

Ministry of  
**JUSTICE**

# **DIGITAL STRATEGY**

December 2012

# CONTENTS

1. Foreword

2. Executive summary

3. Vision

4. Scope

5. An overview of our users

6. Themes and actions

7. Glossary

**Annex 1:** Ministry of Justice Roadmap

**Annex 2:** An overview of potential users of justice services

# 1. FOREWORD

## FOREWORD FROM THE LORD CHANCELLOR AND SECRETARY OF STATE FOR JUSTICE

My vision for justice reform involves being much smarter in the way we run our public services.

We can deliver better rehabilitation of offenders to stop them reoffending, a smarter system for detaining and educating teenage offenders, a cheaper and more effective prison system, a legal aid system that commands public confidence and a criminal justice and court system that works effectively and puts victims first.

Digital by default can help us achieve this vision.

It will transform the services we provide, the way we work and the systems and processes that underpin these priorities.

It enables us to design services around the needs of users to support better outcomes, whether that means tools to help rehabilitate offenders, providing victims with more information about their case, or allowing individuals to file claims more easily.

It allows us to deliver solutions at pace that are simpler, easier to use and better value for users and the government. Delivering digital services that people prefer to use allows us to dedicate alternatives like phone helplines to those who really need them, while reducing demand on these higher-cost channels.

We have already made some good progress in designing digital services, for example with information about the justice system on GOV.UK, digitising applications for Lasting Powers of Attorney, the introduction of digital working in the criminal justice system, and moving civil legal aid applications online. We have also made data on the justice system available and accessible so the public can see how it is performing.

However, we can do a lot more to exploit digital technology to provide better services.

In future we will look to work with a wider range of technology suppliers who can deliver more efficient and flexible solutions, use common platforms with other departments to avoid duplication of services, improve our user insight and performance management to deliver services that people prefer to use, and use digital to work more effectively with the private and voluntary sectors.

The increased capability of our staff to understand the potential of digital will also lead to new policy options, with the user and digital delivery in mind at the outset.

In recent years, almost every major private company has found new and more cost-effective ways of doing things, and delivered better services as a result.

We are now doing this in the public sector, and digital will be at the heart of achieving a transformed justice system that is more effective, less costly and more responsive for our users.



**Rt Hon Chris Grayling MP**

20 December 2012

# 2. EXECUTIVE SUMMARY

The Civil Service Reform Plan<sup>1</sup>, Government Digital Strategy<sup>2</sup> and Digital Efficiency Report<sup>3</sup> have already made the case for digital by default, estimating savings of £1.8 billion per year and setting out 14 actions to realise, notably:

- more efficient and convenient services for users
- decreased demand for higher cost channels

Our strategy sets out how the Ministry of Justice will become 'digital by default'.

By **digital by default**, we mean digital services that are so straightforward and convenient that all those who can use them will choose to do so, while those who can't are not excluded.

By **digital** we mean internet-enabled: such as desktop, laptop, tablet, mobile or digital devices not yet invented. We also include video and non-networked digital devices such as kiosks.

This means wherever possible our services, including information and transactions, will be delivered through digital channels, rather than face-to-face, phone or post.

It will involve changing the way we work, and transforming our processes and practices.

Most importantly, digital services will be designed around the needs of our users, whether public, practitioners, staff, partner organisations or stakeholders.

Those who may struggle to access or use these services by themselves will be given support so they're not excluded by these changes.

Digital transformation will help us design and deliver services that are more effective, less costly and more responsive for our users.

It will also contribute to more consistent and co-ordinated services across government.

**We will take 20 actions, grouped under four overarching themes:**

## TRANSFORMING OUR SERVICES

*Delivering services that meet user needs, through:*

1. Delivering four exemplar digital services by March 2015: prisoner visits booking; civil claims (money and possession claims); fee payment (starting with employment tribunal fees); and digital transformation of the Office of the Public Guardian (starting with applications for Lasting Power of Attorney).
2. Digitally redesigning all other services, prioritising those handling over 100,000 transactions per year, to meet the new digital by default service standard.
3. Establishing service managers to oversee the design, delivery and ongoing management of each service.
4. Completing the transition to GOV.UK for all our services<sup>4</sup>.
5. Applying user insight and responding swiftly to continuously improve our services.

