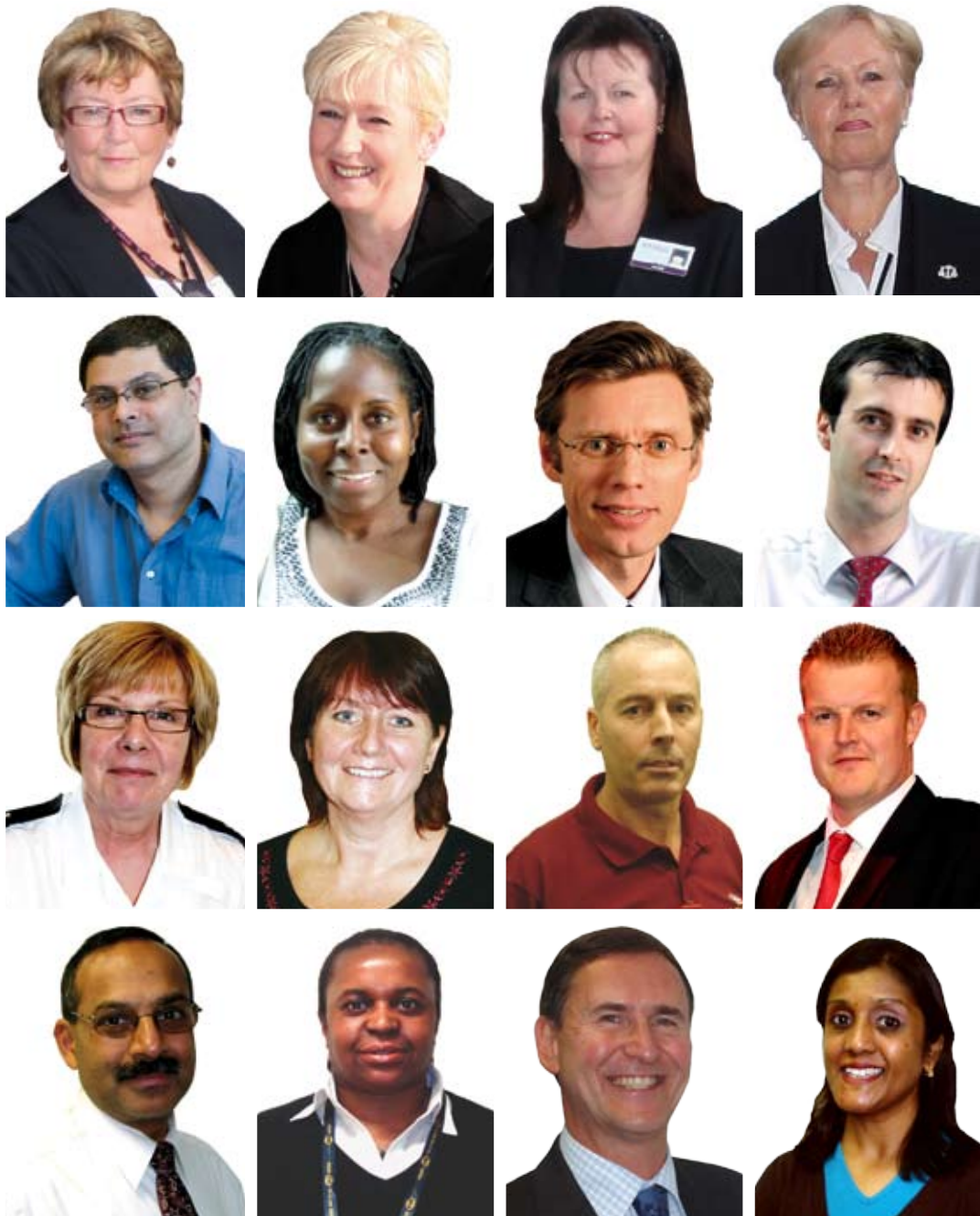




Ministry of
JUSTICE

Creating a Safe, Just & Democratic Society

Ministry of Justice Corporate Plan 2009-2011



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1. Foreword by the Lord Chancellor and Secretary of State for Justice



The creation of the Ministry of Justice (MoJ) has provided an opportunity to take a fresh look at some of the most important issues facing Government. Bringing together the Department for Constitutional Affairs (DCA), the National Offender Management Service (NOMS) and the Office for Criminal Justice Reform (OCJR) was an enormous challenge. But I am pleased with the pace and vigour with which we have approached this. We are already benefiting from the opportunities to build links across the department to deliver better justice services to the public. The Ministry of Justice is, however, still a young department and there are many more opportunities we are yet to grasp. Our first corporate plan sets out how we will go about this over the next two years.

We are building on a period of sustained investment and success. Radical cultural and structural reform of the criminal justice system has led to crime falling by 30%, with adult reoffending down 23% between 2000 and 2006, youth reoffending down 19% in the same period and the chances of being a victim at the lowest levels since recording began in 1981. We have established a new partnership agreement with the judiciary to manage the court system and have sped up the progress of cases in the magistrates' courts.

Our plan demonstrates how the department will meet its purpose of creating a safe, just and democratic society. I want this to be the starting point for all our work. To meet this purpose we must remain focused on the public. This means listening more carefully to their concerns, involving them in our work, explaining clearly what we are seeking to do, and ensuring our services are accountable to the communities we serve.

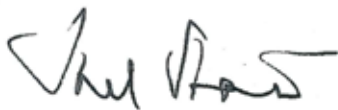
We must create a momentum of reform across the justice system with frontline staff working in partnership with local communities to bring about change. We need to continue reforming the justice system so it is more clearly a public service working for the local community and for the taxpayer.

In particular, we need to build on the good work done to date in making the justice system more sensitive to the public's needs. We must strengthen communities' involvement, and be more responsive to how the public wants their justice system to develop.

We must also continue to create a service where justice – civil, family and criminal – is not only done, but is seen to be done. This means providing more information about how it works to serve the public – in particular, victims, the vulnerable and their families – and ensuring it is demonstrably on their side.

In doing so, we will ensure that the voice of those who suffer most from the impact of crime – victims – is heard. Much work is underway to give victims and the vulnerable more of a voice, and we need to make sure we listen and respond to what they say.

The creation of the Ministry of Justice has been a powerful catalyst for change. I look forward to working with everyone who shares my ambition to continue to make that happen.

A handwritten signature in black ink, appearing to read 'Chris Grayling', is positioned on the left side of the page.

2. Introduction by the Permanent Secretary



1. It is now just over a year since I joined the department and I am proud of how far we have come in such a short time. This corporate plan is another milestone.
2. When I took this job, I committed to ensuring that MoJ businesses had clarity over what they would be expected to deliver, and within what resource envelope. This plan is the result of a huge amount of work to provide that clarity. For the first time, it sets out in one place our story, our objectives and priorities for the next two years, and the way in which we will deliver them. It is intended to provide direction to our people and partners and show how we, as one department, will rise to the challenges we face.
3. Over the last year, and in response to our Capability Review, we have focused on ensuring that the department is clear about the outcomes we have to deliver for the public, and that we are structured to deliver them.
4. As a result we have committed to a set of Departmental Strategic Objectives that has resonance for our people and partners, and we have aligned our organisational structure to these objectives in order to provide clarity on what each Business Group must deliver. Along with significant changes we have made to our leadership team and governance arrangements, we are beginning to build a distinctive MoJ culture.
5. This is only the start. The next stage in our development must be to ensure we are delivering these objectives as efficiently as possible. Like other Government Departments, we must make significant savings over the current spending review period to 2010/11, while continuing to improve the services we deliver to the public. This requires us to improve performance, drive out duplication, and to ensure that we have the capabilities to deliver in an ever more challenging public sector environment.

6. To meet this challenge, we went through a zero based review and have established the Performance and Efficiency Programme (PEP), which will enable us to live within our means, improve efficiency and deliver the best services possible to our service users and the public. The PEP seeks to capitalise on the opportunities provided by the merger of DCA, NOMS and OCJR to reduce overheads and management layers, make better use of our assets such as our estates, and find new and better ways of working. Over the next year, all parts of the MoJ will be making significant savings and improvements - we all have a part to play.
7. Plans alone won't deliver the improvements that I know we can achieve. The key to ensuring this happens will be our people. So I am very pleased that this plan also launches our People Proposition. This explains what it means to be a member of this department - what we offer as an employer and what we expect in return. It has been informed by our first ever staff engagement survey, conducted in September, which was extremely valuable in finding out what matters to our people and what our leaders should focus on.
8. Since joining MoJ, I've been impressed with the dedication and professionalism of our people. From an officer in a prison to a probation officer working with offenders in the community, from a court or tribunal clerk, from a member of a bill team to an IT, finance or HR professional supporting operational colleagues, we can all feel proud of how we individually contribute to a society that is safe, just and democratic. The front cover of this plan is a celebration of our people. The faces you see includes some of those who have won awards for their dedicated and innovative work over the last year. Behind each one is a team of people, working with them, to realise their success.
9. The next stage in our development as an organisation will demand a huge amount from all of us. Publishing this document is only the beginning. But I know that if our people are enthused and giving their best, we will make this plan a reality.



3. The context for our plan

The Ministry of Justice

10. The Ministry of Justice was created in May 2007. It is one of the largest government departments, with around 95,000 people across the United Kingdom (including probation services). Each year, we provide services directly for 9 million people from a variety of locations including courts, tribunals, prisons, probation offices, community justice centres and through our delivery partners such as the Citizens Advice Bureau and legal advice centres.
11. The MoJ is made up of five business groups. Within these are a large number of public bodies including agencies, non-departmental public bodies and independent offices. We also rely on a wide range of suppliers and delivery partners to provide our services to the public.
12. By simplifying and streamlining elements of the justice system, the creation of the department allows us to work with our partners to provide reinvigorated leadership across the justice sector and make progress with some of the Government's most important priorities. This plan sets how we intend to do that in the remainder of this spending period (2009 – 2011).

The environment for our plan

13. There are five major factors that influence our work over this spending period.

1) Our resources are constrained

- Our forward plan is ambitious and needs to be delivered in a difficult financial environment. The total budget for MoJ for 2009/10 is just over £10bn. This is an increase in real terms of 27% since 1997. However, it also represents a real reduction of 1.7% from our 2007/08 baseline, and requires us to deliver 3% value for money savings and 5% real reductions in our administration budget. The Pre-Budget Report announced that the Government will make a further £5bn savings in 2010/11, which may require a further contribution from MoJ.
- The current global financial position means we should expect financial pressures to continue. At any time, we have a duty to continue to improve the services we deliver to the public in the most cost-effective way possible. But in today's difficult economic circumstances, that duty is an imperative. We have made good progress and are on track to deliver savings of £318m in 2008/09. The Performance and Efficiency Programme (PEP) has put in place plans to deliver further savings in 2009/10 and our plans to deliver the remaining savings required during 2010/11 are well advanced. The programme capitalises on the opportunities created by our merger, to remove duplication and reduce our operating costs and, by doing so, will allow us to deliver the best services possible to the public with the resources available.

2) Society is changing

- Some indicators of traditional democratic engagement have fallen, but the public are finding new ways to shape their neighbourhoods – volunteering is at a record high and there are many more opportunities for the public to influence the priorities and delivery of services they receive. The greater freedoms we have provided to our frontline staff will help us respond more effectively to these changes.

3) A new relationship with the public

- We know from the gap between our performance and public confidence in many of our services (most notably in the criminal justice system) that it is no longer enough just to deliver our objectives and targets. The public is accustomed to receiving a high quality and tailored customer experience from the private sector and this is reflected in ever-higher expectations of us. The work we have done to emphasise public participation, confidence and satisfaction in how our services are delivered is helping us build a new relationship with the public in which we listen harder to their concerns and priorities, build our services around their needs and set realistic expectations for what we will deliver.

4) Our commitment to our people and to partners

- We are being asked to deliver difficult objectives and meet higher public expectations, whilst reducing our costs. Motivating, supporting and developing our people to meet these challenges will be central to our success.
- We also need to look beyond our immediate workforce. Many of our services are delivered by partners outside the department. We need to continue to engage with them, and help ensure they can deliver with us our shared agenda.

5) Building for the long term

- This plan covers the next two years in MoJ's development. In this period we will put in place the building blocks for longer term business transformation to sustain the progress we have made so far. Planning for beyond this spending period is underway right across MoJ - the challenge for all of us will be to ensure that the everyday pressures we face do not distract us from longer term thinking.

4. Our Mission

Our purpose

14. Our purpose is to create a **safe, just and democratic society**.

Our objectives and priority themes

15. We have four Departmental Strategic Objectives (DSOs). These are the main outcomes we will deliver for the public and, by doing so, we will accomplish our purpose. We have aligned our organisational structure to these objectives so that there are clear lines of accountability and ownership. Our strategic objectives are:

DSO-1

Strengthening democracy, rights and responsibilities

Outcome

- Constitutional modernisation, to strengthen democracy and create the conditions for increased citizen engagement.

Rowena Collins-Rice, Director General of the Democracy, Constitution and Law Group, leads on delivering this objective.

DSO-2

Delivering fair and simple routes to civil and family justice

Outcomes

- Increased efficiency and effectiveness of the civil, administrative and family justice systems
- Provision of early advice and support to enable disputes to be resolved out of court or tribunal wherever possible
- Accessible justice system that provides support where it is needed.

Peter Handcock, Director General of the Access to Justice Group, leads on delivering this objective.

DSO 3

Protecting the public and reducing reoffending

Outcomes

- Protecting the public
- Reducing reoffending
- Increasing the efficiency and effectiveness of service delivery
- Work to counter the risks posed by violent extremist offenders.

Phil Wheatley, Director General of the National Offender Management Service, leads on delivering this objective.

