



Tribunals Service

Business Plan for 2010 - 11

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Business Plan for 2010-11

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Chief Executive's foreword



The Tribunals Service is a key part of the justice system. This, our Business Plan for 2010-11, sets out how we will continue to transform the tribunals system whilst delivering our “business as usual” - ensuring our customers get the justice they need to resolve their disputes.

The plan builds on our achievements in 2009-10, a year in which performance and productivity reached record levels. It sets out how we will:

- tackle the continuing challenge of increased workloads as the effects of the recession continue to feed through;
- make the most effective use of resources so that our capacity is maximised;
- simplify our administrative process, eliminate waste and ensure continuous improvement;
- work with partner departments to improve original decision making and the end to end process for our customers; and
- continue to improve the engagement of the people who work in the Tribunals Service.

There are big challenges here for both the people in the Tribunals Service and the judiciary with whom we work so closely and successfully. I'm proud of what, working together, we have achieved in 2009-10, and I am very grateful for everyone's contribution. I'm sure that 2010-11 will be just as successful, if not more.

A handwritten signature in black ink, appearing to read 'Kevin Sadler'. The signature is fluid and cursive.

Tribunals Service Chief Executive
Kevin Sadler

Introduction

Purpose

The purpose of this document is to set out the Business Objectives and Plan for the Tribunals Service for the period April 2010 – March 2011. It explains what the goals are for this period and how the Tribunals Service will achieve them with the resources available. It is aimed at external stakeholders and users and sets out high level targets for staff in the Tribunals Service this year.

Background

The Tribunals Service provides the administration for most Central Government Tribunals. It supports a two-tier judicial structure within which most tribunals now operate.

Primary Purpose

The primary purposes of the Tribunals Service are to:

- Provide a responsive and efficient tribunals administration;
- Promote and protect the independence of the judiciary;
- Contribute to the improvement of the quality of decision-making across government; and
- Reform the tribunals justice system for the benefit of its customers and the wider public.

Vision

In delivering our primary purposes we aim to be a modern, customer-focused organisation that delivers excellent performance in improving the quality of original decision-making and the resolution of tribunals disputes.

Values

We value:

- Customers – putting our customers first;
- Achievement – valuing our people and their contribution to service delivery;
- Leadership and Teamwork – giving people the freedom and support to succeed;
- Personal Responsibility – doing as we promise and making a difference; and
- Diversity – recognising that we are all different.

Executive Summary

This is our business plan for 2010-11. It contains our business priorities and objectives for the year ahead. It sets out what we are aiming to deliver in 2010-11 within the resources available in order to take forward the implementation of our long-term strategy.

The Tribunals Service is currently facing the challenge of unprecedentedly high levels of cases and our focus this year is to minimise the impact on our customers and provide the best possible levels of performance which available resources will allow. Whilst this must be our priority, we also aim to make further progress on our long term strategy. A key feature of this is our journey towards becoming a Lean organisation.

The Business Plan sets out our Business Priorities on pages 10-15 to show what is important to us in the coming year. Our strategic objectives provide the long-term steer for the Tribunals Service and provide the basis for our Work Programme for this year (pages 16-23). In light of our achievements last year we remain on course to deliver our long-term strategy. For example we:

- achieved the successful implementation of the second phase of the Tribunals, Courts and Enforcement Act 2007, providing us with a unified appeal structure for the majority of our tribunals;
- commenced our piloting of the Caseflow IT system in our Nottingham Employment tribunal office;
- opened a multi-jurisdictional tribunals hearing centre in East London, housing three permanent jurisdictions: Asylum Support, Employment, and Social Security and Child Support; and
- established closer working with Her Majesty's Courts Service, for example relocating hearings to the Manchester Civil Justice Centre.

We recognise that this year will be challenging and there is a risk our increased workloads will mean that resources will be insufficient to achieve our performance targets. So, we are continuously monitoring workloads and working with our business partners and staff to minimise any impact on our customer service levels.

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Delivering the Ministry's strategic objectives

The Tribunals Service is part of the Access to Justice Business Group in the Ministry of Justice (MoJ), which was established to improve the management of resources to deliver improved services for all access to justice users. The group is responsible for the sponsorship of 29 legal and judicial public bodies including the Tribunals Service, Her Majesty's Courts Service, the Legal Services Commission and the Office of the Public Guardian.

The Access to Justice Business Group leads on delivery of the second of the Ministry's four departmental strategic objectives. This is to:

'Deliver fair and simple routes to civil and family justice'

The key aims of this objective are to:

- increase the efficiency and effectiveness of the civil, administrative and family justice systems;
- provide early advice and support to enable disputes to be resolved out of court or tribunal wherever possible; and
- deliver an accessible justice system that provides support where it is needed.

The Tribunals Service supports this departmental objective through delivering its own strategic objectives, as measured by the key performance indicators set out later in this plan.

As an agency of MoJ the Tribunals Service contributes to the Transforming Justice Programme. This is a major MoJ-wide programme to radically change, over the next five years, the way we deliver justice. It will help us look at how we can provide the best service we can for our users and the public, with less money. A key aim is delivering synergies and efficiencies across the justice system to provide better access to justice for all at a lower cost to taxpayers. One aspect of this work is to develop more effective and closer working between its operational agencies.