<sup>1</sup> Cabinet Office, 'Government Digital Strategy', November 2012, <http://publications.cabinetoffice.gov.uk/digital/strategy/>

<sup>2</sup> Cabinet Office, 'Digital Efficiency Report', November 2012, <http://publications.cabinetoffice.gov.uk/digital/efficiency/>

<sup>3</sup> Cabinet Office, 'Digital Efficiency Report', November 2012, <http://publications.cabinetoffice.gov.uk/digital/efficiency/>

<sup>4</sup> Except the information-based services of those organisations whose websites received an exemption from GOV.UK

## TRANSFORMING THE WAY WE WORK

*Using digital to improve our working practices, creating a digital organisation through:*

6. Bringing digital skills in-house to establish our Digital Services Division by April 2013 and making stronger links with specialists outside government.
7. Extending digital leadership and capability at Director and Deputy Director levels and establishing a network of digital champions at Band A during 2013.
8. Making full use of digital to become more transparent, make data more accessible and improve performance, accountability and services.
9. Supporting flexible working through more effective use of digital technology.
10. Adopting 'agile' development to design, deliver and continuously improve digital services at pace.
11. Enabling ICT, Information Assurance and Procurement to adopt a more flexible way of working that supports digital transformation.

## BREAKING BARRIERS TO DIGITAL TRANSFORMATION

*Increasing the pace and ease of digitisation, through:*

12. Accessing a wider range of suppliers, with an emphasis on small and medium enterprises, and running leaner, faster tendering processes.
13. Prioritising use of open source technologies.
14. Taking steps to measure performance and deliver real-time management information.
15. Identifying and removing legislative barriers to digitising services.
16. Identifying, developing and using common components and services.

## TRANSFORMING HOW WE ENGAGE

*Improving collaboration and helping people use our services, through:*

17. Connecting staff, users and partner organisations with each other and the information and tools they need to deliver digital solutions.
18. Opening up policy-making and engagement by increasing access to and effective use of social media.
19. Driving awareness and encouraging channel shift through more consistent and sustained communication, and collaborating with partners and stakeholders.
20. Providing other ways for people to access digital services if they are not able to do so independently.

This strategy supports the five priorities within our Transforming Justice programme and provides a framework for service transformation during the remainder of this spending review and the lifetime of the next review.

It will be updated annually alongside our business plan and the digital roadmap developed with our business – including executive agencies, major public bodies and the judiciary – to assess current and planned digital services across the justice system.

To lead the implementation of the strategy and champion digital transformation we have appointed a Digital Leader to our Departmental Board and created a new Digital Services Division as a centre of expertise.

However, everyone across our organisation – not just digital specialists – will have to be involved and committed to these actions to make the strategy a reality and make the Ministry of Justice a digitally capable organisation for the future.

# 3. VISION

Our vision for the Ministry of Justice is to put the user first in designing services that are digital by default.

We will achieve this by:

- Establishing a digital by default approach to all services by 2013.
- Delivering four exemplar digital services by March 2015.
- Making the Ministry of Justice a digitally capable organisation by 2015.
- Digitally redesigning all current services by 2018.
- Digitising every aspect of the justice system possible by 2020.

# 4. SCOPE

The Ministry of Justice is working to reform the justice system through our Transforming Justice programme which focuses on:

- delivering better rehabilitation of offenders to prevent reoffending
- a smarter system of detaining and educating teenage offenders
- a cheaper and more effective prison system
- a legal aid system that commands public confidence
- a criminal justice and court system that works effectively and puts victims first

Digital transformation will support these priorities by:

- delivering better information to allow users to make more informed decisions about when and how to interact with us
- delivering better, less costly services to make it easier, faster and cheaper for people to use the system
- transforming the operational, structural or cultural processes and practices which support our information and service provision.

Our strategy focuses on how we will start to move towards a digital future, but does not provide a detailed review of every information asset, transaction, service, channel or process. We will develop detailed implementation plans to support priority projects in the coming months, and focus on digital transformation of those services where it provides better value for money.

The Ministry of Justice provides some services online, but often only part of the process is digitised. Most of these could be extensively if not fully digitised. This would be better value and provide a much better user experience.