DSO 4

A more effective, transparent and responsive criminal justice system for victims and the public

Outcomes

- Increasing the efficiency and effectiveness of the criminal justice system
- Increasing the transparency of the criminal justice system so that it inspires confidence in local communities
- A more responsive criminal justice system that has the needs of victims and witnesses at its heart.

Helen Edwards, Director General of the Criminal Justice Group, leads on delivering this objective.

16. We also have four priority themes that run through our DSOs. These describe **how** we will go about delivering our purpose and objectives.
17. Our first priority is to **reform public services**. This means strengthening democratic involvement in our justice system by involving front line staff and local communities in decision making, while ensuring value for money to the taxpayer.
18. Our second priority is to **build a justice system that inspires public confidence**. A service where justice – both civil and criminal - is not only done, but is seen to be done. We must provide more information about how it works to serve the public – in particular, victims, the vulnerable and their families – and ensure it is demonstrably on their side.

19. Our third priority is to **listen to victims and the vulnerable** - ensuring their voices are heard in all aspects of our work and putting them at the heart of the justice system.
20. Our final priority is to **involve communities in justice**. We need to inform, consult and involve communities better in decision making. Communities expect to know that offenders are being punished effectively, and rightly expect that the justice system is on their side.

Delivering together

21. Success in delivering each objective and the priorities that run through them will very often depend on the work of parts of the department outside the lead Business Group, and on the work of our partners. People's lives do not divide neatly into organisational boxes, so we must work together to build our services around the public's needs.
22. This can be as simple as understanding the consequences of a change of policy - for instance, reform of the criminal law and sentencing policy will have an impact on the police, the courts and legal aid systems, as well as prison and probation services. The work we lead to renew the constitution helps create the conditions that allow us to increase communities' involvement in the criminal justice system (CJS).

Working together to deliver wrap around support

Many of our most vulnerable customers suffer from multiple problems. To provide a good service we must meet their needs on their terms and not according to our organisational structure. For instance, victims of domestic violence may well suffer from debt and housing benefit issues. In such a case we would be likely to be responsible for protecting her from violence, securing justice, providing her with support as a victim, directing her towards options to resolve her debt and housing issues without recourse to courts or providing funding for legal advice, and administering the court system in a way that ensures a just outcome.

Working together to protect the public from dangerous offenders

Multi-Agency Public Protection Arrangements (MAPPA) bring together the Police, Probation and Prison Services to identify, assess and manage the most serious sexual and violent offenders in the community. They work with a wider range of agencies including social care, health, housing and education services to draw up a plan that ensures all local partners play their role in minimising the risk posed to the community by the offender.

Using technology to work together more efficiently

Prisoners on remand often face the prospect of a lengthy round trip under escort to attend appeals. This involves logistical problems for the remand centre and prisoner escorts, and can often cause delay to the courts. Video conference facilities in remand centres can enable the hearing to be conducted in a secure environment with the minimum of inconvenience for all concerned thus reducing costly delays.

23. In some cases, it is about recognising that the public's view of the whole department will be shaped by their experience of individual parts - a customer's experience of family courts may affect their confidence in the CJS and even how safe they feel. The public's confidence in the justice system overall may shape their views about the effectiveness of the governance of the whole country.
24. In many cases, it is about ensuring that we understand and link the interactions the same person may have with our different systems so we can respond to their needs as a whole - for instance a victim of domestic violence is more at risk of social exclusion and more likely to be involved in care proceedings. Her child may also be more likely to come in contact with the youth justice system.
25. We will be successful in delivering our objectives when every member of staff is clear what we are trying to achieve and our initiatives are joined up coherently at a national and local level.

Public Service Agreements

26. Public Service Agreements (PSAs) set out the key priority outcomes the Government wants to achieve in this spending period (2008-2011). We are the lead department for PSA 24: deliver a more effective, transparent and responsive criminal justice system for victims and the public. By delivering our overall strategy we also make a contribution to the following PSAs on which other government departments lead:
 - ensure controlled, fair migration that protects the public and contributes to economic growth (PSA 3);
 - improve the safety of children and young people (PSA 13);
 - increase the number of children and young people on the path to success (PSA 14);
 - address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief (PSA 15);
 - increase the proportion of socially excluded adults in settled accommodation and employment, education or training (PSA 16);
 - build more cohesive, empowered and active communities (PSA 21);
 - make communities safer (PSA 23);
 - reduce the harm caused by alcohol and drugs (PSA 25); and
 - reduce the risk to the UK and its interests overseas from international terrorism (PSA 26).

Prioritising front line services

27. The organisational reforms we have made over the last year put us in a good place to deliver this plan. We have sharpened accountability lines, devolved significant powers to the front line, and put a greater emphasis on public participation, confidence and satisfaction in how these services are delivered. But we need to go further. The change in emphasis signalled by our purpose and priorities, along with our financial pressures, requires a rebalancing of resources.

28. It is the people at the sharp end of the justice system, those who deliver a service directly to the public, who are best placed to identify how to deliver within the overall framework set out in this plan. We need to draw on their knowledge to find innovative ways of working which enable us to make improvements and deliver more with better value for money. Through our Performance and Efficiency Programme - streamlining the business, cutting out unnecessary overheads and non-essential projects, removing any duplication of roles and responsibilities - we will create a leaner, more strategic headquarters, with more of our resources effectively targeted on the front line services the public demand most.

How we will measure success

29. In addition to reporting progress in meeting the department's indicators, efficiency savings and the PSA we lead on, we will test our progress using feedback from our people and partners, and also through the Capability Review process. Our priorities also emphasise the importance of listening and responding to the public, and in particular to victims and vulnerable people. We will know how successful we have been in how they respond to our work.

How our strategy fits together

Our mission describes the department's purpose and strategic objectives (DSOs)
 Our priority themes are the values that run through our business and describe how we go about accomplishing our mission
 Our strategic objectives are the main outcomes we will deliver for the public
 Our indicators are how we will measure success at delivering these outcomes
 Our delivery model describes how we will develop the systems, processes and capability and manage the department's resources in order to deliver our mission.

Creating a safe, just and democratic society					Our priority themes
Our purpose	Strengthening democracy, rights and responsibilities	Delivering fair and simple routes to civil and family justice	Protecting the public and reducing reoffending	A more effective, transparent and responsive criminal justice system for victims and the public	
Our outcomes	<ul style="list-style-type: none"> Constitutional modernisation, to strengthen democracy and create the conditions for increased citizen engagement 	<ul style="list-style-type: none"> Increased efficiency and effectiveness of the civil, administrative and family justice systems Provision of early advice and support to enable disputes to be resolved out of court or tribunal wherever possible Accessible justice system that provides support where it is needed. 	<ul style="list-style-type: none"> Protecting the public Reducing reoffending Increasing the efficiency and effectiveness of service delivery Through work to counter the risks posed by violent extremist offenders the Ministry of Justice contributes to Public Service Agreement 26 ('Reduce the risk to the UK and its interests overseas from international terrorism') 	<ul style="list-style-type: none"> Increasing the efficiency and effectiveness of the criminal justice system Increasing the transparency of the criminal justice system so that it inspires confidence in local communities A more responsive criminal justice system that has the needs of victims and witnesses at its heart 	<p>Reforming public services</p> <p>A justice system that inspires public confidence</p>
Our Indicators	<ul style="list-style-type: none"> Modernised constitutional institutions: Royal Assent to the Constitutional Renewal Bill, establishment of the UK Supreme Court and a strengthened devolution settlement Reformed arrangements for political party finance and expenditure increasing the use, safe keeping and availability of public authority information A Youth Citizenship Commission, reporting in spring 2009. 	<ul style="list-style-type: none"> Delivery of agency key performance indicators - including: <ul style="list-style-type: none"> provision of criminal, civil and family acts of legal advice and assistance resolution of civil and family disputes customer service and contact targets delivery of public law targets carried over from the 2004 Spending Review to reduce delay in care proceedings Achievement of Legal Services Commission, Office of the Public Guardian and civil court cost recovery targets Delivery of the transforming tribunals agenda. 	<ul style="list-style-type: none"> Maintaining current performance of no Category A escapes Maintaining the existing very low rate of escapes from prison or prisoner escorts as a percentage of the average prison population Maintaining the existing very low rate of absconds from the open/semi-open estate as a percentage of the average prison population Levels of reoffending and levels of serious reoffending Delivery of National Offender Management Service (NOMS) key performance indicators Delivery of relevant Youth Justice Board key performance indicators. 	<ul style="list-style-type: none"> Number of offences brought to justice (especially serious offences) expressed as a rate of recorded crime Magistrates' court and Crown Court timeliness Increased levels of public confidence recorded by the British Crime Survey Increased levels of victim and witness satisfaction as recorded by the Witness and Victim Experience Survey. 	<p>Listen to victims and the vulnerable</p> <p>Involving community in justice</p>
Further improving our performance					Our priority themes
Our delivery model	Manage public money and physical assets well	Manage and protect information assets	Get the best from our people	Develop whole system policy and delivery frameworks	

5) Our underpinning objectives

30. This section outlines the work underway to deliver each strategic objective. Everyone in the department contributes to meeting one or more of our objectives, either directly or through supporting others in their work. Over the next month, each Business Group will develop a business plan showing the contribution they will make. Every member of staff's personal objectives will be aligned to these business plans and through them to the strategic objectives, priorities and purpose of the whole department.



Strengthening democracy, rights and responsibilities

31. Good governance in the broadest sense - modern constitutional relationships with clear accountabilities; electoral arrangements which meet voters' needs and are fit for purpose; and sensible and well-drafted law is essential to a healthy, flourishing democracy and is the foundation of the contract between citizens and the state.
32. By leading the Government's constitutional, rights and legal reforms, our work creates the conditions for increased and better citizen engagement which, in turn, supports the rule of law and a justice system which is admired and emulated world-wide for its integrity and independence.

What we have achieved so far

33. Democracy, Constitution and Law Group (DC&L) brings together responsibilities for the constitution, information, international and legal matters. We are on track to create a new Supreme Court for the United Kingdom by October 2009. We have appointed 13 Commissioners to the Youth Citizenship Commission, including three young people. Our legislative programme has included pre-legislative scrutiny of the Constitutional Renewal Bill and the Political Parties and Elections Bill 2008. We have launched consultations on lowering the voting age to 16, a national framework for greater citizen engagement and a White Paper on an elected Second Chamber.

Building Democracy: Speakers' Corner, Nottingham

Building Democracy, funded by the Ministry of Justice through the Democratic Engagement Innovation Fund, supports new and different means for people to address public issues. The project worked with the Speakers' Corner Trust to develop a model through which the public, voluntary and private sectors along with local community groups, politicians and others could create new opportunities for open, face-to-face public discussion and debate. The initiative created the first Speakers' Corner in the UK since an Act of Parliament paved the way for the original in London's Hyde Park 150 years ago.

The community activist Jackie Morris spoke of the importance of the Speakers' Corner for Nottingham's communities when she said: "I do as much as I can in my local community, like so many others. But sometimes I feel that no one is listening to the ordinary person. That's why I am so supportive of Nottingham's Speakers' Corner. It will give people a place to come and talk about anything that is bothering them, to share their opinions and to understand that their opinion counts and that they matter, that everyone in the City of Nottingham is important and so are their opinions."

What we still need to deliver

34. The creation of MoJ has provided us with the chance to review some of the fundamental building blocks of the state. For the first time, one department is responsible for all aspects of the law (criminal, civil, family and public). At the same time we are making critical changes to our constitution through work such as the Supreme Court Programme. We are determined to play a greater role supporting the development of justice systems in Europe and across the developing world.
35. We have a challenging programme to deliver. Three outcomes support this:
- Modernised constitutional institutions, a legal framework founded on respect for human rights and responsibilities and a strengthened devolution settlement;
 - Well drafted substantive law which gives effect to policy while also taking into account financial and other impacts on the justice system; and
 - A Ministry of Justice which is seen as a respected contributor and leader on a wide range of Justice and Home Affairs issues in Europe and the wider world; which has close working relationships with other key players, including the United States, Canada and Australia, and which can play a major role in supporting and establishing justice systems in the developing world.
36. We must seek to achieve these in the most cost effective and efficient way possible, so that DC&L can make its full contribution to the department's Performance and Efficiency Programme. In designing and setting up DC&L, we have aimed to put in place a lean structure, giving our senior managers space to build teams that operate in the most efficient way possible. In the coming two years, we will also be pioneering new ways of doing policy work in MoJ. We are planning to move away from the standard Divisional structure of standing teams, to more flexible, ad hoc, multi-disciplinary teams which will match people more accurately and nimbly to fluctuations in work demand. We will use the flexibilities created by the move to MoJ's new Petty France headquarters to support this, and we are leading the way on the use of flexible workspace in the building.

Modernised constitutional institutions, a legal framework founded on respect for human rights and responsibilities and a strengthened devolution settlement

37. The UK has debated the relationship between the individual and the state, their respective rights and responsibilities, and the role of our public institutions throughout our history. Constitutional reform and renewal has been vital to the success of this country. Our work to deliver this objective will underpin how we function as a nation and whether our constitution is fit for a modern 21st century democracy. In the remainder of this spending period we will:

- Introduce a Constitutional Renewal Bill to strengthen Parliament and place the Civil Service on a statutory footing;
- Continue work on proposals for the British Bill of Rights and Responsibilities;
- Strengthen the devolution settlement which preserves the UK Union and better equips the UK Government to respond to devolution and promotes national and local democratic engagement;
- Continue to reform the Second Chamber;
- Deliver and then run a new Supreme Court;
- Reform arrangements for political party funding through a Political Parties and Election Act, underpinned by a single database of electors against which donations can be checked;
- Reform the legal framework for the conduct of elections; and
- Ensure that the Lord Chief Justice and the senior judiciary are appropriately supported in their constitutional responsibilities.

