



Criminal Injuries
Compensation
Authority

Criminal Injuries
Compensation Authority

Annual Report and Accounts

2016-2017

July 2017



Criminal Injuries
Compensation
Authority

Criminal Injuries Compensation Authority Annual Report and Accounts 2016-2017

For the period 1 April 2016 to 31 March 2017

Presented to Parliament pursuant to section 6
of the Criminal Injuries Compensation Act 1995.

Ordered by the House of Commons to be printed on 19 July 2017

Laid before the Scottish Parliament by the Scottish Ministers July 2017

HC256

SG/2017/67



© Crown copyright 2017

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.uk/government/publications

Any enquiries regarding this publication should be sent to us at cal@cica.gsi.gov.uk

Print ISBN 9781474144551

Web ISBN 9781474144568

ID 08051711 07/17

Printed on paper containing 75% recycled fibre content minimum

Printed in the UK by the Williams Lea Group on behalf of the Controller of Her Majesty's Stationery Office

Contents

Performance Report	3
Overview	4
Chief Executive's Foreword	4
Summary of our work	6
Performance analysis	9
Our aim and strategy	12
Our service	12
Our finances	13
Sustainability report	15
Finite resource consumption	18
Accountability Report	21
Corporate Governance Report	22
Directors' Report	22
Statement of Accounting Officer's Responsibilities	23
Governance Statement	24
Other Committees and Forums	27
Conclusion	31
Remuneration and staff report	32
Remuneration policy	32
Remuneration report	32
Pension liabilities (Audited)	39
Our staff (Not subject to audit)	39
Parliamentary accountability report	41
Fees	41
Regularity of expenditure	41
Remote contingent liabilities	41
The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament and the Scottish Parliament	42

Financial statements	45
Notes to the Accounts	50
Appendices	71
Appendix A – Governance	72
Appendix B – Meeting Attendance	73
Appendix C – Abbreviations	74

Performance Report

Overview

Chief Executive's Foreword

As Chief Executive Officer I am pleased to introduce this year's annual report for the Criminal Injuries Compensation Authority (CICA).

Since the first Scheme in 1964 we have dealt with over 2.2 million applications and paid out almost £6.25 billion in compensation.

This year we made decisions on just over 34,500 applications and provided over £142.39 million in compensation, to victims of violent crime at home and those affected by terrorism overseas.

During the year we introduced measures to improve the efficiency and quality of our decisions. We implemented a revised strategy to reduce the timescales for managing a case through to a decision and developed a refreshed quality assurance approach to improve the consistency and accuracy of our decisions. We made further improvements to our procedures following reviews of our operational guidance and processes.

We continued our commitment to digital technologies, training our staff on the latest methodologies for delivering our business change programme. As part of our work to streamline services to customers we introduced a way of giving electronic consent, removing the need for applicants to provide a handwritten signature at the start of the application process. This change reduced the time taken to process cases by 30 days. Following extensive user research we built on our aim to modernise and improve the accessibility of our online services, securing Cabinet Office approval to extend our online application and customer portal services.

This year we have further invested in our people. We ran a major recruitment campaign which has brought our workforce up to strength and supported new staff by integrating Scheme training with supervised decision-making. We recruited leaders and professionals to undertake key business roles in specialist areas while increasing flexibility across the workforce through adding to people's skills. We employed two in-house clinical psychologists to provide expert help when making decisions on disabling mental injury claims.

We made effective plans to develop a healthy and constructive culture in our organisation. We formed our Diversity Champions Network which has played a significant role in promoting diversity, inclusion and opportunity for our people. In this year's Staff Survey results we increased our people engagement by 11 per cent to 65 per cent, exceeding the benchmark for civil service high performers in leadership and managing change. We began our pilot on smarter working with a small team of our senior decision makers with the aim of identifying personal and business benefits from helping people fit their work together with the rest of their lives.

To ensure that we continue to deliver best value for money we will share expertise, best practice and technologies with other parts of the Ministry of Justice.

We know that our payments can make a real difference to the lives of those affected by violent crime and we will continue to put all our efforts into delivering a service that is sensitive, fair and efficient.

Carole Oatway

Chief Executive and Accounting Officer
Criminal Injuries Compensation Authority

7 July 2017

Summary of our work

The Criminal Injuries Compensation Scheme was set up in 1964 to compensate blameless victims of violent crime. Before 1996 awards were set on the basis of common law damages. Following the enactment of the Criminal Injuries Compensation Act 1995, CICA was established to administer a tariff-based compensation scheme in England, Wales, and Scotland.

Since April 1996, the level of compensation has been determined according to a tariff set by Parliament. The tariff Scheme has been revised three times, with the latest revisions having been approved by Parliament in November 2012.

Under the tariff Scheme there are two main types of compensation—personal and fatal injury awards—with additional compensation for loss of earnings, dependency or special expenses where applicable.

The compensation components for personal injury awards are:

- an award based on the tariff of injuries (with a maximum of £250,000);
- a contribution to loss of earnings or earning capacity, beyond the first 28 weeks of loss as a direct result of the injury; and
- other special expenses which may be payable in certain circumstances.

The compensation components for fatal injury awards, where applications are made as a result of a fatality following a violent crime are:

- a bereavement award of £5,500 for each applicant who qualifies, or £11,000 if there is only one qualifying applicant;
- compensation for financial dependency;
- in the case of a child under 18, compensation for the loss of parental services; and
- the reasonable cost of a funeral.

In no case may the tariff Scheme award exceed £500,000. Applicants who disagree with our decision can request a review by a different claims officer and, if still unhappy with CICA's review decision, can appeal to the First-tier Tribunal. More information on the provisions of the Scheme are available at www.gov.uk or by contacting CICA on 0300 003 3601.

Going concern

At 31 March 2017, CICA's Statement of Financial Position records net liabilities of £318 million (31 March 2016, £331 million). Of this total, £295 million (31 March 2016, £290 million) relates to compensation payable in the future, as recognised in programme provision (note 10).

Compensation liabilities falling due in future years can only be met by cash funding from the Ministry of Justice and the Scottish Government. This is because, under the normal conventions applying to Parliamentary control over income and expenditure, such amounts are not paid in advance of need.

Net cash requirement for 2017-18, taking into account the amounts required to meet CICA's liabilities falling due that year, has already been included in the Ministry of Justice and Scottish Government estimates for that year, that have been approved by Parliament. There is, therefore, no reason to believe that both future sponsorship and Parliamentary approval will not be forthcoming. As a result, it is deemed appropriate to adopt the going concern basis for the preparation of these financial statements.

Key achievements and events 2016-17

- Implemented revised casework management strategy to reduce timescales for decision making on applications.
- Increased flexibility in delivery through dual skilling of staff.
- Continuous improvement activity to review operational guidance and processes.
- Made decisions on just over 34,500 applications.
- Introduced electronic consent, reducing processing times by 30 days.
- Implemented a new target operating model.
- Improved the quality and accuracy of decisions through the implementation of a new Quality Assurance Framework.
- Secured Cabinet Office approval to develop an extended online service informed by extensive user research.
- Revised guidance and employed specialists to improve the management of mental injury claims.
- Increased our people engagement by 11% to 65%, exceeding the benchmark for civil service high performers in leadership and managing change.
- Brought our workforce up to capacity supported by a new training strategy which integrated skills training with live environment consolidation.
- Recruited leaders and professionals to undertake key business roles in specialist areas.
- Trained and deployed Agile working practices to support the delivery of our digital transformation programme.
- Liaised with the Department of Health and the National Health Service Scotland Screen and Treat Programme to make the process of obtaining medical reports quicker and more convenient for victims of overseas terrorism.
- Reviewed the guides for the 2012 Scheme and Victims of Overseas Terrorism Compensation Scheme.
- Supported the development of new tools to help staff decide financial dependency and the approach to unspent convictions.
- Introduced a formal feedback process so that appeals claims officers can share and resolve process issues or concerns with operational casework teams.

Events

Terrorist Incidents

We handle all applications relating to terrorist incidents in a consistent and co-ordinated way. We establish a dedicated response team who work with the police, security authorities and the medical profession to deal quickly, fairly and compassionately with all applications we receive.

Stakeholder liaison

- We met with key stakeholders to discuss management of customer expectations and the reduction of unnecessary correspondence.
- We delivered a presentation about our work to the National Conference of Victims of Sexual Violence.
- We met with the Tribunal Service, Police Service of Scotland and the National Police Chiefs' Council about police evidence and attendance at appeal hearings.
- Our Chief Executive met with the Victims' Commissioner to discuss her review of compensation from the perspective of a victim.

Performance analysis

Key performance measures

We have reduced our net caseload and reduced the percentage of our caseload which is made up of pre-2012 Scheme cases. We made 34,552 first and review decisions in 2016-17, an increase of 5.5% compared to the number of first and review decisions made in 2015-16.

We monitor our customer satisfaction and were pleased to see that this remained high during 2016-17.

Claim activity

TABLE 1 Size of net caseload

The size of our net caseload reduced from last year. This was due to a reduction in the number of applications received and an increase in the number of decisions made compared to the previous year.

We received 31,563 new applications in 2016-17, a reduction of 2.6 percent on the number of applications received in 2015-16 (32,415). Demand can vary from year to year depending on the level of violent crime which results in a compensatable injury. The estimate for next year based on historical trends is 32,800 applications.

We made 34,552 first and review decisions in 2016-17, an increase of 5.5% compared to the number of first and review decisions made in 2015-16.

Measure	Definition	2016-17	2015-16
Size of live tariff caseload ¹	The number of live tariff cases that CICA have registered which do not have a money or nil offer outstanding	40,140	40,371

¹ We changed how we measure our caseload during 2016-17. The new measure provides an accurate figure on the number of cases awaiting a money or nil offer.

TABLE 2 Number of applications resolved

	2016-17	2015-16
Tariff and pre-tariff schemes	32,021	28,512

TABLE 3 Time taken to reach decisions

Measure	Definition	2016-17	2015-16
Active caseload cycle time to a first money or nil offer	The average time take to make a first money or nil offer	12.09 months	11.41 months
Review money or nil offer cycle time	The average time take to make a review money or nil offer	8.88 months	6.38 months

There was a slight increase in the time taken to make a first and review, money or nil offer. This is because there was continued focus to reduce some of our oldest and most complex tariff cases. Deciding a greater volume of pre-2012 Scheme cases has meant a greater proportion of our decisions are over 5 years old, increasing the average time to make an offer.

TABLE 4 Age of caseload

		2016-17	2015-16
Age of caseload	The percentage of cases where the complexity of the injury means they have not been settled within 2 years	22.5%	18.6%
Pre-2012 Scheme	The percentage of the total tariff caseload that relates to cases submitted prior to the introduction of the 2012 Scheme	4.7%	7.1%

TABLE 5 Rates of review and appeal

The rate of cases being reviewed and appealed has decreased significantly from last year. This is because a larger number of offers made to applicants were made during the last quarter of the year. Applicants have 56 days to review an offer, and this means that some review applications for these decisions had not been submitted before 31st March. As such, we expect the percentage of cases going to internal review to increase during 2017-18. The proportion of cases finalised without the need for an external appeal remains high at 97.6 percent. Of the 2.4 percent of our offers going to appeal, 29 percent of these cases are overturned. Although this is a slight increase on last year, this shows that the majority of our decisions which are examined at appeal are supported by the evidence available.

	2016-17	2015-16
% of claims assessments cases going to internal review	13.5%	21.9%
% overall appeal rate	2.4%	4.3%
% of decisions overturned on appeal	29%	27.1%

TABLE 6 Outstanding applications

As we continue to prioritise legacy scheme cases, the caseload reduced slightly during 2016-17.

	2016-17	2015-16
Awaiting a first decision	35,450	34,526
Awaiting a reviewed decision	3,472	4,385
Awaiting appeal	1,218	1,460
Total	40,140	40,371

TABLE 7 Disallowed claims

The following table shows the number of applications refused, listed by the reason for refusal. For some applications there may have been more than one reason for refusal meaning the total as per the table is higher than the number disallowed. The full statistics are published annually on GOV.UK.

As the 2012 Scheme focuses on compensating those who suffer more serious injuries, it significantly reduced the number of injuries which would be compensated, making it more likely that a claim will be refused on this basis. It can be seen that the number of cases being rejected for this reason is reducing year on year as people become more familiar with the provisions of the new Scheme.

Criterion	2016-17	2015-16
Injury does not qualify for compensation	4,282	5,451
Failure to cooperate with the Authority	1,605	1,644
Injury did not result from crime of violence	1,818	2,322
Applicant's criminal record/character	1,260	1,804
Failure to cooperate with police in bringing assailant to justice	1,307	1,534
Conduct before, during or after the incident	697	1,135
Failure to report without delay	713	1,097
Claim not submitted within time limit	548	678
Other	945	1,107

Our aim and strategy

Our business plan update for 2017-20 will be available on GOV.UK and sets out a strategy for the delivery of our services. Our aims and objectives support the wider Ministry of Justice commitment to *deliver a modern courts and justice system; create a prison and probation service that reforms offenders; promote Global Britain and protect the rule of law; and create a transformed department that delivers excellent services.*

We are committed to our programme of continuous improvement and our digital journey remains at the heart of this. We will continue to improve the experience of our applicants through provision of clear information before and during the claims process, streamlined evidence gathering and extended digital services. More detail on this work is contained in our business plan.

