

Business Plan 2011–2015

Ministry of Justice

May 2011

This plan will be updated annually

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A) Vision

The justice system will punish the guilty, protect our liberties and the independence of the judiciary, and introduce a revolution in the rehabilitation of offenders.

Despite the ambition and determination of those working within the justice system, there is too much litigation, too many people reoffending and too much money spent on systems. By 2015, the Department will provide services in a completely different way.

Our programme of fundamental reform will result in a revolution in rehabilitation that will reduce reoffending. We will ensure that those who break the law are punished. But by helping offenders get off drugs, move into work, and manage mental illness we will see fewer of them slipping back into lives of crime. Prisons will be places where meaningful work and opportunities to reform are the expectation for prisoners, not a matter of choice.

We will provide a clear sentencing framework. It will punish those who break the law, and help reduce re-offending. We will provide a legal aid system that supports those at greatest risk, not those who are most litigious. We will develop better methods to settle more disputes without resorting to the courts and adversarial litigation. We will create a new relationship between the citizen and state that protects fundamental British values and the liberties that underpin our society – there will be better law.

Lastly, the Ministry of Justice will work very differently. There will be a functioning market in the provision of legal aid, offender management and rehabilitation. Our aim will be to ensure that justice services are provided by whoever can most effectively and efficiently meet public demand. We will not pay for good intentions, or for ticking procedural boxes, but by the results achieved.

Kenneth Clarke, Secretary of State for Justice

B) Coalition Priorities (p.1 of 2)

Structural Reform Priorities

1. Introduce a rehabilitation revolution

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

2. Reform sentencing and penalties

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

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

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

4. Assure better law

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

5. Reform how we deliver our services

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

B) Coalition Priorities (p.2 of 2)

The Department will no longer...

...provide rehabilitation services directly without testing where voluntary or private sectors can provide it more effectively and efficiently

...run underutilised and inefficient court buildings

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

1. Introduce a rehabilitation revolution

(p.1 of 6)

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

| ACTIONS | Start | End |
|---|--------------|------------|
| 1.1 Develop an overall strategy for the ‘rehabilitation revolution’ for adults and youths, including paying local private and voluntary organisations by results | | |
| i. Develop options and a strategy for reducing reoffending and improving rehabilitation | Completed | - |
| ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.5ii, 2.1ii, 2.3ii, 2.4ii and 5.1ii) | Completed | - |
| iii. Analyse consultation responses and develop detailed policy proposals | Started | Nov 2011 |
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1. Introduce a rehabilitation revolution

(p.2 of 6)

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

| ACTIONS | Start | End |
|---|--------------|------------|
| 1.2 Introduce payment by results schemes, working with local, voluntary and private sector organisations that specialise in the rehabilitation of offenders | | |
| i. Run a payment by results pilot in Peterborough | Started | Aug 2016 |
| ii. Prepare initial 'lessons learned' assessment of Peterborough pilot to inform the development of future pilots | Started | May 2011 |
| iii. Design and run at least six payment by results pilots, working with private and voluntary organisations to refine proposals; (see actions iv,v,vi for six pilots) | Started | Nov 2014 |
| iv. Run two local financial incentive pilots (Greater Manchester and five London Boroughs) | Jul 2011 | Jul 2013 |
| v. Design two large scale projects for offenders managed on community sentences and those released on licence; | Started | Aug 2011 |
| vi. Design two payment by results projects for offenders released from prison, focusing on those offenders who are sentenced to less than 12 months | Started | Aug 2011 |
| vii. First biannual data released on the number of pilot rehabilitation schemes established and the number of participants, subject to commercial confidentiality and Office for National Statistics guidance | Aug 2011 | Aug 2011 |
| viii. Prepare an interim evaluation of the rehabilitation pilots and publish payment by results information as data comes in, subject to commercial confidentiality and ONS guidance | Nov 2011 | Feb 2013 |
| ix. Interim evaluation of further rehabilitation pilots published | Sep 2014 | Sep 2014 |

1. Introduce a rehabilitation revolution

(p.3 of 6)

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

| <u>ACTIONS</u> | <u>Start</u> | <u>End</u> |
|--|---------------------|-------------------|
| 1.3 Work with the Department of Health to co-design and establish pilots to provide payments, based on outcomes, to providers to help individuals (including offenders) achieve sustained recovery from drug dependency | | |
| i. Support the design and establish up to six pilots, with sufficient scale to provide statistically significant results, working with private and voluntary organisations to pay providers by results to rehabilitate offenders with drugs problems | Started | Sep 2011 |
| ii. Work with the selected pilot sites and the Expert Group to co-design the detail of the payment by results model, including how to measure and verify outcome payments | Started | Oct 2011 |
| iii. Support local areas to implement a local payment by results for drugs recovery scheme, capture best practice and share learning | Started | Apr 2014 |
| iv. Publish payment by results information as data comes in, subject to commercial confidentiality and ONS guidance | Oct 2011 | Apr 2014 |
| 1.4 Work with the Department of Health to pilot and roll out drugs recovery prison wings | | |
| i. Design and launch pilots for drugs recovery prison wings, which link up with other payment by results pilots | Started | Jun 2011 |
| ii. Implement second tranche of drugs recovery wings, including at a women's prison and a young offender institution | Apr 2012 | Oct 2013 |
| iii. Working with the Department of Health, evaluate the impact of the initial drugs recovery prison wings | Jul 2012 | Jul 2013 |
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1. Introduce a rehabilitation revolution