Transforming Justice will help us take forward the ambitions of our Transforming Tribunals Programme. In particular, we will work with colleagues across MoJ to look at the way we design services around the needs of users by creating more accessible, useful and flexible services. For example, we will build on the success of the first multi-jurisdictional hearing centre and, where appropriate, look to develop further such centres increasingly in co-operation with the civil courts. We will also work to establish a proportionate dispute resolution process within the Tribunals Service.

Our performance targets

Our five overarching strategic objectives are to:

- Deliver effective services within the tribunals.
- Focus on customers and the wider community.
- Make efficient use of available resources and infrastructure.
- Build our capacity to deliver through our people.
- Work effectively with the judiciary and other stakeholders.

Our performance framework for 2010-11 includes three targets that measure the key performance aspects of our business:

- speed of our service;
- customer satisfaction; and
- reducing our operating costs.

Our primary target is to deal with 75% of single, first instance tribunal applications within target time (target times vary across different tribunals - our full set of Primary Performance Indicators is at Annex A).

Second, we will continue to survey customer satisfaction levels on a quarterly basis through our national satisfaction survey, against a stretching target for 2010-11 of 72% of our customers being satisfied with the service they receive. This ambitious target seeks to maintain the highest annual level of customer satisfaction we have so far achieved, despite the continuing, unprecedented, high level of receipts. As well as this, Tribunals Service customer satisfaction will be measured through the five key customer service indicators also set out at Annex A.

Third, we will deliver a real reduction in our net operating costs, adjusted for inflation and workloads. We aim to do this whilst maintaining the quality of decision-making through improvements in processes. Set against a backdrop of increasing workloads, this represents a challenging agenda for the Tribunals Service to deliver.

We also share a joint Public Service Agreement (PSA) target on Migration with the Home Office, who lead on delivery. Details of the PSA are at Annex A.

In particular we will focus our effort on the following key business priorities, each of which will play a central role in achieving our objectives:

- Performance: Deliver best possible performance in the face of unprecedented levels of demand for our services;
- Resources: Use our resources effectively and efficiently, driving up productivity and driving down overhead costs;
- Improvement: Continue our journey towards becoming a Lean organisation;
- Decision Making: Work in partnership with others to improve the quality of original decision making and reviewing the end-to-end processes from a customer perspective; and
- Engagement: Engage honestly with our people, building commitment and capability through listening and acting upon what they say.

Each of these key themes is now set out in further detail within the next chapter, and the work programme associated with them is given on pages 16-23 of this plan, summarised under our five strategic objectives.

Performance: Delivering best possible performance

Our primary focus for 2010-11 will be to respond effectively to the high volumes of appeals and claims we will receive. When cases are registered with the Tribunals Service they count as a 'receipt' and when judgement is issued or the case otherwise concluded they are considered 'disposed'. The Tribunals Service has experienced unprecedented levels of receipts as the impact of the recession has been felt in appeals and Employment tribunal claims. In the first three quarters of the 2009-10 business year we received 26% more cases than in the same nine months during 2008-09. Across our main jurisdictions:

- in the Social Security and Child Support (SSCS) jurisdiction of the Social Entitlement Chamber, receipts during the first three quarters of the 2009-10 business year were 30% higher than the preceding year. Appeals against Employment Support Allowance and Incapacity Benefit decisions were 39% higher than those received during the full 2008-09 business year. Estimates from the Department for Work and Pensions for 2010-11 show that these levels are likely to be maintained;
- in the Employment tribunal, 'single' claims were 20% higher whilst 'multiple' claims more than doubled compared with the first three quarters of the preceding year. Estimates from the Department for Business, Innovation and Skills suggest that the effects of the recession will start to subside, with claims down on 2009-10, but we still anticipate the number to be very high in 2010-11; and
- whilst overall receipts within the Immigration and Asylum jurisdiction have not risen, volumes of 'in-country' (Asylum and Managed Migration) cases, which are the most costly to resolve, were significantly higher than anticipated in 2009-10. Estimates for 2010-11 are yet to be made by the United Kingdom Border Agency (UKBA), but we have no reason to expect these cases to reduce.

The Tribunals Service has responded well to these demands and we disposed of 14% more cases between April and December 2009 than we did during the same period in 2008. Our forecast for receipts shows that work levels are likely to remain high in 2010-11 (see Annex B). Whilst we must avoid burdening ourselves with irreversible resource commitments as economic conditions improve, the effects of the recession on the Tribunals Service show that receipts will continue to be significant during 2010-11. We must therefore continue our programme to maximise our capacity to handle these cases. These measures, which divert every available resource to front-line operations, include:

- increasing judicial capacity through recruitment, flexible deployment, and pilots to hold hearings outside "normal" hours;

- maximising administrative capacity through the use of short-term clerk contracts, and more flexible deployment of ushers to free-up experienced caseworkers' time;
- optimising estates capacity through ensuring we use our hearing centres to the maximum, and through the pilots to hold hearings outside of traditional times;
- encouraging and supporting other Departments to both improve initial decision-making, and manage workloads more effectively in order to reduce demands on the Tribunals Service; and
- working on simplifying our part of the system through our Lean programme, considering policy changes, and developing yet more focused end-to-end performance targets which measure the whole of our customers' 'journey' across other Government Departments.

