

CRIMINAL INJURIES COMPENSATION AUTHORITY
**BUSINESS
PLAN
2011-15**

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FOREWORD

We compensate blameless victims of violent crime. We understand that no award of compensation will ever make up for serious injury or the loss of a loved one. But a compensation payment from us is often one of the key things victims receive to show that society recognises what they have suffered.

We want to help contribute to the Ministry of Justice's commitment to deliver a more efficient, more effective, less costly and more responsive justice system. That is why we will continue striving to improve our service by processing claims faster, while ensuring we investigate them fairly.

In our last annual report I highlighted some of the important steps we have already taken in delivering better service – average waiting times have been cut substantially, as has our live caseload, while customer satisfaction has risen. We want to consolidate these gains and, over the next four years, develop and implement a new business environment that will be quicker, more responsive and delivered at optimal cost. This plan sets out how we want to achieve those goals.

Carole Oatway

Chief Executive
Criminal Injuries Compensation Authority

INTRODUCTION

Background

The Criminal Injuries Compensation Authority administers the criminal injuries compensation scheme throughout England, Scotland and Wales. Before 1996 awards were set according to what the victim would have received in a successful civil action against the offender. Since April 1996, the level of compensation has been determined according to a tariff set by Parliament.

The Criminal Injuries Compensation Authority (CICA) was established in 1996 to administer this tariff-based Scheme in England, Scotland and Wales.

Sponsor department

The CICA is a Non-Departmental Public Body (NDPB) sponsored by the Ministry of Justice (MoJ). CICA's current governance arrangements are summarised in appendix 3.

Funding arrangements

CICA is funded by central government, with the majority of its funding being provided through its sponsor department. The Scottish Government is responsible for its proportion of the costs of administering the Scheme and for the full cost of all tariff compensation payments where the injury was sustained in Scotland.

Location

All CICA services are based in Glasgow.

Management team

The Chief Executive, Carole Oatway, was appointed at the end of September 2007 and is supported in managing the day-to-day running of the Authority by four Directors: Cliff Binning, Deputy Chief Executive; George Connor, Director of Operations; Jackie Lockhart, Deputy Director of Operations; and Louise Day, Deputy Director of Corporate Support (Technology and Infrastructure). Appendix 4 contains more detail on our senior management structure.

Headcount

The Authority's current headcount is 421 (403.78 full time equivalent).

AIM AND OBJECTIVES

Our aim is to provide an efficient and fair service to blameless victims of violent crime. In order to achieve this we will:

- Process applications as quickly as possible while investigating claims fairly.
- Treat applicants with sensitivity and courtesy at all times.
- Work effectively with other justice organisations to deliver a high-quality service to applicants.
- Support our staff to perform to their full potential.
- Be accountable for the service we provide and the public funds we spend.

Transparency

We will publish data relevant to these objectives using the measures set out overleaf.

Transparency (cont.)

Measure	Definition
1. Time to register an application	The average time taken for a completed application to be added to the live caseload
2. Size of live tariff caseload	The number of live tariff cases that the Authority has registered but are not resolved
3a. Active case load (tariff) cycle time to first decision	The average time taken to reach first decision
3b. review decision	The average time taken to complete a review
4. Appeal stage response times	The average time between the Tribunals Service telling CICA that an appeal has been received and CICA telling the Tribunals Service the case is ready to list
5. Decisions overturned at appeal	The percentage of CICA decisions overturned from those cases that go to appeal
6. Pre-tariff cases listed	The number of pre-tariff cases listed in the year
7. Customer satisfaction	The percentage of applicants, as measured by a customer survey, that consider they received good customer service from CICA
8. Programme spend	Actual spending against budget allocated
9. Staff engagement	The average of the results for CICA staff indicating that they feel committed to their work and valued in their role in the Civil Service staff engagement survey

BUSINESS PLAN PERIOD

Planning assumptions

The Authority's plans for the current period are based on the following assumptions:

Tariff cases

The projected demand is for 63,000 applications. We will seek to achieve the optimal balance between addressing speed of turnaround and reducing the age of caseload within available resources.