(p.4 of 6)

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

| ACTIONS | Start | End |
|---|--------------|------------|
| 1.5 Support the Department of Health to develop and pilot alternative forms of treatment based accommodation for drugs and mentally ill offenders | | |
| i. Explore initial proposals for treating mentally ill and drugs offenders in the community, including treatment based accommodation as an alternative to custody | Completed | - |
| ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 2.1ii, 2.3ii, 2.4ii and 5.1ii) | Completed | - |
| iii. Analyse Green Paper consultation responses to inform development of proposals for treatment based accommodation (for both mentally ill and drugs offenders) | Started | May 2011 |
| iv. Carry out research to develop evidence on alternative forms of treatment-based accommodation | May 2011 | Sep 2011 |
| v. Agree alternative forms of treatment based accommodation and test sites | Sep 2011 | Oct 2011 |
| vi. Commence piloting of test sites | Oct 2011 | Nov 2012 |
| vii. Submit proposals to ministers for further roll out of treatment-based accommodation, based on evaluation of the test sites | Dec 2012 | Apr 2013 |
| 1.6 Support the Department of Health to roll out liaison and diversion services for mentally ill offenders | | |
| i. Submit full evaluation and impact assessment for youth justice diversion national programme | Started | Dec 2011 |
| ii. Collect data from adult liaison and diversion pathfinder services to assess service models and their impact, and develop the business case for wider roll-out | Oct 2011 | Nov 2012 |
| iii. Submit business case and impact assessment for adult diversion services for ministerial approval | Nov 2012 | Jan 2013 |
| iv. Commence national roll out and implementation of youth justice diversion services | Apr 2012 | Apr 2013 |
| v. Commence national roll out and implementation of adult diversion services | Apr 2013 | Nov 2014 |

1. Introduce a rehabilitation revolution

(p.5 of 6)

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

| <u>ACTIONS</u> | <u>Start</u> | <u>End</u> |
|---|---------------------|-------------------|
| 1.7 Work with the Department of Health to consider and agree how wider health reforms will impact on health services for offenders in custody and the community | | |
| i. Develop and agree proposals about how commissioning and delivery of interventions (including through implementation of payment by results) for offenders with alcohol issues will improve access to alcohol treatment services | Started | Oct 2011 |
| ii. Develop and agree proposals about how, at a local level, criminal justice agencies are enabled to contribute fully in local health decisions that will be made by the planned Health and Wellbeing Boards, or other relevant local structures | Started | Mar 2012 |
| 1.8 Increase the number of prisoners doing meaningful work for real wages and ensure greater reparations to victims | | |
| i. Introduce secondary legislation to implement the Prisoners' Earnings Act 1996 to allow prison governors to deduct from prisoners' earnings and transfer the money into the Victims' Fund | Started | Sep 2011 |
| ii. Develop proposals for Working Prisons and work with private sector and voluntary organisations to introduce more work for prisoners | Started | May 2011 |
| iii. Explore additional means of deducting prisoners' wages | Started | May 2011 |
| iv. Develop proposals for Community Payback | Started | May 2011 |
| v. Implement proposals through newly competed contracts to provide Community Payback across England and Wales | Jun 2011 | Dec 2012 |
| vi. First annual data released on the money earned by prisoners and the proportion deducted and paid into the Victims' Fund at national level | Apr 2012 | Apr 2012 |

2. Reform sentencing and penalties (p.2 of 2)

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

| ACTIONS | Start | End |
|--|--------------|------------|
| 2.2 Help ensure that historical convictions for consensual gay sex with over-16s will be treated as spent and will not show up on criminal record checks, with Home Office | | |
| i. Draft legislation to ensure that historical convictions for consensual gay sex with over-16s will be treated as spent and do not need to be disclosed | Completed | - |
| ii. Introduce legislation through the Freedom Bill | Completed | - |
| 2.3 Explore reform of out-of-court disposals, including restorative justice approaches | | |
| i. Develop proposals for reform of out-of-court disposals | Completed | - |
| ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 1.5ii, 2.1ii, 2.4ii and 5.3ii) | Completed | - |
| iii. Analyse consultation responses and introduce legislation if necessary | Started | Jun 2011 |
| 2.4 Explore the use of Neighbourhood Justice Panels to divert a number of low-level cases from court to be heard by a panel of community volunteers and Criminal Justice System practitioners | | |
| i. Develop proposals for Neighbourhood Justice Panels | Completed | - |
| ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 1.5ii, 2.1ii, 2.3ii and 5.3ii) | Completed | - |
| iii. Analyse consultation responses and publish detailed proposals | Started | Jul 2011 |
| iv. First annual data release, subject to consultation and development of further proposals, on the number of Neighbourhood Justice Panels and the volume of cases brought to them | Dec 2011 | Dec 2011 |

