with a view to having no more than 20 per cent of our total case load comprising of cases pre-dating the introduction of the 2012 Scheme within the first year of this business plan. This will feed into an overall financial strategy which seeks to utilise available resources by achieving the optimal balance between speed of turnaround and reducing the age of the caseload.

### **Pre-tariff cases**

Before 1996, Criminal Injuries Compensation payments were made on the basis of ex-gratia Schemes. We will continue with our programme to expedite the settlement of these cases. There are currently only 7 cases remaining and we expect that most of these will be ready for final resolution in 2014-15.

### **Strategy for the current spending review period**

Our aim and objectives support the Ministry of Justice objective to 'Promote UK Growth implementing an ambitious programme to transform the justice system, leaving it more effective, less costly and more responsive to the public, making it easier for businesses

to operate by actively promoting the UK as a global centre for legal expertise’.

We will also support the wider civil service reform agenda by becoming more digital; more skilled; as well as more unified, open and transparent.

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

**Customer** – we will continue to use the Cabinet Office’s Customer Service Excellence model to plan and measure our service standards and customer service improvements, aimed at putting victims at the heart of all that we do. We will make increasing use of new technology to improve customer service and make it easier for our customers to deal with us. The key product of this work will be a customer portal that initially will help us to tailor our evidence gathering based on the specifics of the case. In the longer term this portal will allow customers to track the progress of their case online. This new digital technology will increase the security of customer data by reducing the need to send information by post.

**People** – we will support our people to become more skilled in the use of technology by involving them in the development of new digital channels and providing the training they need to use these channels to optimal effect. We will provide better quality jobs. The key product of this work will be more skilled, engaged and motivated people.

**Process** – we will use technology and digital channels to optimise our business processes. Key products of this work will be an enhanced electronic case management system, which can support all case types from the point of application through to final decision, and an evidence gathering strategy that makes improved use of digital channels.

**Partners** – we will work with partners to explore how we can make better use of digital channels to ensure quicker and more secure channels of communication. The key product of this work will be an agreement with police, and where appropriate other parts of

Government, on where shared access to systems would allow for the more efficient processing of claims. In the first year of this plan we will set out our proposals and timescale for extending our customer portal to allow third parties to submit evidence to support the assessment of claims using digital channels. This extension of the customer portal will be completed within the life of this plan.

**Finance and efficiency** – matching our resources to business need in the most efficient way. The key products of this work will be a new management information system that will support our financial strategy and help us operate an effective system of case prioritisation to ensure the optimum balance between speed of turnaround and age of case load. We will continue to deliver efficiency savings including reduced administration costs.

### **How we will deliver our strategy**

**Customers:** Improved responsiveness and access, maximising the use of digital technology:

- Giving applicants (and their agents) more power to progress their case through self-service and keeping them better informed through digital channels;
- Processing claims in a timely fashion within resource constraints;
- Using customer insight to identify where process improvements are required.

**Stakeholders:** Proactive Engagement:

- Enlarging the group of key stakeholders with whom we regularly engage to include organisations representing victims of sexual assault, people with head injuries and those with poor mental health in order to provide insight into the needs of our most vulnerable customers;
- Using feedback from stakeholders to identify and deliver service improvements across the customer journey;
- Consulting with stakeholders on the best way to publish detailed, but anonymous, records of how we have conducted each case we conclude. In addition to supporting our

commitment to being more transparent, we believe this will lead to more meaningful stakeholder engagement in the future.

**People:** Supporting a more skilled, motivated and respected workforce who operate effectively in a digital environment:

- Improving staff engagement with targeted communication and training and enhanced leadership and change management skills;
- Providing better guidance, forms and templates that will help staff deliver a consistently high level of service;
- Enriching jobs by automating routine tasks and allowing staff to focus on tasks activities which require the application of intelligence and use of discretion;

**Process:** achieving organisational efficiencies by transforming current paper based business processes into smart digital cross-organisation end to end processes:

- Enhancing electronic case management, introducing a management reporting tool, and using digital channels;
- Designing process improvements for digital self-service;
- Building on our electronic case management system to ensure that it handles the full end to end process for all case types.

**Partners:** using digital channels to improve the speed and security of evidence gathering:

- Revising our evidence gathering strategy; tailoring evidence requests to the specifics of the case;
- Seeking out opportunities to speed up and simplify evidence gathering through direct access to other government data bases;
- In the longer term, developing digital channels for the collection of evidence from third parties.