Some of our services are not online at all and still rely on paperwork or call centres, and these could be digitised.

In many cases we would like to see less demand on our services through reduced reoffending or fewer civil and family cases, where disputes could be resolved outside court. In some cases, successful services may well be those which are used less.

And many of our users have a choice about whether they formally engage in the justice system. This makes the interaction between our online information and services of particular importance, to ensure that only those people who need to use the justice system do so.

Redesigning services to respond to user needs is highlighted as the most important part of the Government Digital Strategy, and will be a significant change in approach within our department.

The potential for all of this to improve public confidence in the justice system should not be underestimated.

If we don't focus on the user outcome we're trying to achieve when we design policy, information, services and processes, how can we know that the solutions we're putting in place will meet user needs and deliver our business objectives?

Digital transformation is essentially about our department developing better business strategy, informed by user understanding.

# 5. AN OVERVIEW OF OUR USERS

Users are at the centre of delivering digital by default.

A wide range of people among the general public use our services, in addition to the staff, partner organisations, practitioners, businesses and stakeholders who help provide these services and use the processes that support them.

It is not possible to reflect all these user groups in detail within this strategy, What is important is to understand the breadth of user types, and identify common insights into what they are seeking from the justice system which better digital services can support.

Individuals engage with the Ministry of Justice in a number of ways, for example:

- **criminal justice system:** offenders, victims and witnesses, jurors
- **civil and family systems:** those seeking to make claims, settle disputes and resolve family breakdown
- **administrative justice system:** those seeking redress for grievances, for example against the state

Anyone could come into contact with the justice system at some point in their lives, but some demand comes from groups who are more frequent users of government services.

They may have a number of concerns such as mental health problems, disability, lack of education, drug or alcohol addiction, being on benefits or in debt.

Demand also comes from 'bulk' users of our services, for example:

- **criminal justice system:** barristers and solicitors working on criminal cases and involved in criminal legal aid schemes
- **civil, family and administrative systems:** local authorities and businesses filing claims, and barristers and solicitors supporting these cases and involved in civil legal aid schemes
- **administrative justice system:** organisations seeking redress for grievances

Nearly all of our users find themselves in a complicated, pressured or stressful situation, want simple, relevant information and swift, easy access to services that deliver the desired result. Digital by default will help deliver this.

We will be gathering more data on specific user needs to inform the digital redesign of each of our services and help us meet those needs more effectively.



# 6. THEMES & ACTIONS

Our strategy highlights 20 actions  
grouped under 4 themes:

- 6.1 Transforming our services
- 6.2 Transforming the way we work
- 6.3 Breaking barriers to digital  
transformation
- 6.4 Transforming how we engage

## 6.1 TRANSFORMING OUR SERVICES

*Delivering services that meet user needs, through:*

1. Delivering four exemplar digital services by March 2015: prisoner visits booking; civil claims (money claims, possession claims); fee payment (starting with employment tribunal fees); and digital transformation of the Office of the Public Guardian (starting with applications for Lasting Power of Attorney).
2. Digitally redesigning all other services, prioritising those handling over 100,000 transactions per year, to meet the new digital by default service standard.
3. Establishing service managers who oversee the design, delivery and ongoing management of each service.
4. Completing the transition to GOV.UK for all our services.
5. Applying user insight and responding swiftly to continuously improve our services.

*Relates to Government Digital Strategy actions 2, 5, 6 and 7.*

Our focus is to provide a better experience for the user and deliver greater efficiency for the department.

The Ministry of Justice invests most of its budget in prisons, probation, courts and legal aid.

We will identify the processes, services and information that support these parts of the justice system to identify where digital transformation can make the most difference.

We have already had some success, notably in:

- opening up access to data through police.uk and open.justice.gov.uk
- writing user-focused online content for GOV.UK
- introducing digital working in the criminal justice system
- digital transformation of some processes and public bodies including the Office of the Public Guardian and Legal Services Commission

However, many of our services have not been digitised. Those that have been are often ineffective, increasing demand on more expensive channels like helplines.

This presents a prime opportunity to transform the way the department operates to realise a step change in service quality and reduce costs.

