

Business Plan 2011–2015

Ministry of Justice

November 2010

This plan will be refreshed annually

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A) Vision

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

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

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

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

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

Kenneth Clarke, Secretary of State for Justice

B) Coalition Priorities

Structural Reform Priorities

1. Introduce a rehabilitation revolution

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

2. Reform sentencing and penalties

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

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

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

4. Assure better law

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

5. Reform how we deliver our services

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

B) Coalition Priorities

The Department will no longer...

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

...run underutilised and inefficient court buildings

C) Structural Reform Plan

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

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

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

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

1. Introduce a rehabilitation revolution

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

<u>ACTIONS</u>	<u>Start</u>	<u>End</u>
1.2 Introduce payment by results schemes, working with local, voluntary and private sector organisations that specialise in the rehabilitation of offenders		
i. Run a payment by results pilot in Peterborough	Started	Aug 2016
ii. Prepare initial 'lessons learned' assessment of Peterborough pilot to inform the development of future pilots	Started	May 2011
iii. Design as many further pilots as possible to contract out rehabilitation, working with private and voluntary organisations to refine proposals	Nov 2010	Aug 2011
iv. Run as many rehabilitation pilots as possible, with sufficient scale to provide statistically significant results, including through funding by socially aware investors (social impact bond), and paying local, private sector and voluntary sector providers by results. Pilots will be targeted at offenders on community sentences and those released from prison, and young offenders	Aug 2011	Nov 2014
v. Prepare an interim evaluation of the rehabilitation pilots and publish payment by results information as data comes in, subject to commercial confidentiality and Office for National Statistics guidance	Nov 2011	Feb 2013
<u>MILESTONES</u>		
C. Launch first rehabilitation pilot in Peterborough	Complete	
D. Initial 'lessons learned' on Peterborough pilot published	May 2011	
E. First biannual data released on the number of pilot rehabilitation schemes established and the number of participants, subject to commercial confidentiality and ONS guidance	Aug 2011	
F. Interim evaluation of further rehabilitation pilots published	Sep 2014	

1. Introduce a rehabilitation revolution

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

ACTIONS	Start	End
1.3 Design and run pilots to pay contractors by results to rehabilitate offenders with drug problems, working with the Department of Health and other government departments		
i. Support the design and establish up to six pilots, with sufficient scale to provide statistically significant results, working with private and voluntary organisations to pay providers by results to rehabilitate offenders with drugs problems	Started	Sep 2011
ii. Design and launch a pilot for a drugs recovery prison wing, which links up with other payment by results pilots	Started	Jun 2011
iii. Support implementation of pilots to promote the recovery of offenders from drugs problems, linked to other payment by results pilots	Oct 2011	Sep 2013
iv. Publish payment by results information as data comes in, subject to commercial confidentiality and ONS guidance	Oct 2011	Sep 2013

MILESTONES		
G. Launch pilots to rehabilitate offenders with drug problems, working with other government departments		Oct 2011
H. Full evaluation of rehabilitation pilots published		Sep 2013

1. Introduce a rehabilitation revolution

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

ACTIONS	Start	End
1.4 Incentivise Work Programme providers commissioned by the Department for Work and Pensions to give employment support to unemployed offenders, with the providers paid by the results of getting people into work		
i. Develop options, working with the Department for Work and Pensions, to pay Work Programme providers to give employment support to offenders	Started	Dec 2010
ii. Support the Department for Work and Pensions in preparing for national rollout of the Work Programme, including employment support to unemployed offenders and ex-offenders, subject to further analysis of savings that will accrue to the criminal justice system	Jan 2011	Jun 2011
iii. Assess whether rehabilitation and employment providers are working together effectively to a give complete package of support to offenders, as part of the evaluation of pilot rehabilitation schemes	Jun 2011	Sep 2014
MILESTONES		
I. Launch approach, within the Work Programme, to provide employment support to unemployed offenders and ex-offenders, subject to further analysis of savings that will accrue to the criminal justice system	Jun 2011	
J. Full evaluation of rehabilitation pilots published	Sep 2014	