Well drafted substantive law which gives effect to policy while also taking into account financial and other impacts on the justice system

38. The creation of a new Legal Directorate has provided us with an opportunity to get more out of our legislative programme. In this spending period we will:

- Ensure all MoJ legislation is of a good standard and citizen-focused;
- Provide legal advice and legal services to all of MoJ and maintain strategic oversight of our legislative programme to ensure value for money in the use of law and the engagement of the justice system to deliver Government policies;
- Reduce MoJ's litigation spend by promoting a more coherent strategic litigation policy and gaining maximum impact from our new intelligent customer function for procuring and managing external legal services; and
- Reduce the administrative burdens the department places on the private and third sector by £92m and reduce data stream requirements on front line staff by 30% by May 2010.

A Ministry of Justice, which is seen as a respected contributor and leader on a wide range of Justice and Home Affairs issues in Europe and the wider world; which has close working relationships with other key players, including the United States, Canada, and Australia, and which can play a major role in supporting and establishing justice systems in the developing world

39. Increasingly, the challenges facing the department have an international dimension. For instance, crime and terrorism now frequently cross national borders. Not only does this require better co-operation with our partners in Europe and beyond, but it means that the effectiveness of judicial systems in developing countries now directly affects how safe we are. The International Directorate is being set up to establish the international role of the department. Its priorities will be to:

- Lead the development of the UK's contribution to international justice;

- Build on existing relationships with international institutions and countries including the United States, Canada, and Australia, to develop policies which best serve the UK's interests in justice matters;
- Maintain strategic oversight of MoJ's European and international business and promote the UK, for example through successful justice assistance inter-government projects in EU candidate and accession countries; and
- Ensure the International Covenant on Economic, Social and Cultural Rights examination at the United Nations is a success.

How we will measure success

40. We measure progress towards delivering this objective by tracking the following indicators:

- Establishment of the UK Supreme Court and a strengthened devolution settlement;
- Reformed arrangements for political party finance and expenditure;
- A strengthened framework of rights and responsibilities, building on the Human Rights Act;
- Increasing the use, safe keeping and availability of public authority information; and
- A Youth Citizenship Commission, reporting in spring 2009.

How we are organised to deliver

41. The Democracy, Constitution and Law Group (DCL), led by Rowena Collins-Rice, is responsible for delivering this objective. It consists of a hub of directly funded internal Directorates (Constitution, Legal, Information and International) and a range of independent arms length bodies of varying status. These include:

- The Directorate of Judicial Offices, which supports the senior judiciary in carrying out their statutory functions under the Constitutional Reform Act 2005, including judicial training and communications. The Directorate consists of the Judicial Office for England and Wales, the Judicial Communications Office and the Judicial Studies Board;
- The Scotland Office, a distinct entity within the Ministry of Justice, whose key roles are to represent Scotland's interests at Westminster and to act as guardian to the devolution settlement;
- The Wales Office, which supports the Secretary of State for Wales in ensuring the smooth working of the devolution settlement in Wales;
- The Supreme Court for the United Kingdom (from October 2009);
- The Boundary Commission for England, a non-departmental public body which reviews and advises on the parliamentary boundaries in England;
- The Boundary Commission for Wales, an independent body whose purpose is to review parliamentary boundary and National Assembly electoral regions in Wales;
- The Law Commission of England and Wales, the independent body created to keep the law under review and to recommend reform where it is needed;
- The Information Commissioner's Office, an independent authority set up to promote access to official information and to protect personal information; and
- Increased efficiency and effectiveness of the civil administrative and family justice systems.



Middlesex Guildhall being renovated to house the Supreme Court of the United Kingdom.

Delivering fair and simple routes to civil and family justice

42. The civil, administrative and family justice system supports some of the most vulnerable and disadvantaged members of society, and seeks to ensure they receive the help and support they need to resolve their disputes.
43. Often early, quick and comprehensible information on debt, welfare or housing can prevent problems from escalating and even prevent those that suffer them from entering the CJS. We aim to make civil, family and administrative justice more accessible by providing early advice and support, simplifying our systems and processes and, where appropriate, providing greater opportunities to help people resolve problems without needing to go to court. Where they do need to go to court or tribunal, we aim to make the process as efficient as possible.

What we have achieved so far

44. We have made good progress so far. More people are now getting early advice that helps them to resolve disputes without recourse to the courts. The National Mediation Helpline has been a success, with the number of calls continuing to rise and a settlement rate of around 66% for mediated cases. Last year our Small Claims Mediation Service won the European Crystal Scales of Justice Award.
45. Our services are more accessible than ever before, with many now available online. We are on track to deliver our target of delivering over a million acts of assistance this financial year and the Community Legal Service is providing the public with direct assistance.
46. We have opened Community Legal Advice Centres in Leicester, Hull and Portsmouth, which provide integrated services for clients, and our Community Legal Advice telephone service continues to grow.

Simple routes to civil justice: enforcing the Disability Discrimination Act, Leeds

Two years ago a disabled couple approached Access Committee for Leeds (ACL), their local volunteer organisation for disabled people. They wanted to gain access to their library but as wheelchair users they couldn't. Although the problem could be easily put right, their local council had not provided access and did not respond to requests for help. Tim McSharry, Head of Disability and Diversity at the ACL took on the job of bringing a case for them under the Disability Discrimination Act, Part 3 (DDA) through their local small claims court at Leeds Combined Court. They brought the case independently, without using solicitors.

"It is recognised within the DDA itself that there is an issue around how people obtain their rights" said Tim. "We wanted to learn for ourselves what the realities were. In the first instance I used the Court Service internet to find everything we needed. The next step was by phone. I took the positive decision to declare I had a disability and the response was exemplary. Once the individual had an understanding of my requirements they took time to ensure they explained the information and took decisions to make sure it was in the format I required". Throughout the process the staff were exemplary in how they responded and supported us. For the couple, it changed their life. It gave them value back. Both thought it was a very positive process."

What we still need to deliver

47. Despite these improvements many still see the civil justice system as remote and public confidence is too low. We need to provide the public with more information about how we serve communities and do more to ensure people understand their rights and responsibilities, and the options open to them to avoid or settle disputes. We also need to ensure the justice system's processes are built around our customers' needs so they are easy to understand and operate and so those who do need to access the justice system can do so as quickly and effortlessly as possible. There are three outcomes that support this strategic objective:
 - Provision of early advice and support to enable disputes to be resolved out of court or tribunal wherever possible;
 - An accessible justice system that provides support where it is needed; and
 - Increased efficiency and effectiveness of the civil, administrative and family justice systems.
48. The Access to Justice Group has an opportunity to take a whole-system approach to delivering these outcomes, whilst reducing costs. By providing closer links between operational agencies and a single point of sponsorship for many of the department's legal and judicial arms length bodies, it will seek to deliver synergies and efficiency savings across the justice system.

This will be supported by Lean which is being introduced in HM court service, the Tribunals Service and the Legal Service Commission. Lean will improve working practices across the Group and help build a culture of continuous improvement with senior managers accountable for demonstrating how they have used these to help deliver effective services with the resources allocated to them.

Provision of early advice and support to enable disputes to be resolved out of court or tribunal wherever possible

49. Unnecessary court proceedings are poor value for money for both the taxpayer and the parties to the dispute – and can cause needless worry and stress. We want the public to be able to reach a decision about how best to avoid or settle their disputes, informed by a good understanding of their rights and responsibilities and what each option will entail. Over this spending period we will:

- Work with our partners to provide the public with the knowledge, skills and confidence to manage law-related issues;
- Implement judicial mediation in Employment Tribunals to provide our customers with earlier resolution of their disputes, whilst also delivering savings through a more efficient process;
- Ensure people are properly informed of the prospects of their tribunals case so that they can take an informed decision on whether to proceed, or seek to resolve their dispute through other means;
- Work with Directgov, the government website for public services, to develop new civil justice web content that will inform the public about the options available to them. This will be aimed at the wider public and not just court users, and include “walkthroughs” classified by dispute type that will signpost sources of advice and explain the court process and alternative dispute resolution processes; and
- Change the disclosure rules in family cases so that people can more easily seek advice and support during court proceedings.

Accessible justice system that provides support where it is needed

50. Some groups, particularly those vulnerable to social exclusion, are more likely to need our services. Often civil justice disputes can trigger wider welfare issues leading to a ‘cluster’ of problems that increase vulnerability to social exclusion. We will work with our partners to ensure that the justice system is open to all who need it by:

- Building on the success of online services for initiating money and possession claims to provide alternatives to a traditional court or tribunal hearing for appropriate cases;
- Working with local authorities and other agencies to increase access to advice provision across all categories of social law to try to resolve family disputes where this can be done safely;
- Improving online public information by moving MoJ websites to the Government’s “citizen portal”;

- Establishing regulation and complaint bodies to drive improvements to the legal services system, ensuring that consumers are put at its heart; and
- Expanding Community Legal Advice Centres and Networks, in order to provide more users with a one-stop service.

Increased efficiency and effectiveness of the civil administrative and family justice systems

51. We want to create an efficient and effective justice system built around our customers.

This means ensuring cases are completed in a timely manner, removing unnecessary steps in our processes and focusing on getting the outcomes right the first time round. Vulnerable people will receive legal advice and assistance when they are unable to pay for themselves, and be protected when they are unable to manage their own money. We will provide a justice system that provides people with sufficient information so they can navigate their way through the system and are kept informed about progress of their case. Over the remainder of this spending period we will:

- Harness the expertise of our front line staff to reform and improve processes and services to the public, and make better use of our resources by ensuring that civil, family and administrative agencies work closer together;
- Implement the next phase of the Tribunals Courts and Enforcement Act to complete the new chambers' structure and the Upper Tier for dealing with higher appeals;
- Introduce legislation to reform the Coroner Service. This will establish national leadership, a charter for bereaved families, a new system to allow appeals against coroners' decisions, a new independent inspection system, and provide coroners with improved investigative powers; and
- Implement the Forced Marriage Act to improve help available to victims of forced marriage by giving jurisdiction to specified courts around the country.

How we will measure success

52. We measure progress towards this objective by tracking our key indicators:

- Delivery of agency key performance indicators – including provision of criminal, civil and family acts of legal advice and assistance, resolution of civil and family disputes, customer service and contact targets, delivery of public law targets to reduce delay in care proceedings;
- Achievement of Legal Services Commission, Office of the Public Guardian and civil court cost recovery targets; and
- Delivery of the Transforming Tribunals agenda.

How we are organised to deliver

53. The Access to Justice Group, led by Peter Handcock, is responsible for delivering this objective. The Group covers the majority of the department's delivery agencies, including HM Courts Service, Tribunals Service, Legal Services Commission, Office of the Public Guardian and other associated and judicial bodies. The Group identifies and considers opportunities to deliver synergies and efficiency savings across the justice system by providing closer links between operational agencies, as well as providing a single point of sponsorship for most of the department's legal and judicial arms length bodies.



Keith Bridgett Court Usher, Birmingham Civil Justice Centre

Every day the team of ushers at Birmingham Civil Justice Centre juggle the needs of 40 judges and 200 court users. The 19-strong group supervise two busy reception points and assist judges during hearings. They also operate a successful meet and greet service, helping court users to find their way around the large building. With 25 courtrooms and 17 chambers spread over six floors, there's a lot of ground to be covered at the largest civil court in the country. The centre deals with every type of jurisdiction, from mercantile and technology to family. Besides their usual duties, some ushers at the Birmingham Centre take on extra responsibilities. Keith Bridgett is one of several to have assisted judges during high-risk case hearings related to drug and gang crimes. The ushers have accompanied judges to other courts and helped with detailed planning to minimise the risk of an incident. Keith says: "It can be very intimidating – you get glared at a lot. There's limited security presence and you're trying to maintain a safe and calm environment." Keith has also taken on another unusual duty – assisting a judge who is a wheelchair user. "I have worked with the judge for the past seven months now and I can anticipate his needs well," says Keith. "And others are learning from us how to deal with other judges who may have disabilities or special needs." The team of ushers at Birmingham Civil Justice Centre received the 2009 HMCS Customer Service Award.



The new Manchester Civil Justice Centre

Protecting the public and reducing reoffending

54. This objective is central to the success of the whole department. We protect the public and reduce reoffending by supporting sentencers in their decision making and then delivering the sentences of courts; and by managing offenders, supporting them to reform their lives, and controlling those offenders who pose a threat to the public. Our response to each offender is shaped according to their patterns of offending and the risk of serious harm that they pose.
55. Put simply, if we are successful, fewer people will suffer the pain of being a victim of crime and public confidence in the whole criminal justice system will increase. Offenders will understand that if they commit a crime, they can expect to be punished but they will also be offered opportunities to reform.

What we have achieved so far

56. There has been a significant reduction in the number of reoffences by both adults (23% between 2000 and 2006) and juveniles (19% in the same period). This has been achieved in the context of a 44% increase in the number of offences brought to justice since March 2002. Over the period 2000-2006, the number of adult reoffences classified as serious fell from 0.78 per 100 offenders to 0.69 per 100. For juvenile offenders, the figures fell from 0.91 per 100 to 0.83.
57. At the same time we have greatly improved prison regimes. Conditions in prisons have been transformed; they are more decent, humane, more constructive and more secure. Whilst in custody, offenders must take responsibility for their behaviour and are given opportunities for reform if they demonstrate commitment and hard work, and if they achieve the aims of their agreed sentence plans.
58. Last year almost 40,000 prisoners went into training and employment at the end of their sentence, a critical factor in reducing reoffending. Prisons now provide some 12 million hours of activity per year, to the value of around £30m. Investment in prison drug treatment has increased year on year – up almost 13-fold since 1997 – with record numbers of offenders engaged in, and completing, drug treatment interventions.
59. Since January 2008, we have delivered approximately 2,700 additional prison places as part of our programme to increase prison capacity, and we are continuing to develop our plans for modernising the estate.
60. We have also invested heavily in probation to manage offenders more effectively in the community. The probation grant increased by approximately 8% in 2008-2009 alone, with £17m extra funding to ensure capacity for offender management is maintained and £40m to improve offender compliance with community sentences.