Resources: Making efficient and effective use of our resources

Given the challenging workloads the Tribunals Service expects to face, the efficient and effective use of resources will be a key challenge during the year. We will address this through the initiatives outlined below. These ensure the maximum proportion of the funding available to the Tribunals Service is directed to front-line activities.

The Performance and Efficiency Programme (PEP) established in 2008 required the Tribunals Service to deliver a total of £8.2m savings during 2009-10 rising to £12.4m in 2010-11. Whilst challenging, we are confident that the additional efficiencies required will be made through a combination of streamlined operational processes and reduced procurement costs as a result of working closely with MoJ procurement teams.

On our estate, we will continue to take advantage of opportunities both to rationalise and, given the current market conditions, negotiate revised lease costs on those locations where we are clear there will be an ongoing need. In addition we will ensure the Tribunals Service is fully involved in MoJ-wide initiatives to maximise estate efficiencies. In particular, in conjunction with our colleagues within the Access to Justice Business Group and the wider MoJ, we will continue to look for opportunities to share specialist resources thus minimising our overheads.

Finally, in line with government policy, we will continue the roll-out of the Environmental Management System across the Tribunals Service estate. In addition to moving towards meeting our environmental commitment, this will provide the tools and motivation to further reduce our fuel and utility consumption.

Improvement: Developing into a Lean organisation

The Tribunals Service faces tight financial constraints over the coming years and the key challenge is to deliver efficiency savings whilst maintaining and improving performance and productivity levels across the business. The Tribunals Service has embraced Lean as a long-term strategy and is committed to becoming a Lean organisation. Lean is a business improvement tool that we have chosen to help us improve our customer satisfaction by improving the way our business operates.

Working with our judicial partners and other Government Departments we will seek to transform our services by eliminating waste and embedding a continuous improvement culture. We will redesign processes, which put customers at the heart of service delivery.

Lean helps us to reshape processes to better live within our means and helps to reduce pressure on staff, enabling them to identify improvements in the way that they work and to maintain and improve performance levels. It is one way in which we are contributing to the MoJ Performance and Efficiency Programme (PEP). Through Lean we are encouraging our staff to question and challenge their current way of working to help remove wasteful or duplicated processes in order to do things better.

In this second year of our Lean journey we will build upon the events held last year, which involved many of our people. Standard Operating Models (SOMs) and Standard Operating Procedures (SOPs) have been developed and tested through these events and have helped us to identify many ways in which we can improve the way we do things and bring consistency to the operating processes across the tribunals' different jurisdictions. This year we will roll out these developments to all Employment tribunals, to the First-tier Tribunal (Social Security and Child Support jurisdiction), to the Mental Health jurisdiction of the First-tier Tribunal (Health, Education and Social Care Chamber) and to the Immigration and Asylum jurisdiction.

We have already increased the number of trained Lean Change Agents from 14 to 20 and this year they will become embedded into area teams to focus on:

- delivering improvement events;
- sustaining improvements; and
- building capability of managers and staff to use Lean in everyday work.

Decision Making: Working with partners

A key part of our Business Plan this year is to build on work in 2009-10 reaching beyond the processes and procedures which are the direct responsibility of the Tribunals Service and seek improvements to the end-to-end process of resolving disputes between the citizen and the decision-making agencies whose decisions are appealed.

Our aim is to improve the service provided to customers of those agencies by, for example:

- getting the decision right first time;
- explaining its decisions clearly to its customers;
- delivering easy and speedy reconsideration of decisions where circumstances change or new information becomes available;
- making quick reconsideration of decisions where customers are unhappy;
- ensuring that only decisions which it is important to defend and which are likely to be upheld by a tribunal come before a tribunal; and
- being able to respond to appeals to a tribunal quickly, defend properly and assist the tribunal in reaching a fair decision within reasonable timescales.

Although these principles are applicable across all jurisdictions, the tribunals in the social security and immigration and asylum fields create the most work for us. Work will therefore concentrate on the decisions of the Department for Work and Pensions (DWP) agencies and UKBA in the first instance.

In the next twelve months we will work with these two agencies to review our business processes so that we can eliminate waste and work more effectively together, to deliver the best possible service to customers by ensuring that appeals are resolved at the earliest possible time in the end-to-end process. We are already working proactively with our colleagues in UKBA as the following example shows.

A group of Senior Managers has been established between the two agencies and an “Interface Improvement” plan has been jointly developed, which focuses primarily on developing better communication systems with High Commission posts and improved decision making.

The Tribunals Service currently has a Change Manager working in partnership with two overseas posts. She is working with front line staff to develop and test new procedural systems designed to improve the efficiency and speed of information exchange between the two agencies.

She is also conducting an historical survey of appeals in conjunction with UKBA staff. The information from this survey will help both agencies better understand why appeals are won and lost, and assess what measures can be taken to incorporate those lessons into UKBA’s future decision making.

We are working with the Tribunals Procedure Committee to see whether changes are needed to the existing procedural rules to set time limits for responses to appeals by other Government Departments. We are already working with DWP and Her Majesty’s Revenue and Customs (HMRC) to consider their appeals. We are also working with the Administrative Justice and Tribunals Council (AJTC) to help make administrative justice and tribunals increasingly fair, accessible and efficient.