1. Introduce a rehabilitation revolution

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

ACTIONS	Start	End
1.5 Explore alternative forms of residential treatment-based accommodation for mentally ill and drugs offenders		
i. Explore initial proposals for treating mentally ill and drugs offenders in the community, including treatment-based accommodation as an alternative to custody, working with the Department of Health	Started	Nov 2010
ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 2.1ii, 2.3ii, 2.4ii and 5.1ii)	Dec 2010	Feb 2011
iii. Analyse consultation responses and develop proposals for treatment-based accommodation	Mar 2011	Dec 2011
1.6 Support the Department of Health to rollout liaison and diversion services for mentally ill offenders	Nov 2010	Nov 2014

MILESTONES		
K. Treatment-based accommodation starts to become available, subject to funding from the Department of Health	Dec 2011	

2. Reform sentencing and penalties (p.1 of 2)

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

ACTIONS	Start	End
2.1 Conduct a full examination of sentencing policy to ensure that the justice system reduces reoffending by introducing more effective sentencing policies and considering the use of restorative justice for adult and youth crimes		
i. Develop reform options for the sentencing framework, with input from the Home Office, that covers the full range of penalties and restorative measures in adult and youth sentencing	Oct 2010 (Overdue)	
ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 1.5ii, 2.3ii, 2.4ii, 5.3ii)	Dec 2010	Feb 2011
iii. Analyse consultation responses	Feb 2011	Jun 2011
iv. Introduce legislation on sentencing as early as possible, subject to Parliamentary timings	May 2011	May 2011
v. Develop detailed guidance and training for magistrates, the judiciary and legal practitioners and support implementation	Aug 2012	Nov 2012

MILESTONES		
A. Green Paper on sentencing and rehabilitation published	Dec 2010	
B. Government response to the consultation on the Green Paper published	May 2011	
C. Legislation on sentencing introduced	May 2011	
D. Sentencing reforms implemented	Nov 2012	

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

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

<u>ACTIONS</u>	<u>Start</u>	<u>End</u>
2.2 Help ensure that historical convictions for consensual gay sex with over-16s will be treated as spent and will not show up on criminal record checks, with Home Office		
i. Draft legislation to ensure that historical convictions for consensual gay sex with over-16s will be treated as spent and do not need to be disclosed	Started	Dec 2010
ii. Introduce legislation through the Freedom Bill	Feb 2011	Feb 2011
2.3 Explore reform of out-of-court disposals, including restorative justice approaches		
i. Develop proposals for reform of out-of-court disposals	Started	Nov 2010
ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 2.1ii, 2.4ii and 5.3ii)	Dec 2010	Feb 2011
2.4 Explore the use of Neighbourhood Justice Panels to divert a number of low-level cases from court to be heard by a panel of community volunteers and Criminal Justice System practitioners		
i. Develop proposals for Neighbourhood Justice Panels	Started	Nov 2010
ii. Consult through the Green Paper on rehabilitation and sentencing reform (see also 1.1ii, 1.5ii, 2.1ii, 2.3ii and 5.3ii)	Dec 2010	Feb 2011
iii. Analyse consultation responses and publish detailed proposals	Mar 2011	Jul 2011
<u>MILESTONES</u>		
E. Proposals on out-of-court disposals published	Dec 2010	
F. Freedom Bill introduced	Feb 2011	
G. Proposals for the implementation of Neighbourhood Justice Panels published	Jul 2011	
H. First annual data release, subject to consultation and development of further proposals, on the number of Neighbourhood Justice Panels and the volume of cases brought to them	Dec 2011	

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice (p.1 of 5)