61. Community punishments can now include intensive supervision, mandatory drug or alcohol treatment, behavioural classes and educational requirements along with physical labour. For many offenders this can be more demanding than a short spell in prison. More importantly, it allows them to maintain community, employment and accommodation ties and provides an opportunity to address the root causes of offending.
62. We are committed to improving services for women in the CJS. We have made good progress in delivering the Government's Response to the Corston Report and have committed to provide additional resources to divert vulnerable women who are not serious or dangerous offenders from custody. The publication of the National Service Framework for Women, Offender Management Guide to Working with Women Offenders, and Gender Specific Standards have been important steps in setting out the Government's strategy to address the specific needs of women offenders.
63. In April 2008, we established the National Offender Management Service (NOMS) as an executive agency of the department. In early 2009, each region will appoint a Director of Offender Management (DOM) to commission all of the prison and probation services in their region, whether from public, private or third sector providers. DOMs will have real authority to deliver national policies in ways which meet the needs of their region. Probation Trusts will have a key role to play in local commissioning, partnership arrangements and delivery, including through local area agreements.

Rehabilitating Offenders: The Bakery, HMP Lindholme

The Bakery is funded by Her Majesty's Prison Service and Yorkshire Forward, the Regional Development Agency and opened in 2004. Producing a range of bakery products to meet HMP Lindholme's daily needs, the bakery employs and trains 25 offenders at a time who undertake NVQ Food Manufacture (Bakery) to level 3.

Individuals not only gain qualifications but also work experience in a production environment. The men learn to use a wide range of baking equipment that includes anything they are likely to encounter in industry and their skills are sought after by many employers.

The project has been well supported by local bakeries, in particular Fosters of Barnsley. John Foster, Managing Director of Fosters said "They are making goods for the prison and training bakers, and we want bakers. We've had eleven people go through in the last three years. For the bakery industry Lindholme provides skilled people. A lot of the bakery colleges have closed down and so we do not get skilled people. I have to say Lindholme trains people very well."

What we still need to deliver

64. Over the last ten years, we have delivered major improvements in both the way we manage offenders and in the range of interventions which help to reduce the risk of re-offending. These improvements are not always recognised by the public and a single high profile incident can undermine public confidence in the whole system. The challenges of further reducing re-offending and improving the public protection we offer, particularly from high risk offenders, will require us to focus our resources where they will make most difference and to develop and implement more effective ways of working with offenders. There are four high level outcomes we are committed to deliver in support of the strategic objective:

- Reducing reoffending;
- Protecting the public;
- Increasing the efficiency and effectiveness of service delivery; and
- Work to counter the risks posed by violent extremist offenders.

65. There are three main challenges we face in delivering these outcomes.

- Aligning supply and demand of correctional services;
- Improving efficiency and effectiveness; and
- Improving the system.

Aligning supply and demand of correctional services

66. Offenders must be punished for their crimes, the sentence of the court must be enforced and the most serious, persistent and dangerous offenders should go to prison. It is our job to ensure that there are enough prison and community places available to do this. Demand for both prison and community punishments have steadily increased in recent years. In this spending period we will give priority to both, and seek the right balance between the supply of correctional services and the demand for them. In particular we will:

- Increase prison capacity by 20,000 places to a total of 96,000 places by March 2014. This total includes the building of three large prison complexes that will be designed to hold around 2,500 prisoners each and the closure of 5,000 older places allowing us to run our services more efficiently;
- Monitor National Probation Service capacity closely and develop informed choices about how these resources can best be used to punish offenders, protect the public and reduce reoffending. Developing an agreed measure of probation capacity is a critical step to achieve this;
- Introduce more intensive alternatives to short term custodial sentences for offenders who do not pose a risk to the public; and
- Work with our partners across Government to develop a longer term strategy for aligning supply and demand.



David Wingfield Senior Officer at HM Youth Offender Institution Castington

David is Unit Manager of the Oswald Unit that offers a national resource of 40 beds for young people aged of 15-18. Each offender allocated there will have committed a serious offence attracting a sentence of at least 14 years, with half the population serving life. This creates a complex environment – one that benefits from David's no-nonsense approach.

After failing to engage with a normal prison routine, many offenders in David's care arrive highly disruptive – often described as unmanageable – with a sense of injustice. He combats this with a 'firm but fair' approach, providing stability and consistency that many have never experienced. "I treat all the offenders the same," says David. "They'll come to us from another establishment – probably a segregation unit – and I'll say to them on their induction: 'Right lads, this is a fresh start for you.' Then we set them targets and boundaries and get them to adhere to them. We start from scratch with everyone."

David won Prison Officer of the Year 2008 and the Managing Difficult Prisoners category for his work in the Oswald Unit.

Improving efficiency and effectiveness

67. To meet our objectives within our financial constraints we will need to work more efficiently and more effectively. The Offender Management model, strengthened commissioning arrangements and a range of change programmes will ensure the most effective and efficient use of available funds. In particular we will:

- Deliver integrated offender management – a collaboration with police, prisons, probation and other agencies;
- Manage the transition to Probation Trusts between 2008 and 2010. Probation Trusts will provide greater freedom and flexibility to local areas to engage with the public, private and third sectors to find new ways of tackling reoffending;
- Build on the success of 'Community Payback', ensuring that the public are fully involved in identifying work projects for offenders to undertake and aware of the positive impact that 'unpaid work' projects can have on the local community and environment;
- Deliver the Specification, Benchmarking and Costing Programme which will allow us to target resources where they have the most impact; and
- Ensure that interventions are targeted at the right offenders. Priority groups will include young adults who are most likely to become prolific offenders; offenders serving less than 12 months in prison who are the most prolific offender group; and female offenders.

Improving the system

68. To address current challenges we need to build on the reforms of the last ten years and improve the system further. Our key principles to achieve this are drawn from the broader public sector reform agenda:

- Targeted interventions: tailored to tackle the individual circumstances of the offender through the Offender Management model in order to reduce reoffending;
- Devolved decision-making: enabling front line staff and partners to prioritise and improve service provision through the commissioning and joint commissioning systems; and
- A coherent national framework with strong regional responsibility to deliver sufficient capacity, hold localities to account and address poor performance by guaranteeing minimum service standards through specifications and competing failing providers.

69. The key indicators we use to track progress towards this objective are:

- Reducing the frequency of reoffending for adults and youths by 10% between 2005 and 2011 as per the Public Service Agreement 23 indicator ('Make communities safer');
- Levels of serious reoffending;
- Delivery of NOMS key performance indicators;
- Maintaining current performance of no Category A escapes;
- Maintaining the existing very low rate of escapes from prison or prisoner escorts as a percentage of the average prison population; and
- Maintaining the existing very low rate of absconds from the open/semi-open estate as a percentage of the average prison population.

How we are organised to deliver

70. The NOMS Agency was formally launched as an executive agency of the department in July 2008 and leads on delivery of this objective. The Criminal Justice Group develops the strategic and regulatory framework in which NOMS operates. The NOMS Director General, Phil Wheatley, is responsible for commissioning adult offender services and delivering them through a range of providers from the public, private and third sectors. He will assign responsibilities to ten DOMs for the nine English regions and Wales.

71. A streamlined Agency headquarters will provide the DOMs with effective support and accountability. It will secure and allocate the resources they need to fulfil their duties, monitor performance and intervene where performance or efficiency is causing concern, and facilitate co-ordination across Wales and the regions where needed to support national standards, and share good practice.



Community Payback vest

A more effective, transparent and responsive criminal justice system for victims and the public

72. The criminal justice system is a defining responsibility for the department and, working with the Home Office, Attorney General's Office and other partners, one of the central ways in which we protect the public. The public expects the state to provide for the efficient, effective and fair delivery of justice. It is our job to ensure the public can see that this is done. We aim to create a criminal justice system that is a modern, responsive public service that works for everyone.
73. We must protect the rights of the innocent and provide safeguards for the accused. For too long the system has focused on the rights of the defendant without always considering properly the needs of victims and witnesses. Nobody asks to be a victim or a witness, yet we rely on them to report crime and help bring offenders to justice. That is why we are determined to put victims at the heart of the criminal justice system.
74. We must also ensure that those who do break the law are properly and visibly punished, that the public is protected from offenders who pose a threat, and that the criminal justice system is built around the needs of those it serves. But we have a duty to reform as well as punish offenders. In a just society, offenders pay their debt, and are then given the opportunity to turn away from a life of crime.
75. How we respond to offending by children and young people is of particular importance. The victims of youth crime are amongst the most vulnerable people in society as so, sometimes, are the perpetrators. We are increasingly working more closely with schools and families to identify earlier young people who will become involved in crime and can intervene to address the root causes of their behaviour, including by supporting and challenging their parents to meet their responsibilities. Where young people do offend, our response can help influence whether they go onto a life of crime or whether they become law-abiding citizens, equipped to make a positive contribution to society.

What we have achieved so far

76. There have been substantial improvements in recent years: crime and reoffending are down and public confidence in the CJS being effective in bringing people to justice has risen (from a baseline of 39% in the year ending March 2003 to 44% in the year to March 2008). We have exceeded our target to increase the number of offences brought to justice. The youth justice system has been overhauled and the average time from arrest to sentence for persistent young offenders has more than halved. More trials now start on time. The payment rate of fines increased to over 90% for 2006/07. We recovered £125m of assets from criminals in the same period. We have set standards and improved services for victims and witnesses.

Probation Unpaid Work: Able Sustainable Food Project, Wakefield

The Able Project is developing a sustainable fish farming and horticulture operation for the local community. The site provides accredited training opportunities for those children whose special needs are not met by the current education system, as well as young people referred by the Probation Service.

The site in Wakefield is a working partnership between the Green Business Network (GBN), Yorkshire Water, Wakefield District Primary Care Trust (WDPCT) and West Yorkshire Probation Service. At its heart is a large scale fish farming operation. Sturgeon, Carp, Catfish and Tilapia are reared on a commercial basis to meet identified local community, minority and school demand. The site uses unpaid workers from the Probation Service to produce the fish and to grow vegetables for Catering Plus, a local social enterprise that now provides all the catering for Castleford Hospital, with any excess going to Wakefield Hospice.

Charlie Price, from the University of Sterling working with the Able Project, said "It will produce a wide range of vegetables as well as fish for local markets. We use unpaid work from Community Service to construct the green houses and help come up with a model to build them for future projects. It has the positive effect of developing skills unpaid workers may already have, they learn new skills and it empowers them by getting them to work with a new team of people."

What we still need to deliver

77. We have come a long way and should be proud of the reforms we have made. By almost every objective measure, they have led to better outcomes. They have not, however, been translated into the levels of community confidence we are aiming for. We need to continue to transform the criminal justice system into a public-facing service – to lift the veil over the system so communities can see justice in action in their neighbourhoods and know that this is a service that works for them. There are three outcomes that support our strategic objective and show how we will bring about this cultural change. We will:
 - Create a more responsive criminal justice system that has the needs of victims and witnesses at its heart;
 - Increase the transparency of the criminal justice system so that it inspires confidence in local communities; and
 - Increase the efficiency and effectiveness of the criminal justice system.

A more responsive criminal justice system that has the needs of victims and witnesses at its heart

78. 80% of victims and witnesses say they are satisfied with the criminal justice system. For the first time we have set standards for victims and witnesses through the Victims' Code, Witness Charter and Prosecutor's Pledge, and we have established an enhanced service for all victims through Victim Support and Witness Care Units to provide a single point of contact. Our focus for the rest of the spending period will be to increase the voice of victims and witnesses within the criminal justice system and improve the experience of those who need better information and support - particularly children and other vulnerable or intimidated victims and witnesses, and those from minority groups. We will:

- Increase the involvement of victims and witnesses in policy and service planning;
- Strengthen measures to give victims and witnesses a voice in the criminal justice system through the appointment of the Victims' Commissioner, the implementation of a campaign to raise awareness of the Victim Personal Statement and delivery of training and resources via the community crime fighters programme to enable 3,600 community volunteers to support victims of crime and anti-social behaviour;
- Strengthen links between the third sector and the criminal justice system; and
- Make the Criminal Injuries Compensation Scheme more customer-focused and continue to develop opportunities for offenders to make amends and pay reparation to their victims and communities.

Increasing the transparency of the criminal justice system so that it inspires confidence in local communities

79. Public confidence in the CJS has increased but is still too low. However, recent developments, including neighbourhood policing, Community Justice, Community Payback and implementation of the Race for Justice Action Plan to tackle hate crime, put us in a good position to make substantial progress in this spending period. The Government is committed to making the CJS more joined-up, more relevant and more responsive to local people's priorities, demonstrating to them that their interests are at the heart of the system and that offenders face serious consequences for committing crime. We will build on the recommendations in the Cabinet Office report 'Engaging Communities in Fighting Crime', the Policing Green paper and our work to renew the constitution by bringing forward proposals shortly to improve community engagement with criminal justice services. The proposals will be based around the following themes:

- Achieving stronger, community-focused partnerships which draw together activity across criminal justice services and partnerships in support of the community;
- Building on the success of Community Justice to solve problems for the community and support offenders to address their problem behaviours, make amends and reform;
- Increasing the intensity and visibility of Community Payback so that justice is delivered and seen to be delivered; and

- Keeping the public informed by improving the information the public receives about case outcomes: increasing the connection between the crime and the punishment meted out in response.

80. In the rest of this spending period we will:

- Test community impact statements in a number of areas to enable local residents to have the opportunity to set out their crime concerns and priorities, and for this to be taken into consideration at the police station and in court;
- Publish information on the outcomes of criminal cases on the internet so that the public can see that justice has been delivered; and
- Respond to Baroness Neuberger's review of volunteering across the criminal justice system to encourage public services to make better use of volunteers, including volunteering by our people, and reduce the barriers to volunteering within the criminal justice system.

