



dca

Department for
Constitutional Affairs
Justice, rights and democracy

Autumn Performance Report 2005



Department for Constitutional Affairs Autumn Performance Report 2005

Presented to Parliament by the Secretary of State and Lord Chancellor
by Command of Her Majesty

December 2005

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Foreword by the Secretary of State



Since 2003 my Department has worked to deliver justice, rights and democracy for the public we serve. These are the foundations of a civilised society and the Department for Constitutional Affairs

(DCA) acts as a guardian of these foundations. Our work makes a real difference to real people. We administer the criminal courts, to help protect the law-abiding public from crime and anti-social behaviour. As a department, we also offer the means to help people to resolve civil disputes, seek redress, and to deal with difficult family issues.

Our work supports the victims of crime and anti-social behaviour and those threatened by them. It helps to protect vulnerable and disadvantaged people. We have responsibilities that extend to those buying or selling a house, tenants in dispute with their landlord, divorcing couples, employees and employers, businesses relying on a fair and enforceable framework for commerce, and all citizens exercising their human, information and democratic rights.

Since our Annual Report published in June 2005, real progress has been made on a number of priorities as laid out in my document of May 2005 *Making a Difference*:

- We have established Lord Carter's Review of Legal Aid Procurement, a root and branch review, looking at how to improve arrangements for the purchasing of publicly funded legal services. Legal aid will be reformed so that it gives the taxpayer value for money and provides access to justice for all who need it.
- We have introduced the Compensation Bill aimed at tackling the perception of a compensation culture and to clarify that compensation will only be considered when the defender is culpable.

- We have introduced the Electoral Administration Bill to ensure the security of postal voting and to strengthen democratic engagement by building public confidence in the electoral system.
- We have published a White Paper entitled *The Future of Legal Services: Putting the Consumer First*. The paper proposes significant reforms to the regulatory framework for legal services in England and Wales and will make it possible for legal services to be provided in new ways.
- We have published a White Paper to help support the work of magistrates' courts, including proposals to increase the diversity of the magistracy and divert high volume work to free court capacity to deal with high impact work.
- We have continued to remain on track with our Spending Review 2004 Public Service Agreement targets.

This is good progress. But there is still much to do. We look forward to a number of significant reforms in the months ahead, including further legal aid reform, streamlining the criminal justice system and setting up the new independent Judicial Appointments Commission and the Tribunals Service.

As I wrote in May our policies, and our funding of £3 billion will be focused on putting people at the heart of the way justice, rights and democracy are delivered.



Rt Hon Lord Falconer of Thoroton
Secretary of State for Constitutional Affairs
and Lord Chancellor

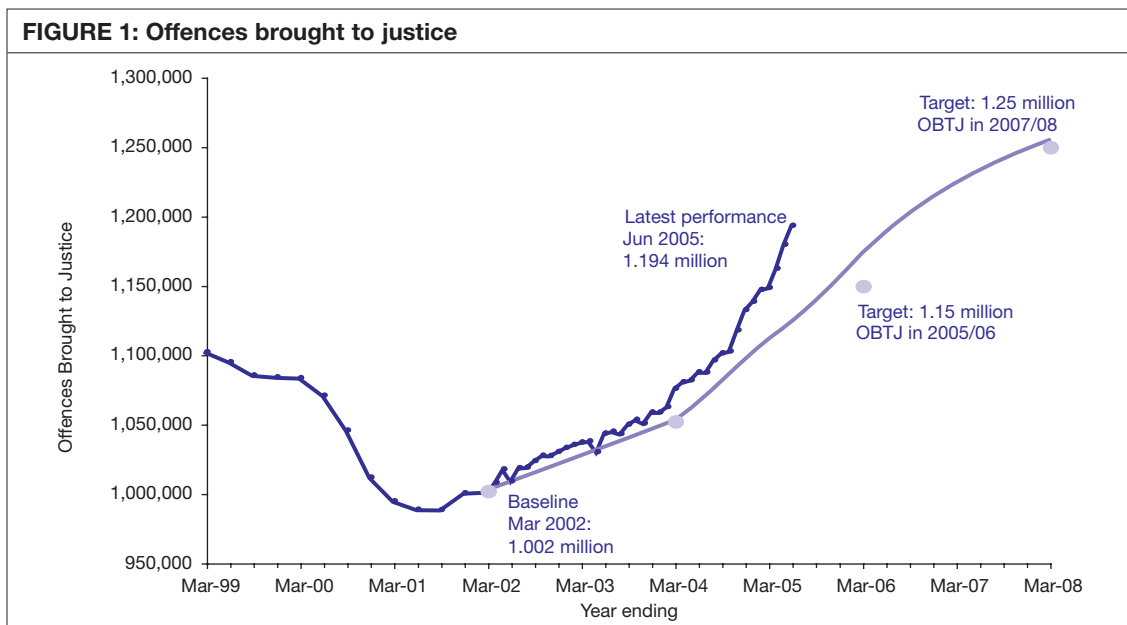
Executive Summary

Justice

- One of the most important things that we as a department do is ensure the public have a justice system that they value and trust. We have been working to improve the criminal, civil, family and administrative justice systems so that they command public respect and confidence.
- To strengthen public confidence in the fight against crime we need to show that offenders are being brought to justice. We share a target with our partners across the Criminal Justice System (CJS) of bringing 1.25 million offenders to justice by 2007-08. Latest performance (June 2005) shows that 1.194 million offences were brought to justice, putting us ahead of forecasts and on course to achieve this target. We will also introduce a national enforcement service which will include reducing non-payment of fines and further improving public confidence in the justice system.
- We also consider it essential to ensure that people feel safe in their homes and

communities and are satisfied with their experience when they encounter the CJS. We have been striving to inspire confidence in the ability of the courts to deliver justice, so that courts are respected and people feel they can rely on them. We are again working with our partners across the CJS to reassure the public and reduce fear of crime and anti-social behaviour.

- Our focus is on making sure that the public are satisfied with their experience of the legal system. Specific targets have been set for black and minority ethnic groups and victims and witnesses to ensure that their experience of the legal system improves alongside that of the public at large.
- Our target for black, minority and ethnic groups is to reduce the percentage of individuals who think that one or more CJS agency would treat them worse than people of other races is lower than in the baseline year (2001:33%). Our annual outturn for 2005 is 31%.



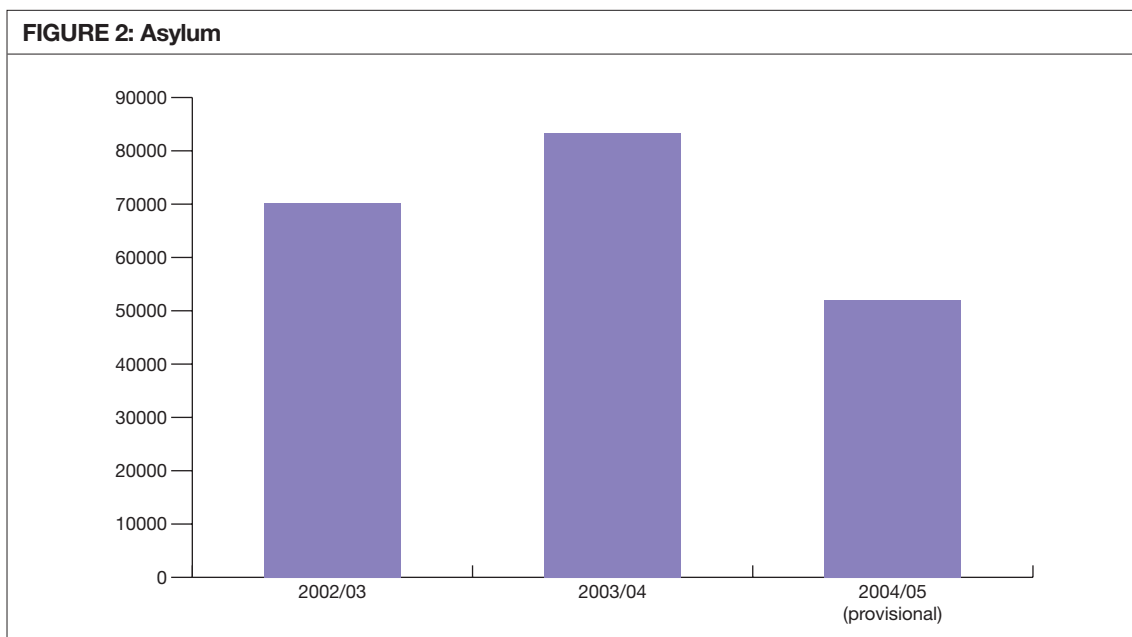
- For March 2008, our target is to achieve an increase in our current baseline of 58% satisfaction for victims and witnesses. Figures (year to June 2005) show that the latest outturn is on baseline. We expect to achieve an increase by March 2008 in both victims' and witnesses' satisfaction.
- We have also been concentrating on delivering justice through reducing unfounded asylum claims and making the asylum process fairer, quicker and easier to administer. With the Home Office, we have been working to improve performance on reducing unfounded asylum claims through the new Asylum and Immigration Tribunal. We share a target of reducing the number of unfounded asylum applications to the baseline of 70,200. Our latest outturn is at 52,000.