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

ACTIONS	Start	End
3.1 Reform the Criminal Justice System to develop a more integrated and streamlined system		
i. Design and put in place governance arrangements to bring together those departments delivering criminal justice, building on arrangements in place	Started	Jan 2011
ii. Develop proposals and phased implementation plan to streamline and reform the Criminal Justice System, to deliver a more efficient and cost effective system, working with the Home Office, Law Officers' Departments and criminal justice agencies and the judiciary	Dec 2010	Jul 2011
iii. Work on cross-Criminal Justice System policy proposals arising from analysis of consultation responses on the green paper on rehabilitation and sentencing reform with relevant government departments and criminal justice agencies	Feb 2011	Apr 2013
3.2 Reform the Legal Aid System to provide a more efficient, cost-effective and sustainable scheme, ensuring that we provide support for those who need it most and for those cases that require it		
i. Develop proposals for a reform of legal aid, continuing to provide necessary support for those who need it most and for those cases that require it	Started	Autumn 2010
ii. Consult on legal aid reform	Autumn 2010	Early 2011
iii. Analyse consultation responses and develop the Government's response	Early 2011	Spring 2011
iv. If necessary, introduce primary legislation	Spring 2011	Spring 2011
MILESTONES		
A. Consultation on legal aid reforms published	Autumn 2010	
B. Governance arrangements agreed	Jan 2011	
C. Primary legislation on legal introduced, if necessary	Spring 2011	

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

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

ACTIONS	Start	End
3.5 Make family court services accessible, transparent and planned around the needs of the most vulnerable children and families		
i. Develop proposals for reform of family court services, following the interim report of the Family Justice Review	Dec 2010	Autumn 2011
ii. Consult on reform of family court services, following publication of the Family Justice Review's final report	Autumn 2011	Winter 2011
iii. Analyse consultation responses and develop final proposals	Winter 2011	Apr 2012
iv. Introduce legislation in the second session of Parliament	May 2012	May 2012
3.6 Develop proposals to promote wider use of alternative dispute resolution, including mediation, in the civil courts and make it easier for people to get advice and guidance		
i. Consult on reform options for improving civil justice and enforcement, including on orders for sale and charging orders	Mar 2011	Jun 2011
ii. Respond to consultation setting out detailed policy proposals for both immediate reforms and to prepare for legislation	Jun 2011	Apr 2012
iii. Introduce legislation in the second session of Parliament	May 2012	May 2012
MILESTONES		
G. Proposals on promotion of alternative dispute resolution, including mediation, in the civil courts published	Mar 2011	
H. Proposals for reform of family court services published	Autumn 2011	
I. Legislation to reform civil justice introduced	May 2012	
J. Legislation to reform family court services introduced	May 2012	
K. First annual data released on the number of people taking mediation assessments for family matters	Oct 2012	

3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice (p.4 of 5)

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

ACTIONS	Start	End
3.7 Develop options to provide more protection for people against aggressive bailiffs		
i. Develop options for public consultation on protection against aggressive bailiffs and to encourage more flexibility in bailiff collections	Started	Dec 2010
3.8 Develop policy to use proceeds from the Victim Surcharge to fund rape crisis centres		
i. Announce source of sustainable funding	Jan 2011	Jan 2011
ii. Initiate first projects to begin to establish new centres and put in place funding for existing centres	Jan 2011	Apr 2011
iii. Develop proposals for a three-year funding cycle for existing centres	Apr 2011	Apr 2011
3.9 Introduce the recommendations in Lord Justice Jackson's report into the funding and costs of civil litigation, subject to consultation		
i. Consult on Lord Justice Jackson's proposals for civil litigation funding and costs	Nov 2010	Feb 2011
ii. Analyse consultation responses on funding arrangements for civil litigation and develop an implementation plan	Feb 2011	Mar 2011
iii. If necessary, introduce primary legislation	Spring 2011	Spring 2011
MILESTONES		
L. Plan for implementation of changes to civil litigation funding and costs published	Apr 2011	
M. Primary legislation on legal introduced, if necessary	Spring 2011	

4. Assure better law

(p.1 of 3)