Our service

TABLE 8 Customer feedback

We measure overall Customer Satisfaction and the Customer Effort Score – a measure of how much time and effort our customers have to take when making an application. Ninety four percent of customers who were surveyed on their case expressed overall satisfaction with CICA’s service. We aim to keep the Customer Effort Score as low as possible. The resulting measurement is encouraging, with the Customer Effort Score averaging a measurement of ‘Low-Moderate’. This shows that the majority of respondents found the process of applying to be straightforward.

	2016-17	2015-16
The percentage of applicants, as measured by a customer survey, that consider they received good customer service from CICA	94%	95%
Perceived effort in the process	Low-Moderate	Low-Moderate

Complaints

We believe that complaints are an important source of feedback which provide us with an opportunity to rectify any mistakes we may have made and learn lessons for the future.

We have a three-stage complaints process to deal with dissatisfaction about the service we provide when dealing with applications. Our process is designed to address complaints at the earliest opportunity by discussing with the customer how we can resolve the matter to their satisfaction within an agreed timescale.

If a complaint cannot be resolved at the end of stage three, complainants can ask a Member of Parliament to raise the issue with the Parliamentary and Health Service Ombudsman (PHSO) (covering England and Wales). In Scotland, they can complain directly to the Scottish Public Services Ombudsman (SPSO). This year there were no investigations conducted on our cases by either the PHSO or SPSO.

We always act on feedback from customers, victims’ organisations and the Cross-Government Complaints Forum to improve our complaints process and overall service. This year we conducted a review of our complaints process against the standards of the Cross-Government Complaints Forum and will use this review as the basis for developing an improved complaints handling process in 2017-18.

Data protection and Freedom of Information

During 2016-17 we received 53 requests for information under the Freedom of Information Act 2000 and dealt with 341 Subject Access Requests under the Data Protection Act 1998.

Our finances

Programme expenditure

The Schemes provide compensation to victims of crime. It is our job to assess claims in accordance with the Scheme provisions, as approved by Parliament. To inform our decisions we gather evidence from both police authorities and medical experts. This is an on-going process which means we will always have cases, at various stages of completion, outstanding at year-end.

We also manage a very small number of cases where the claim was made before the introduction of the tariff based Schemes. These complex cases mainly involve applicants who were very seriously injured as young children. As these children reach adulthood, we are able to make final payments based on reliable prognoses of their long term care needs by taking account of the impact of their education and rehabilitation.

We settled total compensation awards of £143.3 million to victims of violent crime during 2016-17 (see note 10 to the accounts for additional detail). This was allocated as follows:

- £142.4 million of the total settled relates to amounts that had been previously provided for, and recognised in the Statement of Comprehensive Net Expenditure (SoCNE) in previous financial years. Therefore, these settlements are all routed through the provision and there is no in-year impact on the SoCNE. The SoCNE only includes amounts at point of recognition in addition to resources consumed during the relevant period. In note 10, these settled awards are shown in the provision statement as utilised during the year and reduce the provision accordingly.
- £0.9 million is recognised in the SoCNE, within tariff Scheme compensation, as settlements relating to claims not previously provided for. These claims relate to incidents taking place during 2016-17 where applications were received and settled during 2016-17. Therefore these claims were not recognised in the provision.

New liabilities, for all compensation Schemes, recognised during 2016-17 totalled £145.1 million. Based upon tariff claims received during 2016-17 and still outstanding at year-end, £142.9 million has been recognised as new provision.

There were no pre-tariff cases settling at a higher value than that previously provided during 2016-17.

Previous liabilities for pre-tariff reversed unutilised totalled £0.05 million. This liability had been recognised, in earlier accounting periods within the SoCNE, and is therefore required to be reversed through the same Statement in 2016-17. This reversal was required for pre-tariff cases that settled below the estimate previously provided. Upward movements on live cases, due to re-assessment of liability, totalled £2.1 million.

An additional new liability of £0.02 million has been recognised, based upon claims received, for the Victims of Overseas Terrorism Scheme.

The SoCNE can, for compensation recognised during 2016-17, be summarised to its constituent parts, as below, noting that comparative information is disclosed in Note 10 to the Accounts:

TABLE 9 Summary of provision movements

New liabilities arising	£142.90m
Liabilities no longer required	£0.0
Settlements not recognised in provision	£0.90m
Sub Total Tariff	£143.80m
Settlements higher than previous provision	£0.0m
Settlements lower than previous provision	-£0.046m
Revaluation of aged cases	£2.121m
Sub Total Pre Tariff	£2.075m
Net Impact of VOTS	-£0.02m

During 2016-17, one pre-tariff case was settled from funds set-aside from within our budget. The remaining 4 cases have an estimated liability of £4.6 million. Case-handling costs, classified as programme expenditure, have increased over the previous year by £101k.

These are for medical, legal and other fees related to settling compensation cases. The primary reason for the increase is the focus on clearing aged legacy cases which are complex in nature and require more detailed medical reports.

Administration expenditure

The cost associated with managing and administering all compensation Schemes has risen from £12.433 million to £12.576 million, an overall increase of 1 percent. Staff costs rose by £103k as CICA increased staff numbers to its complement level. IT costs rose by £142k as further work was undertaken to modernise and improve our systems and other accommodation costs rose £221k, again as part of ongoing improvements to our capabilities.

As a result of a change in status, effective by 1 April 2014, from Non Departmental Public Body to Executive Agency a notional recharge of £0.384 million has now been recognised. £0.314 million reflects the input-value of services consumed by MoJ on our behalf and £0.070 million relates to the statutory audit fee (previously charged direct).

Overall amortisation and depreciation has increased by £0.031 million, reflecting the initial impact of the capitalisation of system improvements, work which will continue through 2017-18 and 2018-19.

Supplier payment policy and performance

CICA follows the Better Payment Practice Code, and undertakes to pay 80 percent of internally authorised invoices within five days of receipt. CICA publishes quarterly performance against this metric on CICA's Gov.UK page. The average for 2016-17 was 81.9 percent of invoices were paid within five days. We were not required to pay any interest relating to late payment under the terms of the Late Payment of Commercial Debts (Interest) Act 1998 (as amended by The Late Payment of Commercial Debt Regulations 2002 (SI 1674)).

Sustainability report

Overview

We have implemented a number of measures to reduce greenhouse gas (GHG) emissions, waste and finite resources and their related costs since 2009-10. As a result we are exceeding the Greening Government Commitment target to reduce carbon emissions from energy and waste by 32 percent by 2020, with current carbon emissions reduced by 74% compared to 2009-10.

The full environmental benefit of our relocation in 2014 to smaller premises has been reflected in the continual decline in our GHG emissions. The full environmental benefits of our investment in digital technology is reflected in a reduction in our paper consumption and our recycled waste.

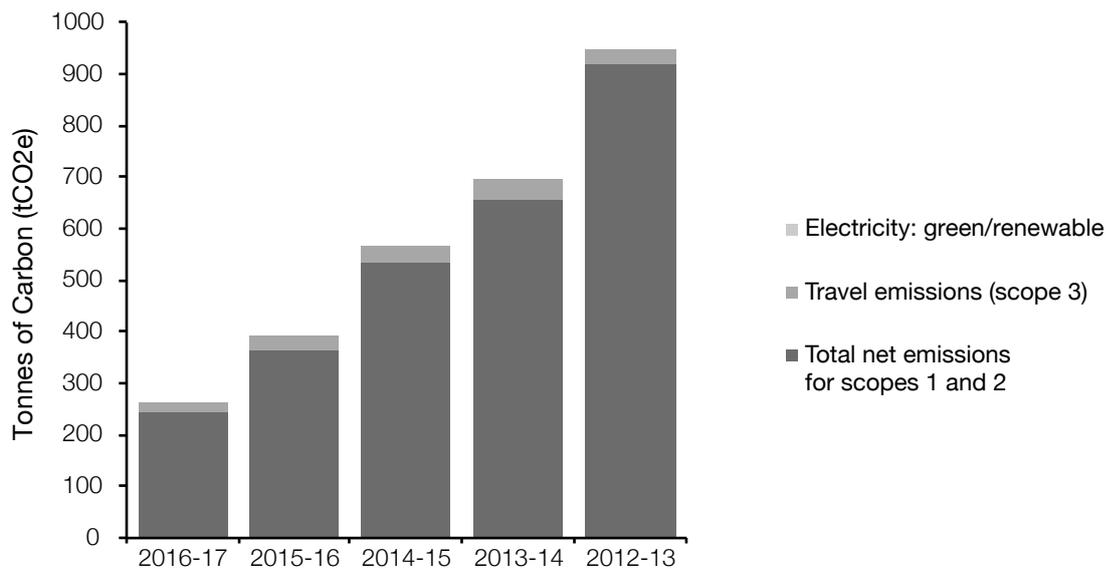
Greenhouse gas emissions

Performance

Table 10 shows CICA's GHG emissions, as defined by the GHG protocol (available at www.ghgprotocol.org including information about the different scopes), over the past five years. Overall the total gross GHG emissions and expenditure on energy and travel reduced significantly over the five year period.

TABLE 10 Greenhouse gas (GHG) emissions

		2016-17	2015-16	2014-15	2013-14	2012-13
Non-financial indicators (tCO2e)	Total gross emissions for scopes 1 and 2	241.54	364.76	534.5	658.1	921.5
	Electricity: green/renewable	0.0	0.0	0.0	0.0	0.0
	Total net emissions for scopes 1 and 2	241.54	364.8	534.5	658.1	921.5
	Gross emissions for scope 3 - travel	19.4	27.6	32.5	39.5	28.2
	Total gross GHG emissions (all scopes)	260.9	392.4	567.0	697.6	949.7
Non-financial indicators (KwH)	Electricity: Grid, CHP and non-renewable	273,090	249,692	686,149	1,052,296	1,443,728
	Electricity: renewable	0.0	0.0	0.0	0.0	0.0
	Gas	645,847	526,954	926,773	810,895	919,031
	Other energy sources	0.0	0.0	0.0	0.0	0.0
	Total energy	918,937	776,646	1,612,992	1,863,191	2,362,759
Financial indicators	Expenditure on energy	£53,003	£49,675	£109,464	£138,909	£185,190
	Expenditure on official business travel	£51,114	£45,068	£57,584	£45,450	£37,772



Controllable impacts

The main impacts are estate energy consumption. Gas consumption is attributed to CICA on a space-occupied basis and is therefore uncontrollable. We can however monitor our direct electricity consumption at Alexander Bain House which has assisted in reducing our carbon emissions further.

Influenced impacts

We influence employee commuting by actively encouraging car sharing through automatic parking space allocation for car sharers. In addition, we remind staff to switch off equipment before periods of staff leave. CICA also encourage staff to participate in the annual Earth Hour, a worldwide campaign to combat climate change by turning off all lights for just one hour.

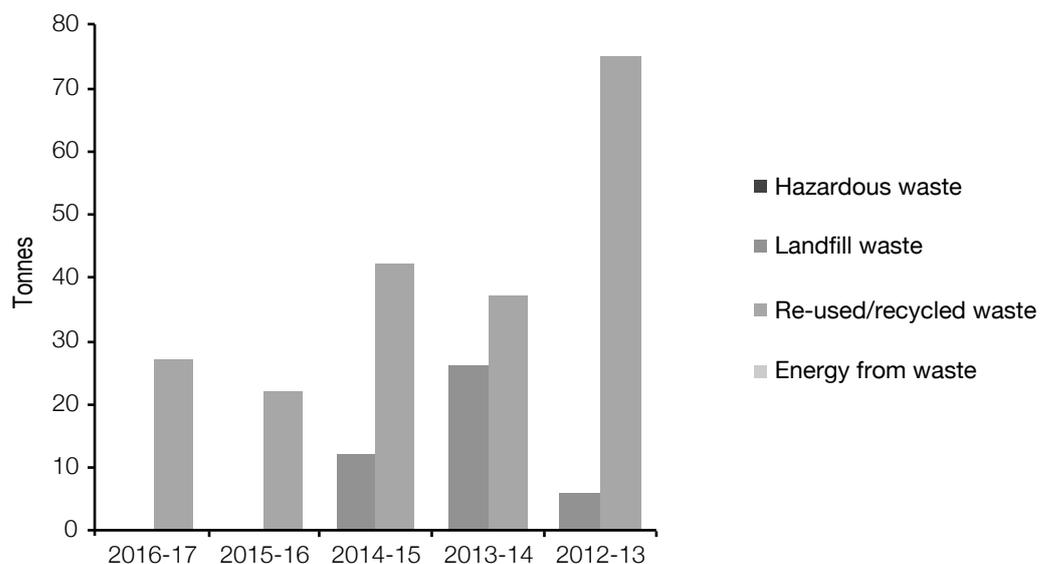
Waste

Performance

As tenants of a shared building CICA does not control all of its waste, nor are disposal volume or costs available for the building. The waste reported by CICA therefore reflects the charges directly incurred by CICA only.