Rights

- Protecting people's rights is also central to our work and our efforts have been focused on improving the front line service experience for court users, particularly the socially excluded and vulnerable. We have also been working towards delivering reforms to how legal aid operates, ensuring that resources are directed at those who most need them and allowing

freed resources to be used to help lift people out of poverty and protect those less able to protect themselves.

- Care cases involving the protection of children's interests are complex and deal with some of the most vulnerable members of society. To this end, we have been working towards increasing the number of care cases that are completed within 40 weeks. In the current financial year to date (April 2005-September 2005) performance for care centres in the county court is 46.8% against a target for 2008-09 of 48%. In Family Proceedings within the magistrates' courts 58% have been completed within 40 weeks against a target for 2008-09 of 56%.
- We continue to work to ensure the public has access to a range of easy-to-afford, proportionate ways of resolving legal disputes by providing more advice and assistance, opportunities of settling out of court and avoiding delays in disputes decided by the courts.
- Data on providing advice and assistance will only be available from Spring 2006 and will be reported on in our next Departmental Report. For settling disputes out of court, activities have yet to impact



results, but are expected to begin to do so within the next six months. Our target is to reduce claims from 40.5% to 38.5%. We expect the current rate of 40.9% as of September 2005 to improve towards target once activities start to take effect. Delay in resolving disputes however are ahead of target at 81.9% as of September 2005, against targeted improvement from 79.9% to 81.5%

- We are taking forward work to prevent a compensation culture from developing; tackle perceptions that can lead to a disproportionate fear of litigation and risk averse behaviour; find ways to discourage and resist bad claims; and improve the system for those with a valid claim for compensation. A Ministerial Steering Group, involving nine Ministers and chaired by Baroness Ashton, is co-ordinating delivery of a wide programme of work across Government, working with frontline stakeholders. As part of this work, the Compensation Bill was introduced in the House of Lords on 2 November; and on 17 November we held a conference at which six Ministers and stakeholders spoke about various initiatives underway.

Democracy

- Our aim is to strengthen democracy and rights and to renew the relationship between the citizen and the state. In order to achieve the development of democratic institutions of government which command public confidence, it is important that citizens know about and understand what they should expect from them. We are working to help people learn about the constitution and their rights and obligations under it, thus enabling a greater degree of participation in our democracy.
- We delivered successfully the general election of May 2005. We have the Electoral Administration (EA) Bill currently before Parliament and it is due for Commons Report in the New Year. This Bill aims to make elections and registration more accessible for voters,

while also introducing measures to enhance the security of our electoral system and improve administration. A package of secondary legislation primarily focused on improving security for postal votes is also to be taken through Parliament alongside the Bill. Subject to Parliamentary time it is hoped that the secondary legislation will be in place in time for the May 2006 elections. The EA Bill is currently scheduled for Royal Assent in 2006. We are also continuing reform of the House of Lords and will launch the Judicial Appointments Commission in April 2006.

Efficiency

- We have been working to make best use of our resources and to ensure that the public receives value for money whilst getting the best service possible. We have agreed to deliver efficiency savings of £292m by March 2008. We are prioritising our resources to ensure the delivery of frontline services in each business area.
- In addition, we are continuing to ensure that we have the capacity to deliver the high standard of public service expected whilst delivering efficiency savings. A DCA leadership vision has been developed to make sure that senior leaders within the Department possess the skills required to deliver its challenging programme of work.
- The creation of Her Majesty's Courts Service in April 2005, bringing together the former Magistrates' Courts Committees and the Court Service, has enabled more strategic management of the courts including more flexible resource deployment. Our aim is to produce similar results when the new Tribunals Service is formed in April 2006.

1. Introduction

Our organisation

The Secretary of State and Lord Chancellor is the Rt Hon Lord Falconer of Thoroton. He is supported by a Minister of State (Harriet Harman QC MP) and two Parliamentary Under Secretaries of State (Baroness Ashton and Bridget Prentice MP) and a Ministerial Executive Board with eight executive and five non-executive members. The executive members are headed by the Permanent Secretary, Alex Allan.

A number of DCA executive agencies (including Her Majesty's Courts Service), non-departmental public bodies (including the Legal Services Commission), associated offices and independent bodies play important roles in ensuring the Department meets its PSA targets. The Secretary of State also has responsibility for The National Archives, Northern Ireland Court Service and Her Majesty's Land Registry. These agencies performance against their objectives, along with that of the Wales Office and Scotland Office, will be set out in DCAs Departmental Report 2005-06.

Our organisation is structured around meeting the needs of the public and delivering our priorities. In April 2005 DCA launched a new executive agency, Her Majesty's Courts Service. This has brought together 42 separate, independent, Magistrates' Courts Committees and the former Court Service (an agency of DCA) to deliver top-class service delivery to the public. The creation of the Tribunals Service, due to be launched in April 2006, is designed to bring similar improvements across a number of major tribunals¹.

Resource accounts

The DCAs *Resource Accounts* for 2004-05 were prepared under the principle of accruals accounting in accordance with the 2004 Resource Accounting Manual (RAM) issued by HM Treasury. The RAM follows United Kingdom Generally Accepted Accounting Practice (UKGAAP) to the extent that it is meaningful and appropriate to the public. This is an annual report which summarises how the Department used the resources voted to it by Parliament in the financial year 2004-05. The *Resource Accounts* consists of the following sections:

- Annual Report, including an Operating and Financial Review. This sets out the aims, objectives and principal activities of the Department and provides other background information,
- a statement of the Accounting Officer's responsibilities explaining the responsibilities of the head of the Department in respect of the accounts,
- a statement on internal control,
- a report by the National Audit Office on the audit of the accounts, and
- schedules 1-5 and supporting notes. This is the main part of the accounts, setting out the underlying figures for income and expenditure on an accruals basis.

The *Resource Accounts* were published on 30 November 2005 and are available from the Department's website (www.dca.gov.uk) or can be purchased from The Stationery Office (www.tso.co.uk).

¹ Further information about the Tribunals Service can be found in the White paper: www.dca.gov.uk/pubs/adminjust/adminjust.htm

2. Spending Review 2004 Strategic Objectives

SR2004 Strategic Objective I

To provide criminal, civil, family and administrative justice systems that command public respect and confidence.

Within this Strategic Objective we have three Public Service Agreement (PSA) targets as well as other work we are doing in areas beyond these targets to achieve the overall strategic objective.

The Criminal Justice System (CJS) enforcement programme has been established to deliver our vision for enforcement. By 2008 rigorous enforcement will revolutionise compliance with sentences and orders of the court. Whilst delivery of the vision is not itself a PSA target it does contribute to several PSA targets shared with our CJS partners.

The creation of a National Enforcement Service (NES) will put in place a framework for improved enforcement; involve a distinct and clearly identifiable body of enforcement professionals; and focus on fine defaulters, those who skip bail and those who avoid community orders, to ensure they respect the authority of the courts².

Improvements stemming from this will include:

- visibly rigorous and successful enforcement that will reinforce public confidence in the effectiveness of the CJS,
- prompt collection of compensation that will improve victims' experiences of and satisfaction with the CJS,

- improvements in defendant attendance has been one of the ways of bringing more offences to justice more speedily, and
- planned improvements in information sharing, partnership working and improved professionalism of the workforce (via NES) that will contribute to a modern, efficient and well run justice system.

² DCA Press Release 15 March 2005: No place to hide from court penalties with national enforcement service.

PSA Target 1

This target is jointly owned with our partners in the CJS, the Home Office and Crown Prosecution Service (CPS).

all criminal justice agencies to work together and provide a better service to the public.

We work with our partners in the CJS, including the Home Office and CPS, through the Office for Criminal Justice Reform (OCJR) to improve the delivery of justice. The OCJR is a cross-departmental team that supports

The Department contributes to improving the efficiency of the courts, increasing capacity and improving the experience of victims and witnesses. We continually look to improve the experience for all users of the courts, but in particular victims and witnesses.

<p>Target 1: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08. (Contributes to Criminal Justice System PSA)</p>	
Measures	Latest outturn
<p>Increasing the number of crimes for which an Offender is Brought To Justice (OBTJ).</p>	<p>ON COURSE Latest performance (June 2005) shows that 1.194 million offences were brought to justice³.</p>
Progress since April 2005	
<p>CJS</p> <ul style="list-style-type: none"> To improve ‘sanction detection’⁴ performance, which is a cornerstone in achieving this target, a review was conducted of the structures and processes in all police forces. Each force received a written report and support from the Police Standards Unit (Home Office) was given to nine police forces to implement recommendations. Good practice guidance has now been issued to all forces. The Statutory Charging Scheme, where the responsibility for charging suspects transfers from the police to the CPS, has continued to be rolled out to all parts of the country. This will help ensure that cases with no hope of success are weeded out early, and cases with essential legal elements missing are corrected at an early stage leading to a reduction in the number of cases being discontinued; an increase in guilty pleas; and an increase in conviction rates. By November 2005, 26 criminal justice areas were fully operating statutory charging. Specialist Witness Care Units, providing tailored witness support and protection, have been set up in all local criminal justice areas. Evidence shows that these have had a positive impact on witness attendance at court: this in turn has led to fewer ineffective trials (when a hearing is cancelled on the day it was due to go ahead and has to be delayed to a later date). Further units are being added dependent on demand and the size of the criminal justice area. 	