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice (p.1 of 6)

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

| ACTIONS | Start | End |
|---|--------------|------------|
| 3.1 Reform the Criminal Justice System to develop a more integrated and streamlined system | | |
| i. Design and put in place governance arrangements to bring together those departments delivering criminal justice, building on arrangements in place | Completed | - |
| ii. Develop proposals and phased implementation plan to streamline and reform the Criminal Justice System, to deliver a more efficient and cost-effective system, working with the Home Office, Law Officers' Departments and criminal justice agencies and the judiciary | Started | Jul 2011 |
| iii. Publish proposals and implementation plans to increase the efficiency of the Criminal Justice System | Aug 2011 | Dec 2011 |
| iv. Work on cross-Criminal Justice System policy proposals arising from analysis of consultation responses on the green paper on rehabilitation and sentencing reform with relevant government departments and criminal justice agencies | Started | Apr 2013 |
| 3.2 Reform the Legal Aid System to provide a more efficient, cost-effective and sustainable scheme, ensuring that we provide support for those who need it most and for those cases that require it | | |
| i. Develop proposals for reform of legal aid, continuing to provide necessary support for those who need it most and for those cases that require it | Completed | - |
| ii. Consult on legal aid reform | Completed | - |
| iii. Analyse consultation responses and develop the Government's response | Started | Jun 2011 |
| iv. If necessary, introduce primary legislation | Jun 2011 | Jun 2011 |

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice (p.2 of 6)

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

| ACTIONS | Start | End |
|--|--------------|------------|
| 3.3 Reform court processes and the courts estate | | |
| i. Publish plans to increase community access to local criminal justice | Completed | - |
| ii. Develop options and funding for the greater use of video and other technology to improve the efficiency of the criminal courts | Completed | - |
| iii. Review fine enforcement processes to find opportunities to improve effectiveness and value for money | Completed | - |
| iv. Develop plans to centralise functions across civil, family and administrative courts, as part of the merger of the Tribunals Service and HM Courts Service | Started | May 2011 |
| v. Consult on a programme of court closures and analyse responses | Completed | - |
| vi. Identify specific courts for closure and develop implementation plans to transfer work and dispose of assets | Completed | - |
| 3.4 Create a unified HM Courts and Tribunals Service | | |
| i. Agree new structure for the integrated agency | Completed | - |
| ii. Consult on the benefits of creating a unified HM Courts and Tribunals Service | Completed | - |
| iii. Analyse consultation responses and launch new agency | Completed | - |
| iv. Publication of the HM Courts and Tribunals Business Plan | Jun 2011 | Jun 2011 |
| v. Implementation of the new organisational structure | Started | Mar 2012 |
| vi. Post-implementation review | Apr 2012 | Jun 2012 |

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice (p.5 of 6)

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

| ACTIONS | Start | End |
|--|--------------|------------|
| 3.7 Develop options to provide more protection for people against aggressive bailiffs | | |
| i. Develop options for public consultation on protection against aggressive bailiffs and to encourage more flexibility in bailiff collections | Completed | - |
| ii. Consult on proposals | Jul 2011 | Oct 2011 |
| iii. Analysis of consultation responses and identification of next steps | Nov 2011 | Apr 2012 |
| 3.8 Develop policy to use proceeds from the Victim Surcharge to fund rape crisis centres | | |
| i. Announce source of sustainable funding | Completed | - |
| ii. Initiate first projects to begin to establish new centres and put in place funding for existing centres | Completed | - |
| iii. Develop proposals for a three-year funding cycle for existing centres | Completed | - |
| 3.9 Introduce the recommendations in Lord Justice Jackson's report into the funding and costs of civil litigation, subject to consultation | | |
| i. Consult on Lord Justice Jackson's proposals for civil litigation funding and costs | Completed | - |
| ii. Analyse consultation responses on funding arrangements for civil litigation and develop an implementation plan | Completed | - |
| iii. If necessary, introduce primary legislation | Jun 2011 | Jun 2011 |
| 3.10 Extend the simplified road traffic accident claims procedure to cover personal injury and low value clinical negligence, subject to consultation | | |
| i. Develop proposals to extend the road traffic accident claims procedure | Completed | - |
| ii. Consult on extension of simplified road traffic accident claims procedure as part of wider consultation on civil justice reforms | Started | Jun 2011 |
| iii. Analyse consultation responses to extending road traffic accident claims procedure and develop final report | Jun 2011 | Oct 2011 |