**Finance and efficiency:** effective financial strategy and reduced running costs:

- Maintaining a financial strategy which ensures the optimal balance between resource availability, the speed of turn-around and the age of the case load;

- Achieving savings in running costs through office relocation and other efficiencies;
- Effective workforce planning to balance staff resources to work load.
- Review quality and cost of services provided by external partners.

The framework covering the full planning period is set out overleaf. This includes a report on our progress in 2013-14 and specific actions for 2014-15.

## Implementation framework

Perspective	Strategic four-year deliverables	Outcomes	Progress 2013-14	Actions 2014-15
Customer	Improved responsiveness and access maximising use of digital technology	Applications are processed within a timely fashion accepting the constraints of availability of resources. Applicants (and their agents) have more power to progress their case through self-service, and feel better informed on progress through digital channels.	New Customer Charter published and complaints procedure streamlined.  Improved Scheme guidance published  Enhanced access to customer insight used to inform future process improvements.  Higher levels of customer satisfaction.	Extend online application service to create a customer portal which will initially be used to help applicants provide evidence, through personalised processes.  Complete a corporate literature review to provide revised forms, letters and other documentation with the longer term aim of making these available through digital channels.
Stakeholder	Proactive engagement with key stakeholders	More engaged and better informed stakeholders who can offer CICA additional customer insight.	Stakeholder engagement strategy published.	Consult with stakeholders on the best way to make more data available on the way we conduct our cases.  Publish new transparency data tables providing detailed, but anonymous, information on the cases we settled during the previous financial year.
People	A more skilled, motivated and respected workforce who operate effectively in a digital environment.	Improved capability to manage and lead our change agenda.  Improved knowledge and application of key policies. Consistently high quality of decision making.  A high performing workforce who are more skilled, more effective and more engaged.	Leadership development programme introduced for senior and frontline managers.  Internal communications strategy revised. New intranet launched with interactive features to support wider staff engagement.  New performance management system embedded. Training needs analysis completed. Soft skills training provided.  2008 Scheme guidance revised. New CICA intranet launched. New legal data base developed and made available to all staff.	Enrich jobs by automating more routine tasks. Introduce new ways of working and support staff with new skills and tools to improve our service now and for the future.  Provide training to ensure that staff understand new business processes and can operate comfortably in a highly digital environment.



<b>Process and technology</b>	Organisational efficiencies delivered by transforming business process from their current paper base into smart digital cross organisation end to end processes.	Enhanced electronic case management system, with good management information system. More use of digital channels. Our technologies are efficient and flexible.	Improved take-up of on-line application system. Electronic case management system enhanced to provide better stability and usability. Digital by Default strategy developed. Technical refresh delivering more efficient and updated IT infrastructure.	Extend Electronic case management system to include fatal claims and appeals. Deploy a digital road map to manage the journey from an organisation which relies heavily on paper-based systems as a means of communication to one firmly rooted in a digital environment. Develop new management reporting functionality.
<b>Partners</b>	Effective use of digital channels to improve the speed and security of evidence gathering.	Our relationships and integration lead to better service for applicants.	Updated Service Level Agreements with ACPO and ACPOS finalised. Introduced provider for specialist medical reports.	Identify options for better evidence collection using, as appropriate, shared access to systems and digital channels. Work closely with Her Majesty's Courts & Tribunal Services (HMCTS) to improve the end to end customer journey and reduce unnecessary appeals.
<b>Finance and efficiency</b>	A more effective and efficient business structure and reduced running costs.	Our resources give value for money.	Operational restructure complete which delivered savings in running costs by minimising inefficient processes, increasing spans of control and centralising administrative tasks. Reviewed existing commercial contracts, delivering savings and better value for money.	Relocate to new location to deliver a 46% reduction in accommodation costs. Use effective workforce planning to ensure an appropriate balance between resources and workload. Review quality and cost of services provided by commercial partners.

## **BUDGET AND EXPENDITURE**

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

The new Scheme is designed to protect payments for the most seriously injured whilst ensuring that the Scheme as a whole is affordable and on a stable footing. The new Scheme is on track to reduce the overall compensation spend by around £50 million per annum although the recent changes to the Legal Aid, Sentencing and Punishment of Offenders Act 2012 will result in increased levels of eligibility for people in England and Wales who were previously excluded on the basis of unspent convictions. The planned savings will not be fully achievable until the existing caseload of pre-2012 Scheme cases, including seven pre-tariff cases, have been resolved.