Proportionate Dispute Resolution

The Tribunals Service is committed to establishing processes that assist our customers to resolve their disputes as early as possible and, where practicable, without recourse to a tribunal. The steps outlined above are part of this. In addition, we will review the availability of Proportionate Dispute Resolution routes for customers before reaching a tribunal and the proportionality of the service they receive from the Tribunals Service to the issues in dispute.

Engagement: Investing in our people

Moj Staff Engagement Survey

The Tribunals Service continues in its commitment to engage staff by canvassing and acting on their opinions. 2,641 people took part in the Tribunals Service Staff Engagement Survey. The response rate of 79% was a major increase on the 55% achieved the previous year.

A deliberate decision was made to structure the survey so that results would be available at a local level. This will mean discussions and improvement planning can take place in offices and managers can tackle issues that matter most to local people. Results have been made available on the Tribunals Service intranet enabling all staff to see the actions taken in response to the survey.

Over the coming year we will be asking managers to build on the achievements from last year's survey by incorporating new actions from this year's much wider survey.

The Tribunals Service Leadership Programme

The Tribunals Service has invested a significant amount of money to help develop leaders to ensure they are fully equipped to deliver. The Tribunals Service Leadership Programme has been running throughout 2009, and will continue into 2010. It is compulsory for all staff at Band C and above.

The following pages set out our detailed work programme for the year ahead. The initiatives in this work programme are presented under each of our five Strategic Objectives, as outlined in the Executive Summary of this plan.

Strategic Objective One: Delivering effective services within the tribunals

The Tribunals Service continues its reform agenda, as part of its modernisation programme. This year will see us extend pilot arrangements for holding hearings outside of established hours, establish the Pathfinder ASC Beacon Office, roll-out a new case management system (Caseflow) and focus Lean principles to identify areas of our administration able to process multi-jurisdictional appeals.

Objectives	Quarter ¹
<p>Increase Operational Capacity</p> <p>We will mobilise to the maximum possible extent all of our available resources so that we deal effectively with the cases we receive. We will evaluate and, if appropriate, extend our pilot arrangements for holding hearings outside of established hours, seek to increase our judiciary, and introduce arrangements whereby resources - both administrative and judicial - are deployed flexibly where they are most needed.</p>	Q1-Q4
<p>Administrative Support Centre (ASC)</p> <p>We will complete the final stage of the Pathfinder ASC Implementation, with the transfer of the Employment tribunal processing work from the Midlands area. We will establish the Pathfinder ASC as the Tribunals Service Beacon Office embedding our Lean Continuous Improvement Strategy into all activities alongside developing our Leadership Programme for all managers.</p>	Q2-Q4
<p>Transforming Justice Programme</p> <p>We will work with colleagues across the Access to Justice Business Group to progress the Transforming Justice Programme through our work on Diversion, the Operating Model, Customer Contact project and building upon ASC capacity where opportunities arise.</p>	Q1-Q4
<p>Lean</p> <p>We will develop and roll-out standard operating models with standard operating procedures for all Employment tribunals, Social Security and Child Support, Mental Health tribunals and the Immigration and Asylum jurisdiction where improvements are identified.</p>	Q1-Q4
<p>Caseflow Project (roll-out)</p> <p>We will roll-out a new case management system in all Employment tribunals. This will facilitate automatic transfers between Acas and the Employment tribunals. It will also enable flexible deployment of both judicial and administrative work.</p>	Q1-Q4
<p>TCE Act Implementation</p> <p>We will continue to work with UKBA to implement the provisions of section 53 of the Borders, Citizenship and Immigration Act 2009.</p>	Q4

<p>Plans for extending the Tribunals Service ‘family’</p> <p>We will work to obtain the agreement of the Department of Communities and Local Government on the timing and activities required to transfer the administration of Residential Property Tribunals Service and begin to consider the possible establishment of a First-tier Tribunal Lands Chamber. We will work with other Government Departments and agencies to identify and agree Central Government and Local Government sponsored tribunals for transfer to the Tribunals Service. We will work with our partners to plan and establish new jurisdictions to be administered by the Tribunals Service that arise as a result of new legislation.</p>	Q1-Q4
<p>Hearing Centres</p> <p>We have opened our first multi-jurisdictional hearing centre, and in 2010-11 we will evaluate the benefits, financial and otherwise which the new hearing centre has delivered.</p>	Q3-Q4
<p>Data Security</p> <p>The Tribunals Service will ensure that Cabinet Office and Access to Justice Business Group requirements on data handling and information security are rigorously applied across the business.</p>	Q1-Q4
<p>Corporate Governance</p> <p>We will continue our work to embed and develop a robust corporate governance framework, which has the flexibility to adapt to organisational change but does not place a disproportionate administrative burden on operational staff.</p>	Q1-Q4

¹. The quarter indicates the time period by which the initiative will be delivered, e.g. Q1 means completion by the end of June 2010, whilst Q1-Q4 indicates that there are staged delivery points spanning each of the four quarters.

Strategic Objective Two: Focusing on customers and the wider community

Our customers are at the heart of the Tribunals Service. This year we will work with our partner agencies and the judiciary to ensure that our end-to-end processes are joined up, efficient, and deliver consistent standards of service.