Increasing the efficiency and effectiveness of the criminal justice system

81. Criminal justice services have improved significantly over the last ten years. Crime has reduced dramatically, many more offences are brought to justice each year, average time from arrest to sentence for persistent young offenders has more than halved and our performance on enforcement has greatly improved. But within that reduction, we have been less effective at tackling certain types of crime. We will therefore support Local Criminal Justice Boards to lead change locally as they are best placed to identify and respond to local concerns and identify opportunities to improve efficiency and outcomes. Our national priorities will be to focus on how we tackle more serious, violent and sexual offences, including rape, and serious acquisitive crime while maintaining performance on all other offences. We will also build on our reforms to the youth justice system. We will:

- Continue to modernise the criminal law to respond to the changing demands of the public and practitioners. Our legislative programme will include the Coroners and Justice Bill, which contains provisions on criminal memoirs and murder, a draft Bribery Bill, and implementation of the remaining provisions of the Criminal Justice and Immigration Act;
- Use the newly created, cross-government Criminal Justice Women's Strategy Unit to drive forward the Corston implementation plan and extend appropriate community provision for women offenders;
- Create an enhanced Sentencing Council to produce guidelines for all major offences, and generate more information about sentencing practice enabling more accurate predictions to be made of the demand for prison and probation resources;
- With our partners in the Department for Children, Schools and Families and the Home Office, implement the Youth Crime Action Plan to reduce the rate of young people aged 10 to 17 entering the CJS by one fifth by 2020, and introduce a new national goal to reduce substantially the number of young victims by 2020. To achieve this we will use a triple track approach of

enforcement and punishment where behaviour is unacceptable, non-negotiable support and challenge where it is most needed, and better and earlier prevention; and

- Improve criminal justice agencies' response to serious crimes such as domestic violence and hate crimes, as well as tackling guns, gangs and knives; continue to work with the Department of Health to improve health service provision to offenders through the Offender Health Care and Social Care Strategy and, in the mental health arena, through the Bradley Review.



Kathryn Nichol – Senior Policy Adviser, Women's Policy Team Criminal Justice Women's Strategy Unit

The Criminal Justice Women's Strategy Unit is a new cross-government unit encompassing the already well-established Women's Policy Team. It was created following Baroness Corston's Review of Women with Particular Vulnerabilities in the criminal justice system (CJS) to manage and co-ordinate the Government's response to the review across a number of relevant government departments. The review calls for a radical change in the way women in the CJS are treated, encouraging a more holistic and individual approach.

Kathryn's work centres on developing policy across Government to support women with a range of needs, to help prevent them offending and ensure better outcomes for them and their families. "My role is focused upon increasing and improving community-based support for women offenders and women at risk of offending," Kathryn says. "We're aiming to build capacity of services that help vulnerable women address their often complex and multiple needs, such as drugs, alcohol, domestic violence, unemployment, debt and housing."

The Corston Review was published in March 2007 with the Government's Response published in December 2007. Two progress reports were issued in June and December 2008.

How we will measure success

82. The key indicators we use to track progress towards this objective are:

- The proportion of serious violent, sexual and acquisitive offences brought to justice while reducing the budgeted CJS spend on bringing offences to justice;
- Magistrates' court and Crown Court timeliness;
- Increased levels of public confidence recorded by the British Crime Survey;

- Increased levels of victim and witness satisfaction as recorded by the Witness and Victim Experience Survey; and
- Delivery of relevant Youth Justice Board key performance indicators.

83. We also lead on delivery of the cross-department PSA 24: Deliver a more effective, transparent and responsive criminal justice system for victims and the public. As well as the outcomes above, we work across the CJS to deliver measures on understanding and addressing race disproportionality at key stages in the CJS and the recovery of criminal assets. We will deliver this PSA with our partners in the Home Office and Attorney General's Office.

How we are organised to deliver

84. The Criminal Justice Group, led by Helen Edwards, is responsible for delivering this objective. The Criminal Justice Group comprises:

- The Office for Criminal Justice Reform, which works trilaterally, with MoJ, Home Office and the Attorney General's Office, to provide an end-to-end view of the criminal justice system supported by forty-two Local Criminal Justice Boards (LCJBs) who lead reform at a local level;
- The Offender Management Strategy Directorate, which is responsible for advising on how the criminal justice system should respond to offenders, for regulating the performance and delivery of offender management and working with partners across government to reduce reoffending;
- The Law and Sentencing Policy Directorate which provides effective sentencing policy and legislation for criminal law and works jointly with the Department for Children, Schools and Families on youth justice policy and;
- The Research and Analysis Directorate which brings together MoJ expertise to provide a centre of excellence for the whole department.

6. Our strategy for delivery

85. So far in this plan we have set out what we intend to achieve for the public in the remainder of this spending period and how we will go about it. This section describes our strategy for delivery. As a young department we have an opportunity to take a fresh look at the kind of organisation we want to be and how we want to work. The approach set out in this section is the next stage in an ongoing process to improve our performance so we can deliver our strategy more efficiently and effectively.

The performance challenge and our delivery model

86. We are making good progress delivering our mission – earlier sections of this plan detail achievements right across the department. But we mustn't be complacent. Our Capability Review Baseline Assessment, in April 2008, identified a number of weaknesses and in particular challenged us to:

- Clearly communicate a unifying thread which binds together staff in the different parts of MoJ;
- Define clear roles, responsibilities and business models, and make them work;
- Improve the Ministry's ability to make prioritisation and resource allocation decisions on the basis of robust data and evidence;
- Address the challenge of building capability across MoJ in an environment of financial constraint.

87. We have been commended in the Capability Review six month Assurance Opinion for the action taken so far in each of these areas. However, we will need to improve our performance further in order to deliver this plan. The systems we operate are some of the most complex in Government, relying not only on the high performance of our staff but on a large network of partners and stakeholders. To succeed we must make full use of our resources and better support our people so they are equipped to energise our partners, and focus the whole delivery system on delivering the outcomes that matter most to the public.

88. Our model to achieve this focuses on how we:

- Manage public money and physical assets well;
- Manage and protect information assets;
- Get the best from our people;
- Develop whole system policy and delivery frameworks; and
- Develop appropriate culture, structures and planning systems.

Our Mission

Our Delivery Model

Our delivery model describes how we will develop the systems, processes and capability and manage the department's resources in order to improve our performance and deliver our mission.

Our Mission

Create a Safe, just and Democratic Society

Strengthening democracy, rights and responsibilities
Delivering fair and simple routes to civil and family justice
Protecting the public and reducing reoffending

Ensuring a more effective, transparent and responsive criminal justice system for victims and the public

Our Delivery Model

Further improving our performance

Manage public money
and physical assets well

Manage and protect
information assets

Get the best from our people

Develop whole system policy
and delivery frameworks

Develop whole
system policy
frameworks

Manage public money and physical assets well

89. The total budget (capital and resource) of MoJ is just over £10bn per annum and we are responsible for managing some valuable public assets. At all times we must focus on using public money and assets well to improve our services as efficiently as possible, and never more so than in today's difficult economic climate. We have now agreed our financial allocations for 2009/10 which focus our resources on the areas that will have the maximum impact on our priorities and strategic objectives. In the remainder of this spending period our focus will be on making best use of our resources, estates and information technology, improving our procurement practices and ensuring we build a sustainable department.

Allocating our resources

90. From the beginning of the Comprehensive Spending Review 2007 (CSR07) period, the department faced a significant challenge to deliver our objectives, while living within our settlement. Our settlement committed us to delivering £1,007m net cash releasing savings by 2010/11 (equating to over 3% per annum) and a 5% real reduction in our administration budget. This is equivalent to an average real reduction of 1.7% from our 2007/08 baseline¹.

91. Detailed financial plans were in place for the first year of the CSR period (2008/09) which included value for money plans (we are on track to deliver savings of £318m in the current year). Indicative plans for the future years were prepared which detailed savings plans for these periods. During 2008/09 it became clear that changes to the economic climate along with some assumptions we made about our cost base were inaccurate and as a result further efficiencies would need to be found to live within budget.

92. As a result, we have been through a zero-based review exercise across all our businesses which provided the analyses that underpins our Performance and Efficiency Programme. This intensive work has vastly improved our understanding of our cost base, and our priorities. It will enable us to live within our means, while continuing to improve the services we deliver to the public.

93. We will do this by streamlining the business, cutting out unnecessary overheads and non-essential projects to remove any duplication of roles and responsibilities. We are also looking at what projects we can stop or postpone where the benefits cannot be delivered in CSR07 or are not absolutely critical to maintaining standards of service.

94. We will reduce our overall staffing levels by putting in permanent recruitment controls and cutting back on our use of agency and contract staff. We are putting in place a central procurement organisation which includes regionally based offices and staff co-located with key stakeholders, where sensible and practical.

¹ Additional funding to implement the recommendations of Lord Carter's Review on Prisons was agreed in December 2007.

95. We are prioritising our frontline services, but this does not mean we are not seeking efficiencies there too. We are looking at processes and procedures, workforce modernisation in NOMS, introducing LEAN working in HMCS to streamline and simplify processes, and continuing to bear down on our cost base by looking at the variations in unit costs between similar institutions, be they courts, prisons or probation services.
96. As part of this process, the Corporate Management Board and Ministers have agreed Business Group allocations for the 2009/10 financial year. These are inclusive of our value for money Performance and Efficiency Programme savings target. The table below shows the breakdown of our near-cash allocations in 2009/10 by Business Group².

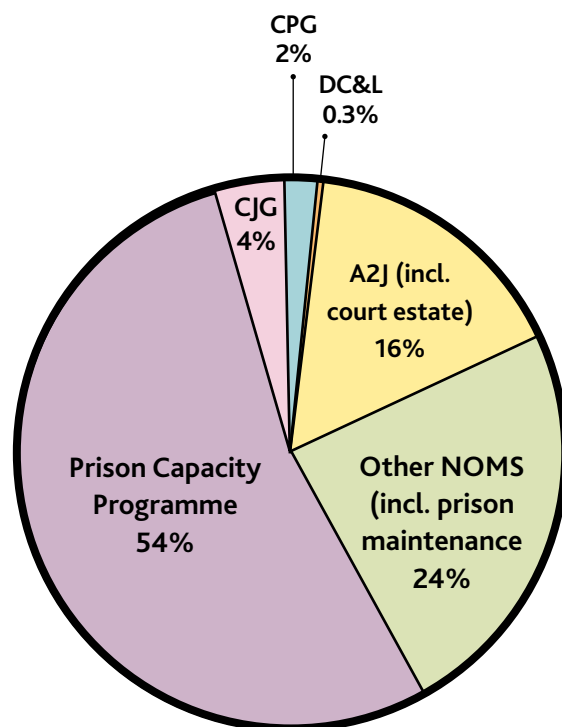
2009/10 Near Cash Agreed Allocations		
£m	2009/2010	Percent
Near Cash Allocated		
Access to Justice	3,477	40%
National Offender Management Service	4,123	47%
Corporate Performance Group	299	3%
Democracy, Constitution and Law	130	1%
Criminal Justice Group	575	7%
Unallocated/Contingency Fund	150	2%
Available Near Cash	8,753	100%

97. Over the coming weeks, Directors General will cascade budgets to Business Units which will flow down to individual projects and front line services such as court areas and prisons in order for detailed business planning to be finalised.

² Near Cash reflects resource DEL budget less non-cash charges (such as depreciation, impairment, cost of capital, new provisions etc) including accruals. Additional funding received by MoJ after the CSR settlement to implement recommendations of Lord Carter's review of prisons is also included in the allocations above.

98. The chart below shows an indicative breakdown of our Capital allocation for 2009/10 (final allocations are currently being negotiated).

MoJ 2009/2010 Indicative Capital Allocations



99. MoJ's capital spend is also focused on the front line delivery so we can improve the quality and long term efficiency of our services. This will allow us to:

- Increase and improve prison capacity in England and Wales and continue with capital maintenance and repairs on the prison estate;
- Continue to improve the court estates with the construction of new courts including Bristol Civil Justice Centre, City of Westminster and Birmingham Magistrates' Courts, Aylesbury Crown Court and the completion of the UK Supreme Court; and
- Update critical IT systems in prisons, probation and courts.

100. In order to provide our businesses and partners with maximum clarity of the resource envelope within which they must deliver, our ambition was to set three year budgets (from 2008/09). However, as a result of the Pre-Budget Report commitment to finding an additional £5bn of efficiencies across Government in 2010/11, we only have indicative allocations for the final year of the CSR07. We will be unable to finalise these allocations until agreement is reached with HMT on the MoJ's contribution to this additional savings target. We hope formally to agree the final year allocations as soon as we have agreed any additional savings targets. At this time HMT intend to publish departments' revised Value for Money savings targets in the 2009 Budget Report. It remains our ambition to set longer-term budgets for our businesses.

101. The Capability Review six month Assurance Opinion recognised the progress we have made in working corporately to align resources against priorities. However, living within our allocations will remain a challenge throughout the CSR07 period and beyond, as financial pressures are likely to continue in the longer term. In the immediate future, we need to be rigorous in tracking and realising the savings that we have identified, in drilling further into our cost base and in improving our management information.
102. In delivering against our ambitious savings plans, we must ensure that the urgent does not overtake the important. We will therefore also focus on the longer term, using our current work as the building block for more radical business transformation that will enable us to deliver even better value for money, while continuing to improve our performance. In recognition of the importance of this, we are recruiting a dedicated Director General of Business Transformation to design more efficient business models in the future that make full use of opportunities for shared services and to ensure that we are delivering coherently, efficiently and in line with public need.