4. Assure better law

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

| ACTIONS | Start | End |
|--|--------------|-------------|
| 4.1 Increase the transparency of court results and the effectiveness of sentences | | |
| i. Prepare to publish sentencing data for different types of offence for every court in an open and standardised format to make it more accessible to victims of crime and the wider public | Completed | - |
| ii. Develop proposals to publish detailed court data in an open and standardised format | Started | Jun 2011 |
| iii. Spread information about which sentences are most effective at cutting reoffending across the Criminal Justice System, working with the Home Office which is spreading information about which policing techniques are the most effective | Started | Jun 2011 |
| 4.2 Reverse the erosion of civil liberties | | |
| i. Create a gateway to scrutinise all legislation containing criminal offences | Completed | - |
| ii. Support the work of the Cabinet Office and Home Office to legislate through the Freedom Bill | Completed | - |
| iii. Establish and support a commission to investigate the creation of a UK Bill of Rights, which will report jointly to the Secretary of State and Deputy Prime Minister | Started | Winter 2012 |
| 4.3 Reform libel laws to protect freedom of speech | | |
| i. Develop a draft Defamation Bill | Completed | - |
| ii. Consult through publication of the draft Bill | Started | Jun 2011 |
| iii. Amend draft Defamation Bill in light of consultation responses | Jul 2011 | Apr 2012 |
| iv. Introduce Defamation Bill in the second session of Parliament | May 2012 | May 2012 |

4. Assure better law

(p.2 of 3)

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

| ACTIONS | Start | End |
|--|--------------|-----------------------|
| 4.4 Repeal unnecessary laws | | |
| i. Lead on a review of existing legislation, supported by other government departments, to identify unnecessary laws and options for repeal | Started | Apr 2012 |
| ii. Introduce a Repeal Bill in the second session of Parliament to abolish unnecessary laws | May 2012 | May 2012 |
| 4.5 Extend coverage of the Freedom of Information Act to cover more organisations | | |
| i. Develop proposals and draft legislation to extend the Freedom of Information Act to more organisations | Completed | - |
| ii. Introduce legislation to extend the Freedom of Information Act to more organisations | Completed | - |
| 4.6 Provide people with greater protection to prevent crime, apprehend criminals and to defend themselves against intruders, working with the Home Office, Attorney General's Office and relevant enforcement authorities | | |
| i. Develop legislative and non-legislative options, working with other government departments and relevant enforcement authorities | Completed | - |
| ii. Finalise package of measures and agree way forward across departments | Nov 2010 | Dec 2010 (Overdue) |
| 4.7 Contribute to a Cabinet Office Green Paper on the use of intelligence and sensitive material in judicial proceedings, ensuring that proposals best serve human rights, national security and the administration of justice, and can command public confidence | Started | Jul 2011 |

4. Assure better law

(p.3 of 3)

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

| ACTIONS | Start | End |
|---|--------------|------------|
| 4.8 Contribute to the UK's economic growth working in partnership with the legal sector | | |
| i. Publish guidance for business on the Bribery Act 2010 | Completed | - |
| ii. Publish a plan outlining how MoJ will work in partnership with industry to champion the UK as a global centre of legal excellence | Started | May 2011 |
| iii. Publish new content on MoJ website promoting the many benefits of UK legal and dispute resolution services | Started | Nov 2011 |
| iv. Official opening of the Rolls Building | Feb 2012 | Feb 2012 |
| v. Conduct review of delivery against the action plan and publish progress report | Feb 2012 | March 2012 |
| vi. In line with the Red Tape Challenge, bring forward proposals to reduce and reform the stock of statutory instruments and regulations for which the MOJ has overall responsibility | Started | Dec 2012 |
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5. Reform how we deliver our services

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

| ACTIONS | Start | End |
|---|--------------|-------------|
| 5.1 Invite private and voluntary organisations and local communities to provide services where they can do so effectively and at a lower cost | | |
| i. Develop proposals for a competition strategy for all offender services | Completed | - |
| ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 1.5ii, 2.1ii, 2.3ii and 2.4ii) | Completed | - |
| iii. Analyse consultation responses and finalise the competition strategy, and run tendering process in preparation for launch | Started | Spring 2012 |
| 5.2 Restructure the National Offender Management Service | | |
| i. Develop and implement a phased programme to restructure the organisation | Started | Apr 2012 |
| ii. Rationalise the functions delivered by NOMS headquarters to meet the requirements of the Agency for the future | Started | Jun 2011 |
| iii. Develop staff knowledge and capability to deliver NOMS business requirements | Started | Apr 2012 |
| iv. Implement changes to senior management | Completed | - |
| 5.3 Reform and rationalise the Ministry of Justice's arm's-length bodies | | |
| i. Establish and begin an arm's-length body review programme, which will determine which bodies should be retained, reformed or abolished under the Cabinet Office's Public Bodies Bill | Started | Dec 2011 |
| ii. Establish which arm's-length bodies will be abolished or reformed | Completed | - |
| iii. Establish plans to abolish 10 of our arm's-length bodies (including the Youth Justice Board) | Started | Dec 2011 |
| iv. Implement plans to change the Legal Services Commission to an executive agency | Started | Dec 2012 |
| v. Implement plans for the reform of all other arm's-length bodies | Started | Mar 2012 |

D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review Period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new railways and upgrades to infrastructure).