³ This figure includes an estimate for Hampshire and Isle of Wight as data for this area was not available at the time of publishing.

⁴ Sanction detections relate to crimes where the offender faces some sort of sanction, for example a court appearance, police caution or fixed penalty fine. Improved ‘sanction detection’ rates are a key factor in delivery of this target.

- Roll out of the Criminal Case Management Framework has provided practitioners and local criminal justice areas with operational guidance on how cases should be managed to achieve the most effective and efficient progression from pre-charge to conclusion. The Framework describes in detail the case management role of the parties and sets out the expectations of the judiciary. It contains extracts from the Criminal Procedure Rules 2005 on case management and includes the principles to be considered when listing cases in the magistrates' court and Crown Court. The guidance aims to reduce the number of ineffective trials and refers to the introduction of dedicated cross agency Case Progression Officers who monitor compliance with directions and work together as a virtual team to ensure cases are properly prepared. The Framework is being delivered in the Areas by the Criminal Case Management Delivery Unit in OCJR.

DCA

- To enable us to monitor our contribution towards delivery of this cross-CJS target, we have carried forward the ineffective trials element of the SR2002 PSA target through the key performance indicators of Her Majesty's Courts Service (HMCS). The ineffective trial targets under SR2002 for March 2006 are 17% (Crown Court) and 23% (magistrates' courts) and 14% and 19% for the Crown Court and the magistrates' courts respectively under SR2004 for March 2008.
- Performance against these indicators continues to improve: Crown Court at 13.9%, magistrates' courts at 21.3% (rolling quarter to September 2005). These improvements result from implementation of improved processes, better cross-CJS working and a more focused approach to achieving the right outcomes. Whilst we are on target to achieve the targets for this year the real challenge is for criminal justice areas to meet the target consistently across areas and whilst maintaining or improving overall efficiency and timeliness.
- Also key in improving performance against this target has been the better application of IT systems across the CJS. For example, XHIBIT (eXchanging Hearing Information By Internet Technology) is a DCA developed computer system. This improves the daily business of every Crown Court in England and Wales by providing hearing information to those who need it within minutes. It is now live in 72 courts across 32 criminal justice areas.

Future programme of work

CJS

- By March 2006 the key elements of the Criminal Case Management Programme (CCMP) will have been implemented across the CJS. Statutory charging will be operating in all criminal justice areas, the 'No Witness No Justice' programme will be fully implemented and the Effective Trial Management Programme will be fully operational.
- A comprehensive programme of work is underway to further improve performance on 'sanction detection' rates. These include, ensuring all police officers have the required competencies to successfully investigate crime and the development of joint performance management arrangements for the CPS and Police Service.

DCA

- The DCA will continue to work with the OCJR on the CCMP. This will include work on increasing efficiency and supporting offenders brought to justice.
- The Criminal Procedure Rules Committee will continue to monitor the impact of its work and practice directions to improve the delivery of justice.
- We will continue to work with courts and Local Criminal Justice Boards (LCJBs) on ways to improve the delivery of this target. This will include changes to the court process, making it more efficient, with fewer delays, more certainty and producing a better service for victims and witnesses.
- XHIBIT will be rolled out to the remaining criminal justice areas by the end of March 2006. Benefits will include fewer ineffective hearings and better witness management.

PSA Target 2

This target is also jointly owned with our partners in the Criminal Justice System.

A crucial factor in the success of the CJS is the level of confidence that the public has in the system. Over the last few years we have

made real improvements to the way in which the courts operate which has led to more effective and robust justice for local communities. We are working to sustain that effort in the coming years.

<p>Target 2: Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the criminal justice system, without compromising fairness.</p> <p>Responsibility for the three reassurance elements of this target lies with the Home Office and will be reported on in their Autumn Performance Report; the three confidence elements as set out below are shared between the Home Office, the Department for Constitutional Affairs and the Crown Prosecution Service.</p>	
Measures	Latest outturn
<p>Public confidence in the CJS</p> <p>This is determined using responses in the British Crime Survey (BCS) which ask whether the public believes the CJS is effective in bringing people who commit crimes to justice</p>	<p>AHEAD</p> <p>Baseline (BCS 2002-03): 39%</p> <p>Target (BCS 2007-08): an increase</p> <p>Annual outturn (BCS 2004-05): 43%</p> <p>Latest outturn (Year to June 2005): 43%</p>
<p>Ethnic minority confidence</p> <p>This is determined using data from the Home Office Citizenship Survey (HOCS) which ask whether people from a Black or Minority Ethnic (BME) background believe the CJS would treat them worse than people of other races</p>	<p>ON COURSE</p> <p>Baseline (HOCS 2001): 33%</p> <p>Target (HOCS 2007): a decrease</p> <p>Annual outturn (HOCS 2005): 31%</p>
<p>Victim and witness satisfaction</p> <p>This is measured using BCS data on victim and witness satisfaction with the CJS.</p>	<p>ON COURSE</p> <p>Baseline (BCS six months to March 2004): 58%</p> <p>Target: (BCS 2007-08): an increase</p> <p>Annual outturn: (BCS 2004-05) 59%</p> <p>Latest outturn (Year to June 2005): 58%</p>
<p>Progress since April 2005</p>	
<p>CJS</p> <ul style="list-style-type: none"> The Victims' Code of Practice was published and laid before Parliament on 21 October 2005. The Code sets out the services victims can expect to receive from the CJS. It includes a right to information about the crime committed against them (including arrests and court cases), eligibility for compensation assistance, information about Victim Support (and a referral if sought) and an enhanced service in cases of vulnerable or intimidated victims. 	

- The Respect Task Force was established on 5 September 2005. This supports neighbourhood policing and alcohol related anti-social behaviour and violent crime strategies.
- The 'No Witness No Justice' programme continues to introduce dedicated Witness Care Units, managing the care of victims and witnesses from the point of charge through to the conclusion of a case. A review of quality of service for those already in place is underway.
- New performance management arrangements were introduced for LCJBs in October 2005, incorporating new qualitative criteria to provide a better picture of delivery on general confidence, BME confidence and victim and witness satisfaction.

DCA

- The Victims' Advocate consultation paper was issued in September 2005. This sets out proposals for piloting a scheme that will enable bereaved relatives in murder and manslaughter cases to be enabled, if they wish, to make a personal statement in court, before sentence, on how the death has affected them. They may make this statement either in person, through a lawyer or other suitable representative. A second function of the victims' advocate would be to provide relatives with advice and information about the progress of the case and the various decisions that have been taken.
- The North Liverpool Community Justice Centre (CJC) started hearing cases in December 2004 and moved to its own building in August 2005. The aim of the CJC is to build better relationships with the communities and be more responsive to their priorities. The CJC is also a way of improving cross agency working. Evaluation of the CJC started in March 2005 and will continue until the end of the pilot in December 2006.
- In response to public concerns about anti-social behaviour and drug related crime, there are now 154 anti-social behaviour Response Courts in 30 HMCS areas compared to 12 in July 2004. In addition, 26 areas now operate low level drugs courts.
- We have met our target of providing 75% of magistrates' courts with videolinks by 2006. These are important in supporting vulnerable victims and witnesses when they give evidence at court.
- To assist with tracking down those in default of court imposed penalties, we have put in place links to the Equifax credit reference database, the Department for Work and Pensions (DWP) Customer Information System (CIS) and the Police National Computer (PNC). The main benefits of CIS access are that results of tracing requests are returned instantly (previously this took 20-30 working days) and new or confirmed addresses are obtained in about two-thirds of searches. The PNC provides enforcement teams with a further source of information, including information regarding potential health and safety risks posed by defaulters that none of the other tools used by the courts provide. There have also been resource savings through the police now executing Community Penalty Breach Warrants posted by courts staff on the PNC, instead of court enforcement staff executing them all.
- Operation Payback 3 took place from 15 October to 23 October. This was a concerted drive to recover unpaid court fines and stress the importance of court orders, ultimately resulting in a positive impact on the payment rate of just over £2m, an increase of 24% on Payback 2 in November 2004.

Future programme of work

CJS

- OCJR will conduct a review of the Victim Personal Statement Scheme. This gives the victim an opportunity to say how he/she has been affected by the crime, whether physically, emotionally or financially.