### 6.1.1 EXEMPLAR SERVICES

We have identified four exemplar services for digital transformation by March 2015.

These have been chosen based on business priorities and data regarding transaction volumes and take-up:

1. **Prisoner visits booking:** our single biggest transactional service, which at the moment is a phone- or email-based, manual data entry system.
2. **Civil claims (money claims and possession claims):** existing digital applications which we will redesign to digitise more of the process, provide a better user experience and increase take-up.
3. **Fee payment (starting with employment tribunal fees):** this will be introduced in July 2013, and we will digitise this service and the processes that support it.
4. **End-to-end digital transformation of the Office for the Public Guardian:** this includes applications for Lasting Powers of Attorney by April 2013 and deputyships during 2013-14, and the processes that support them.

## 6.1.2 DIGITALLY REDESIGNING OTHER SERVICES

We have already embarked on a programme to redesign all of our services, where digital transformation will provide better value for money. We're prioritising those which handle over 100,000 transactions per year and those which support the projects within our Transforming Justice programme.

These include transactions for fine payment, claims lodgement and tracking offenders through the criminal justice system, where we are exploring the potential for digitisation.

We will also be tackling many services where the volumes are lower, but better value for money could be realised. And we will explore opportunities where changing an existing process would make delivery of a new digital service possible.

We will publish our priorities by March 2013, once we have further assessed the potential for digital transformation.

## 6.1.3 SERVICE MANAGERS

Service Managers (known as Product Managers in the private sector) will be accountable for the quality and usage of the digital services.

They will:

- champion the needs of users throughout the full life cycle of each service
- join up policy, operational and digital delivery teams
- combine a deep understanding of the business with knowledge of digital

By March 2013 we will have recruited five Service Managers with proven experience of delivering effective digital services. We will also try to identify Associate Digital Service Managers within the business and train them with the necessary skills.

## 6.1.4 INFORMATION PROVISION

We will converge the Ministry of Justice's corporate content to GOV.UK by April 2013, and agency and specialist content to the site by April 2014.

We rewrote all of our Directgov and Business Link content to meet the mainstream user needs of citizens and businesses for the launch of GOV.UK in October this year.

As with the mainstream content, we will not automatically move all specialist content on the justice.gov.uk website to GOV.UK. We will ensure that it is rewritten and repurposed to meet clearly identified user needs and presented in user-friendly formats.

## 6.1.5 CONTINUOUSLY IMPROVING OUR SERVICES

Once we have transformed our services we need to ensure we continue to develop them based on user feedback. Currently there is little robust user information for our services, as they were not designed to capture performance data.

We will work with our department's Analytical Services team to develop and apply better management information and customer insight and make full use of feedback across our services. This data-driven approach will allow us to continuously improve our services and meet user needs more effectively.

This applies as much to information as to transactions. The right information is a vital part of the service to ensure that people access the justice system when they really need to, know what to expect and can navigate the system successfully.

## 6.2 TRANSFORMING THE WAY WE WORK

*Using digital to improve our working practices, creating a digital organisation through:*

6. Bringing digital skills in-house to fully establish our Digital Services Division by April 2013 and making stronger links with talent outside government.
7. Extending digital leadership and capability at Director, Deputy Director and Band A levels and establishing a network of digital champions during 2013-14.
8. Making full use of digital to become more transparent, make data more accessible and improve performance, accountability and service
9. Supporting flexible-working through more effective use of digital technology.
10. Adopting 'agile' development to design, deliver and continuously improve digital services at pace.
11. Enabling ICT, Information Assurance and Procurement to adapt to a more flexible way of working.

*Relates to Government Digital Strategy actions 1, 3 and 4.*

### 6.2.1 Digital capability and leadership

The digital future requires radically different ways of working.

Until recently, investment in digital services at the Ministry of Justice has been inconsistent and unco-ordinated, leading to duplication and inefficiency.

There was a small centre of digital capability, but limited awareness of the digital by default agenda or understanding of digital opportunities across the department.

Organisations with a digital culture are open, innovative, flexible and encourage their people to experiment and use their initiative.