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

ACTIONS	Start	End
4.1 Increase the transparency of court results and the effectiveness of sentences		
i. Prepare to publish sentencing data for different types of offence for every court in an open and standardised format to make it more accessible to victims of crime and the wider public	Completed	-
ii. Develop proposals to publish detailed court data in an open and standardised format	Started	Jun 2011
iii. Spread information about which sentences are most effective at cutting reoffending across the Criminal Justice System, working with the Home Office which is spreading information about which policing techniques are the most effective	Started	Jun 2011
4.2 Reverse the erosion of civil liberties		
i. Create a gateway to scrutinise all legislation containing criminal offences	Completed	-
ii. Support the work of the Cabinet Office and Home Office to legislate through the Freedom Bill	Started	Feb 2011
iii. Establish a commission to investigate the creation of a UK Bill of Rights, working with Cabinet Office to agree its scope and timetable	2011	2011
MILESTONES		
A. Sentencing data for every court published in an open and standardised format	Complete	
B. Freedom Bill introduced	Feb 2011	
C. Measures in place to spread information of which sentences are most effective at cutting reoffending	Jun 2011	
D. Commission on UK Bill of Rights established	Dec 2011	

4. Assure better law

(p.2 of 3)

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

ACTIONS	Start	End
4.3 Reform libel laws to protect freedom of speech		
i. Develop a draft Defamation Bill	Started	Mar 2011
ii. Consult through publication of the draft Bill	Mar 2011	Jun 2011
iii. Amend draft Defamation Bill in light of consultation responses	Jul 2011	Apr 2012
iv. Introduce Defamation Bill in the second session of Parliament	May 2012	May 2012
4.4 Repeal unnecessary laws		
i. Lead on a review of existing legislation, supported by other government departments, to identify unnecessary laws and options for repeal	Nov 2010	Apr 2012
ii. Introduce a Repeal Bill in the second session of Parliament to abolish unnecessary laws	May 2012	May 2012
4.5 Extend coverage of the Freedom of Information Act to cover more organisations		
i. Develop proposals and draft legislation to extend the Freedom of Information Act to more organisations	Started	Mar 2011
ii. Introduce legislation to extend the Freedom of Information Act to more organisations	Apr 2011	Apr 2011
MILESTONES		
E. Quarterly data released on the timeliness and number of Freedom of Information requests	Apr 2011	
F. Legislation to extend the Freedom of Information of Act to more organisations introduced	Apr 2011	
G. Defamation Bill introduced	May 2012	
H. Repeal Bill introduced	May 2012	

4. Assure better law
(p.3 of 3)

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

ACTIONS	Start	End
4.6 Provide people with greater protection to prevent crime, apprehend criminals and to defend themselves against intruders, working with the Home Office, Attorney General's Office and relevant enforcement authorities		
i. Develop legislative and non-legislative options, working with other government departments and relevant enforcement authorities	Started	Nov 2010
ii. Finalise package of measures and agree way forward across departments	Nov 2010	Dec 2010
4.7 Develop options for the use of intelligence and sensitive material in judicial proceedings, contributing to a Cabinet Office Green Paper, to ensure that arrangements best serve the interests of justice and national security	Started	Jul 2011

MILESTONES		
I. Proposals to provide people with greater protection to prevent crime, apprehend criminals and to defend themselves against intruders published		Jan 2011
J. Cabinet Office Green Paper, including use of intelligence and sensitivity material in judicial proceedings, published		Jul 2011

D) Departmental expenditure

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

We have included a table to show the Department's planned expenditure over the Spending Review period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

Table of spending for 2011/12 to 2014/15

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

£bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	8.9	8.6	8.0	7.6	7.3
<i>Administration spending⁴</i>	0.7	0.7	0.6	0.6	0.5
<i>Programme spending⁴</i>	7.6	7.5	7.1	6.8	6.5
<i>Capital spending</i>	0.6	0.4	0.3	0.3	0.3
<i>Spend on voluntary and community sector (%)⁵</i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)⁵</i>	Data to be confirmed				

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

2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

5. To be confirmed at the end of each financial year

Common areas of spend

The indicators below will help the public to judge whether the Department is being run efficiently, and can be compared across departments.