DCA

- The Victim's Advocate consultation will continue with the responses informing the development of pilots by OCJR together with DCA and CPS colleagues.
- The *Supporting Magistrates' Courts to Provide Justice* White Paper was published on 7 November 2005. It sets out improvements which, working collaboratively across the CJS, have already been made. Further measures under consideration are to ensure magistrates' courts are connected to their local communities, respected for what they do, their orders obeyed, and that they are effective at delivering efficient local justice for the public.
- Another community justice project is being developed within Salford Magistrates' Court from December 2005. The Salford Community Initiative is a different model to the North Liverpool CJC pilot and will explore a range of elements of community justice with the exception of co-location of agencies. These will include joint agency working, community engagement (including informing, consulting, problem-solving, participating and providing), supporting victims and witnesses, early intervention, a problem solving court overseen by a team of specially trained magistrates, case management, monitoring of offenders, mentoring, mediation and restorative justice. It is anticipated that lessons learned from both the North Liverpool and Salford projects will be evaluated and taken forward to other parts of England and Wales.
- The pilot of a Dedicated Drug Court started in December 2005 in Leeds and West London magistrates' courts. The aim of the pilots is to test within the existing court structure the impact of specialist sittings, increased continuity of judiciary and focused interagency working upon offenders who misuse drugs. Specifically the pilots will assess whether the drug court reduces reoffending and drug use and leads to more effective processes. The evaluation will be complete by July 2007.
- The programme of work to improve the experience of jurors at court will continue. This includes improving court facilities, reducing waiting times and increasing utilisation rates as well as an allowances review and carrying out research on juror experience.
- Work on increasing the diversity of the judiciary (including the magistracy) will continue as we take forward further work on the Magistrates National Recruitment Strategy and the consultation paper published last year *Increasing the Diversity in the Judiciary*. Our Equality Unit will continue its *Delivering Services to our Communities* project on engaging with local communities in particular faith and ethnic groups.

PSA Target 3

This target is jointly owned with the Home Office. We contribute to this by providing a fast, fair and efficient appeals process.

The implementation of the new Asylum and Immigration Tribunal (AIT) on 4 April 2005 has significantly improved the speed

of processing asylum appeals. This helps to deter unfounded asylum applicants and tackle abuse of our immigration laws.

Faster processing brings early finality to asylum cases and this leads to faster integration for genuine asylum seekers and removal of unfounded applicants.

<p>Target 3: Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration. The target will have been achieved if the number of unfounded asylum claims in the year 2007-08 is less than in the baseline year being 2002-03. (Joint target with Home Office)</p>	
Measures	Latest outturn
Reduce unfounded asylum claims	<p>AHEAD</p> <p>Baseline (2002-03): 70,200</p> <p>Target: a reduction</p> <p>Latest outturn (2004-05): 52,000</p>
<p>Progress since April 2005</p>	
<ul style="list-style-type: none"> • The creation of the new AIT on 4 April 2005 has been a major factor in the improved asylum performance. New procedures set a significantly shorter time scale for the hearing and determination of asylum appeals. In the long term this faster appeals system will assist as a deterrent to unfounded asylum applications. • The procedures have been put in place to enable the service of appeal determinations by the Home Office Immigration and Nationality Department through personal service. These measures also support the deterrence of unfounded applications. • The Government is committed to reducing abuse of the appeals process. The new accreditation scheme for immigration and asylum legal aid practitioners, compulsory from August 2005, represents a significant step in the drive to improve standards. • We are also contributing to the development of the Home Office’s new Asylum Model, which will further strengthen the unified approach to asylum management. This model will include new processes, such as a new screening process that is better able to move asylum applicants in a way that is tailored to the individual circumstances of their claim. Our contribution has been to ensure that the appeals process is fully integrated into the new Model. 	

SR2004 Strategic Objective II

To ensure that the public, especially the socially excluded and vulnerable, have access to excellent services, which enable them to exercise their rights in law and understand, exercise and fulfil their responsibilities.

Achieving stability for 'looked after' children is recognised as a priority by the Government. The Department for Educational and Skills DfES Outcomes Framework⁵ sets out the Government's strategy for every child in England and Wales. Our PSA target (which is listed as a target under the Stay Safe outcome) directly supports DfES objective

to "Safeguard children and young people, improve their life outcomes and general well-being, and break cycles of deprivation".

Children involved in care proceedings are among one of the most vulnerable groups in society. Cases involving the protection of children's interests, however, are complex and involve many organisations before care arrangements can be finalised. Working together with these organisations, our aim is to improve outcomes for children by reducing unnecessary delay and, as a result, provide for a speedier resolution of their future.

PSA Target 4

Target 4: By 2009-10, increase the proportion of care cases being completed in the courts within 40 weeks by 10%.	
Measures	Latest outturn
<p>By 2009-10, increase the proportion of care cases being completed in the courts within 40 weeks by 10%.</p> <p>(NB 10% means 10 percentage points).</p> <p>The target will be met if by 2009-10 the county courts (care centres) achieve 48% and the magistrates' courts (Family Proceedings Courts) achieve 56%.</p>	<p>ON COURSE</p> <p>In the current financial year to date (April to September 2005) the performance for 2005-06 is:</p> <ul style="list-style-type: none"> • County courts (care centres) 46.8% • Magistrates' courts (Family Proceedings Courts) 58%
Progress since April 2005	
<ul style="list-style-type: none"> • Video conferencing equipment, which enables experts to give evidence remote from the courtroom, was installed in care centres in March 2005. This helps to ensure cases are not delayed because experts are not available. • The recent establishment of the Local Family Justice Councils in the 42 areas of HMCS earlier this summer (2005) will provide further impetus to the work to reduce unnecessary delay. • We have launched Specialist Family Centre pilots whereby county courts and magistrates' courts (Family Proceedings Courts) will work together as one unit to achieve greater flexibility in the use of resources and the seamless transfer of family work between the two jurisdictions. • Authorisation for nominated recorders and district judges (county court) to hear care cases came into effect on 5 September 2005. This maximises the flexibility and capacity of the judiciary by enabling more efficient use of judicial resources and helps reduce delay. 	

⁵ Published with Every Child Matters: Change for Children 1 December 2004.

Future programme of work

- We shall take forward work arising from the recently completed review by the judiciary of the effectiveness of existing processes contained in the Protocol for Judicial Case Management in Public Law Children Act Cases (2003).
- Inter-agency conferences on 'delay' are being held by the Local Family Justice Councils between October 2005 and February 2006. These conferences will seek to identify further actions necessary to reduce delay in local areas.
- Work to further promote the availability of video conferencing equipment in care centres (which enables experts to give evidence remote from the courtroom) is currently underway. This will include the publication of leaflets in December 2005 and articles in external journals.
- The use of Case Progression Officers in reducing unnecessary delay in Public Law Children Act Cases is being piloted in six courts over a 12 month period: pilots started in September 2005.
- The fundamental cross-Government review of the way Public Law Care Cases are handled (announced on 5 July 2005, in the *Fairer Deal For Legal Aid*⁶) is to report to Ministers by the end of January 2006. This review seeks to identify further improvements to the way in which these types of cases are handled, including what happens before they enter the family justice system. It aims to ensure that resources are used in the most proportionate, efficient, effective and timely way to deliver the best possible outcomes for children and families, in a way that is consistent with the underlying principles of the Children Act 1989 and the European Convention on Human Rights.

⁶ Copies of the paper *A Fairer Deal For Legal Aid* (Cm 6591) are available from the Stationery Office and on the DCA website at www.dca.gov.uk/laid/laidfullpaper.pdf

PSA Target 5

Our aim is to enable proportionate dispute resolution: for people to have access to the information and the range of services they need to understand their rights and

responsibilities, to avoid legal problems where possible and where not possible to be able to resolve their disputes effectively and proportionately.

<p>Target 5: To achieve earlier and more proportionate resolution of legal problems and disputes by:</p> <ul style="list-style-type: none"> • increasing advice and assistance to help people resolve their disputes earlier and more effectively; • increasing the opportunities for people involved in court cases to settle their disputes out of court; • reducing delays in resolving those disputes that need to be decided by the courts. 	
Measures	Latest outturn
<p>Increasing advice and assistance to help people resolve their disputes earlier and more effectively;</p> <p><i>Target will be achieved with a 5% increase from 47.5% to 49.9% in the proportion of justiciable problems in respect of which people receive suitable advice and assistance;</i></p>	<p>NOT YET ASSESSED</p> <p>Achievement of this target is measured by the English and Welsh Civil and Social Justice Survey (formerly the National Periodic Survey of Justiciable Problems), which commences early in 2006. Results will be available from Spring 2006 and at quarterly intervals thereafter.</p>
<p>Increasing the opportunities for people involved in court cases to settle their disputes out of court;</p> <p><i>Target will be achieved with a 5% reduction from 40.5% to 38.5% in the proportion of disputed claims in the courts that are ultimately resolved by a hearing;</i></p>	<p>SLIPPAGE</p> <p>40.9% (September)</p> <p>Performance was expected to remain 'flat' in 2005-06, with the impact of planned activities being delivered over 2006-07 and 2007-08.</p> <p>Data is year to September for the preceding 12 months</p>
<p>Reducing delays in resolving those disputes which need to be decided by the courts.</p> <p><i>Target will be achieved with a 2% increase from 79.9% to 81.5% in the proportion of small claim hearings that take place within target time.</i></p>	<p>AHEAD</p> <p>82.2% (September)</p> <p>Data is year to September for the preceding 12 months</p>

Progress since April 2005

- On 13 July 2005 the Legal Services Commission (LSC) launched its strategy for the Community Legal Service (CLS), Making Legal Rights a Reality, which advocates a radical new approach to the way civil legal aid and advice services are funded, purchased and delivered.
- CLS Direct continues to grow and since its launch just over a year ago has received over 200,000 calls from people needing advice with welfare, debt and education issues. The service was expanded earlier in the year to include qualified legal advice on housing and employment problems. The service provided over 22,000 new specialist case starts in 2004-05 and this figure is expected to reach 60,000 this year.
- In June 2005 we launched two small claims mediation pilots in Exeter and Manchester, and a small claims support service in Reading. These pilots will test the effectiveness of providing low cost and free mediation services in small claims, with information from evaluation available from 2006.
- Since its launch in November 2004 the National Mediation Helpline service has received over 1,500 calls from court users and the public.
- In October 2005 we held a national Mediation Week, with events being held at over 60 courts throughout England and Wales to increase people's awareness of mediation and the benefits it can provide.