Estates

103. The MoJ inherited a significant physical footprint when it was established. We have over 2,700 buildings across England and Wales, from a magistrates' court in Bodmin to offices in some of the most expensive real estate in London. We are one of the few departments with such a large specialist estate, including a number of different categories and size of prisons, courts and hearing centres. Our buildings range from heritage sites such as Lancaster Castle prison, part of which dates back to the 12th century, to the state of the art Manchester Civil Justice Centre.
104. This large and disparate estate presents us with significant efficiency and service challenges. It has evolved over time rather than been designed to suit the needs of the public and staff who currently use it and the locations of our buildings does not always match our current supply and demand needs. We have variable levels of occupation in our administrative offices, and the age of many of our specialist buildings mean that they are expensive to run, inefficient to maintain and often do not meet modern day demands.
105. In recent months we have made significant progress in developing the MoJ estate to meet modern needs. Our prison building programme has brought approximately 2,700 new capacity on stream since January 2008, and is on track to bring overall net capacity to 96,000 by 2014. This additional capacity will give us the opportunity to modernise our prison estate and close old inefficient prison places. On the courts and tribunals side, the award winning Manchester Civil Justice Centre opened in 2008 – the largest civil court to be built since the Royal Courts of Justice – and we are on course to deliver another historic establishment, the Supreme Court, in 2009. We are also seeing better use of our estate at a more informal regional level, with HMCS and the Tribunals Service, for example, sharing available hearing space in Wales.



PETTY FRANCE
SW1
CITY OF WESTMINSTER

The new headquarters of the Ministry of Justice at 102 Petty France, London

106. Another success has been the move into our new London HQ building in 102 Petty France in 2008. We started moving people into the building in June 2008 and by the end of 2008 some 2,100 staff were based there. This has allowed us to make a series of moves around the MoJ family including vacating six buildings, saving the taxpayer over £130m.
107. The next step will be to introduce a flexible workspace into the HQ building – which will then be used as a template for future MoJ administrative buildings both in London and outside. This will help us to increase the capacity in Petty France by 1,000 people, thus delivering annual savings of £10m. By creating a variety of work settings, we will be able to improve connectivity of our people, enabling them to work directly with colleagues wherever they are within MoJ.
108. We are making good progress. But we still have to do more to develop our wider Estate Strategy. Over this spending period, we will be looking more widely at how our entire estate can support our overall objectives and in particular how we can use the estate to reduce our costs and carbon footprint by concentrating on fewer, more efficient buildings.

Building a sustainable department

109. The department we continue to build must be sustainable. MoJ is committed to sustainability and takes its environmental performance seriously. We are seeking to create a uniform approach across the department, which is drawn from best practice that already exists in MoJ. As a central Government department we are working to excel in achieving the targets and mandates outlined in 'Sustainable Operations on the Government Estate'.
110. Given the age and condition of much of our estate, it will be a continuous challenge to maintain and improve our performance. To help do this, we have teams dedicated to sustainability which supports the department's Sustainable Development Board, comprising senior representatives from across the MoJ. Together they are driving forward our Action Plan.
111. Given the size of our building and refurbishment programme – in prisons, courts and the headquarters' estate – we must build in sustainability standards early on in the planning and design phase. We have the Building Research Establishment Environmental Assessment Method (BREEAM) in place for court buildings and prisons. Briefing for architects and constructors now incorporates requirements to plan for increased rainfall and temperatures, greater use of natural ventilation, and to develop innovative solutions to enable continued effective use of buildings over the next 50 years. All new court buildings and major refurbishments must undertake a BREEAM assessment using the Court Specific rating. New builds must achieve an "excellent" rating, and refurbishments a "very good" rating. In prisons, all new builds or major refurbishments must achieve a BREEAM "excellent" rating, or equivalent.

112. Our new HQ, 102 Petty France, received an 'excellent' rating from BREEAM for sustainable features such as energy efficient lighting, centrally controlled heating and ventilation systems, and extensive recycling facilities. However, the assessment rating of the building's energy efficiency (as recorded by gas, electricity and other meters) got a 'G' rating – the least efficient. Although this was a default rating because of the lack of energy performance data available, given the age and infrastructure of the building and the fact that we are accommodating many staff from other MoJ buildings, it will be a major challenge to move up the scale. But that will not stop us working hard to improve the energy efficiency rating of the building where possible.
113. We have received particular recognition for our progress against three of our targets – in terms of carbon from vehicles, energy efficiency and waste arisings. However, we are performing less well in our water consumption, carbon from offices and electricity sourced from renewables and we must look to improve here.
114. Our challenge over the remainder of the spending review period is to build on the good work done in terms of estate building and refurbishment, and to integrate sustainability into all operations of the department. We must plan activities within our estate to reduce environmental impacts, and ensure all our people understand their personal responsibility in this area: a recent staff survey reported that 50% of our staff believe we are environmentally responsible so we have room for improvement. We will continue to work towards achieving our targets using the Government's Sustainable Procurement Action Plan to support us. Finally, we will look where possible to increase our involvement with the local community.

Procurement

115. MoJ spends around £2.5bn each year on goods and services. To date, we have had a devolved and fragmented approach to purchasing, which means that we do not always get the best value for our money and may be exposing the organisation to contractual risks.
116. Following an extensive review of the way MoJ procures goods and services, the Board has agreed a new procurement strategy and improvement programme called 'Procurement Success'. This is based on the good practice which has been identified in NOMS, and which will be applied to the rest of the MoJ. We have identified eight areas of improvement in the way we buy goods and services, including looking at where we spend our money, managing suppliers within categories and using best practice procurement systems and processes.
117. Our key future challenge is establishing the new structure which is critical to achieving these improvements. We will be moving to a central procurement organisation. This will include, where sensible and practical, regionally based offices and staff co-located within key parts of our business.

118. Successful delivery of this strategy will save £40m on third party spend by the end of 2010-11 and £3m per annum on the cost of procurement by the start of 2010-11. As well as realising the savings however, our vision is for the MoJ to show that it is world class at procurement. To do this, we will need the cultural commitment of people across the organisation to this new way of purchasing.

Information Technology

119. Effective IT is fundamental to increasing the efficiency of the justice system, enabling improvements across MoJ, and supporting the business in delivering services to the public. However, similar to the situation in procurement and estates, the legacy IT systems that MoJ inherited had evolved over time to suit individual business needs, and were not designed to support a joined up MoJ. There has also been a historic lack of investment in the basic infrastructure. As a result, MoJ currently runs a large number of unlinked operating networks and business specific systems, with very varying degrees of service performance.
120. Recognising the scale of the issue, last year we launched an Information Communications Technology Organisational Review. It aims to identify new, collaborative ways of working, provide a safe and secure information processing environment and promote the re-use of IT assets. The conclusions of this (due end-January 2009) will inform the detailed way forward of how to improve our performance in this area, including seeking areas of commonality and opportunities to enhance efficiency and value for money from MoJ outsourced IT contracts, updating desktops, laptops and servers and supporting our estate strategy by developing effective links and information flows between differing operating networks.
121. In the meantime, we have made significant progress in some areas. We have successfully supported the London HQ move, and are working to ensure that our IT systems can support flexible working in the future. Finally, we have supported our judicial partners through the introduction of the Judicial Portal, which provides a range of communications and information tools.

Manage and protect information assets

122. Technology has revolutionised the way information can be collected and used to improve decision making and service delivery in government. The public expect us to be able to make effective use of all the information we collect. Increasingly, the way we handle, use and protect personal data is as fundamental to the public's confidence in government as our ability to manage our finances and physical assets. Internally, it is also key to our staff and partners' confidence in our ability to manage the department. Given recent high profile data losses across government, confidence in this area – both internally and externally – has suffered.
123. As guardian of the Freedom of Information (Fol) and Data Protection Acts, the MoJ plays a key leadership role across government in the use and protection of information. Credibility here demands we must be able to role model best practice and ensure our own house is in order.

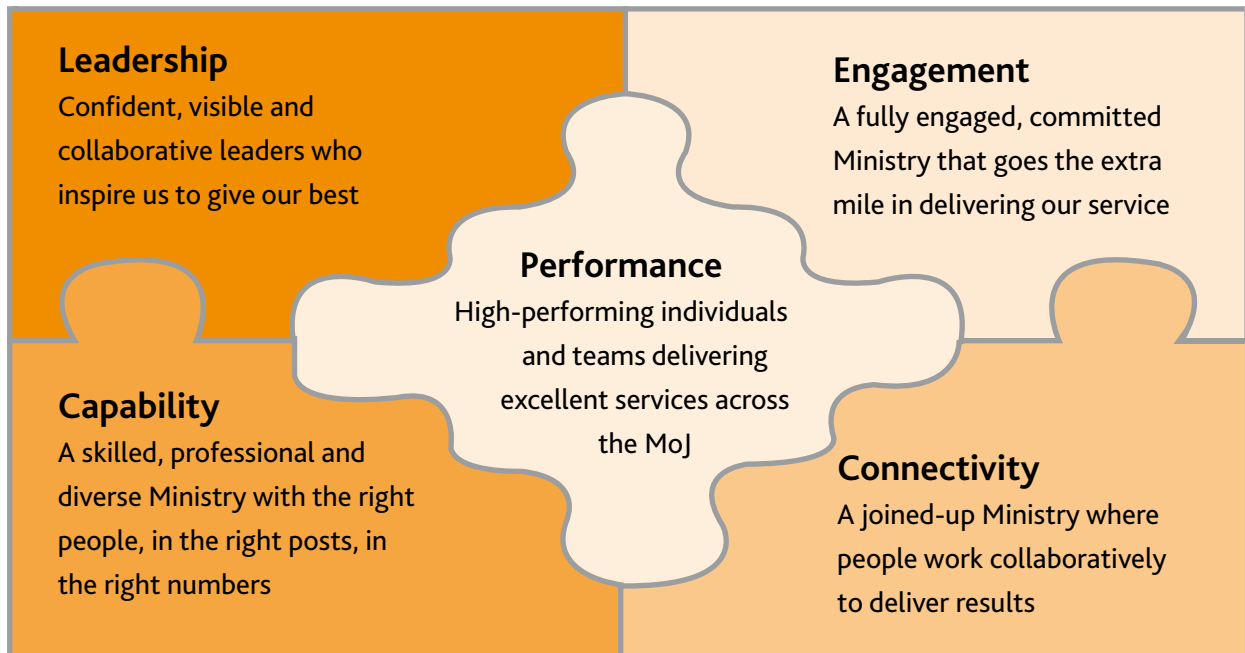
124. Our response to recent information loss concerns has been unique in that we have set up a dedicated Information Sub-Committee of the Corporate Management Board to provide high level accountability and governance of our information assets and risks. This Board is supported by a new Information Directorate, which brings together for the first time in MoJ end-to-end responsibilities for the supply and management of information, including records management and library services.
125. However, establishing this centre of dedicated expertise is not enough to ensure overall corporate performance in information management or in meeting FoI requests. This is dependent on driving up capability and performance throughout the business, working especially with those delivery areas that perform more weakly. We will work through our newly established network of Knowledge and Information Liaison Officers to do this.
126. Externally, we must continue to refine MoJ's role as a centre of excellence on the application of FoI and data protection legislation and the promotion of best practice across Whitehall to improve compliance, delivery and an improved customer experience of FoI. We will also develop an international data sharing and data protection strategy which sets a framework for the development of data protection and information exchange in a global environment and implement proposed amendments to the Data Protection Act, including strengthening the audit, inspection and enforcement powers of the Information Commissioner.

Get the best from our people

127. The delivery and efficiency challenges we face focus us more than ever on raising the performance of our people. Our workforce is one of our biggest cost drivers and we would be unable to meet our efficiency targets without reducing its size. The current financial environment means the department is likely to continue this process into the next spending period, placing ever more emphasis on meeting the challenge set out in the Capability Review of building the capability of our smaller workforce and ending working practices that constrain its performance. If our people are equipped with the right skills, at work, engaged, enthused and giving their best, we will be able to deliver more with fewer people.
128. We have already begun making improvements: recruitment to key positions has been opened up to a wider talent pool and we have moved on people who have failed to deliver. We have improved our talent management and succession planning arrangements, and set tough standards for senior managers to improve timeliness of staff appraisals. Some of our award winning staff are listed at Annex E. Behind each name is an inspiring story that shows just how much difference our workforce can make.
129. Our strategy to raise further the performance of our people is set out in our 'People Proposition'. At the centre of the Proposition is our ambition to foster high-performing individuals and teams delivering excellent services across the MoJ. To achieve this, the Proposition is a deal which sets

out what we offer as an employer and what is expected in return of everyone who works in the department. It provides the framework that links MoJ people and our ways of working to how MoJ is improving performance, delivering its objectives and achieving its efficiency savings.

The People Proposition Framework



130. Our 'Statement of Expectations' forms a key part of our People Proposition. It sets the tone for the way we operate in MoJ. It clearly articulates what is expected of everyone who works here and what they can expect of their leaders. We will all be expected to account for how well we have adopted these behaviours. Our People Proposition Framework and Statement of Expectations is shown at Annex A.

Themes of the People Proposition

131. MoJ aims to attract, retain and motivate good people to deliver our objectives. The key themes identified by the Corporate Management Board in delivering this are: leadership, engagement, capability and connectivity – all contributing to the central theme of performance.

132. The five core themes support the development of an MoJ culture – the way we work – so that:

- Every one of us takes responsibility for developing ourselves and supporting people to develop their skills;
- We remove duplication and overlap, sharing services where this is beneficial;
- We redesign our business processes to make them more efficient and effective;
- We prioritise our work to concentrate on the delivery of our core objectives; and
- We work to develop a MoJ in which all of us are engaged, understand our role and how we contribute to the delivery of MoJ's objectives.