Pre-tariff cases

Before 1996, Criminal Injuries Compensation payments were made on the basis of ex-gratia Schemes. There are currently 134 outstanding pre-tariff cases. Pre-tariff cases are assessed on the basis of common law damages, meaning there is no upper limit on the compensation payable.

Business strategy for the current spending review period

Our strategy to deliver our aim and objectives supports the Ministry of Justice objective ‘to deliver a transformed justice system and a transformed department that is more efficient, more effective, less costly and more responsive to the public.’

During the planning period we will take forward a programme of work across the following perspectives:

Customer – ongoing improvements to the speed, responsiveness and reliability of our service. Key products of this work will be a redeveloped Customer Service Centre and a new case processing system, which are more actively engaged with customers throughout the application process.

People – developing potential and level of engagement with the organisation. This work will build on our renewed Investors in People accreditation. The key product of this work will be skilled and motivated people.

Process – optimising our business processes and capitalising on technology. The key product of this work will be a new electronic case management system.

Partner – developing effective working with third party groups and stakeholders to secure a better service for applicants. The key product of this work will be closer relationships with stakeholders, leading to faster provision of, for example, police and medical reports.

Finance and efficiency – matching our resources to business need in the most efficient way. The key product of this work will be optimised administration costs.

How we will implement our strategy

We will develop and implement our programme in a way that builds a strong platform followed by a managed transition and implementation. We are phasing the programme through:

Consolidation – strengthening our stability and resilience.

Development – moving from stability and testing to roll-out.

Implementation – the new business as usual environment.

The framework is set out overleaf.

Implementation framework

Perspective	Activity	Outcome
Customer	<p>Introduce improved customer surveys</p> <p>Improved on-line application process</p> <p>Proactive telephone engagement with applicants</p>	Quicker, more responsive service
People	<p>Core skills assessment and development programmes</p> <p>Improving leadership and change management</p>	Improved people skills and engagement
Process and technology	Pilot and roll out of electronic case management system	Speedier more efficient case handling
Partners	<p>Introduce regional relationship managers</p> <p>Continue engagement through policy forum</p>	<p>Integrated system performance</p> <p>Better service for applicants</p>
Finance and efficiency	Restructuring the business model	Optimised operational cost

Measuring progress and impacts

The link between our core objectives, key perspectives, development actions and results will be tracked using the performance framework set out in appendix 1. This covers reporting on progress of specific projects with the benefit of relating this, over time, to impact on performance against core objectives.

BUDGET

CICA will continue to work on improving efficiency and will seek to increase the budget currently available to allow it to settle a greater number of cases in the next four years. Appendix 2 shows the budget, as currently provided, for next year.