This section also includes a bubble chart setting out in more detail how MOJ's settlement will be allocated for the 2011–12 financial year, across its key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury.

| £bn ^{1 2 3} | Baseline 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--|---------------------|----------------|----------------|----------------|----------------|
| Total departmental expenditure allocation | 8,335.7 | 8,156.9 | 7,753.5 | 7,387.5 | 7,064.5 |
| <i>Administration spending⁴</i> | 704.0 | 667.5 | 606.0 | 561.0 | 517.0 |
| <i>Programme spending⁴</i> | 7,631.7 | 7,489.4 | 7,147.5 | 6,826.5 | 6,547.5 |
| <i>Capital spending</i> | 551.5 | 429.3 | 310.5 | 278.5 | 301.1 |

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

Programme spending: spending on activities, goods and services, such as pay and benefits (excluding admin spend defined above).

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

1. Detailed breakdown of these budgets will be published by April 2011

2. Excludes departmental Annually Managed Expenditure

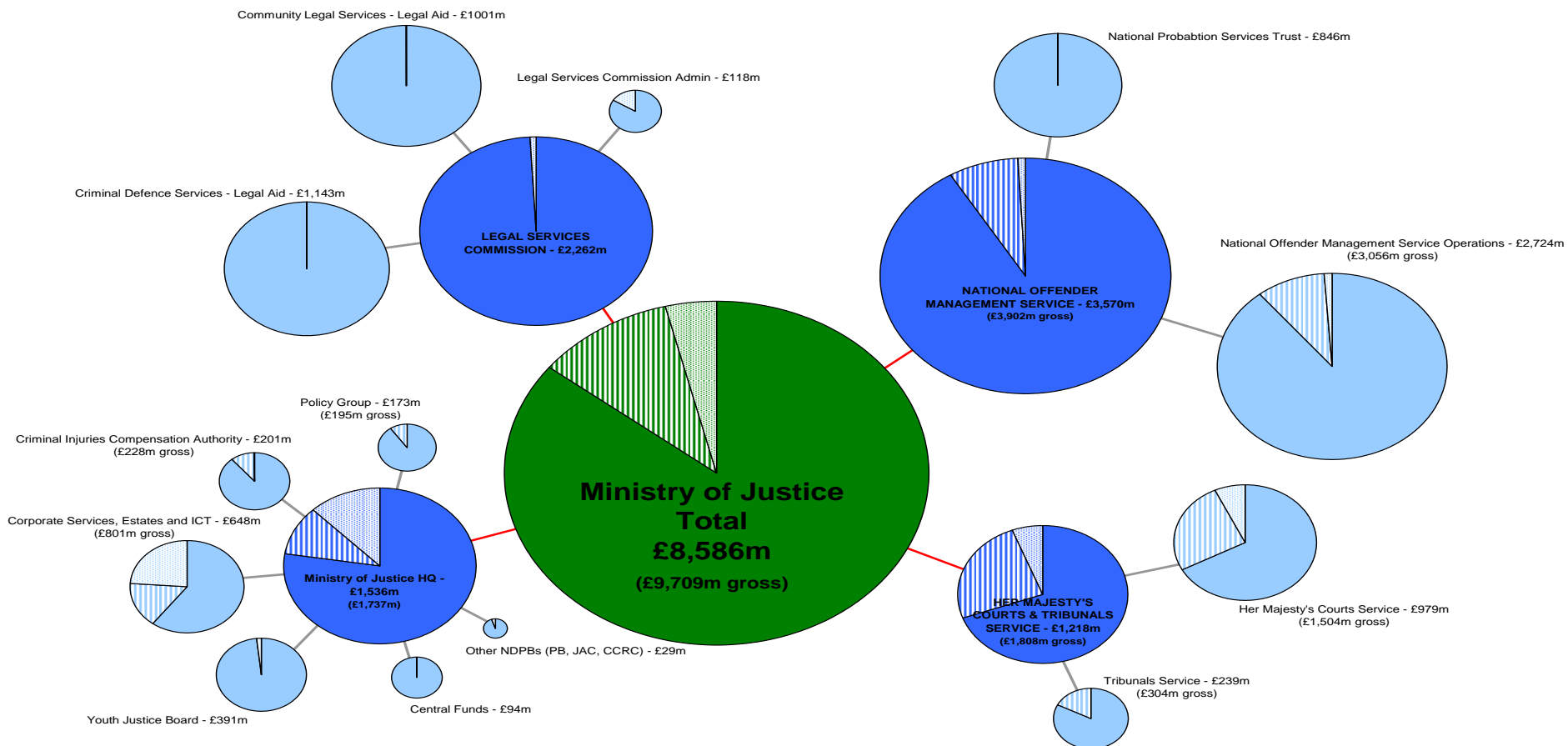
3. Numbers may not sum due to rounding

4. Excludes depreciation

5. Includes subsequent transfers between Ministry of Justice and other government departments reflected in the Ministry of Justice Main Estimate 2011-12

Departmental Expenditure

Departmental Planned Expenditure 2011/12 Indicative Allocations - RDEL (excluding depreciation) and CDEL



* These Bubble Charts are provisional and for illustrative purposes based on current plans only. Figures on the bubbles represent the Net RDEL and CDEL combined budget. Income slice is included for proportional representation only. Figures in brackets represent gross DEL budget (i.e. without the RDEL income)

Common Areas of Spend

This data aims to let the public compare MoJ operations against other public and private sector organisations, by setting out the cost of common operational areas against common data standards. Here, departments are setting out historical data from 2009/10 to form a baseline for future updates.