Objectives	Quarter
<p>Review of Key Performance Indicators</p> <p>We will complete our fundamental review of the targets we use to measure our performance, working with other Government Departments to put the overall customer experience first, so that target times for future years measure the genuine 'end-to-end' process for using a tribunal service.</p>	Q3
<p>Customer satisfaction</p> <p>We will continue to learn from our quarterly national satisfaction survey using its findings to refine our Customer Satisfaction Delivery plans, and to improve the products our customers receive from us, and their ease of access to them (our target is explained on page 9).</p>	Q1-Q4
<p>Equality and Diversity</p> <p>We will appoint a Diversity Champion from our Executive Team to lead our expanded Steering Group focusing this year particularly upon improving our knowledge of our customers' diversity.</p>	Q1
<p>Sustainable Development</p> <p>We will roll out the Environmental Management System to a further 30-35 sites within the organisation, with the aim of applying for accreditation for those sites by the year-end. Final accreditation to the ISO14001 standard is expected by the end of the year.</p>	Q3
<p>Decision Making</p> <p>We plan to hold a series of Value Stream Mapping events with agencies of the Department for Work and Pensions and also Her Majesty's Revenue and Customs. These events will help us review our business processes so that we can eliminate waste, and work more effectively together, in order to deliver the best possible service to customers by ensuring that appeals are resolved at the earliest possible time in the end-to-end process.</p>	Q1-Q4
<p>Proportionate Dispute Resolution</p> <p>We will review the availability of proportionate dispute resolution routes for customers before reaching a tribunal and the proportionality of the service they receive from the Tribunals Service in respect of disputes which do.</p>	Q1-Q4

Strategic Objective Three: Making efficient use of available resources and infrastructure

The Tribunals Service is committed to the delivery of an efficient, cost effective and streamlined service. This financial year will see us continuing to drive greater efficiency improvements through more integrated and streamlined working with Her Majesty's Courts Service and within our own operations.

Objectives	Quarter
<p>Lean (eliminate waste and duplication)</p> <p>To identify and remove waste and inefficiency in processes to increase capacity of our people to handle more work.</p>	Q1-Q4
<p>Reducing Operating Costs</p> <p>We will continue to make reductions in the real operating cost of the Tribunals Service by delivering overall savings of £16.7m during the year.</p>	Q1-Q4
<p>Estates Rationalisation</p> <p>We will work with our colleagues within both the Access to Justice Business Group and the wider MoJ to ensure Tribunals Service both plays a full part in rationalisation initiatives and takes advantage of any opportunities that arise to deliver a more effective use of the joint estate. Specifically, we will look to consider the opportunities presented by lease break/expiry events that arise during the year within our Birmingham, Leicester, Newcastle and Sheffield estate.</p>	Q1-Q4
<p>Shared Services</p> <p>We will work with our colleagues within both the Access to Justice Business Group and the wider MoJ to ensure Tribunals Service plays a full part in initiatives to realise efficiencies in back office support functions.</p>	Q1-Q4
<p>IT Strategy</p> <p>In line with Access to Justice IT Strategy, we will take steps to use IT to build a lower cost operating model while transforming our services for users. We will commence work on consolidating our IT business applications, moving the first jurisdiction (Special Educational Needs and Disability) onto an established case management system in August 2010, followed by a further chamber by March 2011. We will take steps to improve the quality and performance of the IT we provide in our more remote hearing centres, making recommendations highlighting where improved IT can aid in introducing more efficient business processes. Our work will include:</p> <ul style="list-style-type: none"> • Bulk Printing - we will act on the recommendations of a report provided by our IT suppliers and introduce a remote bulk printing capability into the jurisdictions of Immigration and Asylum and Social Security and Child Support in the First-tier Tribunal. • Telephones - we will commence work to consolidate our telephony services, reducing costs and preparing us to move to a position where we can use Departmental IT networks to deliver our telephony services for us. • Scanning - we will introduce and evaluate the use of scanning, linked to our core case management system in one geographical area of the SSCS jurisdiction and make recommendations as to the future use of this technology across the rest of the TS estate. 	<p>Q1</p> <p>Q3</p> <p>Q1-Q4</p>

<p>Typing Services</p> <p>We will explore more efficient ways of providing typing services.</p>	Q1 and Q4
<p>Digital recording</p> <p>We will act on the recommendations of the pilot we undertook in 2009-10, rolling out Digital Audio Recording where there is a business case for doing so.</p>	Q4
<p>Data warehouse</p> <p>We will improve the quality of evidence-based decision-making by introducing a management information warehouse approach. This will mean that records from all tribunals will be available in one single place and on a consistent basis, enabling data analysis to be performed more flexibly and more efficiently.</p>	Q1-Q2
<p>Fees</p> <p>Following the consultation on increased fees for the Upper Tribunal (Lands Chamber) and the analysis of responses we will work to implement new fee rates in October 2010. We will work with stakeholders to identify and make proposals for Ministerial agreement on tribunal jurisdictions where new fees may be introduced and the rates to be applied.</p> <p>We will continue to look at opportunities for increasing the income available to the Tribunals Service.</p>	Q1-Q4

Strategic Objective Four: Building our capacity to deliver through our people

The Tribunals Service will ensure that its front line, operational and corporate staff have the necessary capabilities and skills to deliver an excellent service to its customers. To achieve this, we will develop interventions for our priority areas (identified in our Learning Needs Analysis), deliver a new, modern and future-proofed business skills service, and continue to develop the Leadership skills of all managers ensuring the pathway is seamless and connects with the change and Lean agendas.