We have made good headway during 2012 in moving digital into the mainstream operation of the Ministry of Justice and putting digital leadership in place. We have:

- established the Director General, Transforming Justice as Digital Leader to champion digital by default at our Departmental Board
- created a new Digital Services Division with Senior Civil Service leadership as a centre of digital expertise to develop and lead the implementation of this strategy and build capability in the business
- brought senior decision-makers from across the department together through our Digital Transformation Board to oversee the Digital

Transformation Portfolio, which will help deliver the programmes and projects in our roadmap

The Digital Services Division will:

- own and be accountable for the user experience across all of our digital services
- be a centre of digital expertise, providing strategic advice and specialist design and delivery skills
- act as a mandatory gateway for all of our digital projects

This will involve getting specialist talent in and giving them space to innovate. It's a very different approach to our current, largely outsourced, big supplier model.

The Digital Services Division model will be to:

- collaborate with and learn from the best digital talent outside government
- work with the Government Digital Service (GDS) to benefit from the strong links being developed with small and medium enterprises
- enable more effective partnerships within and outside the department to deliver the best digital solutions

We'll also develop capability within the department. We will ensure those developing proposals have the right capability in 'digital thinking' to know how user-centered digital design should influence policy and delivery, and who to consult to achieve this.

To build capability, we are:

- increasing digital understanding among our Directors and Deputy Directors through mandatory digital training during 2013
- developing internal training and setting up a network of digital 'champions' at Band A level
- using training programmes run by GDS and our own programmes

These steps will embed digital understanding across the department, so staff are better equipped to decide what services should be delivered digitally.

## 6.2.2 SUPPORTING FLEXIBLE WORKING

Digital by default is a core theme running through the Civil Service Reform Plan, which states that "central government wherever possible must become a digital organisation".<sup>5</sup>

Achieving this presents us with a significant challenge.

The Ministry of Justice has a large workforce with a diverse range of skills – from administrators within courts that keep the justice system moving, to probation workers managing offenders in the community. Increasingly, our staff are not location-based.

We are already exploring better use of digital technologies including:

- replacing intranets and collaboration tools with a single workspace for staff
- sharing data to allow more effective work with partners and suppliers
- using video to support flexible working

By exploiting the full potential of video technology we can radically improve the way we work *and* deliver services. For example, by removing the need to transport prisoners to court we can make best use of staff time and our estate.

## 6.2.3 USING DIGITAL TO BE MORE TRANSPARENT AND ACCOUNTABLE

Digital technology will make it easier for our department to be transparent, allowing us to be more open about our performance and allowing others to hold us to account more easily.

We have already made some good progress in this area, for example:

- publishing 'justice outcomes' on [police.uk](http://police.uk)
- data visualisation of sentencing, reoffending and court statistics on [open.justice.gov.uk](http://open.justice.gov.uk)

We could go further. In line with our open data strategy we are working to understand demand for information about the justice system and will continue to make our data accessible and reusable.

## 6.2.4 ADOPTING AGILE DEVELOPMENT

We are looking at *how* we manage digital projects themselves. Adopting an 'agile' approach will help us to develop services more effectively and at pace.

This is challenging for government, which in the past has been criticised for a lack of rigour in the management of projects and has since invested in traditional project and programme management skills. These now need to be further developed to enable us to fully benefit from the flexibility that agile brings.

### Agile

Agile is an approach where projects and products progress and develop in incremental iterations. The product works from a very early stage, so improvement can be made based on real user feedback and testing.

These principles are unfamiliar to all but a few in government, and to adopt an agile approach we will need to educate and equip our staff. We will start by establishing agile delivery through the DSD and in the design and development of our exemplar services.

## 6.2.5 REALISING NEW WAYS OF WORKING

To support an agile way of working we will need to change our existing approaches to scoping ICT solutions, managing risk and procuring new suppliers.

We will seek to develop more effective partnerships, both internally and externally.

The Digital Services Division will provide strategic advice to existing processes in each of these areas to help break barriers to digital transformation.