In 2009/10, the MoJ¹ ...

...employed 78,218 full-time equivalent (FTE) people; engaged 2,326 temporary staff and had an average staff cost of £35,400

...had a total office estate of 371,360sqm with a cost of £122.8m equating to a cost per FTE of £4,876

...procured goods and services with a cost of £5,626.7m with third party suppliers, and were able to provide detailed categorisation for 89% of this

...had major projects with a value of £16,160m (top 5 projects) of which the largest were Core Capacity Programme and NOMIS

...spent £567.5m with third party suppliers on ICT and had an average cost of desktop per FTE of £788

...managed expenditure of £752m with the largest contributions from Supreme Court Revaluation Impairment and HMCS Revaluation Impairment; and spent £3,969m on staff pay

...spent £258m on the HR, Finance, Procurement, Legal and Communications aspects of Corporate Services

...identified no Fraud and £1m of error

...spent £506.8m with Small and Medium Enterprises and £39.5m with Voluntary and Charitable Sector, and was unable to provide information on grants to these organisations

During the baseline year, few of the data standards above were available for consistent comparison across government. So historical data has not always been prepared on a consistent basis. Departments have set out caveats and exceptions that explain how their data fits with the common standard, and are critical to understanding this data. We are working to improve substantially the quality of data and particularly consistency across departments.

More detailed data, the caveats, definitions and supplementary information is available in Annex A. In future, we will publish updates to this information as part of our regular reporting of business plan data.

Note1: This data covers the Ministry Of Justice and its Agencies at 31/03/2010: National Offender Management Service, Her Majesty's Courts Service, The Tribunal Service, Office of the Public Guardian and the following Non Departmental Public Bodies (NDPBs): Legal Services Commission, Youth Justice Board, Information Commissioners Office, Parole Board, Criminal Injuries Compensation Authority, Judicial Appointments Commission, Legal Services Board, Criminal Cases Review Commission.

Exceptions are referred in the detail.

E) Transparency

Transparency is key to improved outcomes and productivity in our public services. Public reporting of data promotes higher quality and more efficient services, choice and accountability. Transparency is a driver of economic growth because it enables the development of tools to support users, commissioners and providers of public services.

This section sets out how departments will publish information that will allow taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. The commitments in this section will be kept under continuous review – it is essential that public services are consistently proactive in publishing information to help citizens make the best decisions and routinely appraise their success in delivering meaningful transparency to their users.

This Business Plan makes commitments to the publication of key data sets that will improve the transparency of the public service – at the same time, it commits to providing data that is of good quality so that it can be used for effective comparison and to publishing this information in such a way so that it is as accessible as possible. In addition, departments are expected to work with data users to promote awareness of new data sets as they are published so that they become the focus of innovation and enterprise.

In most cases data will be available free of charge.

Information Strategy (p.1 of 4)

This plan sets out radical changes to the way we deliver justice. We will make the justice system simpler, more efficient, more transparent and focused on meeting the needs of society. However, we also want to ensure that the Department can be held to account as it moves this work forward and we will do this through our information strategy. Along with the rest of government, the Department will publish an unprecedented amount of data so the public can hold us to account. This will cover who we are, what we spend and what we achieve.

The justice system serves the public and the public must have confidence in it. To build that confidence we will be open and accountable in our work. We will publish data in an open and standardised format that can be used freely by third parties, enabling others to hold us to account for what we deliver and how we are spending taxpayers' money. However, we also want society as a whole to get more involved in delivering justice. We will be encouraging more people to volunteer to help improve the system and providing information to the public is a way of building participation.

To these ends, the Ministry of Justice will publish a range of information about the Department, the way it is run, the operation of the criminal and civil justice systems, on aspects of criminal justice policy, and on other areas of our responsibility. We are also exploring with the Home Office the feasibility of putting justice outcome data alongside the street level crime mapping information.

The key principle behind this new approach, as the Prime Minister has made clear, is that “the people are the boss”. In this spirit, the government is publishing an unprecedented amount of data so the public can hold us to account: who we are, what we spend and what we achieve. The default position is that all data will be published, although we will continue to protect sensitive data. Where data is published it will be in line with the public data principles and registered on data.gov.uk. We are creating a new section of the Ministry of Justice website where anyone can access our information in open, standardised formats.

Information Strategy (p.2 of 4)

The transparency agenda will also help us achieve our goal of delivering better services for less money (e.g. through providing additional material that can be used in new and creative ways, for example to help the public compare service providers and choose the option that suits them best). On this basis we are publishing a range of management Information, for example local re-offending rates, placements into employment and secure accommodation, and court workloads. We will also publish data statistics, for example court sentencing, Freedom of Information timeliness, New Criminal Offences

We recognise that while we are trying to make the list of data we release as exhaustive as we can gaps may still exist. To counter this, we will publish as far as possible the data asked for in requests to the 'data unlocking' service provided by the National Archives. We have already taken steps to open up our data, publishing sentencing statistics at individual court level on the Ministry of Justice website, local spend data showing courts, prison and probation and the salaries of all public servants earning more than £150,000.