TABLE 11 Waste

			2016-17	2015-16	2014-15	2013-14	2012-13
Non-financial indicators (tonnes)	Hazardous waste	Hazardous waste	0	0	0	0	0
	Non-hazardous waste	Landfill waste	0	0	12	26	6
		Re-used/recycled waste	27	22	42	37	75
		Energy from waste	0	0	0	0	0
	Total waste arising		27	22	54	63	81
Financial indicators (£'000)	Hazardous waste	Hazardous waste	0	0	0	0	0
	Non-hazardous waste	Landfill waste	0	0	3	5	5
		Re-used/recycled waste	4	5	6	12	9
		Incinerated waste	0	0	0	0	0
	Total waste costs		4	5	9	17	14



Controllable impacts

The main impacts are paper and related waste from operating activities. CICA operate an electronic case management system that is reducing our need for paper. All the organisation’s printers now output double-sided and use minimal toner ink by default. CICA have introduced multifunctional devices to discourage non-essential printing to reduce paper usage and emissions from disposing of waste.

Influenced impacts

CICA encourage customers to apply online where possible, to reduce their paper consumption and waste. CICA have also developed a strategy to make better use of digital technology. In future years this will reduce the need for customers to send and receive information by post.

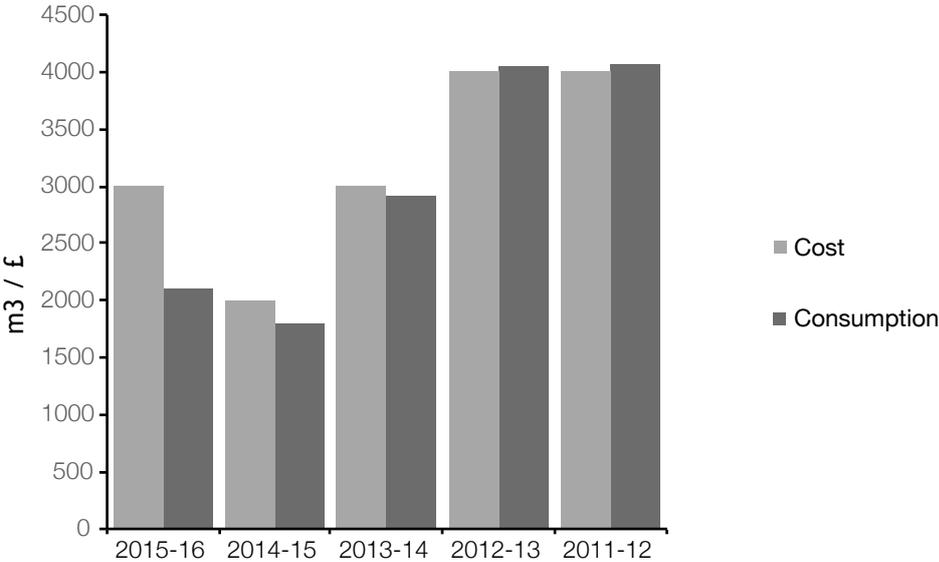
Finite resource consumption

Performance

As tenants of a shared building, we are charged for water consumption based on our proportion (calculated from the floor area occupied) of the whole building’s consumption. We are therefore unable to report on our precise consumption but figures showing how much water we were charged for are included for completeness. Water usage has decreased since 2014-15 largely due to the move to smaller premises.

TABLE 12 Finite resource consumption

		2016-17	2015-16	2014-15	2013-14	2012-13
Non-financial indicators (m³)	Total water consumption	2,100	1,798	2,921	4,051	4,058
Financial indicators (£'000)	Total water supply costs	3	2	3	4	4



Controllable impacts

The main impacts are sanitation and staff consumption. Our washrooms in Alexander Bain House are of a modern design and therefore use less water reducing our carbon footprint.

Influenced impacts

We will examine ways in which we might influence water consumption in the coming year.

Carole Oatway

Chief Executive and Accounting Officer
Criminal Injuries Compensation Authority

7 July 2017

Accountability Report

Corporate Governance Report

Directors' Report

I have been appointed as Accounting Officer (AO) by the Permanent Secretary of the Ministry of Justice. I have responsibility for maintaining a sound system of internal controls which support the achievement of strategy, aims, objectives and policies as agreed with the Ministry of Justice and Scottish Government. I am personally accountable for the safeguarding of public funds administered by CICA and for the day to day management and operations of the organisation.

Corporate governance is central to the effective operation of all public bodies. CICA adopt best practice as detailed within the HM Treasury and Cabinet Office Corporate Governance Code of Good Practice (April 2017), and the 7 principles of public life highlighted within HM Treasury guidance on Managing Public Money.

The purpose of this Corporate Governance report is to provide explanation of governance structures and how they have supported the achievement of CICA's objectives during 2016-17.

Our Framework Document sets out the arrangements for corporate governance matters, including my role as Accounting Officer, and the duties around financial and budgetary management, risk management, business planning and audit and assurance. CICA's Framework Document can be viewed on GOV.UK.

In the Accountability Report, I have detailed our governance arrangements. It includes information on our Executive Management Board (EMB), Strategy and Performance Board (SPB), and Audit and Risk Committee (ARC). It explains their activities in establishing strategic direction, delivering against objectives and managing risk. Our Corporate Governance Framework can be found at Appendix A. The record of attendance of members at meetings is attached at Appendix B. From all information made known to me by members of the EMB, SPB and ARC, I am satisfied that these forums represent and deliver effective corporate governance within CICA.

Non-executive Board Members

Non-executive Board Members (NEBMs) provide support and advice on matters relating to strategy, performance, audit and risk. Three NEBMs served throughout 2016-2017. Each NEBM has strategic leadership experience at board and audit committee levels.

During 2016-17, the Non-Executive Board Members were Andrew Flanagan BAcc, ICAS, who has fulfilled the role of Chairperson of the Audit and Risk Committee (ARC), William Mathews and David Page. At year end, David Page resigned from his role and I have subsequently appointed a successor. I also gained approval from the Permanent Secretary to reappoint Andrew Flanagan and William Mathews as NEBMs for a further three year period.

During the year, I held performance review meetings with each NEBM to discuss their contributions to CICA.

Register of Interests

All Executive and Non-executive officers completed a Register of Interests. None held any that conflicted with their role or the conduct of the CICA.

Personal data related incidents

During 2016-17, we received one complaint from the Information Commissioner's Office regarding the incorrect disclosure of sensitive personal data to a third party. We delivered training sessions on information management for our complaints handlers to address the matters raised by this complaint. The Information Commissioner decided that further regulatory action was not required.

Statement of Accounting Officer's Responsibilities

Under Section 7(2) of the Government Resources Accounts Act 2000, HM Treasury directed CICA to prepare an annual statement of accounts on the basis set out in the Accounts Direction statement, issued by HM Treasury on 19 December 2016. These accounts are prepared on an accruals basis and provide a fair and balanced view of CICA as it relates to net resource outturn, application of resources, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer (AO) is required to comply with the terms of the Government Financial Reporting Manual (FReM), and in particular to;

- Observe the Accounts Direction issued by HM Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.
- Make judgements and estimates on a reasonable basis.
- State whether applicable accounting standards, as set out in the FReM have been followed, and disclose and explain any material departures in the financial statements.
- Prepare the financial statements on a going concern basis.

The Ministry of Justice appointed the Chief Executive as the Accounting Officer for CICA. The responsibilities of an Accounting Officer, including those relating to the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding CICA's assets, are set out in the HM Treasury publication, Managing Public Money.

The Accounting Officer has taken all reasonable and necessary steps to provide all relevant audit information to auditors and to have confidence that all questions and matters raised by CICA auditors have been responded to in full.

The AO takes personal responsibility for the Annual Report and Accounts and the judgements required for determining that these represent a fair, balanced and understandable view.

Governance Statement

CICA is an executive Agency of the Ministry of Justice (MoJ). From 1 April 2016, CICA became part of the MoJ Operations Group which monitors and provides support on matters relating to organisational performance.

CICA also provides a service on behalf of the Scottish Government. A Memorandum of Understanding (MOU) sets out the framework of our relationship with the Scottish Government and the MoJ on matters relating to the Criminal Injuries Compensation Scheme(s). This includes arrangements for the Scottish Government contribution towards Scheme funding.

I meet with the Minister at the Minister's request, on an ad-hoc basis. As a civil servant, I have a line management relationship and meet regularly with the Director General for MOJ Operations Group.

CICA's Business Plan is subject to Ministerial approval. There is no separate requirement for CICA to consult with Ministers on key financial or operational decisions. This is compatible with the requirements of the primary and secondary legislation by which CICA is empowered.

CICA staff are MoJ employees and subject to standard terms and conditions of employment. Accordingly, CICA does not have, or require, a separate Remuneration Committee or Nominations committee.

Executive Management Board

I am supported in the day to day management of CICA and in all operational decisions by my Executive Management Board (EMB). During 2016-17, the EMB members were Linda Brown (Deputy Chief Executive), June Fellowes (Director of Corporate Services), Ann Russell (Director of Operations), Michael Hanlon (Director of Legal and Policy), and James Morrice (Director of Finance). This membership provided strong skills in operational, financial, legal, policy and risk practices, which ensured that the day to day operational management of CICA was aligned with its strategic direction, aims and objectives.

I Chair a formal meeting of the EMB on a monthly basis. In the discharge of its duties, the EMB was informed by advice from a Strategy and Performance Board [SPB] and an Audit and Risk Committee [ARC], together with specific reports relating to financial accounting, operational performance, risk management, business transformation, people management, policy and health and safety. The high quality and organisational-wide relevance of this management information provided EMB with an acceptable level of detail with which to monitor and react to all matters relating to organisational activity and performance. This ensured that decisions were taken with objectivity, transparency and with a clear focus on achieving organisational objectives.

The effectiveness of the EMB was gauged through members' performance appraisal, providing opportunity to explore individuals' contributions as well as considering collective impacts and development requirements of the SPB and the ARC.

Minutes of the EMB meetings were published monthly on CICA's intranet and can be made available to external parties on request. All matters were reported openly and no business required a confidential addendum to the minute concerning commercial or personal sensitivities.

Strategy and Performance Board (SPB)

I am Chair of the SPB, which includes membership of the Deputy Chief Executive, Director of Operations, Director of Corporate Services, Director of Legal and Policy and our three NEBMs. A representative from the Scottish Government attends by invitation. The SPB met quarterly to consider performance, propose change to operational policy, and to offer a constructive challenge across CICA's operations and activities.

NEBMs provided a critical role to the SPB, offering advice on 5 key areas;

- **Strategic Clarity** Provided strategic insight reflecting expertise and external perspective to ensure CICA strategy and underpinning delivery plans were aligned with strategic purpose, policy intent and service vision.
- **Commercial Sense** Provided advice on utilisation of available budget and investment in our transformation programme, supporting financial management and ensuring appropriate controls were in place to manage risk.
- **Talented People** Ensured that CICA has the capability to deliver and to plan to meet current and future needs.
- **Results Focus** Regularly tested our operational plans to ensure continuing alignment with our strategic purpose and performance objectives.
- **Management Information** Ensured clear, consistent, comparable information was used to report and review performance, and to inform decision-making and business improvement.

The SPB considered and advised on a range of improvements to our services including development of smarter working protocols, quality assurance practices, a Target Operating Model, a revised case management strategy, an online customer portal, and introduction of an improved case management system relating to a Victims of Overseas Terrorism Compensation Scheme.

Minutes of the SPB meetings were published monthly on CICA's intranet and can be made available to external parties on request. All matters were reported openly and no business required a confidential addendum to the minute concerning commercial or personal sensitivities.

Audit and Risk Committee

The Audit and Risk Committee operated in accordance with the HM Treasury's Audit and Risk Assurance Committee handbook, and provided support to the SPB and EMB in their responsibilities towards risk management, control and corporate governance. The ARC provided additional transparency over the management of CICA's operations and assets, accounting policies (including the integrity of financial statements and Annual Report and Accounts), practices relating to risk, control and governance, and the adequacy of response to audit findings.

Membership of the ARC comprised our three NEBMs. Meetings were held quarterly and supported by attendance of the Chief Executive, Deputy Chief Executive, Director of Finance and Director of Operations. Representatives of Government Internal Audit Agency (GIAA) [previously MoJ Internal Audit and Assurance until 30.09.2016] and the National Audit Office (NAO) were invited to each meeting.