Objectives	Quarter
<p>Learning and Development for Lean</p> <p>We will design and introduce learning and development interventions to support the delivery of Lean throughout Tribunals Service.</p>	Q2
<p>Leadership Development</p> <p>We will complete the delivery of the Tribunals Service leadership programme for our Band C staff and above, followed by leadership forums to consolidate learning, and the new appreciative leadership programme for those who wish to continue their leadership journey further. A new Band D development programme will be introduced and deployed as resources permit.</p>	Q2-Q4
<p>Government Skills Target</p> <p>We will maintain our commitment to the Government skills target of 95% of Civil Servants having an NVQ L2 or equivalent by 2011. This will include encouraging the continued participation of our staff on apprenticeship programmes.</p>	Q1-Q4

<p>Talent Management Framework</p> <p>We will implement the Talent Management Framework for those managers in our Bands A-C. This will include producing a succession planning model, identification of business critical roles, guidance on the transparent application of the talent matrix and meaningful development plans.</p>	Q1
<p>Equality and Diversity</p> <p>We will review the learning and development needs of our workforce in respect of equality and diversity, including the awareness of our First Line Managers of their own responsibilities, introducing learning where it is required.</p>	Q1-Q4
<p>Customer Service</p> <p>We will help our people understand better how to serve our customers.</p>	Q3
<p>Engagement</p> <p>We will continue to encourage staff engagement through participation in the MoJ Staff Engagement Survey and the 'Results into Action' workshops which will follow. We will ensure that staff are aware that action is being taken as a result of their views by publishing action plans on the intranet and producing 'you said, we did' posters throughout offices.</p>	Q1-Q4
<p>Sick Absence</p> <p>We will seek to achieve an average sick absence of 7.5 days or less per person per annum.</p>	Q4

Strategic Objective Five: Working effectively with the judiciary and other stakeholders

The work of the Tribunals Service is carried out largely through our effective working with the tribunals' judiciary and in partnership with other Government Departments and public authorities. It is fundamental to our work that we uphold the independence of the judiciary from the executive, for the benefit of users and the community. We have developed, and will continue to develop, adaptable institutions to enable us to take forward initiatives together.

Objectives	Quarter
<p>Improving the judicial process</p> <p>We will provide expertise and support to the judiciary in improvements they seek to make using Lean and other methods.</p>	Q1-Q4
<p>Judicial diversity</p> <p>We will work with the Judicial Office and the Judicial Appointments Commission to support agreed initiatives to enhance diversity in the judiciary.</p>	Q1-Q4
<p>Judicial training</p> <p>We will support the Senior President in developing a long-term plan for judicial training, working with the Judicial Studies Board with the aim of providing a unified system of judicial education.</p>	Q1-Q2
<p>Judicial deployment and recruitment</p> <p>We will support the Lord Chancellor and the Senior President in developing a cohesive and standardised system for judicial assignment, deployment and recruitment.</p>	Q1-Q2
<p>Delivering cost savings</p> <p>We will work closely with the judiciary to ensure they have the required information to enable appropriately informed and targeted decisions to achieve these.</p>	Q1-Q4
<p>User Group / Stakeholder Engagement</p> <p>We will pro-actively manage our relationships with user groups and promote our role through active stakeholder engagement.</p>	Q1-Q4
<p>Implementation of Judicial Remuneration Terms and Conditions of Service</p> <p>We will continue to implement the Government's response to the Report of the Senior Salaries Review Body on Tribunals Remuneration 2008 and the new Terms and Conditions for salaried and fee-paid judicial office holders. As part of this work we will pay judges using the new pay structure across the Tribunals Service.</p>	Q3
<p>Non-legal members terms and conditions</p> <p>We will keep under review non-legal members terms and conditions.</p>	Q1-Q4

Co-operative working with other Government Departments

Q1-Q4

We will improve arrangements for joint-working with other Government Departments and agencies and develop joint actions to improve the end-to-end process of resolving disputes for the citizen. This will include developing measures to assist decision-makers in getting decisions right first time, operating effective reconsideration procedures and providing tribunals with timely and apposite responses to appeals. For example we will:

- continue to implement the 'interface improvement plan' we have developed jointly with UKBA to deliver a more efficient appeals process. We will work with UKBA to investigate appeal outcomes and provide effective feedback routes so that the agency can incorporate the lessons learnt from appeals won and lost in its initial decision-making and reconsideration processes;
- continue the programme of joint Value Stream Mapping exercises with DWP agencies and HMRC and implement the actions identified to eliminate waste from the end-to-end dispute resolution process and provide a quicker and more efficient service to the user and the taxpayer; and
- work with the Department for Children, Families and Schools to implement the recommendations of the Lamb Report in the First-tier Tribunal - Special Educational Needs and Disability jurisdiction.