The Ministry of Justice will continue to review and challenge what we can make available to ensure the maximum amount of information is available. To ensure this happens we have appointed Jonathan Slater as the board-level champion for transparency (contact transparency@justice.gsi.gov.uk) and will review the plan and challenge each business area to release more information year on year.

Information Strategy (p.3 of 4)

When we have delivered this agenda users will be able to see

- By prison

- Cost per prisoner
- Cost per prison place
- the re-offending rates for that prison
- the offences for which people are serving time for in each prison

- By Probation Trust

- The re-offending rates by probation trusts
- Cost per pre-sentence report to courts
- Cost per community order
- Cost per offender supervised on licence post-custody

- By court

- What sentences are given for each offence type
- Conviction rates in criminal courts
- For criminal cases, how long it takes from the date of the offence to completion of the case in court
- For civil and family cases the length of time from application to completion
- The number of sitting days in each court
- Financial allocation and spend

Information Strategy (p.4 of 4)

- The Legal Services Commission (LSC) will publish:
 - the average cost per case of legal aid
 - The number of people taking up publicly-funded family mediation assessments
 - The number of people taking mediation assessments for family matters, by LSC region
- Office of the Public Guardian (OPG) will publish:
 - The percentage of Lasting and Enduring Powers of Attorney being registered within 11 weeks
 - The number of investigations concluded within 3 and 6 months
 - Cost recovery percentage
- At street level
 - We will have explored whether we can meaningfully show the outcome for the crimes which have taken place on that street

Input indicators (p.1 of 2)

The indicators set out in this section are just a subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy.

The Department will adopt the following input indicators:

| Input indicator | When will publication start? | How often will it be published? | How will this be broken down? |
|--|------------------------------|---------------------------------|---|
| Cost of delivering an effective Courts and Tribunals system: <ul style="list-style-type: none"> - Staff and Judicial cost per sitting day in the Crown Court - Staff and Judicial cost per sitting day in the magistrates' court - Staff and Judicial cost per sitting day in the Civil Court - Administrative and Judicial cost of Tribunals - Total Tribunals costs | June 2011 | Annually | By court/Local Justice Area, by region and national. Tribunals data will be provided at national level. |
| Average cost per case of legal aid | July 2011 | Annually | By case type |
| Cost per prison place | Autumn 2011 | Annually | By prison |
| Cost per prisoner | Autumn 2011 | Annually | By prison |

Input indicators (p.2 of 2)

| Input indicator | When will publication start? | How often will it be published? | How will this be broken down? |
|---|------------------------------|---------------------------------|-------------------------------|
| Cost per pre-sentence report to courts | Autumn 2012 | Annually | By probation trust |
| Cost per community order | Autumn 2012 | Annually | By probation trust |
| Cost per offender supervised on licence post-custody | Autumn 2012 | Annually | By probation trust |
| Office of the Public Guardian: - Staff deployed and accommodation utilised in carrying out services to customers | March 2012 | Annually | By Case Type |

Impact Indicators (p.1 of 2)

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. Further detail on these indicators can be found in our full list of datasets. The Department will adopt the following indicators:

| Impact indicator | Purpose | When will publication start? | How often will it be published? | How will this be broken down? |
|--|--|------------------------------|---------------------------------|-------------------------------|
| Adult and juvenile reoffending – percentage of adult and juvenile offenders re-offending | To assess progress in reducing re-offending nationally and locally | October 2011 | Quarterly from 2011 | By local authority |
| Reoffending – percentage of adults released from custody re-offending | To show progress by individual prisons in reducing re-offending | October 2011 | Annually from 2011 | By prison |
| Number of juvenile first time entrants to the justice system: 10–17 year olds receiving a reprimand, final warning or conviction | To demonstrate the systems effectiveness in preventing young people entering CJS | August 2011 | Quarterly | By region |

Impact Indicators (p.1 of 2)

| Impact indicator | Purpose | When will publication start? | How often will it be published? | How will this be broken down? |
|--|--|------------------------------|---------------------------------|-------------------------------|
| Court and Tribunal timeliness in hearing cases and related processes – Criminal Court – Civil Proceedings – Care Proceedings – Tribunals | To show the efficiency of the courts in progressing cases | September 2011 | Quarterly | By region |
| Proxy measure for proportion of civil disputes resolved outside of court | To show the impact of policies to divert cases from the civil courts | June 2011 | Quarterly | By region |
| Number of new criminal offences | To show progress in development of Better Law | 2011 | Annually | Nationally |

Other data (p.1 of 6)

We have highlighted other key data below.