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

We will continue to benefit from on-going savings as a result of some initiatives started last year.

A £230k per annum reduction in running costs as a result of:

- Organisational review, including restructure of operational teams, streamlined processes, revised job roles and increased spans of control has reduced headcount by 10%, in line with our expectations;
- Increased automation of processes eg increased use of BACS payments and increase in use of digital services, in agreement with MoJ;
- Error reduction strategy aimed at improving quality of first decisions, resulting in improved accuracy, higher customer confidence and fewer reviews and appeals;
- Paper reduction strategy.

A £70k per annum savings as a result of a more targeted use of external legal support.

During the plan period we expect to realise further savings:

- An accommodation move will deliver a net saving of £800K from 2015-16 onwards.
- Enhanced use of digital channels and increased use of technology to further automate process has the potential to realise an additional £200K per annum from 2015-16 onwards. This is an on-going initiative which, combined with more efficient use of staff resource, is expected to deliver an additional £100K saving in 2017-18.

### **Savings over 2014-18**

CICA will report against the savings plan to MoJ.

(£m)	Year 1 (2014-15)	Year 2 (2015-16)	Year 3 (2016-17)	Year 4 (2017-18)	Total saving
<b>In-year saving</b>	50.3	51.3	51.3	51.4	
<b>Cumulative savings</b>	50.3	101.6	152.9	204.3	204.3