Using the People Proposition

133. Over time the Proposition will embed itself into the fabric of MoJ and form part of the unspoken way in which we all work together. All our people policies, processes and people related activities will be underpinned by the People Proposition to ensure that a whole system approach is taken to building the capability and capacity of our people. This has been led by a new and stronger MoJ Conduct Policy and will be reinforced by identifying future talent and supporting the development of engaging and confident leaders able to motivate their people, reward excellence and tackle poor performance. The Proposition will help us to deliver what is set out in the corporate plan and is an integral part of increasing MoJ's performance and efficiency through creating the best performance environment possible for our people.

Building a diverse workforce

134. We must strive to go beyond simple compliance with our equality duties if we are to build public confidence in the justice system and promote the values of a modern democratic society.

Staff Engagement Survey

The first Ministry of Justice wide staff engagement survey was completed in autumn. This sets the baseline for MoJ. The survey highlighted many positive things about working in MoJ as well as areas for improvement. Each Business Group is analysing their results and developing an action plan that will form part of their business plan.

The survey also highlighted some MoJ-wide development needs:

- To develop our ability to handle and lead change;
- To build on the high levels of commitment to deliver for our customers;
- To develop good levels of engagement at the local level, to increase people's understanding of, and identification with, the wider organisation;
- To understand the issues behind the bullying, harassment and discrimination results and identify what needs to be done, building on the overall positive attitudes to diversity.

135. We published new Equality Schemes for Disability, Race and Gender in April 2008, setting out the principles that underpin everything we do as a department, and detailing the practical steps taken and our plans for the next three years. In delivering these statutory duties, we will be taking every opportunity to set out how we will meet better the needs of the public, ensuring equality is at the heart of all we deliver.

136. We will also be looking beyond these areas to how we are working towards equality across additional diversity strands such as sexual orientation, religion and belief, trans-gender and age.

Develop whole system policy and delivery frameworks

137. Historically, responsibility for justice policy and the various aspects of the law were spread across Government, resulting in little investment in building a systematic evidence base that provides an understanding of the complex network of links and interdependencies that run through the system. Although since its creation, OCJR has provided welcome focus on this, our Capability Review suggests that we still have further to go to get this right.
138. We still do not always have a good enough understanding of the operational impacts of policy changes, for the reason for regional variations in spend and performance and the impact that our policies have on the whole system. This has been compounded by the tendency for analytical resource to be fragmented into specific policy areas. To meet this challenge a Policy Sub-Committee of the Board has been established to support Helen Edwards in her role as Head of Profession for policy making in MoJ, and Rebecca Endean has taken up post as our first Director of Research and Analysis in order to strengthen the department's research and analysis function. We have also set up a "Frontline Forum" made up of operational colleagues across our businesses to advise the Permanent Secretary of the operational impact of policies and strategies.
139. In the remainder of this spending period we will review and develop a strategy to improve further our capability and effectiveness. This will lead to a more robust approach to policy and law development supported by a new delivery framework so we develop a suite of policies which form a coherent picture, clearly support our overall mission, and are informed by a better understanding of the whole system we operate including the operational context in which they must be delivered. Analytical resource will be deployed from the start of policy development and allocated strategically to support our overall mission. This will ensure that our policies are firmly based on evidence of what works and informed by a better understanding of their consequences for the whole of the justice system. We will invest more and take a systematic approach to building our overall evidence base, including ensuring we learn more from the experiences of our international partners.
140. Policy makers will have access to toolkits, guidance and other learning resources to support effective policy development as well as their own professional development. Policy making teams will be multi-disciplinary, comprising, for example, lawyers, finance, policy professionals and analysts working alongside front line operational staff. This - with the Frontline Forum - will help us to develop policies that take account of operational realities and so can be delivered effectively on the ground. We will become more disciplined in reviewing the continuing contribution of our policies to the outcomes we wish to achieve. These steps will ensure that our policy development is increasingly flexible and responsive to changing priorities - leading to better outcomes for the public.

Develop appropriate culture, structures and planning systems

141. How we plan, organise ourselves and develop the MoJ culture will be crucial to the future success of the department. We have come a long way over the last year but as a young department our core systems and processes need to mature and begin to drive real change to our working practices.

Developing our structure

142. When the MoJ was created it worked in legacy teams which bore no relation to our overall objectives. Over the last year we have overhauled this structure. Now it is aligned behind clear strategic objectives with Board members and Ministers formally accountable for each. This has provided clarity on what each Business Group must deliver and led to a sharper performance management regime. We have a new governance model with a new Board in place, supported by a coherent set of sub-committees.
143. While most of these changes have worked well, there will be further adjustments as our structure evolves into one that properly reflects the needs of our business. In particular a key emerging issue is the relationship between the corporate centre and delivery arms, and the right balance of freedom and control throughout the organisation. The corporate centre of the department needs to continue to work most closely on setting priorities and agreeing business plans with parts of our business whose work is central to our mission and reputation and which carry the greatest risk. Other areas will have more freedom to decide how best to deliver within the overall framework set out in this plan. To ensure that this balance is right, we will review the principles by which we govern arms length bodies and establish a new centre of excellence to oversee improvements across the department.

Improving our planning system

144. When MoJ was created, there were multiple planning systems. Our challenge was to tie these together so we could agree what we would achieve as a department in this spending period, how, and with what resource. Our corporate plan is the culmination of a huge amount of work to provide that clarity. It follows the zero based review that identified our cost base and underpins our Performance and Efficiency Programme and financial allocation decisions.
145. Over the next month, each Business Group will develop a business plan showing the contribution they will make to the corporate plan. For the first time this will allow our people, right across MoJ, to agree personal objectives that align, through these plans, to the strategic objectives, priority themes and purpose of the whole department. At the end of this process we should be able to link clearly a Director General's objectives to someone's much further down the Business Group's command chain. We will be using Staff Engagement champions to test whether this is working.

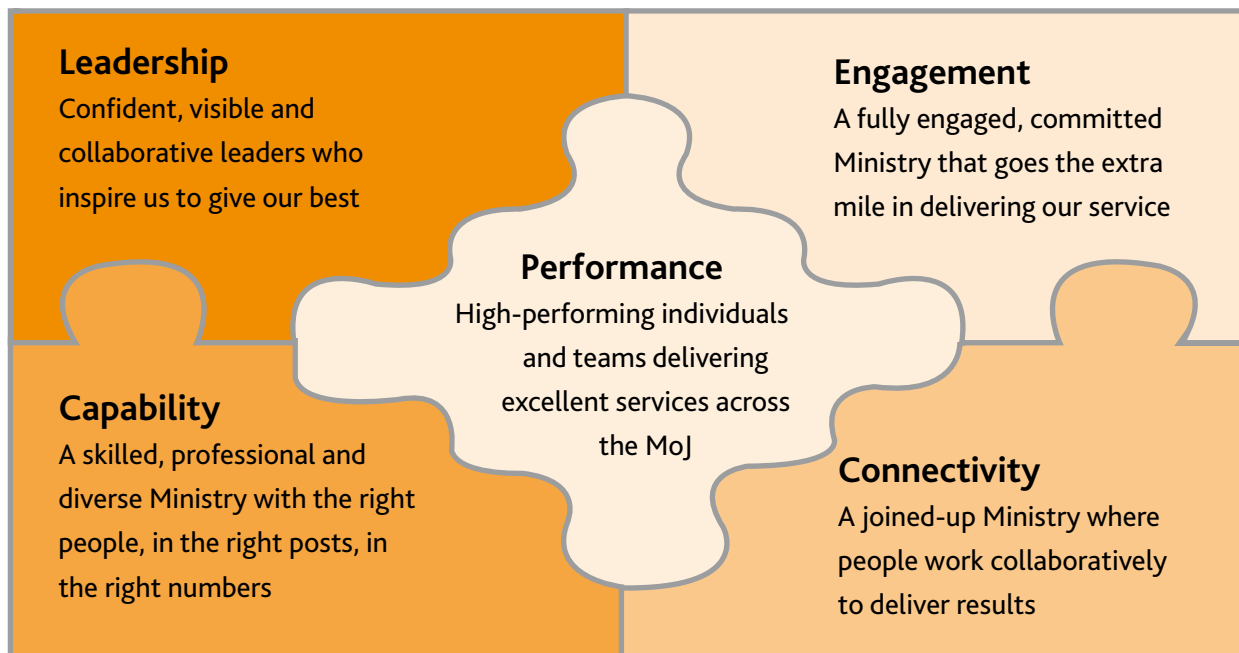
146. In the remainder of this spending period we will build on these improvements to develop a stable corporate planning cycle which ensures strategic, financial and business planning decisions are properly integrated and which focuses the whole department on achieving better outcomes for our customers and the public.

Building a MoJ culture

147. All our ambitions depend on developing an appropriate MoJ culture that reflects our strategy and the needs of our business. This does not mean replacing the powerful values and cultures that have evolved within each of our Business Groups and agencies. We want to supplement these with a stronger corporate culture that helps us work together to exploit synergies, manage tensions and overcome our shared challenges.
148. Following the findings of the Capability Review, we have started to articulate the “MoJ story” which explains what binds us together and what behaviours we will demonstrate. This corporate plan is part of that process. In addition, all senior leaders are now held to account for their corporate behaviour as a dedicated objective and meet together regularly at events designed to ensure we discuss critical strategic and change issues as a department and not in silos. Our corporate communications have improved drastically, exposing our Ministers’ and Board’s decision-making to a far wider audience and our overall communications function is focused on ensuring the MoJ story is communicated across the department.
149. In the rest of this spending period we need to see an improvement in corporate behaviours at every level of the organisation. In future, we should all have to account for our contribution to MoJ as a whole and not just our Business Groups or agency. But behaviour must be modelled at the top. Our new Board has started to do this. Board members have taken a series of difficult prioritisation decisions together to agree 09/10 allocations and, with the challenge and support of the non-executive directors, are now reviewing their performance and developing a plan to improve their corporate behaviour further.

Annex A - MoJ People Proposition

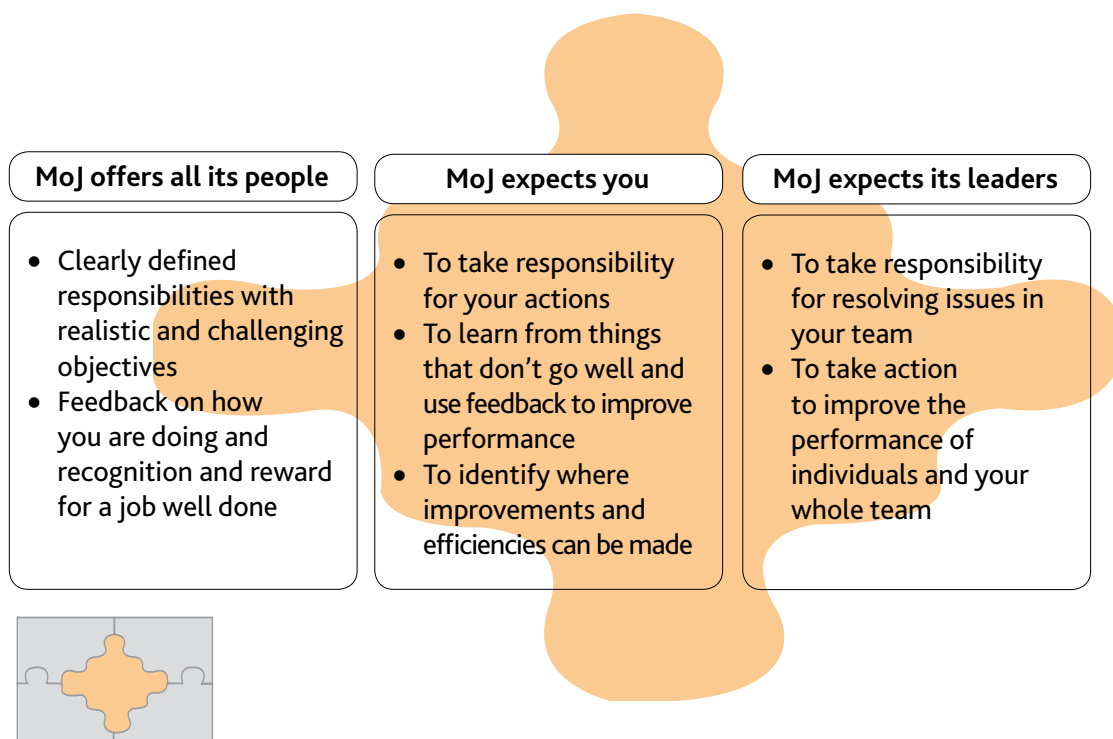
Our people framework



Our expectations

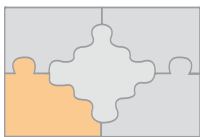
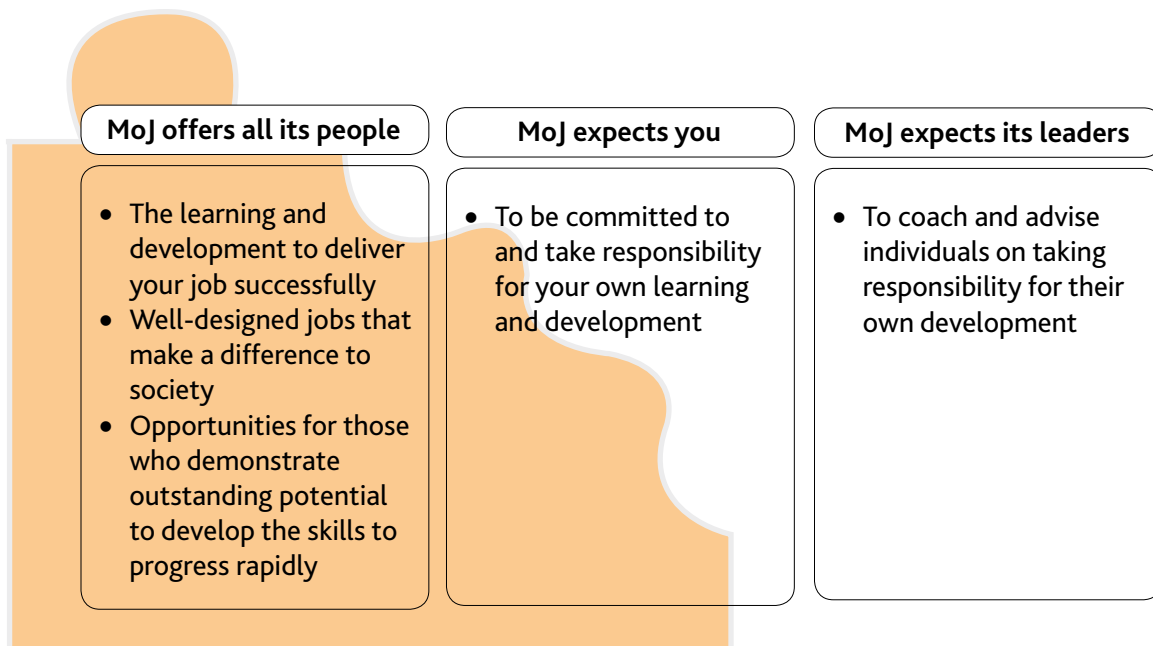
Performance