Indicators
Overall:
Cost of operating the Department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
On 3rd party spend:
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section will set out the information that will enable users of public services to choose between providers, and taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. By publishing a wide range of indicators, we will enable the public to make up their own minds about how departments are performing. We will use transparency to facilitate the choice and democratic accountability which will replace top-down targets and micromanagement.

All the data in this section will be made available free of charge, and we will regularly review whether our published data meets the needs of the public.

This section is published in draft until April 2011 to allow for further consultation.

Information Strategy (p.1 of 2)

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

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

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

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

Information Strategy (p.2 of 2)

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

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

In addition, the Ministry of Justice will release for the first time:

- All MOJ spending and contracts over £25,000
- Re-offending rates by individual prison on 4 November
- Data on the number of new and repealed criminal offences
- Adult first-time entrants to the Criminal Justice System
- Data on number of publicly funded mediations and conversion rates in family cases
- Cost information on courts and offender management

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

Input indicators

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

The Department will adopt the following input indicators:

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
Cost of delivering an effective Court system: – Staff cost per sitting day in the Crown Court – Staff cost per sitting day in the Magistrates Court – Staff cost per sitting day in the Civil Court	2011	Annually	By court by region and nationally for civil courts
Average cost per case of legal aid accounting	2011	Annually	By case type
Cost of residential services per prisoner	Expected to be 2011/12	Annually	By prison
Cost of providing support relating to court orders	Expected to be 2011/12	Annually	By probation trust area
Cost to probation trusts court orders and licences	Expected to be 2011/12	Annually	By region

Impact Indicators

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

Impact indicator	When will publication start?	How often will it be published?	How will this be broken down?
Adult and juvenile reoffending – percentage of adult and juvenile offenders re-offending and frequency of reoffending per 100 offenders	Ongoing publication	Quarterly from 2011	By local authority
Reoffending – percentage of adults released from custody re-offending and frequency of re-offending per 100 offenders	Ongoing publication	Annually from 2011	By prison
Number of juvenile first time entrants to the justice system: 10–17 year olds receiving a reprimand, final warning or conviction	Ongoing publication	Quarterly	By region
Court and Tribunal timeliness in hearing cases and related processes – Criminal Court – Civil Proceedings – Care Proceedings – Tribunals	Ongoing publication (care proc. timelines from Dec 2010)	Quarterly	By region
Proxy measure for proportion of civil disputes resolved outside of court	Ongoing publication	Quarterly	By region
Number of new criminal offences	2011	Annually	Nationally

Other data (p.1 of 2)

We will publish a full range of datasets and our departmental organogram on our website

www.justice.gov.uk/publications/docs/moj-organogram.pdf

www.justice.gov.uk/publications/docs/noms-organogram.pdf

We have highlighted key data, which will be particularly useful to help people to judge the progress of structural reforms, and help people to make informed choices, under three headings:

1. Data which will help people to judge the progress of structural reforms:

- First biannual data released on the number of pilot rehabilitation schemes established and the number of participants, subject to commercial confidentiality and Office for National Statistics guidance
- Foreign prisoners as a proportion of total prison population, by prison
- Number of Neighbourhood Justice Panels and the volume of cases brought to them, by local authority
- Number of people taking mediation assessments for family matters, by local authority
- Timeliness and number of Freedom of Information requests
- Money earned by prisoners and the proportion deducted and paid into the Victims' Fund, at a national level

Other data (p.2 of 2)

2. Data which will help people make informed choices:

- Number of people sentenced and the sentence given, by court

3. Other key data:

- Number of adults and young people in custody, by prison by offence
- Prisoners starting employment, training and being placed in secure accommodation
- Number of offenders supervised, by probation trust by region
- Proportion of court orders completed, by offence
- Fine enforcement, by region
- Prosecutions and convictions data, by offence and court
- Number of offences resolved
- Use of out of court disposals, by type of disposal
- Sentence served compared to sentence given
- Court and tribunals workloads
- Number of people taking up publicly funded family mediation assessments
- Conversion rate from mediation assessment to mediation session in family cases