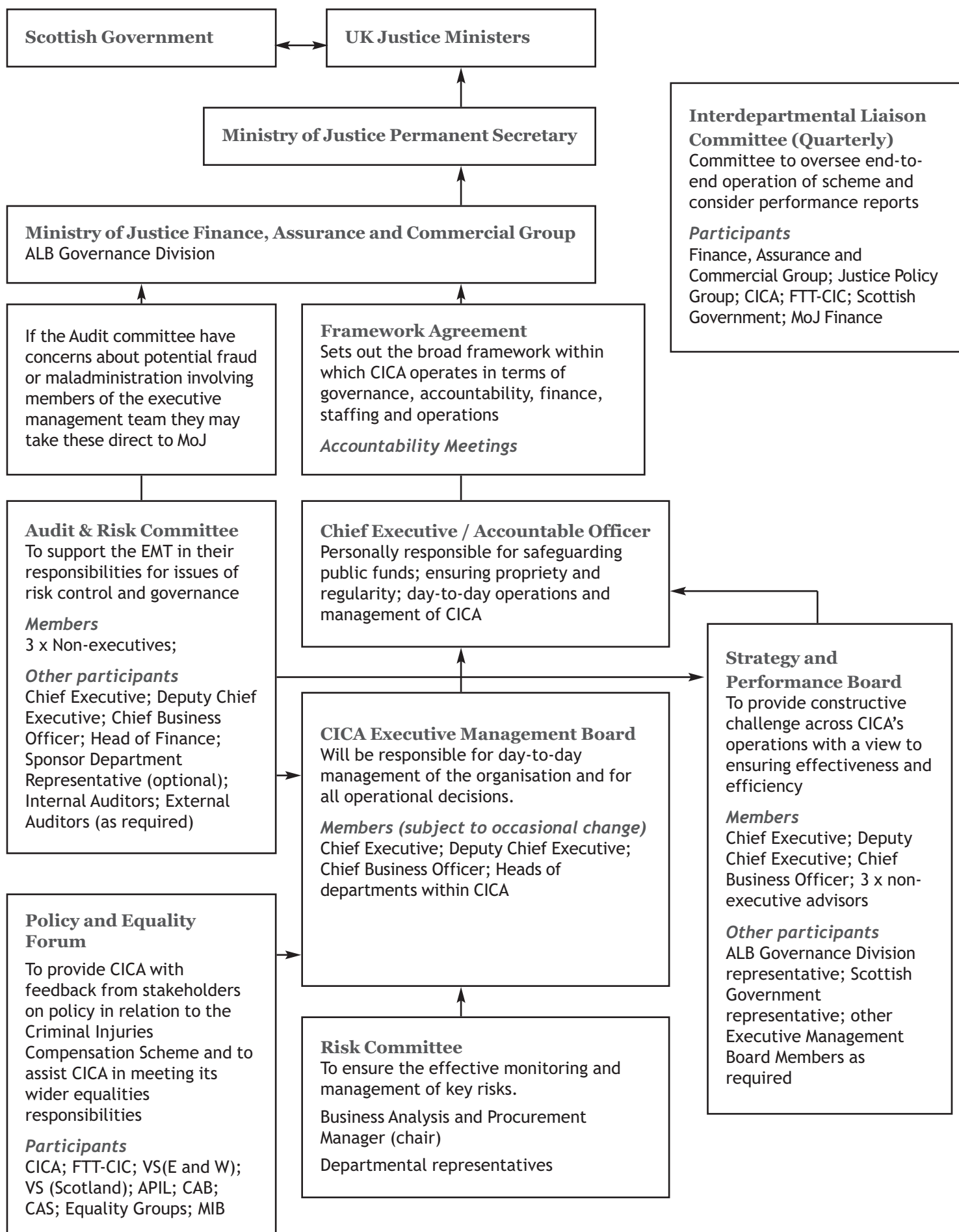
## APPENDICES

### Appendix 1 – budget

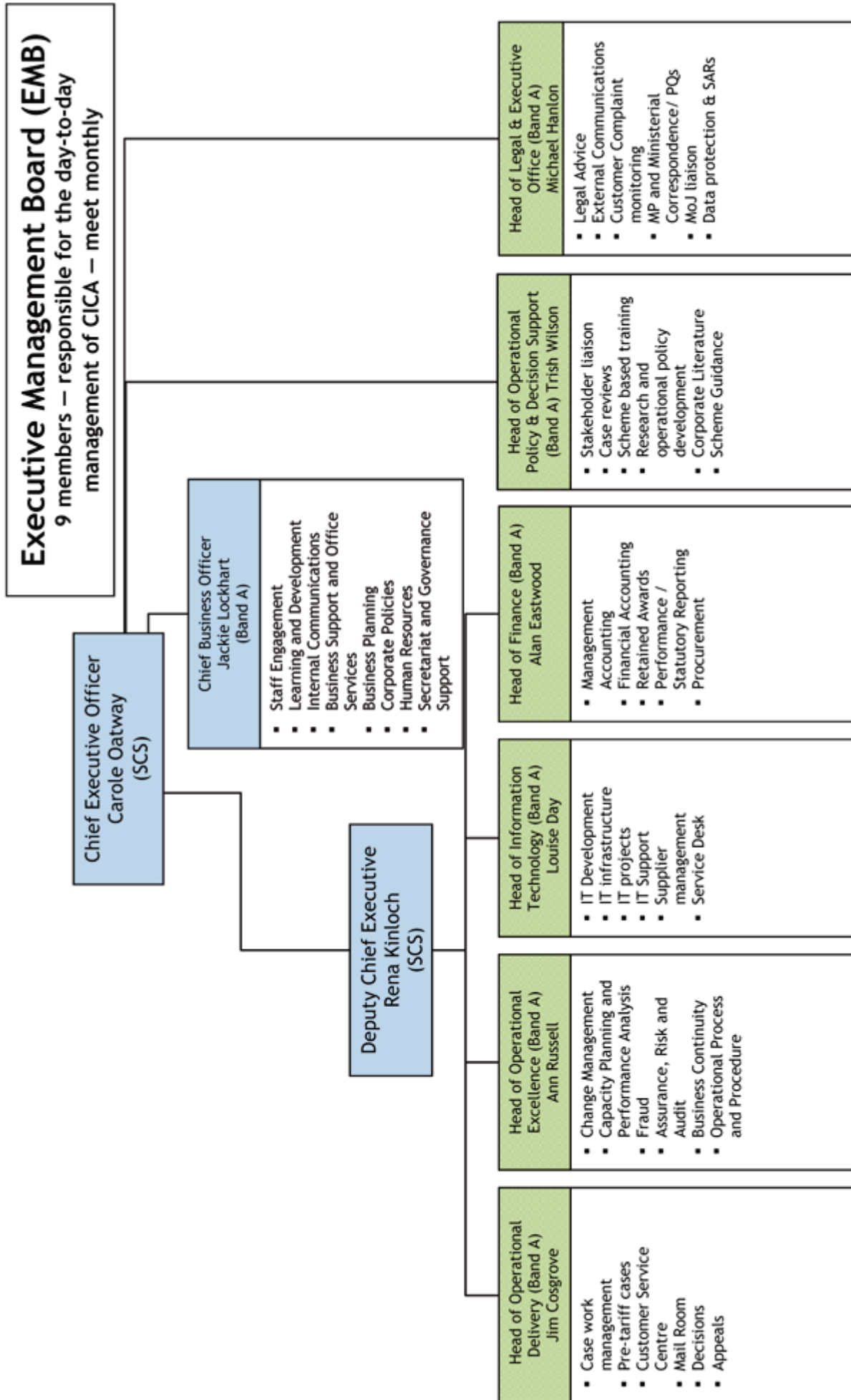
At the time of writing the Scottish Government contribution has been agreed, and is included in the table below. The final settlement from MoJ is still to be determined. An indicative position for 2013-14 is set out below. Forward year settlements will more fully reflect the 2012 Scheme changes.