<sup>5</sup> HM Government, 'Civil Service Reform Programme', June 2012, <http://www.civilservice.gov.uk/wp-content/uploads/2012/06/Civil-Service-Reform-Plan-acc-final.pdf>, p3 and p15

## 6.3 BREAKING BARRIERS TO DIGITAL TRANSFORMATION

*Increasing the pace and ease of digitisation, through:*

12. Accessing a wider range of suppliers, with an emphasis on small and medium enterprises, and running leaner, faster tendering processes
13. Prioritising use of open source technologies
14. Taking steps to measure performance and deliver real-time management information
15. Identifying and removing legislative barriers to digitising services
16. Identifying, developing and using common components and services

*Relates to Government Digital Strategy actions 10, 11, 12 and 13.*

The justice system has evolved over a long time, and many of its processes can no longer cope effectively with demand.

As with many government systems, there are problems with:

- outdated technology
- complex and lengthy procedures
- general resistance to change
- objections due to perceived issues of security, cost, reliability and take-up

To achieve digital by default we'll need to remove the barriers throughout the system.

### 6.3.1 USING A WIDER RANGER OF SUPPLIERS

We have to recognise that we're not always best placed to build solutions in-house and need to use a wider range of partner organisations.

As a first step, we'll need to have access to a wider range of smaller suppliers rather than automatically relying on a small number of big IT suppliers. We will work with those who have the most relevant skills and are faster and more flexible, with an emphasis on using small and medium enterprises (SMEs).

Our delivery model will be mixed: some services will be developed in-house by the Digital Services Division, others by SMEs working alongside our staff (which has the added benefit of transferring knowledge) and still others delivered by GDS or outsourced entirely.

### 6.3.2 USING 'OPEN SOURCE' SOLUTIONS

We will favour the use of 'open source' solutions wherever possible.

#### Open source

Open source solutions are freely available for all to use, and developed by the community that use them. An example of open source software is Wordpress, the blogging platform.

The main benefit is in working with the wider development community, who are continually improving these shared solutions. In turn, our contribution to developing these solutions will benefit SMEs and support economic growth.

### 6.3.3 EFFECTIVE MANAGEMENT INFORMATION SYSTEMS

A further barrier to successful digitisation is the lack of an effective management information system.

Many of our services were not designed to capture the data we need about our users and performance.

We will work with our business to understand how we can develop better real time management information. As we begin to redesign our services we will take a modular approach, building automated data collection into each one.

### 6.3.4 OVERCOMING LEGISLATIVE OBSTACLES

Across many services, legislation passed before the growth of digital constrains the development of simple end-to-end digital services.

The Ministry of Justice will commit to identifying and removing legislative obstacles. In practice this could mean reviewing current restrictive interpretations of laws or amending legislation that prevents us from developing straightforward, convenient digital services. An immediate example is the need for a wet signature that prohibits full digitisation across many of our services.

As legislation can take time to change, in the interim we will get on with delivering partial digital solutions, but always with a view to realising the full potential for digitisation later.

### 6.3.5 USING COMMON TECHNOLOGY PLATFORMS

The Cabinet Office will be delivering a new suite of common technology platforms to underpin the new generation of services that are digital by default. GOV.UK is the first and platforms for identity assurance, performance metrics, and others will follow.

These platforms will be used as core components in the development of all of our digital services.

In the interim, the Digital Services Division will ensure that any services are built in a modular fashion, in order to take full advantage of these platforms as they emerge while maintaining momentum.

We will build with the maxim of 'loosely coupled but tightly integrated' modules as far as possible. This means that a service may temporarily use one solution for identity assurance or payments, but when a cross-government platform to answer this need is completed, the modules could be exchanged.

As well as identity assurance and metrics, common elements in our services include payments, booking appointments and case management. Many interactions with the justice system start in a similar way, for example submitting an application or lodging an appeal, and we will develop common solutions wherever possible.



## 6.4 TRANSFORMING HOW WE ENGAGE

*Improving collaboration and helping people use our services, through:*

17. Connecting staff, users and partners with each other and the information and tools they need to deliver digital solutions with and for us.
18. Opening-up policy making and engagement by increasing access to and effective use of social media.
19. Driving awareness and encouraging channel shift through more consistent and sustained communication, and collaborating with partners and stakeholders.
20. Providing other ways for people to access digital services if they are not able to do so independently.

*Relates to Government Digital Strategy actions 8, 9 and 14.*

### 6.4.1 CONNECTING STAFF, USERS AND PARTNERS

Future policy and services must owe far more to collaboration within the department, across government, with front-line staff and public users.