Future programme of work

- The LSC is working on plans for a major expansion of the CLS Direct telephone advice service from the middle of 2006-07 linked with a more co-ordinated approach to face-to-face services including piloting jointly funded (with local authority) community legal and advice centres able to offer seamless and integrated services. These are designed to improve access, especially for the most vulnerable and excluded clients.
- We will be expanding the services offered by the National Mediation Helpline so that callers will receive more information about other alternatives to court such as ombudsman schemes when appropriate.
- We will evaluate existing mediation schemes to measure their effectiveness and use the findings to assemble a Tool Kit, which local court managers can use to decide on the best approach to mediation in their area.
- A review on helping people to resolve their disputes (announced in *A Fairer Deal for Legal Aid*) will report to Ministers by 31 January 2006. The review will work towards developing a coherent cross-government strategy for ensuring that resources are more effectively deployed to tackle the unmet advice needs of people with social welfare problems.

SR2004 Strategic Objective III

To enable the development of democratic institutions of government that command public confidence

Constitution

Delivering justice in partnership with an independent judiciary is a key component in our successful delivery of this objective. We have clarified the respective responsibilities of the judiciary, the legislative

and the executive. In addition, we are reforming judicial appointments procedures to make them more open, accountable and transparent, while retaining the over-riding principle of appointment on merit; and taking forward initiatives to open up the judiciary to a wider diversity of candidates so that over time the diversity of the nation is reflected in the diversity of the judges.

Progress since April 2005

Electoral Policy

- Following the successful delivery of the general election in May 2005, the Department has introduced the Electoral Administration (EA) Bill, which aims to ensure access to voting for all, highest possible turnout and lowest possible fraud.
- The DCA has announced a package of secondary legislation to enhance the accessibility, integrity and administration of the electoral system in the UK.

Constitutional Reform

- The Constitutional Reform Act received Royal Assent on 24 March 2005. The Act reforms the office of the Lord Chancellor by removing his judicial offices, leaving him as the Minister with responsibility for the judiciary and the courts, and establishes the Lord Chief Justice as President of the courts in England and Wales. The Act also creates the UK Supreme Court to replace the Law Lords as the highest court of appeal, and establishes a new Judicial Appointments Commission. We are well advanced with regard to our preparation for implementation of the Act in April 2006. In particular we have announced the appointment of Baroness Usha Prashar as the inaugural Chair of the Judicial Appointments Commission. We are also developing the business processes and support which the Lord Chancellor will require for his new role under the Act

Human Rights

- In March, acting jointly with the Office of the Deputy Prime Minister, Office of Government Commerce and the Local Government Association, we published the Human Rights Guidance to Public Authorities on Contracting for Services. This gives clear advice on how to ensure consumers continue to enjoy the protection of the Human Rights Act, even when services are provided on behalf of public authorities by contractors.

Information Rights

- We have worked to ensure that the public receives the full benefits of the Freedom of Information (FOI) Act from central government departments and that information provided is consistent and accurate. We have done this by providing advice to central government departments on the Act and how it should be implemented and more specifically advice in over 1500 requests under the Act. We have also produced statistical bulletins providing data about the performance of central government departments in complying with the FOI Act.

- We have worked to foster the creation of networks and communities of FOI specialists to spread best practices and guidance of FOI. We played a major role in a conference of FOI officials across the public sector and have produced the first edition of an Information Rights journal, which provides summaries of cases dealt with by the Information Commissioner and the Information Tribunal to help fulfil this aim.
- We have worked to ensure that exemptions on disclosure of information are relevant and justified and have published a review of all the statutory bars to disclosure in UK legislation.

General Programme

- We have worked in partnership with the Citizenship Foundation (a charity which empowers individuals to engage in the wider community through education about the law, democracy and society) to produce the Young Citizens Passport, which has been distributed to schools and youth groups. The guide includes sections on how the Government functions as well as specific information on human rights.

Future programme of work

Electoral Policy

- We shall be working with electoral administrators to implement the proposals in the EA Bill, and secondary legislation, subject to Parliamentary approval. Central to this will be reforms to the electoral registration system and tighter security for postal voting.
- We are continuing our modernisation programme through the piloting process, inviting proposals to pilot changes to administrative processes. One example may be electronic counting of ballot papers.
- We shall be working with London boroughs, the Mayor of London, the Electoral Commission and community groups, to encourage people in London to register ahead of the May 2006 London borough elections. Under-registration is more acute in London than elsewhere in the country.

Constitutional Reform

- We will continue to develop a new relationship with the judiciary by launching by 3 April 2006:
 - an independent Judicial Appointments Commission;
 - the Office of the Judicial Appointments and Conduct Ombudsman (responsible for investigating and making recommendations on complaints about judicial appointments and the handling of judicial conduct and discipline cases);
 - the Office for Judicial Complaints (responsible to both the Lord Chancellor and the Lord Chief Justice for handling judicial office holder conduct and discipline issues);
 - and a new office, the Judicial Office for England and Wales (to support the Lord Chief Justice and the senior judiciary in fulfilling their new responsibilities).
- We shall take forward the Government's Manifesto commitments on House of Lords reform. This includes, preparing the ground for the Joint Committee on the conventions of the House of Lords in relation to legislation; the promised free vote on composition; and legislation to remove the remaining hereditary peers and the introduction of a time-limit on the House of Lords' consideration of individual Bills.

- We shall complete the secondary legislation necessary to support the reform and rationalisation of the office of Lord Chancellor.
- We shall work with the Law Lords on the detailed arrangements for the new Supreme Court, including the design of the building and the arrangements for staffing, fees and rules.

Human Rights

- We are now preparing a Tool Kit for public sector managers to assist in delivering practical benefits to customers. This Tool Kit will identify the improvements in consumer experience, which result from a human rights-based approach, and how these benefits may be realised.
- We shall shortly complete a strategic review of implementation of the Act by government departments.

Information Rights

- We shall continue to work towards ensuring consistency of approach and best practice in complying with the FOI Act across central departments so that citizens receive the full benefits of the Act.
- We shall continue to publish data each quarter about the performance of central government departments and an annual report on FOI, reviewing the implementation of the Act.
- We shall continue to improve the provision of information and advice to the public about the FOI and Data Protection Acts, setting out the benefits of rights of access to information and the safeguards in place for personal data.

General Programme

- We are working with charitable groups on projects to increase awareness of constitutional issues with the general public and particularly with young people. These projects include: the production, in partnership with the Citizenship Foundation, of a pocket guide to the Constitution aimed at 15-19 year olds; sponsorship of the English Speaking Union's 2005-06 schools debating competition where constitutional issues will be included; and working with the Hansard Society on the Democracy Series, a series aimed at sparking debate on constitutional and democratic issues particularly among students.

SR2004 Strategic Objective IV

To create a modern, efficient and effective department that has the capacity and capability to deliver excellent public services

We have an extensive programme of work to improve the services which we deliver, meet the challenge of efficiency and make the courts, legal aid and constitution work for the public.

Leadership

Successful delivery of the programme and provision of better services for the public is dependent on high quality leadership at all levels, ensuring that we are focused on delivery, resources and customers.

The DCA leadership vision accords with that for the Civil Service as a whole. Leadership development, to date, has been centred on senior leaders, building upon existing capability. Our aim is to create inspirational, visible leaders, taking personal responsibility for delivering results effectively and swiftly. We are also developing a People and Organisation Strategy to set out the means by which we will provide and skill the people needed to deliver its programme of work, improve the services delivered and build capacity for the future through the development of professional skills and expertise.

Organisation

Her Majesty's Courts Service

HMCS was launched in April 2005, bringing together the magistrates' courts and the former Court Service into a single organisation for the first time. The purpose of HMCS, which has responsibility for the administration of the civil, family and criminal courts in England and Wales, is to deliver justice effectively and efficiently to the public. Unification provides for increased value for money through better and more flexible management of resources.

The Centre of DCA

The centre of the Department has been restructured to create a new strategic focus and to provide better support to the delivery arms. In the new organisation, policy and

operations are brought together into single teams within HMCS and the tribunals. This means policy development is integrated with operational delivery, avoids duplication and enables faster decision making, improved accountability and a clear structure with which stakeholders can engage. Full implementation of the new structure will also deliver workforce reductions and efficiency savings.

We have worked to create more efficient corporate services through the introduction of shared service functions and better use of resources.

The Tribunals

The new Tribunals Service will be launched in April 2006 as an executive agency of DCA. The organisation will bring together the largest central government tribunals providing them with common administrative support. We already have responsibility for 16 of the tribunals which will form part of the new service, including those with remits covering asylum and immigration; war pensions, land and finance and tax. These will initially be joined by the following tribunals:

- Appeals Service (tAS),
- Employment Tribunals Service (ETS),
- Special Educational Needs and Disability Tribunal (SENDIST),
- Criminal Injuries Compensation Appeals Panel (CICAP), and
- Mental Health Review Tribunal (MHRT).