Annex A: Primary Performance and Customer Service Indicators for 2010-11

Primary Performance Indicators

Tribunal Jurisdiction	Performance	Target
Immigration and Asylum	<i>Receipt of appeal in Immigration and Asylum to promulgation by Immigration Judge:</i>	
	Asylum, percentage in 6 weeks	75%
	Managed Migration, percentage within 8 weeks	75%
	Family Visitor Visa, percentage within 25 weeks	75%
	Entry Clearance Officer, percentage within 30 weeks	75%
Employment Appeal	The percentage of appeals listed for a first hearing within 26 weeks of registration	75%
Employment	The percentage of single accepted cases where hearing begins within 26 weeks of receipt	75%
Social Security and Child Support	The percentage of appeals where the final outcome is promulgated within 16 weeks of the receipt at SSCS	75%
Adjudicator to HM Land Registry	The percentage of cases disposed of within 70 weeks of receipt	75%
Asylum Support	The percentage of cases to be determined within 12 working days of receipt (statutory target)	100%
Care Standards	The percentage of cases to be determined within 40 weeks of receipt	75%
Charities	The percentage of cases to be disposed of within 30 weeks of receipt	75%
Claims Management	The percentage of cases to be disposed of within 50 weeks of receipt	75%
Consumer Credit Appeals	The percentage of cases to be disposed of within 25 weeks of receipt	75%
Criminal Injuries Compensation	The percentage of cases resolved within 6 months of receipt	75%
Estate Agents Appeals Panel	The percentage of cases to be disposed of within 27 weeks	75%
Financial Services and Markets	The percentage of cases disposed of within 50 weeks of receipt	75%
Gambling Appeals	The percentage of cases disposed of within 30 weeks of receipt	75%
Gender Recognition Panel	The percentage of cases disposed of within 20 weeks of receipt	75%
Immigration Services	The percentage of applications disposed of within 30 weeks of receipt	75%
Information Rights	The percentage of cases disposed of within 30 weeks of receipt	75%
Lands	The percentage of cases disposed of within 50 weeks of registration. (This target may be subject to amendment prior to commencement of the 2010-11 business year.)	75%

Tribunal	Performance	Target
Mental Health	The percentage of Section 2 cases listed for first hearing within 7 days of receipt (statutory target)	100%
	The percentage of non-restricted cases disposed of within 9 weeks of receipt	75%
	The percentage of Restricted Patient cases disposed of within 17 weeks of receipt	75%
War Pensions and Armed Forces Compensation	The percentage of cases disposed of within 20 weeks of receipt	75%
Pension Regulator	The percentage of cases disposed of within 50 weeks of receipt	75%
Special Educational Needs and Disability	The percentage of applications where notification of the written decision is sent to the applicant within 22 weeks of receipt	75%
Tax	The percentage of standard/complex cases disposed of in 70 weeks	75%
	The percentage of paper cases disposed of in 20 weeks	75%
	The percentage of basic cases disposed of in 20 weeks	75%
The (former) Commissioner's Office	The percentage of appeals disposed of within 20 weeks of receipt (A second target may be added prior to commencement of the 2010-11 business year.)	75%
Transport	The percentage of applications disposed of within 16 weeks	75%

Public Service Agreement (PSA) target

The Tribunals Service shares a joint PSA, on Migration, with the Home Office. We contribute to this PSA by continuing to focus on the speedy conclusion of asylum appeals, in line with our primary performance indicators. The Home Office objective is to:

fast-track asylum decisions, remove those whose claims fail and integrate those that need our protection.

The PSA target is, by the end of 2011, grant or remove 90% of new asylum claimants within six months. The Tribunals Service will work effectively with UKBA to ensure that the target is met.

Customer Service Indicators

Area	Indicator	Target
Replying to correspondence	Reply to all correspondence within 10 working days of receipt	95%
Complaints and claims for compensation	Reply to administrative complaints, including claims for compensation within 10 working days of receipt	90%
Letters to MPs	Reply to Ministerial correspondence within the timetable set by the Ministerial Correspondence Unit	95%
Written requests under the Freedom Of Information Act 2000 and written subject access requests under the Data Protection Act 1998	Deal with Freedom Of Information within 20 working days	92%
	Deal with Data Protection Act within 40 calendar days	80%
Answering the telephone	Answer telephone calls within six rings	95%

Annex B: Forecasted receipts for jurisdictions with over 1,000 cases per annum (rounded)

Jurisdiction	2008-09 outturn	2009-10 forecast ¹	2010-11 forecast
Tribunals Service (all tribunals)	630,500	769,200	723,500
Social Security and Child Support	242,800	327,200	317,200
Employment ²	150,900	224,400 ⁷	182,700 ⁸
Immigration and Asylum ^{3,4}	186,900	157,300	156,900
Mental Health	23,000	25,200	27,300
Tax ⁵	5,800	12,200	13,600
Criminal Injuries Compensation	2,500	3,800	4,300
Upper Tribunal (Administrative Appeals Chamber) ⁶	4,800	4,600	5,000
Special Educational Needs and Disability	3,100	3,400	3,600
War Pensions and Armed Forces	2,500	2,700	2,500
Asylum Support ⁴	2,000	2,600	4,900
Employment Appeal ²	1,800	1,900	1,800
Adjudicator to the Land Registry	1,800	1,500	1,600

1. Forecast is the sum of actual to date and profile for the months ahead

2. Employment and Employment Appeal data can include multiple cases

3. The profile and actual receipts for Immigration and Asylum are for the Immigration Judge stage only

4. Immigration and Asylum and Asylum Support are provisional internal profiles based on historical data, subject to further revision upon receipt of UKBA forecasts for 2010-11

5. Tax is the First-tier Tax Chamber only

6. Upper Tribunal (Administrative Appeals Chamber) is provisional and subject to change

7. Original BIS forecast for Employment for 2010 is 199,556. The forecast listed is based on Actuals up to Dec 09 and monthly profile up to Mar 10.