APPENDICES

Appendix 1 – detailed programme of work

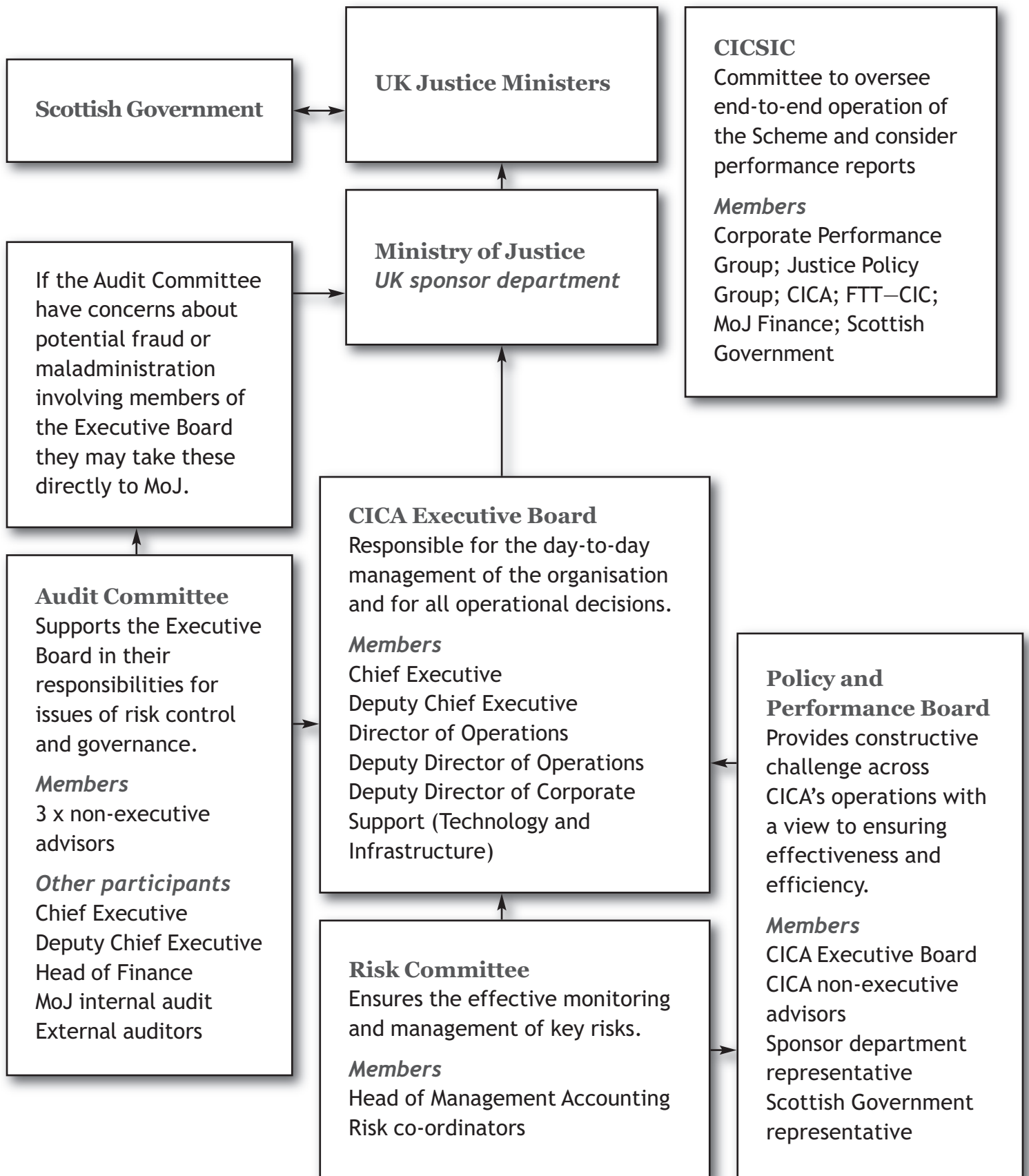
CICA - an efficient and fair service to blameless victims of violent crime	CICA perspective	Key actions/projects	Expected impact
Process applications quickly and fairly.	Customer/process and technology	Electronic case management; case registration, investigation and decision; system maintenance and development; online applications.	Lower case processing times; lower rate of appeal; reduced caseload age.
Treat applicants with sensitivity and courtesy.	Customer	Enhanced Customer Service Centre, making contact with customers throughout their claim, and new customer survey.	Higher customer satisfaction rate.
Work effectively with other justice organisations	Partner	New policy forum.	Faster provision of police and medical reports, leading to lower case processing times.
Supporting our staff to perform to their full potential.	People	Staff engagement.	Increased skills and motivation.
Be accountable for the service we provide and the public funds we spend.	Finance and efficiency	Restructured business model.	Optimised annual spending within agreed budget.

Appendix 2 – budget

At the time of writing the final settlement is still to be determined.
The indicative position is set out below.

Headline numbers	2011-12
Near cash running costs (£m)	19.2
Near cash programme spend (£m)	206.0
Near cash Scottish Government contribution (£m)	(25.0)
Total near cash (£m)	200.2
Capital DEL (£m)	0.6

Appendix 3 – governance



Appendix 4 – senior management structure