It is envisaged that a number of smaller central government tribunals will join the Service in 2008-09.

Bringing these tribunals together into one organisation under the DCA umbrella will provide the capacity to deliver best practice models for areas such as complaints handling and application processing. In addition, the changes will allow collective action to make better use of resources and deliver benefits to users (for example, creating a national network of hearing

centres, which will help to eliminate the need for users to have to travel long distances in order to attend hearings).

Many of the applications dealt with by the incoming tribunals deal with decisions made by their current home departments.

For example, the Appeals Service is part of the DWP and handles applications about benefit decisions. Removing tribunal administration from the decision-making department will result in greater public confidence in tribunal independence and its ability to achieve a fair outcome.

Progress since April 2005
<p>DCA</p> <ul style="list-style-type: none"> • Creation of HMCS as an executive agency of DCA in April 2005. • Restructuring the centre of DCA to create a new strategic focus, support the delivery arms and deliver efficiency savings. • Shared service models have been put in place for HR and IT functions, from 1 April 2005, modernising and streamlining the provision of people management and information technology services to the Department. • The launch of a Managing Attendance policy in October 2005 for full implementation from January 2006 aims to increase productive time. • The Tribunals Service entered its transitional year and assumed responsibility for the DCA tribunals. The senior management team has been appointed and work continues on putting appropriate structures in place. The new agency will be launched in April 2006.
Future programme of work
<p>DCA</p> <ul style="list-style-type: none"> • A People and Organisation Strategy will set out the direction for people management over the next five years and provide a plan for a workforce capable of delivering excellent public services and providing efficient administration of justice. • A workforce development strategy will be put in place to ensure that we have the capacity, capability and skills to deliver the Department's priorities. • Further development of management and leadership capability across the Department, building breadth and depth from existing capability. • Work will continue on supporting the creation of the new, unified Tribunals Service, bringing together the administration of all of the major tribunals across government. • Embed organisational structures in the centre of the Department and deliver planned efficiency savings over the spending review period. • Realising the benefits from improved absence management across the Department. • Regular reviews of absence will take place to support improved attendance.

Efficiency

A major theme of the Spending Review 2004 across Government was the need for a step change in efficiency enabling resources to be focused on front-line service delivery. By the end of the Spending Review 2004 period (March 2008), DCA's contribution will have amounted to at least £292 million. At least £57 million of the £292 million will be cashable (i.e. producing a tangible cash saving) the remainder being non-cashable (e.g. resulting from increased productivity and more efficient use of resources).

A key aspect of the efficiency work is the more effective deployment of workforces across all departments. For DCA this equates to an overall reduction by March 2008 of 1100 staff.

The £292 million target will be delivered by workstreams reflecting key business areas of the Department: Legal Aid, HMCS, Criminal Justice, Procurement, Corporate Services and through restructuring the centre of DCA. Work is also in hand to improve productive time.

Each of these workstreams has agreed contributory targets towards the overall £292 million. These and the latest outturn as outlined at the end of September 2005 are reported below.

Target: Delivery of at least £292m efficiency gains by March 2008.	
Workstream	Latest outturn
<p>Legal Aid</p> <p>A contributory target (by March 2008) of £198 million is to be met by delivering legal aid more efficiently.</p>	<p>To date £31.6 million (actual to 31 August 2005) non-cashable savings have been delivered, representing 41% of the annual profile figure of £78 million. Further measures, which will reduce Crown Court payments, and the cost of cracked and ineffective trials (where a case collapses on the day of trial due to a late guilty plea, or as result of other factors such as non-attendance of witnesses), will start to deliver savings in the third quarter of 2005-06. Additionally a £2 million administration saving is to be delivered.</p>
<p>HMCS</p> <p>A contributory target of £41 million (by March 2008) is to be met by delivering efficiencies following the creation of HMCS, which merged 43 organisations on 1 April 2005. The key areas which will generate efficiencies are line management and support function re-organisation, rationalisation and pooling of court business, estates integration and more efficient use of corporate resources.</p>	<p>To date provisional efficiency gains of £9.96 million have been delivered. This represents just under half of the annual profile figure of £21 million.</p> <p>In addition, headcount reductions of 179 have been delivered (of 400 planned for the current year).</p>

<p>Cross-CJS</p> <p>A contributory target of £25 million (by March 2008) is to be met by two work strands:</p> <ul style="list-style-type: none"> • business change (£3 million) – efficiency savings resulting from business changes in the Courts, and • performance improvement (£22 million) – improvement in HMCS performance resulting from the combined impact of other Criminal Justice Organisation (CJO) initiatives. 	<p>To date non-cashable savings amounting to £10.44 million have been realised.</p> <p>These have been delivered by:</p> <ul style="list-style-type: none"> • business change in the courts following the rollout of XHIBIT (a new computer system designed to keep jurors, counsel and court staff up to date as hearings progress) which has saved £0.84 million to date, and • performance improvement (£9.6 million) in terms of savings derived from the reduction in ineffective and cracked trials in courts. <p>This workstream is currently forecasting to deliver £19 million against an annual profile of £16 million.</p>
<p>Procurement</p> <p>A contributory target of £15 million (by March 2008) is to be met by securing value-for-money on commodities, contracts and services, and by improving resource utilisation.</p>	<p>At the half-year point, procurement had delivered cashable savings of £2.5 million.</p> <p>The rollout of Government Procurement Card across HMCS realised greater savings (£0.774 million) than anticipated (£0.525 million). This was a result of an increased number of transactions following the extension of the card to magistrates' courts.</p>
<p>Restructuring the centre of DCA</p> <p>A contributory target of £9 million (by March 2008) is to be met by delivering policy and operational objectives more efficiently through a reshaping of DCA centre. This workstream will also contribute to headcount reduction.</p>	<p>The annual profile of 100 planned headcount reductions and £3 million in corresponding cash savings have been delivered.</p>
<p>Productive Time</p> <p>A contributory target of £6 million (by March 2008) is to be met by increasing workforce productivity through absence management.</p>	<p>There were no planned savings for the period. Implementation has begun on schedule and the workstream is confident that while only £2.5 million will be delivered this year, the remainder of the annual profile figure of £3.5 million can be recovered in subsequent years.</p>

<p>Corporate Services</p> <p>There is no formal overall contributory target for this workstream. Human resource, finance, and IT business strands are aiming to simplify and streamline systems and processes.</p>	<p>At the half-year point, the IT business strand is on target to deliver its annual profile figure of £1.5 million of cashable savings. Further work is underway to deliver efficiency gains in respect of HR and Finance by March 2008.</p>
<p>Progress since April 2005</p>	
<p>During the first six months of 2005-06 work has focused on setting up governance arrangements to establish a regular and effective reporting regime and drive forward work to deliver efficiency gains. In particular, progress has been made in the following areas:</p> <ul style="list-style-type: none"> • A new approach has been adopted by the cross-CJS workstream whereby reporting is split between business change and performance improvement. This differentiates between initiatives requiring changes to the business processes in the courts (business change strand), and initiatives designed to make the passage of cases through the judicial system more efficient (performance improvement strand). • Improved working relationships across workstreams and other criminal justice organisations has enabled the development of clear and realistic forecasts with the Legal Aid and cross-CJS workstreams. • The business planning process within HMCS has enabled regions to provide an initial report on progress towards meeting their efficiency targets. • Identification of new efficiency gains in procurement, AIT and legal aid areas. • Baseline targets for the planned workforce position over the SR 2004 period have been set. 	
<p>Future programme of work</p>	
<p>Building on work completed to date the next 6-12 months will see completion and progress on the following:</p> <ul style="list-style-type: none"> • A new departmental Efficiency Delivery Plan, which will cover the totality of the DCA target. • Additional plans for legal aid and HMCS developed providing meaningful contingency. • Continued quarterly reporting of efficiency gains incorporated into the existing financial reporting arrangements. • Integration of efficiency into the day to day business of the Department with inclusion of efficiency savings in financial and business planning. • Confirmation of benefits expected from LIBRA and incorporation of necessary business changes into HMCS. <p>Workforce</p> <ul style="list-style-type: none"> • DCA-wide process of headcount control and workforce reduction management in place. This to be incorporated in to the Finance and HR existing reporting arrangements. 	

Relocation

- The Judicial Appointments Commission, to be launched in April 2006, will be based in London initially. It is due to relocate in part in 2008, although will retain some London accommodation for the provision of assessment centres and some Commissioner meetings.
- The new Tribunals Service HQ will be relocated outside London by March 2008, in line with a business case being drafted in Autumn 2005.