8. Original BIS forecast for Employment is 168,500. The forecast listed is calculated on the basis of 1.66 jurisdictions per claim.

Annex C: Budget

	£M 2009-10 ¹	£M 2010-11 ²
Business as Usual	330.8	333.1
Change Programme	7.6	6.4
Non-cash costs	5.1	3.0
less: Income	(49.6)	(97.63)
Net Resource Expenditure	293.9	244.9
Capital Expenditure	19.0	12.2
TOTAL	312.9	257.1

¹ The final delegated funding for the Tribunals Service for 2009-10.

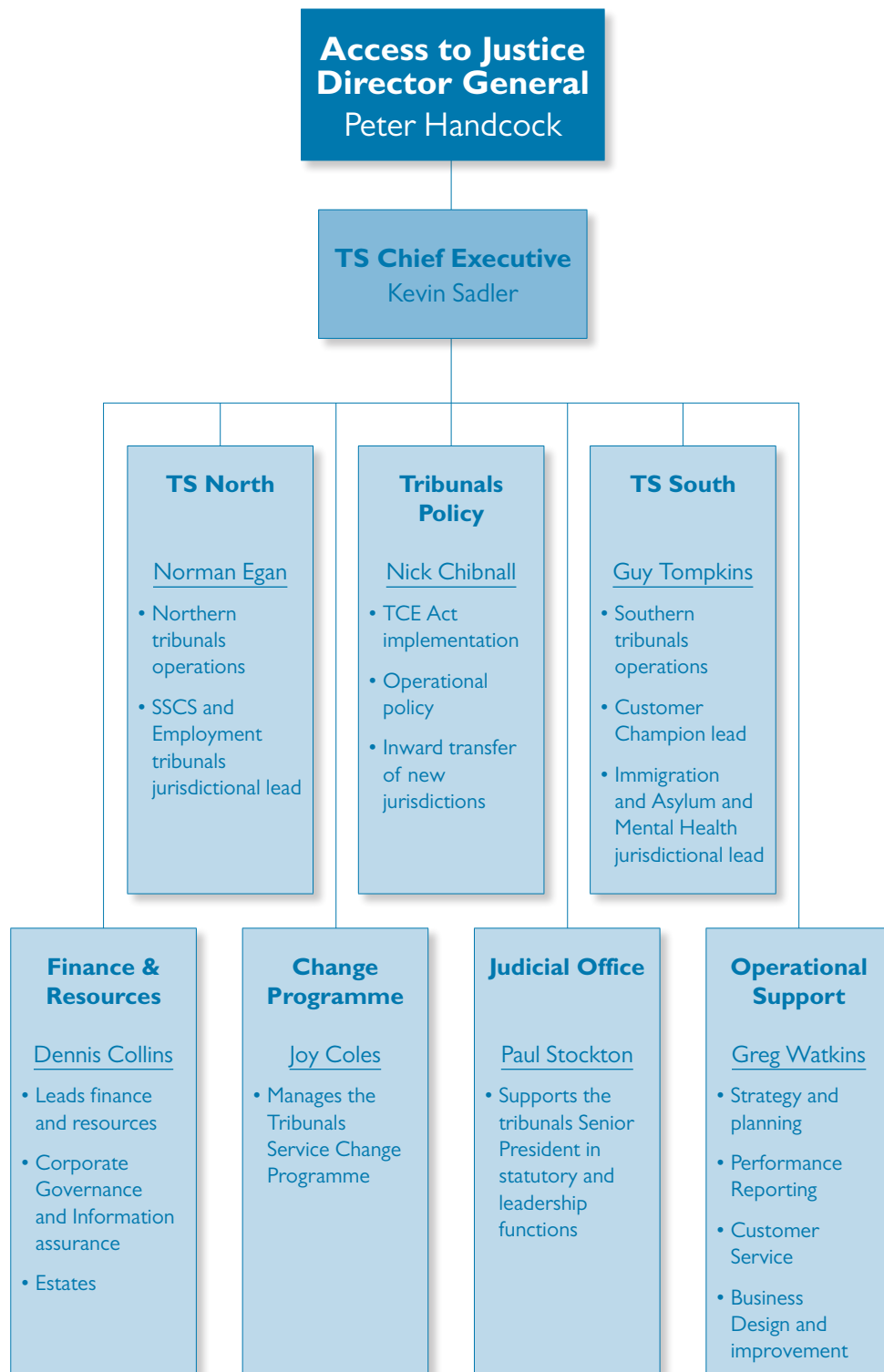
² The projected funding available to the Tribunals Service for 2010-11 subject to confirmation of contributions from Other Government Departments.

Annex D: Tribunals Service Locations



The map shows Tribunals Service permanent venues, however hearings also take place in Her Majesty's Court Service venues (England & Wales) and daily hire venues.

Annex E: Organisational Chart



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