

“Transforming Justice is the Ministry of Justice’s bold agenda for reform and is committed to delivering the Civil Service Reform Plan, which underpins our Transforming Justice vision to create a justice system that is more effective, less costly and more responsive to the public.”

- Dame Ursula Brennan, Permanent Secretary

Total FTE Head Count Reduction between Q2 2010 - Q1 2013: -21% (-16,820 FTE)¹

Employee Engagement Index in 2012 (CS benchmark 58%): 52% (up 3 percentage points on 2011)

Progress against department-focused actions in the Reform Plan

Action 2: Digital by Default	MoJ's Digital Strategy was published in December 2012. We have established a Digital Services Division, the first of its kind in a Government department, to drive digital transformation and deliver our 4 exemplar digital services, as well as other priority projects.
Actions 3 and 4: Shared and Sharing Services	MoJ is designated one of the “standalone” hubs in the Next Generation Shared Services arrangement and is expected to provide services to the ‘justice family’ including the Home Office and Crown Prosecution Service (CPS) on the new MoJ system. MoJ currently provides back office HR and Finance services to the Home Office. We are in discussions with the CPS about the opportunity to share corporate services between the departments and working with TSol to develop a shared legal service.
Action 5: Open Policy Making	MoJ is considering bids to submit to the Contestability Fund. MoJ also hosted a Cabinet Office Open Policy Making workshop and participated in the Design Council led 'Policy Design Workshop' earlier this year.
Action 6: Matching Resources to Government Priorities	The reorganisation of policy and the changes to MoJ’s top structures and governance make sure that we have the right focus on our key priorities. These changes will enable better governance and improve accountability for delivery of Ministerial priorities. We are reviewing our current resource management models to improve the mechanism to match resources and priorities across the whole of MoJ.
Action 9: Management Information	The Quarterly Data Summary completion rate for Q3 was 93%. MoJ’s reporting information is regarded as of a high standard and was shared with Lead Non-Executives across Whitehall. We have developed a new cross-MoJ dashboard to ensure the Board gets the right management information at the right level to make effective decisions.
Action 12: Skills, Learning and Development	MoJ has adopted the new Civil Service Competency Framework . We offer five days of learning and development to all staff and have launched a “Campaign for Learning”. 98% of staff (including agencies)

¹ Includes Ministry of Justice; HM Courts and Tribunals Service; National Archives; National Offender Management Service; and the Office of the Public Guardian.

have signed-up to Civil Service Learning. The [Civil Service Capabilities Plan](#) has been integrated into MoJ's departmental objectives and is being implemented alongside MoJ's Capabilities Plan, which was published in May 2013.

Action 14: Secondments and Interchanges

MoJ currently has 6 Senior Civil Servants seconded out and 14 Senior Civil Servants loaned out to other departments. Active participation in Civil Service secondments work and Whitehall and Industry Group initiatives.

Action 16: Departmental Improvement Plans

MoJ was not one of the five pilot departments, but work has begun to develop our Improvement Plan, which will be delivered by March 2014.

Action 17: Creating a Modern Employment Offer to Staff

MoJ has adopted the new performance management framework and the National Offender Management Service will follow in 2014. The new Terms and Conditions for Senior Civil Servants will be implemented from July 2013.

Creating a Modern Workplace

Master classes and workshops for leaders at all levels are being held to support cultural and process change. We have significantly reduced our admin estate by 40% saving over £35m per year through headcount reductions and by creating more flexible and efficient workspaces. Work is also ongoing to improve the delivery of IT through desktop upgrades and network optimisation, as well as by making greater use of cross-government initiatives such as digital working and G-Cloud.

Wider reform in MoJ:

The Transforming Rehabilitation programme will open up probation services to a diverse range of new rehabilitation providers, introduce new payment incentives for market providers to focus them relentlessly on reforming offenders, and introduce an unprecedented nationwide 'through the prison gate' resettlement service, meaning most offenders are given continuous support by one provider from custody into the community. The future system will put the skills and experience of probation professionals alongside the innovation and versatility of private and voluntary sector providers to deliver services that turn offenders' lives around and reduce reoffending.