3. Performance Data against SR 2002 PSA Targets

PSA Target 1

Target 1: To Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.15 million by 2005-06; with an improvement in all Criminal Justice System areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials. (Contributes to Criminal Justice System PSA)	
Measures	Latest outturn
<p>Increasing the number of crimes for which an offender is brought to justice.</p> <p>The target will be met if 1.15 million offences are brought to justice in 2005-06.</p>	<p>AHEAD</p> <p>Latest performance (June 2005) shows that 1.194 million offences were brought to justice, which is 19.1% above baseline. We have achieved our interim 2005-06 target, but performance must be maintained.</p>
<p>Improvement in all CJS areas.</p> <p><i>The target will be met if, in each of the 42 CJS areas, more offences are brought to justice in 2005-06 than in the baseline year 2001-02.</i></p>	<p>ON COURSE</p> <p>To date 37 of the 42 criminal justice areas have improved their performance over the baseline year and putting us on course to achieve target.</p>
<p>Greater increase in worst performing areas.</p> <p><i>The target will be met if the average performance improvement achieved by the worst performing CJS areas between 2001-02 and 2005-06 is greater than the national average performance improvement over the same period.</i></p>	<p>ON COURSE</p> <p>Current performance (0.623 million) is well above trajectory (0.549 million) and the “worst performing” element of the target will be met if this performance is maintained at its current level.</p>
<p>A reduction in the proportion of ineffective trials.</p> <p><i>The target will be met if the national level of improvement for Crown Court and magistrates’ courts is 27% by March 2006. This equates to a reduction in the proportion of ineffective trials from 24% to 17% in the Crown Court, and from 31% to 23% in the magistrates’ courts.</i></p>	<p>AHEAD</p> <p>As of September 2005 the proportion of ineffective trials in Crown Court had reduced from 24% (baseline) to 13.9%. This is 3.1% ahead of the 2005-06 target and 2.5% better than a year ago.</p> <p>For the magistrates’ courts the proportion of ineffective trials has reduced from 31% to 21.3% in the quarter ending September 2005. This is 1.7% ahead of the 2005-06 target and 4.1% better than the same time last year.</p>

PSA Target 2

Target 2: Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants. (Contributing to Criminal Justice System PSA) ⁷	
Measures	Latest outturn
<p>Improve the level of public confidence in the Criminal Justice System</p> <p>This is determined using questions in the British Crime Survey (BCS) which ask whether the public believes the CJS is effective in bringing people who commit crimes to justice.</p>	<p>AHEAD</p> <p>Baseline (BCS 2002-03): 39%</p> <p>Target: (BCS 2005-06): an increase</p> <p>Annual outturn (BCS 2004-05): 43%</p> <p>Latest outturn (Year to June 05): 43%</p>
<p>Ethnic minority community confidence</p> <p>This is determined using questions in the BCS which ask whether people from a black or minority ethnic background believe the CJS is effective in bringing people who commit crimes to justice.</p>	<p>AHEAD</p> <p>Baseline (BCS 2002-03): 49%</p> <p>Target: (BCS 2005-06): an increase</p> <p>Latest outturn (year to March 05): 56%</p>
<p>Increasing year-on-year the satisfaction of victims</p> <p>This is measured using BCS questions on victim satisfaction with the CJS, together with questions on victim satisfaction with the police.</p>	<p>SLIPPAGE</p> <p>Baseline (BCS 2003-04): 59%</p> <p>Target: (BCS 2005-06): an increase</p> <p>Annual outturn: (BCS 2004-05) 58%</p> <p>Latest outturn (year to June 05): 58%</p>
<p>Witness satisfaction</p> <p>This is measured using a BCS question measuring witness satisfaction with the police.</p>	<p>ON COURSE</p> <p>Baseline (BCS 2003-04): 57%</p> <p>Target: (BCS 2005-06): an increase</p> <p>Annual outturn: (BCS 2004-05) 58%</p> <p>Latest outturn (year to June 05): 58%</p>
<p>Respecting the rights of defendants</p>	<p>The rights of defendants are protected by law. We will investigate and take action if there is any evidence that the rights of defendants are not being respected or that public confidence in rights being respected is falling.</p>

⁷ Public confidence is being measured using a question in the British Crime Survey on effectiveness of the criminal justice system in bringing people who commit crimes to justice. The target requires a statistically significant increase (1% point). Ethnic minority confidence is being measured through the same question and requires 3% point increase. Victim and witness satisfaction will be measured through new questions in the British Crime Survey, with a target of a 3% point increase on the baseline (October 2003 – March 2004).

PSA Target 3

Target 3: Reduce the proportion of disputes which are resolved by resort to the courts.	
Measures, baselines and target levels	Latest outturn
Reduce the number of non-family claims in the civil courts by 11.8% (from 1.790 million to 1.580 million).	<p>SLIPPAGE</p> <p>Latest outturn: (year to September 2005) 1.969 million</p> <p>There has been further slippage in performance since March 2005 (1.791 million).</p> <p>The target is being missed due to a large increase in bulk claimants (e.g. water utilities, HM Revenue and Customs and DVLA) as the county courts are increasingly their chosen approach when dealing with debt/fine recovery. The vast majority of these claims are undefended and therefore do not end up in court.</p>
Reduce the proportion of allocated (i.e. defended) cases that are resolved by a hearing by 1.9% (from 48.9% to 47%)	<p>AHEAD</p> <p>Latest outturn: (year to September 2005) 40.9%</p>
Reduce the number of hearings by 9.3% (from 71,300 to 64,700)	<p>AHEAD</p> <p>Latest outturn: (year to September 2005) 63,600</p>
<p>Increase the proportion of contact and ancillary relief orders made by consent by 2.8% (from 70.6% to 73.4%)</p> <p>Maintain the proportion of ancillary relief orders made by consent at over 90%.</p> <p>Increase the proportion of contact orders made by consent to 32.2%</p>	<p>ON COURSE</p> <p>Latest outturn: (year to September 2005) 73.0%</p> <p>Ancillary Relief Orders – current performance is 92.7%</p> <p>Contact Orders – current performance is 39.7%</p> <p>The two separate elements of the target are being met, and we are on course to meet the combined target. However, as performance has been significantly boosted by the correction of a data quality issue, even if the combined target is met we will report performance as ‘partly met’.</p>

PSA Target 4

Target 4: Increase year-on-year the level of satisfaction of users by taking speedy, high-quality decisions and reducing unnecessary delay and cost, and by ensuring that outcomes are enforced effectively.		
Measures	Latest outturn	
The achievement of year-on-year improvements in four key areas of dissatisfaction identified through the 2002/03 customer satisfaction survey.	SLIPPAGE	
<i>By March 2006</i>	2004-05	2005-06 ⁸ (waves 1 and 2 of 3)
85% customer satisfaction with knowledge of staff at public counter (2002-03 baseline 79%)	87%	84%
80% of customer satisfaction with knowledge over the telephone (2002-03 baseline 75%)	86%	83%
60% customer satisfaction with speed of resolution of complaints (2002-03 baseline 36%)	27%	36%
80% customer satisfaction with helpfulness of written communication (2002-03 baseline 70%)	79%	77%
<p>The results from wave 1 for the 2005-06 Customer Satisfaction Survey demonstrate we are on course to deliver significant improvements for three of the four components of the headline target, against the 2002-03 baseline on which the PSA target was set. A range of activities have been implemented to improve business performance in these areas. These include new complaints handling standards and guidance, re-deployment of experienced staff to front-line customer services, new customer service training and improvements to the standard letter templates held on the court IT systems.</p> <p>However, there is a range of factors constraining our ability to influence these measures to the extent required to meet the staged increases required by the end of 2006. For example, detailed analysis and in-depth research demonstrates responses to the customer survey, which measures perception, are strongly influenced by factors such as case outcome, and respondents allow this to influence their view of the administrative process. A full comparison against the 2005-06 staged targets cannot be made until the results of all three survey waves are available (in April 2006).</p>		

⁸ Survey is conducted over three waves with final results being available April 2006.

2005-06 supporting targets:	April – August 2005
1. 95% of courts or units which apply for the Charter mark are awarded that status 2. 85% of complaints answered within target timescales (see below): received by Ministers – 17 working days received at Court Service Headquarters Customer Service Unit – 15 days received by area directors – 10 days received by court managers – 5 days	Target met early ⁹ 100% 91% 81% ¹⁰ 87%
3. 94% of administrative transactions completed within five days	96%
To increase the percentage of civil cases heard within target from allocation to hearing: 4. 78% small claims heard within 15 weeks 5. 78% fast track cases heard within 30 weeks 6. 78% multi track cases heard within 50 weeks	82% ¹¹ 81% 77%
Percentage of Public and Private Law Children Act cases and adoption cases dealt with within target by the end of March 2006: 7(a) 70% Public Law heard within 40 weeks 7(b) 70% Private Law heard within 40 weeks and 8. 70% of adoption cases heard within 20 weeks	47% ¹² 71% 66% ¹³
9. Realise at least 30 opportunities for county courts and magistrates' courts to accommodation by April 2006	17 ¹⁴
10. Establish a cost indicator by April 2004	Met ¹⁵

⁹ In April 2004 we achieved 95% court accreditation.

¹⁰ This is a challenging target due to the additional investigation required to resolve these more complex complaints.

¹¹ Performance for small claims against both SR2002 and SR2004 PSA targets are reported on 12 month rolling average in the dual running year.

¹² Public Law Children Act Cases are now subject to a new SR2004 PSA target (requiring an increase of 10% in performance in Care Centres by 2009/10). This new target more accurately reflects the true scale of the challenge, given the complexity of the delivery chain and the wide range of agencies involved in tackling delay in Public law cases.

¹³ Performance represents the aggregate of both placement and private (step parent) adoptions.