During 2016-17 the ARC offered guidance and advice relating to internal assurance, fraud prevention and information management, and provided scrutiny over the monitoring and control of the following 8 risks detailed within the CICA Corporate Risk Register:

- Availability of adequate budgetary resource to deliver the requirements of Compensation Schemes, particularly given uncertainties including potential liabilities arising from terrorist activity and feasibility of an amendment to Discount Rates. This risk was escalated by CICA ARC to MoJ Audit, Risk and Assurance Committee and managed as a joint-ownership responsibility.
- Potential for high staff attrition and resultant loss of skills and knowledge was addressed through recruitment, effective training, staff recognition, and health and wellbeing activities.
- Robust anti-fraud policies premised on effective preventative, investigative and response activities, augmented by raising internal awareness of related threats, helped mitigate susceptibility to fraud.
- The Business Transformation team was strengthened to mitigate new risk for 2016-17, relating to the ability to deliver the organisational change required to achieve the UK Government 2020 Transformation Strategy.
- To build improved levels of people engagement, a refreshed communications strategy was supported by a People Engagement Forum, people surveys and regular EMB dialogues with colleagues.
- Risk to information security, information handling and data protection was controlled through robust oversight by a Senior Information Risk Officer, the 5 principles of information asset ownership and, clear and regular organisation-wide communication of information security policies and standards.
- Risks to business continuity arising from potential interruptions in ICT provision were mitigated through a maintenance regime, a disaster recovery service, and review of the effectiveness of cyber-security controls. In order to connect to the Public Services Network (PSN), CICA's annual PSN accreditation was approved in February 2017. We were not affected by any cyber-attacks during the year.
- Risks to financial accuracy of compensation decisions were mitigated by the establishment of a dedicated Quality Assurance Team, providing internal confidence in the quality of decision making and accuracy of monetary award calculations.

The ARC routinely considered and offered challenge to reports relating to Risk and Risk Management, Fraud, Information Management, Internal Assurance and, Internal Audit. Additional notable reports provided to the ARC related to lessons learned from financial audit 2015-16, and, in depth reviews of risk relating to (1) Workforce inability to flex in response to operational needs, (2) Implementation of a new operating model, (3) Funding arrangements, and (4) Organisational change.

The ARC provided a written report to EMB and AO after each meeting by means of an approved set of minutes.

Risk Committee

A Risk Committee was maintained to provide scanning for emergent risks, review of Corporate and Directorate Risk Registers, and to monitor risk controls. Directorate Risk Registers were aligned to the Corporate Risk Register, and provided assurance that risk management was embedded.

The Risk Committee comprised representatives from Operations, Corporate Services, Finance, Legal and Policy, and, Business Transformation. Meeting of the Risk Committee were held every two months, providing regular review of all risks, and monitoring of risk control responsibilities.

Business Continuity Management [BCM] was latterly established as a standing item for the Risk Committee agenda to ensure emphasis is placed on regular Business Impact Analysis and scenario testing.

The activities of the Risk Committee were reported to EMB and ARC to provide additional reassurance, whilst a programme of ongoing risk awareness training was co-ordinated within CICA and will continue throughout 2017-18.

Health and Safety Committee

The Health and Safety Committee ensures compliance with health and safety regulations, providing a co-operative approach to addressing health and safety issues within the workplace.

Meetings of the Health and Safety Committee are now held quarterly, with membership including a Health and Safety Manager (Chair), Director of Corporate Services, Trade Union(s) representatives and Health and Safety representatives from Directorates. No significant health and safety matters required escalation during 2016-17.

Other Committees and Forums

Stakeholder Engagement and Equality Forum

The Stakeholder Engagement and Equality Forum (SEEF) is a meeting of CICA's key stakeholders and CICA Legal and Policy staff. The role of the SEEF is to provide comment and suggestion on operation of the Criminal Injuries Compensation Scheme, provide insight into customers' needs and consider equality issues. This Forum has helped develop a more collaborative approach, and improve access to our service through digital and more traditional channels.

Stakeholder membership includes Victim Support, the Association of Personal Injury Lawyers, HMCTS, Scottish Women's Aid, Rape Crisis Scotland and Enable (Scotland). The group met twice last year, covering topics such as CICA restructure, publication of policies, and input into the development of new digital services.

Information Management Group

The Information Management Group (IMG) meets quarterly and ensures that CICA achieves the required standards of information assurance and compliance. The Group comprises the Senior Information Risk Owner (SIRO), the Information Assurance Lead, the Information Risk Manager and all Information Asset Owners. The IMG monitors and manages existing and

emerging information risks, provides assurance to the SIRO on information risk management, publishes information assurance best practice, and promotes a culture of effective information handling.

People Engagement Group

We continue to involve our people in achieving our ambition to make CICA a great place to work. A People Engagement Group (PEG), which meets monthly, continues to provide valuable feedback and support in gauging engagement levels across the organisation, providing recommendations to our Executive Management Board and delivering wider engagement initiatives. The PEG terms of reference and membership are reviewed annually.

Audit, assurance and operational delivery

The overall objectives of CICA's internal audit and assurance plan were to:

- Deliver a programme of annual compliance reviews which align to and support the achievement of CICA's corporate business plan.
- Ensure that quarterly risk assessments are conducted against the MoJ Information Assurance maturity framework, with results reported to MoJ and EMB.
- Ensure all audit and assurance actions are monitored with the aim of providing accurate progress on outstanding recommendations to the EMB and ARC.
- Provide other reports including the Security Performance Framework compliance return, Security Risk Management overview and Occupational Health and Safety/Fire Safety Overview.

Internal audit activity

A programme of internal audit was undertaken by the Government Internal Audit Agency (GIAA) [previously MoJ Internal Audit and Assurance until 30.09.2016] in accordance with the Public Sector Internal Audit Standards (PSIAS). This offered robust scrutiny towards the adequacy, effectiveness and reliability of controls operating over the following management functions;

- Performance Data Quality: A substantial Assurance Rating was offered, with no recommendations arising from this audit.
- Communications Strategy: A substantial Assurance Rating was offered in conjunction with 2 recommendations which were both accepted. These resulted in review and update of stakeholder mapping and strategy, and development and publication of a detailed communications strategy.
- Target Operating Model: A substantial Assurance Rating was offered in conjunction with one recommendation which was accepted. This resulted in a post implementation exercise being conducted.
- Governance: A moderate Assurance Rating was offered in conjunction with 4 recommendations all of which were accepted. This resulted in a restatement of the purpose and constitution of the Health and Safety Committee and related meetings on quarterly basis. In addition, a dedicated governance function has been created to embed enhanced governance systems and further promote an enterprise-wide approach to risk management, including assurance, fraud prevention, and, information management.

An Internal Audit Follow Up was also undertaken in relation to an internal audit of Staff Equalities conducted during December 2015. Three recommendations made in the earlier internal audit were accepted and an appropriate management response effectively implemented, with no further action identified as necessary.

Internal Audit opinion

GIAA identified a number of moderate rated findings that were considered as isolated to specific systems and processes, and when aggregated were not considered pervasive to the system of internal control as a whole. The review of corporate governance resulted in a significant recommendation in relation to the span of control at a senior level. To help address these matters CICA made some significant structural changes to the organisation throughout the year, and carried out a number of actions to address recommendations made by NAO, including introduction of a comprehensive quality assurance process to support decision making. During February 2017, responsibility for the coordination of the CICA internal audit and quality assurance programme changed from the Director of Operations to a newly appointed Senior Governance Manager. An overall moderate assurance rating was offered in relation to the adequacy and effectiveness of the system of governance, risk management and internal control.

Internal assurance

A programme of internal assurance provided invaluable supplementary opportunity to report to ARC and EMB in relation to the effectiveness of CICA processes and procedures, as well as any risk arising and the effect of associated control measures.

Information assurance

CICA handles a high volume of sensitive information and particular focus has been given to embedding good practice in relation to information assurance. All colleagues undertook Information Security awareness education. Protocols on Personal Data in Shared Drives, BACS, the Deferral Process, Clear Desk and Clear Screen Protocol were tested and provided satisfactory assurance.

The EU General Data Protection Regulation will be applied within the United Kingdom from 25 May 2018, and represents the most significant change in data privacy regulation since the introduction of the Data Protection Act. This regulation will provide data subjects with greater influence regarding how their personal information is used and accordingly will attract additional data compliance responsibilities. Notwithstanding the 2018 implementation date, CICA have progressed detailed planning activities to ensure effective compliance upon the introduction of EUGDPR.

A Data Protection Audit was undertaken by the Information Commissioner's Office during 2015, attracting a reasonable Assurance Rating. During November 2016, a range of actions relating to recommendations were recorded as complete by the ARC.

Whistleblowing

A CICA whistleblowing policy (also contained within an anti-fraud protocol) is aligned with the MOJ Whistleblowing process and published on the CICA intranet. A Whistleblowing awareness week in October 2016 promoted understanding of processes for all colleagues in keeping with the requirements outlined in HM Treasury's Audit and Risk Assurance Handbook.

During 2016-17 there were no whistleblowing events.

Business change

The Government Transformation Strategy 2017 to 2020 was launched in February 2017. This strategy changes the relationship between people and government putting even more emphasis on continuing to improve how people access government services and being more responsive to people's needs. We continue to progress our digital transformation programme strategy.

We have agreed key principles which underpin our vision, including the need to design process change for digital self service, which is focused on the user's needs. We have undertaken a discovery phase to further develop our digital services and this year will see the introduction of an extended digital service (CICA Online).

As part of work to streamline our services, we eliminated the requirement for an applicant to provide a written "wet" signature. This was achieved through implementing electronic consent within our application process.

The upgrade of our electronic case management operating platform is a key project that will underpin our Information Assurance activities by maintaining vendor support. A proof of concept for this upgrade was completed successfully and the upgrade will be deployed in 2017.

We have also commenced a pilot of a remote, smarter working capability through use of new secured technology and in line with MoJ policy. The solution has been assured by a CESG Listed Advisor Scheme (CLAS) consultant.

Operational delivery

During 2016-17, CICA issued 34,552 decisions, of which 26,277 were settled in year. Of the cases which were finalised, 13,866 claimants received a financial award.

During 2016-17 we were able to address the impact of attrition over a number of months, by securing the support of MOJ to recruit. The subsequent recruitment and training programme brought us back to full-strength and enabled us to achieve our caseload target by year end.

Our productivity has improved through a range of measures including the introduction of improved workflow management and case handling strategies.

Work to decide awards and calculate the precise amounts payable is undertaken by case worker teams within the CICA. The National Audit Office (NAO) performs sample testing of cases to validate the payment and confirm accuracy of the award.

Following NAO's findings during the previous year, CICA accelerated the implementation of an enhanced quality assurance framework, including the formation of a Quality Assurance Team to conduct regular quality and accuracy checks on applicant eligibility and award decisions. These additional controls have significantly improved operating practices relating to 2015-16, notably in relation to decision making and the accuracy of calculating compensation awards.

To support the protection of public funds, we reviewed fraud policies and revised these to align with MoJ and other good practice requirements. We held awareness sessions for new staff to ensure the effective delivery of our approach to fraud prevention and detection. Improved awareness resulted in a notable increase in referrals of suspected fraudulent activity for subsequent investigation. To ensure a robust approach towards applicants who

we believe have made fraudulent compensation claims, we continue to maintain strong collaboration with Action Fraud, the National Fraud Intelligence Bureau and individual Police forces.

Conclusion

I am confident that this statement provides a comprehensive account of the corporate governance, risk management and control arrangements operating across the CICA. I am satisfied that these governance arrangements not only offered effective control and transparency over achievement of the objectives and accountabilities of CICA, but have been instrumental in improving the quality of our service delivery during 2016-17.

I am committed to working with MoJ to create a Simpler, Smarter, More Unified department through which CICA will achieve further improvements to our service in 2017-18.

Remuneration and staff report

Remuneration policy

All permanent members of staff, including those on secondment and fixed term appointments, are currently on assignment to CICA and remain employees of MoJ.

Remuneration policy – senior civil servants (Not subject to audit)

The remuneration of senior civil servants is set by the Prime Minister following independent advice from the Review Body on Senior Salaries. For 2016-17 there were two individuals classified as senior civil servants (SCS), the Chief Executive and Deputy Chief Executive.

TABLE 13 Senior Civil Servant (SCS) posts within CICA during 2016-17 were as follows:

	As at 31 March 2017	As at 31 March 2016
SCS Band 1	1	0
SCS Band 2	1	1

Performance based pay awards for senior civil servants are determined by an assessment of performance against objectives agreed between the individual and line manager at the start of the reporting year. Performance will also have an effect on any bonus element awarded.

Remuneration policy – non-senior civil servants (Not subject to audit)

Remuneration packages fall under the schemes operated by the Ministry of Justice and follow Government policy guidelines for public sector pay. Performance based pay awards for non-senior civil servants are determined by an assessment of performance against objectives agreed between the individual and line manager at the start of the reporting year. Performance will also have an effect on any bonus element awarded.

Remuneration report

Service contracts (Not subject to audit)

Unless otherwise stated below, staff appointments are made on merit on the basis of fair and open competition, and are open-ended until the individual wishes to retire. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Civil Service Pensions (Audited)

All permanent members of staff are eligible for membership of the Principal Civil Service Pension Scheme (PCSPS). The Ministry of Justice is responsible for making contributions to their pension schemes.

The PCSPS is an unfunded multi-employer defined benefit scheme, but the Ministry of Justice is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2012. Details can be found in the resource accounts of the Cabinet Office Civil Superannuation (www.civilservice.gov.uk/pensions).