<b>Finance overview (£m)</b>	<b>2014-15</b>
Programme – compensation	127.90
Programme – other	2.80
Administration – running costs	15.50
Gross Fiscal DEL	146.20
Scottish Government contribution	(17.15)
Resource DEL – Net Fiscal DEL	129.05
Depreciation	1.55
Resource DEL	130.60
Capital DEL	1.73
Total DEL	132.33

## Appendix 2 – governance



## Appendix 3 – senior management structure



## **Appendix 4 – transparency measures**

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

<b>Measure</b>	<b>Definition</b>
<b>1. Size of live tariff caseload</b>	The number of live tariff cases that the Authority has registered but are not resolved
<b>2. Active case load (tariff) cycle time to first decision</b>	The average time taken to reach first decision
<b>3. Review decision cycle time</b>	The average time taken to complete a review
<b>4. Age of case load</b>	The percentage of the total case load that has been outstanding for over two years
<b>5. Pre-2012 Scheme caseload</b>	The percentage of the total tariff caseload that relates to cases submitted prior to the introduction of the 2012 Scheme
<b>6. Decisions overturned at appeal</b>	The percentage of total CICA decisions overturned at appeal
<b>7. Customer satisfaction</b>	The percentage of applicants, as measured by a monthly customer survey, that consider they received good customer service from CICA; and their perceived effort in the process
<b>8. Budgetary control</b>	Accrued expenditure against budget allocated
<b>9. Staff engagement</b>	The Engagement Index, as measured in the annual Civil Service People Survey as an indicator of how CICA staff feel committed to their work and valued in their role
<b>10. Fraud and Error</b>	Amount lost to fraud and error, measured by identified Fraud and the value of ex-gratia payments made to applicants as a result of official error, or maladministration by CICA
<b>11. Time taken to collect police reports</b>	The percentage of police reports received within SLA timescales

## Appendix 5 — Target Operating Model 2014 principles

	<b>Theme</b>	<b>Detail</b>
1	Customer & Channel	Be able to deliver multiple schemes effectively and efficiently
2	Customer & Channel	Deliver as much online as possible
3	Customer & Channel	Know what our customers think of the service they receive
4	Customer & Channel	Use customer insight to develop and improve services
5	Process	Do as much as possible at the first point of contact
6	Process	Further develop Tempus so that it is our only case management system
7	Process	Use self-service to help customers access information, apply for compensation and provide supporting evidence
8	Process	Use technology to receive and process applications effectively
9	Process	Design processes to enable timely and accurate closure of cases to minimise unnecessary reviews and appeals
10	Process	Get the right information at the right time using the most effective channels
11	Information Technology	Use technology to facilitate effective working with customers, partners and stakeholders
12	Information Technology	Use technology to deploy resources more efficiently
13	Information Technology	Provide an end-to-end digital service with appropriate support for customers
14	Organisation & People	Embed a culture that embraces change and the use of digital channels
15	Organisation & People	Support the creation of a highly skilled, flexible and well-trained workforce
16	Organisation & People	Use workforce planning to ensure the optimal deployment of internal staff resources and appropriate use of shared services
17	Organisation & People	Ensure clear accountability and straightforward performance management
18	Organisation & People	Exploit opportunities from the centralisation of service in the MoJ