Details of all datasets and statistics published by the Department can be found here:

<http://www.justice.gov.uk/publications/statistics-and-data/index.htm>

Departmental organogram can be found here:

<http://www.justice.gov.uk/publications/transparency-data/senior-civil-service-salaries-and-organograms.htm>

| Data which will help people to judge the progress of structural reforms: |
|---|
| First bi-annual data released on the number of pilot rehabilitation schemes established and the number of participants, subject to commercial confidentiality and Office for National Statistics guidance |
| Foreign prisoners as a proportion of total prison population, by prison |
| Number of Neighbourhood Justice Panels and the volume of cases brought to them, by local authority |
| Number of people taking mediation assessments for family matters, by local authority |
| Timeliness and number of Freedom of Information requests |
| Money earned by prisoners and the proportion deducted and paid into the Victims' Fund, at a national level |
| Data which will help people to make informed choices: |
| Information about volunteering opportunities and careers in the CJS |
| Location and contact details of nearest Victim Support services and type of help available |
| Location of courts, opening/sitting hours, information for court users |
| Location of Prisons, prison visiting hours/arrangements |
| Information about opportunities to attend/participate in community meetings |

Other data (p.2 of 6)

| Other key data: |
|---|
| <i>Data to understand what is happening in local courts and Tribunals</i> |
| - Sentences given in your local Crown and local Justice Areas for magistrates' courts |
| - Number of cases and time taken for cases in your local court/local Justice Area by offence |
| - Number of hearings adjourned |
| - Number of weeks it takes to commence trial cases from receipt in the Crown Court |
| - Number of cracked, effective and ineffective trials by court |
| - Number of sitting days in local Crown Courts |
| - Number of care proceedings cases heard and time taken for care proceedings cases in your local court |
| - The number of weeks it takes to complete all cases from first listing in the magistrates' Court |
| - The number of days it takes to result magistrates' court registers |
| - The payment rate for financial penalties (magistrates' court) |
| - Number and type of civil cases and time taken for civil cases in your local court |
| - Number of tribunal cases heard and time taken for tribunals by main jurisdiction |
| - The number of complaints recorded, percentage concluded at first contact and number of days to finalise by HMCTS - nationally |
| - The number of weeks it takes to dispose of cases across each of the largest four Tribunal jurisdictions: Social Security & Child Support, Employment, Immigration and Asylum, Mental Health |
| - Number of people taking up publicly-funded family mediation assessments |
| - Conversion rate from mediation assessment to mediation session in family cases |

Other data (p.3 of 6)

| |
|---|
| Other key data: |
| <i>Data to understand what is happening in local courts and Tribunals (cont)</i> |
| – Number of weeks it takes to hear cases from when the claim was received at court (Civil) |
| – Number of weeks it takes to achieve a final outcome for the child in care and supervision cases (Family) |
| We will also explore with the Judiciary the feasibility of releasing statistics on the factors taken into consideration when sentencing |
| <i>Data to help people access the Criminal Justice System</i> |
| – Location of Probation Offices |
| – Information to assist public understanding about criminal justice services |
| – National Standards, Quality of service standards/commitments by agency and how to complain if standards are not being met |
| <i>Data on prisons and probation</i> |
| – Number of prisoners by offence, gender, ethnicity and prison |
| – Number of foreign national prisoners by prison and offence |
| – Number of people starting probation supervision by Probation Trust, gender and ethnicity |
| – Number of offenders under probation supervision by Probation Trust, gender and ethnicity |
| – Proportion of court orders completed by offence |
| – Proportion of court orders completed by Probation Trust |

Other data (p.4 of 6)

Other key data:

Data on prisons and probation

- Percentage of orders and licences that are successfully completed
- Reductions in violence as measured by the violence management report
- The percentage of prisoners held in overcrowded accommodation across the prison system
- The rate of self-inflicted deaths per 100,000 prisoners (3-year rolling average)
- The rate of drug misuse in prisons as reflected by those testing positive in mandatory drug tests
- The number of escapes from prison and prison escorts
- The rate of escapes from prison and prison escorts as a proportion of the average prison population
- The number of escapes from contractor escorts
- The rate of escapes from contractor escorts as a proportion of the throughput of prisoners
- The percentage of offenders in employment at termination of their sentence, order or licence
- The percentage of offenders in settled and suitable accommodation at termination of their sentence, order or licence
- Staff sickness – average days per annum (Public Prisons and Probation)
- Proportion of ethnic minority staff in the NOMS Agency

Other data (p.5 of 6)

Other key data:

Other data on the Criminal Justice System as a whole

- We are testing the feasibility of street-level justice outcome data to sit alongside the Home Office's street-level crime data in two areas and will complete the feasibility by the end of June
- The number of out of court disposals by offence and police force area
- The number of prosecutions and convictions by court and offence type
- The total number of offences resolved by offence group
- The conviction rate by offence group

Data on the Legal Services Commission

- Coverage of duty rotas by CJS area, CLS coverage per procurement area
- The amount of monies recovered
- In year family error rates
- Data on legal aid processing times and quality
- Data on how complaints and requests for information are dealt with
- Staff sickness - average days per annum

Other data (p.6 of 6)

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|--|
| Other key data: |
| <i>Data on the Office of the Public Guardian</i> |
| - The number of case reviews of Deputyships |
| - The number of visits undertaken |
| - The number of Annual Reports reviewed |
| - The number of cases where Deputies notified of the Supervision level within 20 working days of OPG receiving the order |
| - The number of calls to OPG Customer Contact Centre answered within 60 seconds |
| - The percentage of concerns risk assessed within two working days |
| - The number of complaints resolved, and responded to within ten working days |