For 2016-17, employer's contributions of £1.225 million (2015-16, £1.282 million) were payable to the PCSPS at one of four rates in the range 20.0 percent to 24.5 percent (2015-16, 20.0 percent to 24.5 percent) of pensionable earnings based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2016-17 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees joining the Civil Service after 1 October 2002 can, or may opt to, open a partnership pension account, which is a stakeholder pension with an employer contribution. No staff members working for CICA had taken this option during the financial year 2016-17 and this was also the case for 2015-16.

Senior staff disclosures (Audited)

The Chief Executive fulfils the role of Accounting Officer of CICA. The Chief and the Deputy Chief Executive, for the purposes of disclosure, are classified as the senior management of CICA. Their emoluments disclosed represent the total amount paid. The three Non-Executive Board Members earned, in total, £5,200.00 in fees and claimed £469.98 in expenses during 2016-17 (2015-16 £5,600.00 + £388.97).

Remuneration comparison (Audited)

The banded remuneration of the highest paid executive in CICA during 2016-17 was £105k-£110k (2015-16, £90k-£95k). This was 5.12 times (2015-16, 4.75 times) the median remuneration of the workforce which was £20,905 (2015-16, £19,550). In 2016-17 and 2015-16 no employee received remuneration in excess of the highest paid executive. Remuneration ranged from £15-20k to £105-110k (2015-16, £15-20k to £90-95k).

Total remuneration includes salary, overtime payments, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Salary (Audited)

'Salary' includes gross salary; overtime; and any other allowance to the extent that it is subject to UK taxation.

Benefits in kind (Audited)

No senior staff received any benefits in kind.

The table below shows the fees paid to Non-Executive Board Members per day attended at a rate of £400 per day.

TABLE 14

Name	Fee (£) 2016-17	Fee (£) 2015-16
David Page	1,600	2,000
Andrew Flanagan	1,600	2,000
William Matthews	2,000	1,600
Total	5,200	5,600

Senior management travel and subsistence (Audited)

In 2016-17, the Chief Executive submitted travel and subsistence claims to a value of £6,878.81 (2015-16 £6,998.64) and the Deputy Chief Executive submitted travel and subsistence claims to a value of £1,659.79 (2015-16 £2,245.58). These claims were for ordinary travel and subsistence so were not taxable.

Compensation for loss of office (Audited)

No senior managers received compensatory payments in 2016-17 (2015-16, nil).

Cash Equivalent Transfer Values (CETV) (Audited)

A CETV is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement, which the individual has transferred to the Civil Service pension arrangements.

They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The real increase in CETV reflects the increase funded by the employer. It does not include the increase in accrued pension due to inflation or contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

TABLE 15 Remunerations and pensions for senior management for 2016-17

Name	Salary £'000	Bonus £'000	Value of pension benefits for single total figure of remuneration £'000	Total £'000	Accrued pension at age as at 31/03/17 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/17 £'000	CETV at 31/03/16 £'000	Real increase in CETV £'000
					£'000	£'000	£'000	£'000	£'000
C Oatway - Chief Executive	90-95	10-15	14	120-125	Pension 55-60 Lump sum 0	Pension 0-2.5 Lump sum 0	1,095	1,035	14
Linda Brown - Deputy Chief Executive (Annualised Salary 65-70)	65-70	0-5	76	145-150	Pension 25-30 Lump sum 80-85	Pension 2.5-5 Lump sum 10-12.5	530	445	64

TABLE 16 Remunerations and pensions for senior management for 2015-16 (Audited)

Name	Salary £'000	Bonus £'000	Value of pension benefits for single total figure of £'000	Total £'000	Accrued pension at age as at 31/03/16 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/16 £'000	CETV at 31/03/15 £'000	Real increase in CETV £'000
C Oatway - Chief Executive	90-95	0	37	125-130	Pension 50-55 Lump sum 0	Pension 0-2.5 Lump sum 0	1,035	927	36
A Finlay - Deputy Chief Executive (Annualised Salary 60-65)	50-55	0	0	50-55	Pension Lump sum 0	Pension Lump sum 0	0	0	0

General notes:

The 2015-16 CETV return reflects the only Senior Civil Servant employed at CICA included within the Pension Scheme. The Deputy Chief Executive Linda Brown took up post on 11 April 2016.

A Finlay left on 31 January 2016.

Bonus payments totaling £14,500 were paid to senior civil servants in 2016-17.

Nil return, for all disclosures, in respect of benefits in kind.

Employer contribution to partnership account is nil for all disclosed.

TABLE 17 Staff numbers and related costs (Audited)

Staff costs		2016-17	2015-16
	Note	£'000	£'000
Salaries and emoluments		6,176	6,413
Early departure other adjustment		3	0
Early departure in year costs		35	0
Provision in year costs	10	(35)	0
Social security costs		575	415
Pension costs		1,225	1,282
Agency staff		0	0
Overtime payments		252	18
		8,231	8,128

The disclosures above include the costs within the body of the remuneration report.

Staff costs relating to individuals of a non-permanent nature (not included in above) have been capitalised as key inputs to delivery against specific IT related projects. The total staff cost subject to capitalisation was £28k (2015-16, £9k) and is included in assets under construction.

During 2016-17 there were no off-payroll engagements.

There was no expenditure on consultancy in 2016-17.

Staff numbers

The average number of full time equivalent persons employed (including senior management) during the year was as follows:

TABLE 18

	2016-17	2015-16
Casework	204	205
Administration	63	68
Agency staff	0	0
	267	273
Ministry of Justice	267	273
Agency	0	0
	267	273

The number of full time equivalent persons employed in CICA as at 31 March 2017 was 293.5 (255 as at 31 March 2016).

Staff composition (Not subject to audit)

As of 31 March 2017 CICA employed 143 male and 167 female staff members. In addition, two female SCS members were employed.

TABLE 19 Civil Service - Exit Packages (Audited)

Exit package cost band	2015-16		
	Voluntary Early Departure	Other departures	Total exit packages
	Number	Number	Total number
< £10,000	1	0	1
£10,000 - £25,000	12	0	12
£25,001 - £50,000	10	0	10
£50,001 - £100,000	0	0	0
£100,001 - £150,000	0	0	0
£150,001 - £200,000	0	0	0
£200,001 - £250,000	0	0	0
£250,001 - £300,000	0	0	0
Total number of exit packages by type	23	0	23
Total cost of exit packages by type (£000)	575	0	575

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year the exit package is confirmed. Where the Department has agreed early retirements, the additional costs are met by the Department and not by the Principal Civil Service Pension Scheme. Ill health retirement costs are met by the pension scheme and are not included in the table above.

In 2015-16, the MoJ accounted for a Voluntary Early Departure Scheme relating to the agency as MoJ were liable to pay for the redundancy and other departure costs of this Scheme on behalf of the agency/entity. The table above sets out the number of exit packages relating to this Scheme that were disclosed within the "Civil Service and other compensation schemes – exit package" table on page 59 of the MoJ Annual Report and Accounts 2015-16. These employees left the agency in 2016-17.

Pension liabilities (Audited)

CICA have no pension liabilities. As detailed in the Remuneration Report permanent members of staff are eligible for membership of the Principal Civil Service Pension Scheme (PCSPS). The PCSPS is an unfunded multi-employer Defined Benefit Scheme which prepares its own accounts but where individual employers are unable to identify their share of the underlying assets and liabilities of the scheme.

Our staff (Not subject to audit)

Employment policies

CICA is staffed by Ministry of Justice employees and follows all Ministry of Justice HR practices. Staff involvement is actively encouraged as part of the day-to-day process of line management. The senior management team is committed to working in a collaborative way with trade unions in improving industrial relations.

Equality and diversity

We value the diversity of our workforce and promote a culture where all staff are treated with fairness and respect. Diversity data is held and collated by the Ministry of Justice and we continue to promote and encourage staff to record personal diversity information. This will help us ensure we have the best information possible on the diversity profile of our staff and can be confident that this is strong and robust data for ensuring that our policies and processes are applied fairly. We actively encourage and support staff to participate in the Ministry of Justice Coaching Squared and the Civil Service wide Positive Action Pathway programmes. The Ministry of Justice publish diversity information annually in their MoJ Workforce Monitoring Report. This year we introduced a Diversity Champions Network to increase awareness of diversity issues and ensure CICA continues to be an inclusive working environment.

Employment of disabled persons

The Ministry of Justice has clear rules on employing disabled staff and we apply these rules. We encourage a culture in which we remove barriers for disabled people and promote a better understanding of disability issues. This year all staff completed Equality and Diversity awareness training.

Learning and development

During 2016-17, we continued to promote learning opportunities and encouraged all staff to undertake, as a minimum, 5 days learning. We continue to develop our staff by delivering training on our compensation scheme, providing opportunities for job shadowing, delivering a programme of “back to the floor” for senior managers and supporting activities during Learning at Work Week. This year our learning activities mainly focused on delivering an extensive training plan to support our recruitment programme and upskilling those staff new to CICA. We also invested in Agile training to support a different approach to our project management.

Health and safety

We have a local policy on health and safety and work in partnership with staff and union representatives. To ensure that our staff are able to work in a safe environment, we have an internal Health and Safety Committee, and a qualified Health and Safety Manager and Deputy, who keep staff informed of developments, carry out regular risk assessments and implement improvements.

Social and community issues

We remain committed to supporting our local community and wider society. Staff are encouraged to volunteer for community projects and to help raise funds for local and nationwide charitable organisations. This year our staff have engaged in a number of volunteering projects, including working to support people with disabilities and helping to produce aid parcels for delivery to disadvantaged children overseas. This year our staff chose the Scottish SPCA, an animal welfare charity, as their chosen charity and raised funds throughout the year.

Sickness absence

We continue to proactively manage sick absence and improve health and wellbeing at work. This year our efforts have focused on embedding the revised MoJ attendance management policy to ensure compliance, consistency and timeliness of management interventions. We have also supported new line managers to increase knowledge and skills on attendance management and disability awareness, delivered learning sessions on wellbeing and resilience and staff completed mental health awareness training. We are currently maintaining the Healthy Working Lives Bronze Award criteria and this year we are working towards achieving the Silver Award. During 2016-17, the average working days lost to sickness for staff in CICA was 8.3 days. Of this 5.5 days (66%) were due to long term sickness and 2.8 days (34%) were due to short-term sickness. Like all departments, we benchmark against the civil service average figure, which at 31 March 2017 was 7.2 days.

Personal data related incidents

During 2016-17, we received one complaint from the Information Commissioner's office regarding the incorrect disclosure of sensitive personal data to a third party. We delivered training sessions on information management specifically for our complaints handlers to address the matters raised by this complaint. The Information Commissioner decided that further regulatory action was not required.

Physical security breaches

During 2016-17 there were 6 physical security breaches all of which were resolved and did not require further investigation. All security breaches were reported to MoJ.

Parliamentary accountability report (Audited)

Fees

The Comptroller and Auditor General is the external auditor of CICA, and is appointed under statute, reporting to Parliament and to the Scottish Parliament. The notional fee for the statutory audit in 2016-17 is £70,000 (2015-16, £70,000). No additional audit fees or remuneration for non-audit work were recognised in 2016-17, as was also the case in 2015-16.

Regularity of expenditure

Write-offs and bad debts up to £20,000, abandoned claims up to £10,000 and ex-gratia payments up to £500 are authorised by the Accounting Officer. Amounts greater than these specified thresholds are referred to and authorised by CICA's sponsor, the Ministry of Justice. Cases are related to compensation paid, to applicants, for lost documents, payments made to applicants as a direct result of third-party interception/fraud and for bad debts written-off. Bad debts written-off totalled £0 (2015-16 £11,000) and losses and special payments totalled £3,481.32 (2015-16 £10,582). No individual or cumulative events breached the disclosure level of £300,000. Amount lost due to fraud totalled £22,500 (2015-16 £42,970).

Remote contingent liabilities

On occasion compensation cases at appeal stage, under the jurisdiction of the First Tier Tribunal – Criminal Injuries Compensation, may go to judicial review. These could have an impact on CICA's future liabilities. These cases are not included within the provision due to the fact that a possible obligation exists which will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of CICA.

Carole Oatway

Chief Executive and Accounting Officer
Criminal Injuries Compensation Authority

7 July 2017

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament and the Scottish Parliament

I certify that I have audited the financial statements of the Criminal Injuries Compensation Authority for the year ended 31 March 2017 under the Criminal Injuries Compensation Act 1995. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Parliamentary Accountability Report that is described in those reports and disclosures as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive as Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Criminal Injuries Compensation Act 1995. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Criminal Injuries Compensation Authority's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Criminal Injuries Compensation Authority; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Criminal Injuries Compensation Authority's affairs as at 31 March 2017 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Injuries Compensation Act 1995 and HM Treasury directions issued thereunder.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Parliamentary Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Remuneration and Staff Report and the Parliamentary Accountability Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Sir Amyas C E Morse
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

18 July 2017

Financial statements

Statement of Comprehensive Net Expenditure for the year ended 31 March 2017

		2016-17		2015-16	
	Note	£'000	£'000	£'000	£'000
Staff costs	3	8,231		8,128	
Other Expenditure	4	4,958		4,848	
Depreciation and impairment charges	5	1,194		1,163	
Provision expense	10	145,870		178,116	
Total Expenditure			160,253		192,255
Income	2	(5,478)		(10,772)	
Income repaid to Consolidated Fund		4		836	
			(5,474)		(9,936)
Net Operating Expenditure			154,779		182,319
Finance Expense (Unwinding of discount)	10		1,996		1,806
Net Expenditure for the year			156,775		184,125

There was no other comprehensive expenditure incurred during the year.