High-performing individuals and teams delivering excellent services across the MoJ



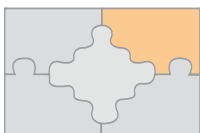
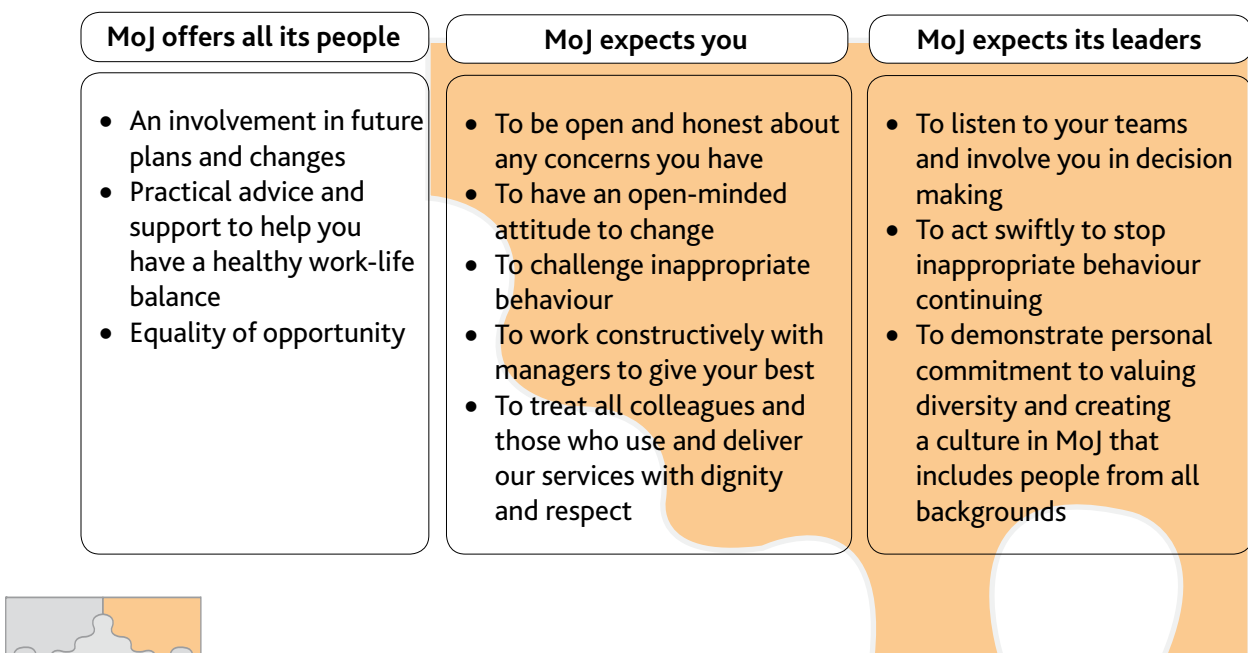
Capability

A skilled, professional and diverse Ministry with the right people, in the right posts, in the right numbers



Engagement

A fully engaged and committed Ministry that goes the extra mile in delivering our service



Connectivity

A joined-up Ministry where people work collaboratively to deliver results

MoJ offers all its people

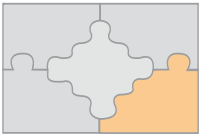
- Help and guidance to enable you to move across the Ministry to fill other jobs in other teams

MoJ expects you

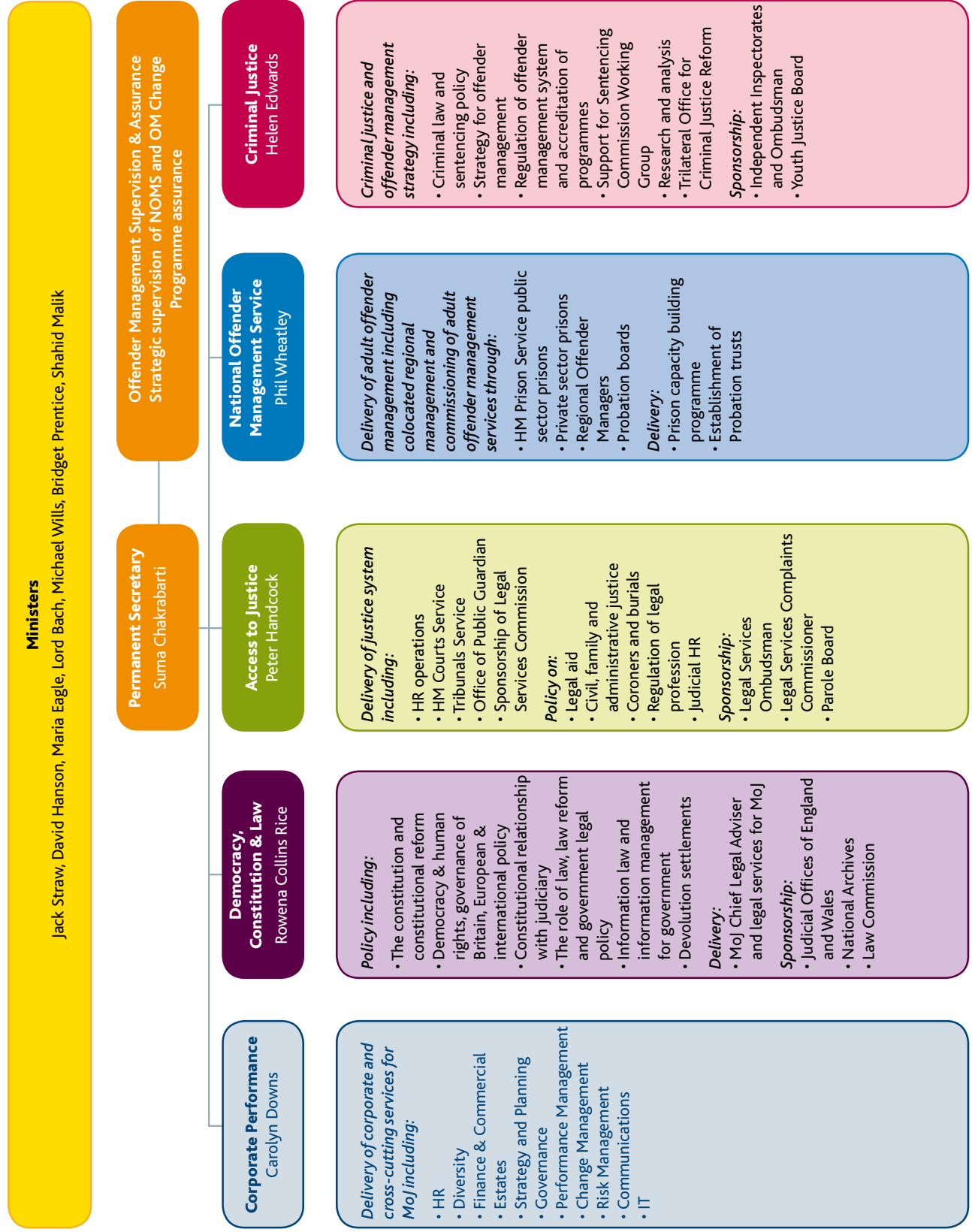
- To do your work with the citizen in mind and the contribution you are making to a fairer society
- To be a team-player, working with other parts of MoJ, the Justice sector and the Civil Service to achieve MoJ's goals

MoJ expects its leaders

- To take full account of the wider context, financial constraints, risks and impacts on others when making decisions
- To pass on important information to your teams and share knowledge and experience beyond your own work area



Annex B - Our Organisational Structure



Annex C - Our Board and Ministerial Team



Ministerial Team and Corporate Management Board Organisation Chart

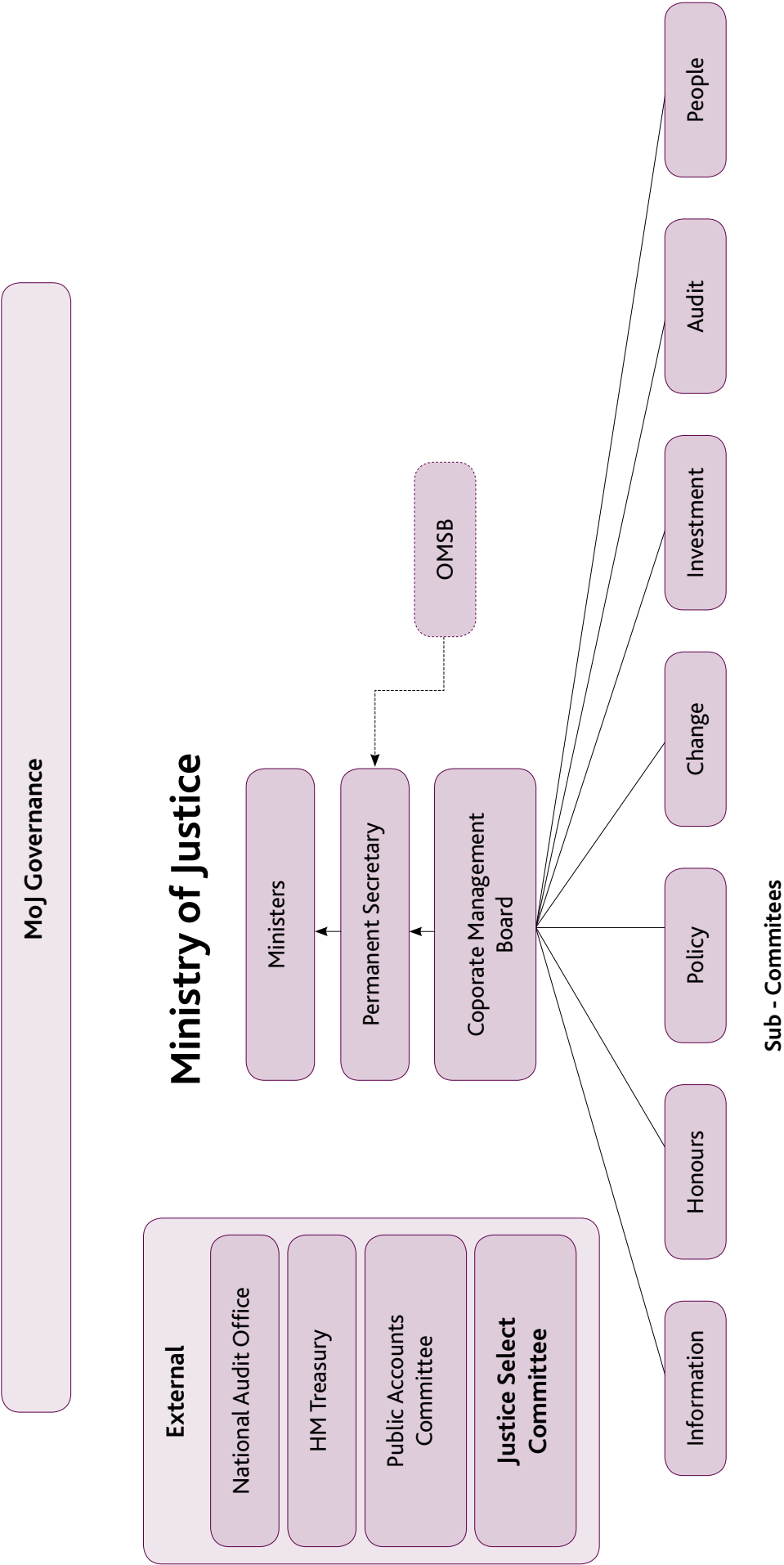
Ministerial Team



Corporate Management Board



Annex D - Our Governance Structure



Annex E - A Selection of Award Winners

National Archives CEO wins IWR Professional of the Year Award

Natalie Ceeney, Chief Executive of The National Archives, an executive agency of the Secretary of State for Justice, has been announced as the winner of this year's Information World Review (IWR) Professional of the Year award.

Senior officer Fiona Brown, HM Prison Service, Wakefield

Civil Service Diversity & Equality Awards, The Innovation Award

Fiona Brown has worked on projects with elderly and disabled inmates, including a new scheme to promote a healthier lifestyle.

Principal Officer Lee Peck of HMYOI Warren Hill

Named Public Servant of the Year at The Guardian newspaper's Public Service Awards.

Sue Walker HM Prison Service

HM Prison Service Unsung Hero.

Government Finance Profession Awards

Financial Reporting Team Ministry of Justice Finance Team of the Year.

The small claim mediation service won the European Crystal Scales of Justice award for innovative court practice.

National Probation Service who won an award for Judge for Yourself from the British Film Institute.

It won in the Interactive Media Category of the Clarion Awards for excellence in the communication of diversity, CSR, sustainable development and ethical debate.