¹⁴ Cumulative number of co-locations achieved since April 2003. We are aiming to achieve a further 13 co-locations by April 2006.

¹⁵ The key elements of a 'cost indicator' for the civil and family courts has been agreed with HM Treasury. This is a business tool that will be used for management information by HMCS, through being able to benchmark key business and estate costs between HMCS regions and areas.

<p>11. The amount of money on enforceable warrants as a percentage of the total value of enforceable warrants will be 85%</p>	<p>93%</p>
<p>12. 70% of Charging Orders will be processed in the appropriate timescales:</p> <p>from application to interim order in 2 weeks and</p> <p>from interim order to final order in 10 weeks</p>	<p>93%</p> <p>86%</p>
<p>13. 70% of third party debt orders will be process in the appropriate timescales:</p> <p>from application to interim order in 2 weeks and</p> <p>from interim order to final order in 10 weeks</p>	<p>93%</p> <p>91%</p>
<p>14. 70% of attachment of earnings orders will be processed in the appropriate timescales:</p> <p>from application to first order (suspended or full) in 10 weeks</p>	<p>74%</p>

PSA Target 5

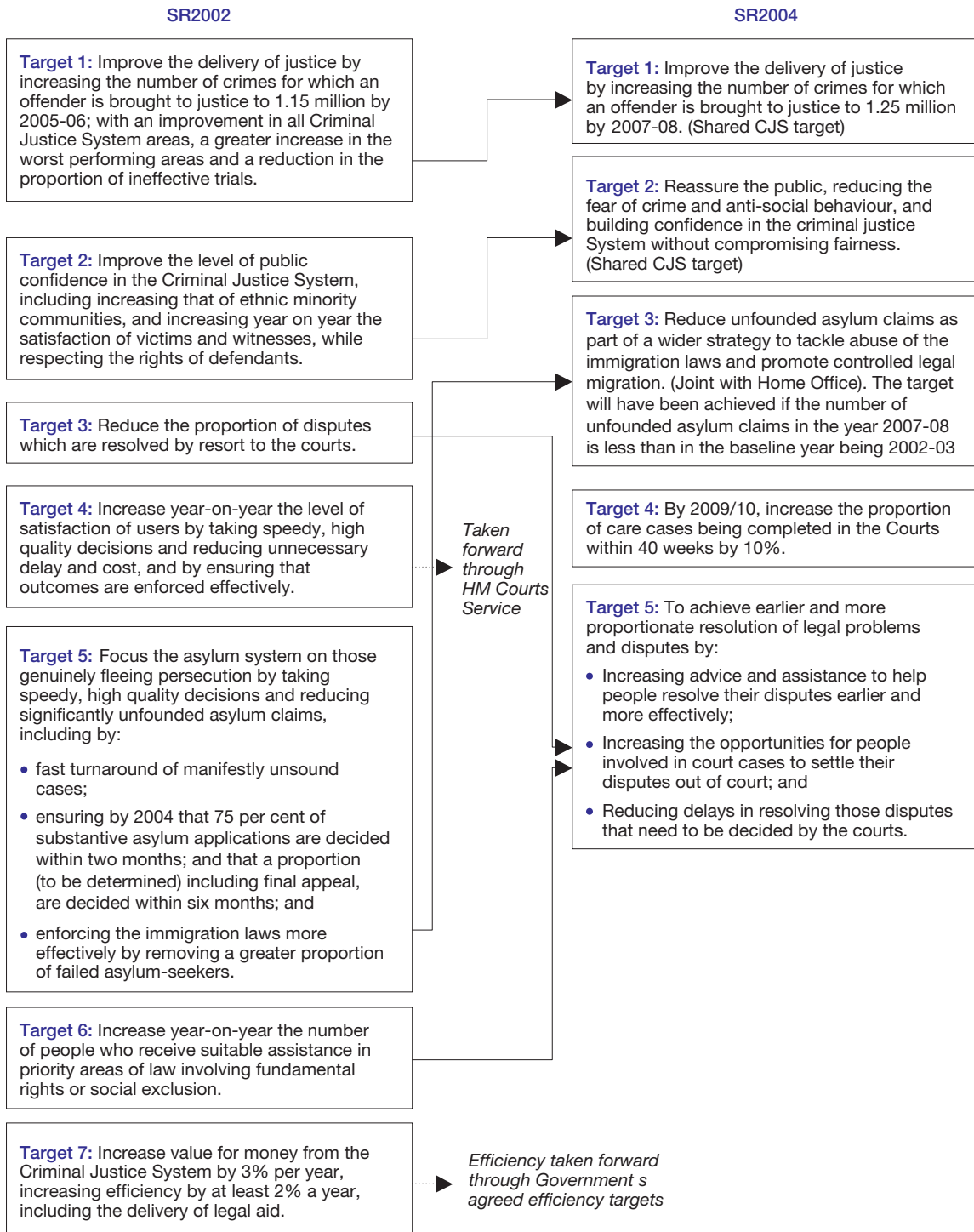
<p>Target 5: Focus the asylum system on those genuinely fleeing persecution by taking speedy, high quality decisions and reducing significantly unfounded asylum claims, including by:</p> <ul style="list-style-type: none"> • fast turnaround of manifestly unsound cases; • ensuring by 2004 that 75% of substantive asylum applications are decided within two months; and that a proportion including final appeal, are decided within six months; and • enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers. <p>(Joint target with Home Office)</p>	
Measures	Latest outturn
<p>Measure 1: Fast turnaround of manifestly unfounded cases</p> <p>The target was modified in July 2005. The target is now to remove 75% of detained non-suspensive appeal cases certified as clearly unfounded and detained throughout the process within 28 days.</p>	<p>SLIPPAGE</p> <p>Target (2005-06): 75%</p> <p>Annual Outturn (2004-05): 70%</p>
<p>Measure 2: Number of substantive asylum applications decided within two month</p> <p>75% of substantive asylum applications are decided within two months</p>	<p>ACHIEVED</p> <p>Target (2003-04): 75%</p> <p>Target Outturn: 81%</p> <p>Latest update (2004-05): 80%</p>
<p>Measure 3: Number of substantive asylum applications, and that a proportion (to be determined) including final appeal, are decided within six months</p> <p>65% (year ending March 2005) including final appeal are decided within six months.</p>	<p>ON COURSE</p> <p>2003-04</p> <p>Target: 60%</p> <p>Outturn: 63%</p> <p>2004-05</p> <p>Target: 65%</p> <p>Latest confirmed results (period for applications received between April and September 2004): 59% (pre-AIT)</p>

	<p>As the Technical Notes indicate, performance data for the year as a whole will be published in the asylum statistics, on the Home Office website, as soon as possible after the end of the financial year (once the data is judged sufficiently reliable).</p> <p>Provisional data shows strong improvement in performance following AIT implementation and the target is expected to be met.</p> <p>Target (2005-06): 75%</p>
<p>Measure 4: Enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers</p>	<p>AHEAD</p> <p>Baseline (2002-03): 21%</p> <p>Target: remove greater proportion in 2005-06</p> <p>Annual Outturn (2004-05): 27%</p>

PSA Target 6

Target 6: Increase year-on-year the number of people who receive suitable assistance in priority areas of law involving fundamental rights or social exclusion.	
Measures	Latest outturn
<p>Performance will be measured by the triennial National Periodic Survey of Legal Need.</p> <p><i>This target will be met if the number of people receiving suitable assistance in priority areas of law increases from 31 per thousand (baseline) to 34 per thousand by the end of the Spending Review 2002 period (March 2006).</i></p>	<p>SLIPPAGE</p> <p>Achievement of this target is measured by the National Legal Needs Survey (NLNS), which was conducted every three years, the last Survey referring to 2004, but is now moving to a continuous basis. Results will be available from Spring 2006, and at quarterly intervals thereafter.</p> <p>The target is unlikely to be met, because between 2001 and 2004 the <u>number</u> of people experiencing problems has fallen considerably, by about 15%. Although there has been an increase of about 11% in the <u>proportion</u> of problems reported as receiving assistance, the net result has been a fall of about 5% in the number of problems reported as receiving assistance since the start of the SR2002 period. Final outturn in March 2006 is likely to be 'not met'.</p> <p>Contributors are making efforts to come as close as possible to meeting the target. In particular the Legal Services Commission are on course to assist on as many problems in 2005-06 as at the start of the SR2002 period. Important <i>pro bono</i> activity such as the LawWorks Clinic Project is also on target.</p> <p>To maintain the overall level of problems receiving assistance in the light of the decline in problems experienced would be a significant achievement by the contributors and would result in a further increase in the proportion of problems receiving assistance. However, it would not lead to the target being met, since the test for meeting the target was set to require a 10% increase in numbers of people recorded by the survey as being helped – to give certainty that actual numbers had increased, bearing in mind the possible level of statistical error in the survey.</p>
<p>An annual telephone survey will be conducted to provide a broader indicator of trends towards delivery of the target.</p>	<p>The response rate to the telephone surveys has been increasingly insufficient for this to be regarded as a valid measure.</p> <p>We propose to utilise a rolling face-to-face survey during 2005-06 as the final measure for PSA target 6.</p>

4. Mapping SR2002 and SR2004 PSA Targets





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