The notes on pages 50 to 70 form part of these accounts.

Statement of Financial Position as at 31 March 2017

		31 March 2017		31 March 2016	
	Note	£'000	£'000	£'000	£'000
Non-current assets					
Property, plant and equipment	5	1,149		1,322	
Intangible assets	5	1,162		1,751	
Assets under construction	5	886		99	
Total non-current assets			3,197	3,172	
Current assets					
Trade and other receivables	6	4,690		10,491	
Cash and cash equivalents	7	39,806		41,287	
Total current assets			44,496	51,778	
Total assets			47,693	54,950	
Current liabilities					
Provisions (not later than one year)	10	(127,448)		(121,598)	
Trade and other payables	8	(35,632)		(55,177)	
Total Assets less current liabilities			(115,387)	(121,825)	
Non-current liabilities					
Provisions (later than one year)	10	(168,158)		(169,531)	
Other payables	9	(34,154)		(40,087)	
Total non-current liabilities			(202,312)	(209,618)	
Total assets less total liabilities			(317,699)	(331,443)	
Taxpayers' Equity and other reserves					
General reserve			(317,699)	(331,443)	
Total Equity			(317,699)	(331,443)	

The notes on pages 50 to 70 form part of these accounts.

Carole Oatway

Chief Executive and Accounting Officer
Criminal Injuries Compensation Authority

7 July 2017

Statement of Cash Flows for the year ended 31 March 2017

		2016-17		2015-16	
	Note	£'000	£'000	£'000	£'000
Cash flows from operating activities					
Net Operating cost	12	(156,775)		(184,125)	
Adjustments for non-cash transactions	12	(5,611)		354	
(Increase)/Decrease in trade and other receivables	12	5,801		(9,806)	
(Increase)/Decrease in trade and other payables	12	(25,478)		(8,507)	
Net movement of provisions	10	4,477		26,882	
Net cash outflow from operating activities			(177,586)		(175,202)
Other operating income					
Income	2	5,478		10,772	
Income repaid to Consolidated Fund		(4)		(836)	
			5,474		9,936
Cash flows from investing activities					
Purchase of property, plant and equipment	5	(112)		(70)	
Purchase of intangible assets	5	(251)		(157)	
Purchase of Assets under construction	5	(856)		(259)	
Net cash outflow from investing activities			(1,219)		(486)
Net cash outflow			(173,331)		(165,752)
Cash flows from financing activities					
Funding from Ministry of Justice	11		171,850		161,890
Net (decrease) in cash and cash equivalents in the period	7		(1,481)		(3,862)
Cash and cash equivalents at the beginning of the period			41,287		45,149
Cash and cash equivalents at the end of the period	7		39,806		41,287

The notes on pages 50 to 70 form part of these accounts.

Statement of Changes in Taxpayers Equity for the year ended 31 March 2017

		General Reserve	Total Reserves
	Note	£'000	£'000
Balance at 1 April 2015		(318,308)	(318,308)
Net Parliamentary funding	11	161,890	161,890
Intra-departmental balances settled with MoJ		8,866	8,866
Notional recharge from the MoJ	4	164	164
Auditors' remuneration	4	70	70
Net expenditure		(184,125)	(184,125)
Balance at 31 March 2016		(331,443)	(331,443)
Balance at 1 April 2016		(331,443)	(331,443)
Net Parliamentary funding	11	171,850	171,850
Intra-departmental balances settled with MoJ		(1,715)	(1,715)
Notional recharge from the MoJ	4	314	314
Auditors' remuneration	4	70	70
Net expenditure		(156,775)	(156,775)
Balance at 31 March 2017		(317,699)	(317,699)

The notes on pages 50 to 70 form part of these accounts.

Notes to the Accounts

NOTE 1 STATEMENT OF ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the 2016-17 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where FReM permits a choice of accounting policy, the accounting policy which has been judged to be the most appropriate to the particular circumstances of CICA for the purpose of giving a true and fair view has been selected. CICA's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Accounting Convention

These accounts have been prepared under the historical cost convention as modified to account for, where applicable, the revaluation of non-current assets.

The Financial Statements, together with the Notes on pages 50 to 70, have been prepared on an accruals basis in accordance with the Accounts Direction given by the Secretary of State for Justice, with approval of HM Treasury, in accordance with the Criminal Injuries Compensation Schemes 1990, 1996, 2001, 2008 and 2012.

At 31 March 2017, CICA's Statement of Financial Position records net liabilities of £318 million (31st March 2016, £331 million). This reflects the inclusion of liabilities falling due in future years which may only be met by future funding from both the Ministry of Justice and the Scottish Government. This follows the normal conventions applying to Parliamentary control over income and expenditure in that funding is not provided in advance of need.

Funding for 2017-18, allowing for the amounts required to meet CICA's liabilities, had already been included in estimates for this period, which had been approved by Parliament, and there is no reason to believe that future sponsorship and future parliamentary approval will not be forthcoming. It has therefore been considered appropriate to adopt the going concern basis for the preparation of these financial statements.

1.2 Funding

Expenditure is met from funds advanced by the Ministry of Justice and the Scottish Government. Funds received for operating activities and capital expenditure are credited to the general fund.

1.3 Non-Current Assets

Intangibles

Purchased Intangibles are split between information technology and software licences and are capitalised where expenditure of £500 or more is incurred. Both set of assets are disclosed at depreciated historical cost which approximates to fair value.

Software and systems development expenditure on IT systems are capitalised as intangibles where specific criteria are met in accordance with International Accounting Standard (IAS) 38. Expenditure on IT systems which maintains expected output requirements, without evidence of enhancement, is written off in the period in which it is incurred.

Property, plant and equipment

Items are capitalised if they are intended to be used on a continuous basis for greater than one year. Items costing more than £500, inclusive of delivery and installation, are treated as non-current assets. Where an item costs less than the capitalisation level but forms part of an asset or grouped asset, whose total value is greater than the capitalisation level, the item is treated as a non-current asset. Tangible non-current assets are disclosed at depreciated historical cost, which approximates to fair value. The residual value of all assets and the depreciation method applied to them is reviewed at the end of each financial year.

Donated assets

CICA holds no assets classified as donated.

Assets under construction

Costs, inclusive of irrecoverable VAT, associated with discrete projects are pooled until CICA takes the relevant asset on charge (first brings the asset into use). Such items are not depreciated until they are brought into use. The relevant in-year transfers to asset categories, relating to assets which were taken on charge during 2016-17, are disclosed in note 5.

1.4 Depreciation

Depreciation is provided on non-current assets on a straight line basis to write-off the cost or valuation evenly over the asset's useful economic life as follows.

Leasehold Improvements	Over the remaining term of the lease
Fixtures, Fittings and Office Equipment	Five years
Computer Equipment	Three to five years
Intangibles (Information Technology and Licences)	Three to five years

The depreciation rate for Fixtures, Fittings and Office Equipment was changed in 2015-16 from the previous write off period of 10 years to 5 years. This change now reflects the natural working life of these assets, following our move to a reduced floor space at Alexander Bain House in September 2014.

1.5 Income

All recoveries from assailants through civil actions and the criminal courts are non-retainable. They are paid into the consolidated fund, on receipt, via the Ministry of Justice and the Scottish Government. However, income is recognised, when the debt is created. This can give rise to short-term timing differences being recognised in the Statement of Comprehensive Net Expenditure. The majority of CICA's income is received via the courts and therefore the collection-rate is predominantly outwith the control of CICA. The collection rate is currently 17 per cent of all monies due. Therefore CICA creates bad debt provisions to reflect the uncertainty of future collection.

Other income is composed of compensation repaid by applicants, subject access requests fees and bank interest. Following inclusion in the MoJ Ambit of Estimates, compensation repayments from England and Wales and other miscellaneous income is retained by CICA. In 2016-17 CICA received an additional £4m in funds from MoJ which due to the MoJ classification of this funding CICA were required to consider it as income not resource funding.

1.6 Accounting for employee benefits

Under IAS 19 CICA is required to provide for the full long-term pension liabilities of any qualifying staff not covered under the PCSPS arrangements. All staff working for CICA were covered under the arrangements and therefore no disclosure for long-term pension liabilities is charged to these accounts.

The same standard additionally requires CICA to provide, in full, short-term employee liabilities for both untaken annual leave and bonus entitlements.

1.7 Leases

Leases are assessed against the criteria laid down within IAS 17. The extant lease has been determined as operating in nature and therefore charged to the Statement of Comprehensive Net Expenditure as incurred.

1.8 Provisions

CICA provides for legal or constructive obligations which are of uncertain timing or amount at the reporting period end. The provision is established on the basis of the best estimate of the expenditure required to settle the obligation. The provisions (particularly tariff) involve significant estimations and uncertainties (see note 10 for detail). These obligations are set out below.

Pre-tariff Scheme

The pre-tariff scheme provision reflects the expected settlement value of all outstanding cases at the reporting period end. The total liability has been derived by an in-depth valuation assessment by experts from the judiciary (totally independent from CICA). This provision has not been discounted (see note 10).

Tariff Scheme

The tariff scheme provision is made up of two components. Primarily, CICA recognises liabilities that are based upon an evaluation of total applications that are currently known to CICA. The additional element relates to those events, occurring on or before reporting period end, that CICA deems probable and, based upon historical evidence, provides for an estimation of the future liability. This provision has been discounted by using the prevailing nominal Treasury Discount Rates, highlighted at note 10. The discount is unwound over the remaining life of the provision and is shown as a finance charge in the Statement of Comprehensive Net Expenditure.

Victims of Overseas Terrorism Scheme (VOTS)

Events designated as Acts of Terrorism, by the Foreign Secretary, are provided for on the basis of applications that are currently known to CICA. The compensation liabilities are determined by the same principles that underpin the 2012 tariff scheme.

Dilapidations

Provisions for dilapidations are recognised in the year in which CICA recognises it has a future obligation to transfer economic benefits based on a past event.

Early Departure

CICA meets the additional costs of benefits beyond the normal Principal Civil Service Pension Scheme (PCSPS) for employees who retire early. These costs are provided for in full when the relevant early retirement programme becomes binding by establishing a provision for the estimated payments discounted at the Treasury rate of 1.30 per cent in real terms. The discount is unwound over the remaining life of the provision and is shown as a finance charge in the Statement of Comprehensive Net Expenditure.

1.9 Recognition of compensation accrual

CICA recognises an accrual when an offer is made to an applicant. The liability takes account of the prevailing review and appeal request rate for the tariff scheme. For pre-tariff the on-offer is recognised at full liability as the offer made to an applicant is binding.

1.10 Value Added Tax

With effect from 01 April 2014 CICA was reclassified as an Agency of the MoJ. As a result of this change CICA is eligible to recover VAT on a limited range of services.

1.11 Holding accounts

Compensation awards can be held in individual accounts in the name of the applicant prior to guardianship being determined. On confirmation of the legal position of each case, final payment, including accrued interest, is made as directed.

1.12 Third party assets

The third party assets are not CICA's assets and are therefore not included in the Financial Statements.

The retention of compensation awards to minors is provided for under Scheme arrangements. The purpose of this action is to ensure that the victim will be the sole beneficiary of the award (including accrued interest) when they reach their majority (18 years of age). Where appropriate interim payments are made on an 'as needs' basis against an agreed framework.

The balances held on behalf of both of the above parties are disclosed in note 16.

1.13 Segmental reporting

CICA has one reportable operating segment under IFRS 8. It therefore does not prepare a detailed segmental analysis.

1.14 Impending application of newly issued Accounting Standards not yet effective

There is no anticipated material impact to CICA in respect of International Financial Reporting Standards (IFRSs) that have been issued by the International Accounting Standards Board but are not yet effective at the end of the reporting period.

NOTE 2 OPERATING INCOME

	2016-17	2015-16
	£'000	£'000
Civil actions	1,341	641
Court compensation orders	22	93
Compensation Tariff recoverable	79	0
Income from MoJ [including Victim Surcharge]	4,032	10,000
Other administrative income	4	38
	5,478	10,772

NOTE 3 STAFF COSTS

Staff costs	2016-17	2015-16
	£'000	£'000
Salaries and emoluments	6,176	6,413
Early departure other adjustment	3	0
Early departure in year costs	38	35
Provision in year utilisation	(38)	(35)
Social security costs	575	415
Pension costs	1,225	1,282
Agency staff	0	0
Overtime payments	252	18
	8,231	8,128

NOTE 4 OTHER EXPENDITURE

		2016-17	2015-16
	Note	£'000	£'000
Programme expenditure - case handling costs		1,807	1,706
Information technology and telecommunications		1,430	1,288
Other accommodation costs		692	471
Rentals under operating leases		277	505
Miscellaneous fees		52	55
Postage		114	127
Travel and subsistence		103	100
Storage and handling		47	65
Stationery		8	32
Training, recruitment and staff welfare		67	46
Internal audit fees		26	25
Losses and special payments paid		3	11
Asset disposal costs		0	4
Furniture and fittings		1	55
Information and publications		5	1
Non Cash Items:			
Dilapidations on lease arising		(58)	115
Corporate recharge		314	164
Increase to bad debt provision	6	0	(3)
Notional external audit fees		70	70
Bad debts revenue written off		0	11
		4,958	4,848

NOTE 5 NON-CURRENT ASSETS

Property, Plant and Equipment	Fixtures & Fittings	Leasehold Improvements - Alexander Bain House	Computer Equipment	Office Equipment	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 April 2016	292	973	1,099	82	2,446
Additions	0	0	75	37	112
Disposals	0	0	0	0	0
Transfers	0	0	27	0	27
At 31 March 2017	292	973	1,201	119	2,585
Depreciation					
At 1 April 2016	(284)	(157)	(621)	(62)	(1,124)
Charged in year	(3)	(118)	(186)	(5)	(312)
Disposals	0	0	0	0	0
Transfers	0	0	0	0	0
At 31 March 2017	(287)	(275)	(807)	(67)	(1,436)
Net book value at 31 March 2017	5	698	394	52	1,149
Net book value at 31 March 2016	8	816	478	20	1,322

Intangible Assets	Information Technology	Software Licences	Total
	£'000	£'000	£'000
Cost			
At 1 April 2016	3,622	298	3,920
Additions	208	43	251
Disposals	0	0	0
Transfers	42	0	42
At 31 March 2017	3,872	341	4,213
Amortisation			
At 1 April 2016	(2,022)	(147)	(2,169)
Charged in year	(787)	(95)	(882)
Disposals	0	0	0
At 31 March 2017	(2,809)	(242)	(3,051)
Net book value at 31 March 2017	1,063	99	1,162
Net book value at 31 March 2016	1,600	151	1,751

Assets under Construction	Intangibles	Tangibles	Other	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2016	27	72	0	99
Additions	856	0	0	856
Transfers	(69)	0	0	(69)
At 31 March 2017	814	72	0	886

All non-current assets are owned by CICA.

No non-current assets have been subject to revaluation in current period.

Property, Plant and Equipment	Fixtures & Fittings	Leasehold Improvements - Alexander Bain House	Computer Equipment	Office Equipment	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 April 2015	293	973	1,045	68	2,379
Additions	2	0	54	14	70
Disposals	(3)	0	0	0	(3)
Transfers	0	0	0	0	0
At 31 March 2016	292	973	1,099	82	2,446
Depreciation					
At 1 April 2015	(197)	(58)	(453)	(50)	(758)
Charged in year	(90)	(99)	(168)	(12)	(369)
Disposals	3	0	0	0	3
Transfers	0	0	0	0	0
At 31 March 2016	(284)	(157)	(621)	(62)	(1,124)
Net book value at 31 March 2016	8	816	478	20	1,322
Net book value at 31 March 2015	96	915	592	18	1,621

Intangible Assets	Information Technology	Software Licences	Total
	£'000	£'000	£'000
Cost			
At 1 April 2015	3,097	206	3,303
Additions	66	91	157
Disposals	0	0	0
Transfers	459	1	460
At 31 March 2016	3,622	298	3,920
Amortisation			
At 1 April 2015	(1,289)	(86)	(1,375)
Charged in year	(733)	(61)	(794)
Disposals	0	0	0
At 31 March 2016	(2,022)	(147)	(2,169)
Net book value at 31 March 2016	1,600	151	1,751
Net book value at 31 March 2015	1,808	120	1,928

Assets under Construction	Intangibles	Tangibles	Other	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2015	228	72	0	300
Additions	259	0	0	259
Transfers	(460)	0	0	(460)
Re classification	0	0	0	0
At 31 March 2016	27	72	0	99

NOTE 6 TRADE AND OTHER RECEIVABLES

	31 March 2017	31 March 2016
	£'000	£'000
Trade receivables	6	0
Court compensation	718	787
Civil claims	109	110
Other receivables	4,082	10,076
VAT receivable	228	28
Prepayments	339	282
	5,482	11,283
Provision for bad debts	(792)	(792)
	4,690	10,491

NOTE 7 CASH AND CASH EQUIVALENTS

		2016-17	2015-16
	Note	£'000	£'000
Opening balance at Government Banking Service Accounts		1,183	(6,067)
(Decrease)/increase in cash		4,468	7,250
Closing balance at Government Banking Service Accounts		5,651	1,183
Opening balance all other bank accounts and cash		17	5
(Decrease) in cash		(16)	12
Closing balance at all other bank accounts and cash		1	17
Opening balance of awards held on deposit in holding accounts	9	40,087	51,211
Increase/(decrease) in cash	9	(5,933)	(11,124)
Closing balance of awards held on deposit in holding accounts	9	34,154	40,087
Total balance of cash and cash equivalents		39,806	41,287
Total (decrease) in cash and cash equivalents		(1,481)	(3,862)

NOTE 8 TRADE AND OTHER PAYABLES

	31 March 2017	31 March 2016
	£'000	£'000
Trade payables	462	165
Consolidated Fund payables	0	456
Other payables	2,543	2,017
Accruals - pre-tariff scheme	0	1
Accruals - tariff scheme	29,619	49,656
Other accruals	3,008	2,882
	35,632	55,177

NOTE 9 NON-CURRENT LIABILITIES: OTHER PAYABLES

Awards held in holding accounts in the name of the applicant prior to appropriate guardianship being determined.

Holding accounts	Number of accounts	2016-17		2015-16	
		£'000	£'000	£'000	£'000
Opening balance	47	40,087	57	51,211	
In-year deposits	33	10,306	13	7,953	
Interest received in-year		36		136	
		10,342		8,089	
Closures	(29)	16,275	(23)	17,438	
Withdrawal prior to closure				1,775	
		(16,275)		(19,213)	
Closing balance	51	34,154	47	40,087	

NOTE 10 PROVISIONS

Provision - Programme 2016-17	Pre-tariff Scheme	Tariff Scheme	VOTS	Total
	£'000	£'000	£'000	£'000
Balance at 1 April 2016	4,545	285,129	727	290,401
Arising during the year	2,121	142,910	19	145,050
Reversed unutilised during the year	(46)	0	(37)	(83)
Utilised during the year	(2,029)	(139,911)	(450)	(142,390)
Charge for year (unwinding)	0	1,996	0	1,996
Balance at 31 March 2017	4,591	290,124	259	294,974

Provision - Programme 2015-16	Pre-tariff Scheme	Tariff Scheme	VOTS	Total
	£'000	£'000	£'000	£'000
Balance at 1 April 2015	5,588	257,936	75	263,599
Arising during the year	2,938	173,766	1,229	177,933
Reversed unutilised during the year	(174)	0	(28)	(202)
Utilised during the year	(3,807)	(148,379)	(549)	(152,735)
Charge for year (unwinding)	0	1,806	0	1,806
Balance at 31 March 2016	4,545	285,129	727	290,401

Breakdown of total Compensation settled	2016-17				2015-16			
	Pre-tariff	Tariff	VOTS	Totals	Pre-tariff	Tariff	VOTS	Totals
	2016-17	2016-17	2016-17	2016-17	2015-16	2015-16	2015-16	2015-16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Utilising provisions recognised	2,029	139,911	450	142,390	3,807	148,379	549	152,735
Claims settled in the Financial Year, not provided for	0	903	0	903	0	385	0	385
	2,029	140,814	450	143,293	3,807	148,764	549	153,120

Geographical split for total compensation settled

	2016-17	2015-16
	£'000	£'000
Awards relating to victims of crimes of violence occurring in:		
England and Wales	127,039	134,083
Scotland	15,804	18,488
Awards relating to victims of overseas terrorism	450	549
	143,293	153,120

Statement Of Comprehensive Net Expenditure (SOCNE) balances

	Pre-tariff	Tariff	VOTS	Totals	Pre-tariff	Tariff	VOTS	Totals
	2016-17	2016-17	2016-17	2016-17	2015-16	2015-16	2015-16	2015-16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
New liabilities recognised in period and provided for	2,121	142,910	19	145,050	2,938	173,766	1,229	177,933
Claims relating to and settled in the Financial Year, not provided for	0	903	0	903	0	385	0	385
Provision no longer required	0	0	(37)	(37)	0	0	(28)	(28)
Provisions reversed unutilised as a result of case settlements being lower than provision	(46)	0	0	(46)	(174)	0	0	(174)
	2,075	143,813	(18)	145,870	2,764	174,151	1,201	178,116

Pre-tariff Scheme

The pre-tariff scheme provision reflects CICA's liabilities in respect of all outstanding cases incurred prior to 1996 which remain to be settled in future years. In accordance with the CICA's accounting policies, the provision is reviewed annually and reflects the likely settlement values at the year-end based on the circumstances of each application at that time. CICA does not hold any assets in respect of these liabilities; compensation will be paid from grant-in-aid in year of settlement.

The pre-tariff scheme provision has not been discounted. The total provision is composed of a small number of cases which reflect the best estimate, at reporting period end, required to settle these cases (see note 1.8). Due to uncertainties surrounding both the final liability and settlement date it was not deemed appropriate to discount the provision or provide an analysis with regard to timing of cash flows.

Tariff Scheme

The tariff scheme provision, reflecting CICA's liabilities under the 1996, 2001, 2008 and 2012 Schemes, is made up of two components. Primarily, CICA recognises liabilities that are based upon an evaluation of total applications that are currently known (discounted value £249.956m). The additional element relates to those events, occurring on or before reporting period end, that CICA deems probable and, based upon historical evidence, provides for an estimation of the future liability (discounted value £40.168m).

Due to the fixed nature of the tariff scheme the liability has been discounted at the prevailing Treasury Discount Rates (see below table) in order to recognise the time value of money. This discount will be unwound over the remaining life of the provision and be shown as a finance charge on the face of the Statement of Comprehensive Net Expenditure.

CICA does not hold any assets in respect of these liabilities; compensation will be paid from grant-in-aid in year of settlement.

A sensitivity analysis for the tariff provision has been carried out considering four variables:

- average settlement value per case (plus or minus 2.5%);
- number of Nil cases successful at appeal stage (plus or minus 5%);
- number of cases ineligible for compensation in the current year (plus or minus 5%); and
- future changes in discount rate (plus or minus 25% from current rate points shown below).

Variance	+2.5%	-2.5%
Average value	£6.25m	-£6.25m
Variance	+5%	-5%
Appeal cases	£0.16m	-£0.16m
Nil value cases	-£1.94m	£1.94m
Variance	+25%	-25%
Discount Rate	-£0.78m	£0.80m

Analysis of expected timing of provision:

	£'000
Not later than one year	127,448
Later than one year and not later than five years	158,304
Later than five years	9,854
	295,606

Treasury Discount Rates utilised:

Years 1-5	0.29%
Years 6-10	1.12%
Years 11+	2.70%

Victims of Overseas Terrorism Scheme (VOTS)

Events designated as Acts of Terrorism, by Foreign Secretary, are provided for on the basis of applications that are currently known to CICA. The compensation liabilities are determined by the same principles that underpin the 2012 tariff Scheme. This provision has not been discounted as it is not material.

Provision - Administration 2016-17	Lease Dilapidation	Staff Departures	Total
	£'000	£'000	£'000
Balance at 1 April 2016	115	613	728
Arising during the year	(58)	0	(58)
Reversed unutilised during the year	0	0	0
Utilised during the year	0	(38)	(38)
Charge for year (unwinding)	0	0	0
Balance at 31 March 2017	57	575	632

Provision - Administration 2015-16	Lease	Staff	Total
	Dilapidation	Departures	
	£'000	£'000	£'000
Balance at 1 April 2015	0	648	648
Arising during the year	115	0	115
Reversed unutilised during the year	0	0	0
Utilised during the year	0	(35)	(35)
Charge for year (unwinding)	0	0	0
Balance at 31 March 2016	115	613	728

Lease dilapidations

The 2016-17 provision is for Alexander Bain House, Glasgow. This was based on a professional estimate on the possible cost to CICA of departure from Alexander Bain House occurred at the end of our lease in July 2024.

Staff departures

The total provision represents a future liability to pay an annual allowance, under the Civil Service Injury Benefit Scheme, for 1 individual who left CICA during 2010.

NOTE 11 FUNDING

HMG Funding received:	2016-17	2015-16
	£'000	£'000
Compensation payments	158,555	149,815
Operating costs and case handling costs	12,076	11,588
	170,631	161,403
Capital expenditure	1,219	487
	171,850	161,890

The above includes a contribution from the Scottish Government, utilised as follows:

	2016-17	2015-16
	£'000	£'000
Programme - Tariff Compensation	15,590	15,830
Programme - Casehandling	235	215
Operating costs and capital expenditure	1,325	1,245
	17,150	17,290

NOTE 12 RECONCILIATION OF NET EXPENDITURE TO THE NET CASH OUTFLOW FROM OPERATING ACTIVITIES

		2016-17	2015-16
	Note	£'000	£'000
Net Expenditure after finance charge		(156,775)	(184,125)
Depreciation	5	312	369
Amortisation	5	882	794
Notional costs	4	384	234
Intra-departmental balances settled with MoJ		(1,715)	8,866
Increase in provision for doubtful debts	6	0	27
Decrease/(increase) in receivables	6	5,801	(9,806)
(Decrease)/increase in payables	8	(19,545)	2,617
Increase/(decrease) in awards held on deposit holding accounts	9	(5,933)	(11,124)
Net movement in pre-tariff scheme provision	10	46	(1,043)
Net movement in tariff scheme provision	10	4,995	27,193
Net movement in VOTS provision	10	(468)	652
Net movement in dilapidations	10	(58)	115
Net movement in early release provision	10	(38)	(35)
Income		(5,474)	(9,936)
Net cash outflow from operating activities		(177,586)	(175,202)

NOTE 13 COMMITMENTS UNDER LEASES

Operating Leases - buildings

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	2016-17	2015-16
	£'000	£'000
Obligations under operating leases comprise:		
Not later than one year	421	271
Later than one year and not later than five years	1,682	2,170
Later than five years	946	1,764
	3,049	4,205

In September 2014 CICA relocated from Tay House to Alexander Bain House (ABH). Both properties are in Glasgow city centre. The lease agreement at ABH is for 10 years, including a 2.25 year rent-free period which is reflected in the above profile.

NOTE 14 CAPITAL COMMITMENTS

At 31 March 2017 CICA had contracted capital commitments of £77k relating to Information Technology associated with on-going Change Programme, and £9k relating to Office and Computer Equipment.

NOTE 15 RELATED PARTY TRANSACTIONS

The Ministry of Justice and the Scottish Government are related parties in respect of providing funding resources.

NOTE 16 THIRD PARTY ASSETS

Amounts held as Retained Awards	2016-17		2015-16	
	Number of accounts	£'000	Number of accounts	£'000
Balance at 1 April 2016	6,664	66,901	7,046	69,549
Open Accounts				
Deposits	1,223	16,138	1,243	13,825
Additional deposits to existing accounts		848		610
Interest received		442		610
Withdrawals		(1,662)		(1,735)
		15,766		13,310
Closures	(1,408)	(13,108)	(1,625)	(15,958)
Balance at 31 March 2017	6,479	69,559	6,664	66,901
Amounts held on behalf of the MoJ		2016-17		2015-16
Net balance at 31 March		0		0
Total third-party assets		66,559		66,901

NOTE 17 CONTINGENT LIABILITIES

CICA Pre-tariff: MoJ is currently defending a claim for the use of the discount rate set by the Lord Chancellor in the future loss calculations for CICA pre tariff scheme. The case was judicially reviewed at the Administrative Court and the claim was rejected, with a subsequent application for permission to appeal which the Court of Appeal also refused. The applicant lodged another appeal for a permission hearing which was considered on the 10th of May 2016 and this was successful. The case will now go forward to the next stage, originally to be heard on 10 May 2017: this has now been re-scheduled for the 5th December 2017. The estimated exposure should the case against CICA prevail is dependent on the outcome of this case but has been estimated to be between £51m and £91m.

CICA Tariff: The Court of Appeal rejected an appeal by an applicant against the decision of the Upper Tribunal in a Tariff case concerning Foetal Alcohol Spectrum Disorder (“FASD”). The applicant’s representatives requested permission to appeal from the Supreme Court which was refused. The representatives have now selected another case which was put before the First-tier Tribunal (“FTT”) on the basis that FASD is a Crime of Violence. The FTT rejected the application. The applicant has been given permission by the Upper Tribunal to Judicially Review that decision, however this action has been stayed pending the outcome of an application for permission to appeal to the Supreme Court in the case of Y v CICA; it is currently unknown when this stay will be lifted. Any liability is uncertain but has been estimated between £26m and £43.5m.

NOTE 18 DERIVATIVES AND OTHER FINANCIAL INSTRUMENTS

Under International Financial Reporting Standards (IFRS) there are various standards that encompass Financial Instruments (IFRS 7, IAS 32 and IAS 39). The standards cover disclosure, presentation and recognition / measurement. As a collective these standards enable an assessment to be made of the way in which all financial instruments have, during the period, created or changed the risks an entity faces in undertaking its business activities / achieving its outputs. Because of the non-trading nature of its activities and the way in which Agencies are financed, CICA is not exposed to the degree of financial risk faced by some business entities. Moreover, financial instruments play a more limited role in creating risk than would be the case with a typical listed company to which these standards mainly apply.

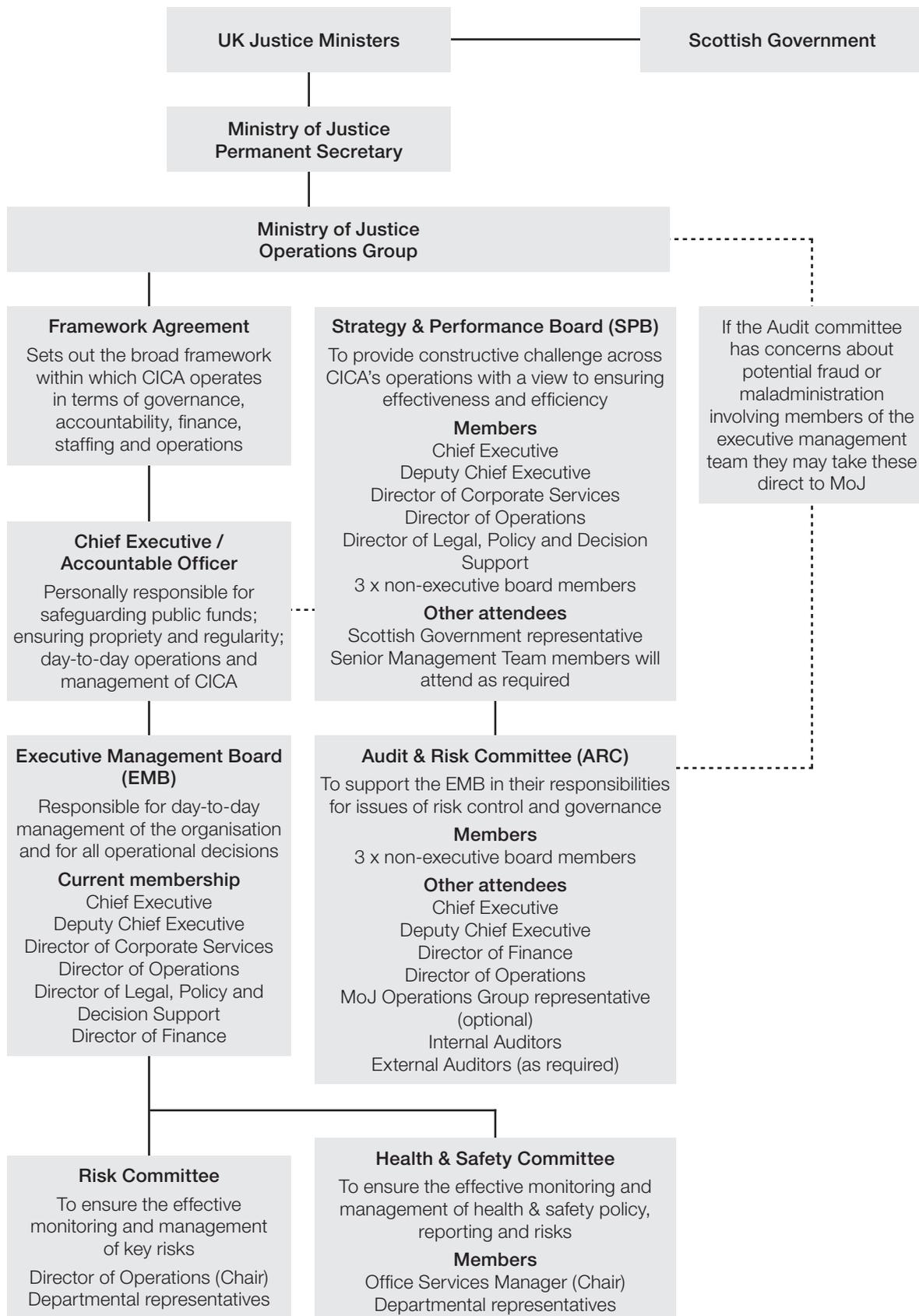
CICA does hold material cash balances on deposit. Allocated holding accounts (note 9) are included in the cash balance on the Statement of Financial Position, while funds retained in the applicant’s name are excluded from CICA’s cash balance and are disclosed by note. The movement in retained funds is detailed in note 16. The objective of opening these individual deposit accounts is to accrue cumulative interest in line with agreed interest rates each year over the period in which the funds are retained. The investment policy applied to these investments is to deposit the awards in a low-risk commercial bank account. No administration fee is charged to the applicant. The average rate of interest applied to the investments during 2016-17 was 0.69 per cent (2015-16, 0.87 per cent).

NOTE 19 EVENTS AFTER THE REPORTING PERIOD

In accordance with the requirements of IAS 10, events after the reporting period are considered up to the date on which the accounts are authorised for issue by the Accounting Officer. This is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General. There are no post balance sheet events to report.

Appendices

Appendix A – Governance



Appendix B – Meeting Attendance

	Executive Management Board (EMB)				Audit & Risk Committee (ARC)			Strategy & Performance Board (SPB)		
	Q1	Q2	Q3	Q4	1	2	3	1	2	3
Executive Management Board Members										
Carole Oatway	3/3	3/3	3/3	3/3	1/1	1/1	1/1	1/1	1/1	1/1
Linda Brown	3/3	3/3	3/3	3/3	1/1	0/1	1/1	1/1	0/1	1/1
June Fellowes	3/3	3/3	3/3	2/3	N/A	N/A	N/A	1/1	1/1	1/1
Michael Hanlon ¹	3/3	2/3	2/3	2/3	N/A	N/A	N/A	1/1	0/1	1/1
Ann Russell	3/3	3/3	2/3	3/3	1/1	1/1	1/1	1/1	1/1	1/1
James Morrice (TRA) ²	3/3	3/3	3/3	2/3	1/1	1/1	1/1	N/A	N/A	N/A
Andy Philpotts ³	1/3	1/3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Non-executive Board Members										
David Page	N/A	N/A	N/A	N/A	1/1	1/1	1/1	1/1	1/1	1/1
Andrew Flanagan	N/A	N/A	N/A	N/A	1/1	1/1	1/1	1/1	1/1	1/1
William Matthews	N/A	N/A	N/A	N/A	1/1	1/1	0/1	1/1	1/1	1/1

¹ Michael Hanlon left the authority 26/03/2017

² TRA stands for Temporary Responsibility Allowance

³ Andy Philpotts on loan from Legal Aid Agency for 6 months

Appendix C – Abbreviations

Accounting Officer (AO)
Alexander Bain House (ABH)
Arm's Length Bodies (ALB)
Association of Personal Injury Lawyers (APIL)
Audit and Risk Committee (ARC)
Cash Equivalent Transfer Values (CETV)
CESG Listed Advisors Scheme (CLAS)
Citizens Advice Bureau (CAB)
Criminal Injuries Compensation Scheme (CICS)
Criminal Injuries Compensation Authority (CICA)
Executive Management Team (EMT)
Executive Management Board (EMB)
Finance and Commercial Instructions (FCI)
First Tier Tribunal - Criminal Injuries Compensation (FTT-CIC)
Government Financial Reporting Manual (FReM)
Greenhouse gas (GHG)
Her Majesty's Courts and Tribunals Service (HMCTS)
Information Assurance Maturity Model (IAMM)
Internal Audit and Assurance (IAA)
International Accounting Standard (IAS)
International Financial Reporting Standards (IFRS)
Legal Aid Agency (LAA)
Memorandum of Understanding (MoU)
Ministry of Justice (MoJ)
Motor Insurers Bureau (MIB)
Non-Executive Board Member (NEBM)
Online Application System (OAS)
Policy and Performance Board (PPB)
Principal Civil Service Pension Scheme (PCSPS)
Public Services Network (PSN)
Senior Reporting Officer (SRO)
Statement of Comprehensive Net Expenditure (SoCNE)
Strategy and Performance Board (SPB)
Temporary Responsibility Allowance (TRA)
Victim Support (VS)
Victims of Overseas Terrorism Scheme (VOTS)



Criminal Injuries
Compensation
Authority

Criminal Injuries Compensation Authority
Alexander Bain House
Atlantic Quay
15 York Street
Glasgow
G2 8JQ
tel: 0300 003 3601
www.gov.uk

ISBN 978-1-4741-4455-1



9 781474 144551