This means finding ways to connect us all to work together in partnership.

We won't always need to build digital solutions, and can reuse tools that already exist in the marketplace.

Digital technology will allow us to collaborate more with our users and partners to improve our services together. Defaulting to open standards and making greater use of APIs (Application Programming Interfaces) in the development of our services will support this.

#### API

An application programming interface (or API) is a way of making information available to other developers for use in tools and services. APIs allow developers to use information quickly and easily, and help to ensure that they can access data in the most efficient way available.

Increasing collaboration will allow others outside of government to use our data to innovate and develop their own useful tools. Events such as 'hack

days', where developers collaborate intensively on software projects, will help us explore these possibilities more fully.

### 6.4.2 OPENING UP POLICY-MAKING

Digital tools will make it easier than ever before to engage the public and specialists in the policy-making process.

The Civil Service Reform Plan puts a great emphasis on this, calling on civil servants to use "web-based tools, platforms and new media to widen access to policy debates to individuals and organisations not normally involved."<sup>6</sup>

From 2013, we will respond to this commitment by working with policy teams to formalise a new model for open policy-making.

The emphasis will be on engaging and consulting more openly and informally throughout the policy cycle in the spaces where people are already having conversations. This includes online spaces such as blogs, chat rooms, Facebook, and Twitter.

We will support this with access to the right tools and understanding of how to use them effectively, including trialling open access to social media for staff early in 2013.

<sup>6</sup> HM Government, 'Civil Service Reform Programme', June 2012, <http://www.civilservice.gov.uk/wp-content/uploads/2012/06/Civil-Service-Reform-Plan-acc-final.pdf>, p15.



### 6.4.3 PROMOTING 'CHANNEL SHIFT' AND DIGITAL SERVICES

As well as enabling our staff, we need to ensure the public are aware of our digital services and the shift away from other channels. The government ambition is for digital services to be so easy to access and use that all who can use them, choose to do so.

#### Channel shift

Channel shift refers to the move away from expensive channels like phone and post to less expensive digital solutions, like online self-service.

This is a particular challenge for our department, as many members of the public and even some of our staff don't fully understand the justice system. Most don't understand when and how to interact with us, what to expect when they do or how justice decisions are made.

We will therefore design digital services to help people find, understand and use the justice system successfully.

We have no budget for paid-for communication channels and already work with staff, partners and stakeholders to provide information and promote services. In this context digital channels play an essential role in supporting communication.

In May 2012, social media guidelines were issued to civil servants based on six principles that encourage use of social media for consultation, engagement, transparency, accountability and 'to be part of the conversation with all the benefits that brings'.<sup>7</sup>

Social media will allow us to communicate more effectively with all of our audiences, especially as most people use these channels routinely in their everyday lives. It will allow us to reach a wider audience faster at much lower cost, and communicate with people in the places where they already are. For example, 50% of the UK population now uses Facebook.<sup>8</sup> To make the most of this we will need to be aware of the risks involved, but less risk averse.

We will work with our behavioural insight team to work out how to encourage 'channel shift' (the move to digital channels) so all those who are online benefit from our improved digital services. We know that channel shift takes time, so we'll carry out communications planning to ensure people are ready for the change.

### 6.4.4 'ASSISTED DIGITAL': PROVIDING OTHER WAYS TO ACCESS DIGITAL SERVICES

In moving to digital services, we need to ensure that no-one gets left behind.

#### Assisted digital

Assisted digital is the way the government is helping users who are not online to access services they're entitled to.

The digital by default commitment means that digital becomes the default option for people who can use it. It also means reducing the number of non-digital channels and providing alternative ways to enable as many people as possible to access digital services as the default method. Research shows that 18% of adults have rarely or never been online.<sup>9</sup>

Given the breadth of our user base, not everyone who uses our services will currently be able to access them digitally, and we are committed to ensuring that our digital services are accessible to all.

As we introduce new digital services we will consider where more effective methods can be used as a 'way in' to access these. What we provide for people will depend on the service and the needs of the user, but we will look to work with a range of external partners to ensure that the right level of support is provided, focusing on those who need the most help.

In developing assisted digital, the Digital Services Division will work closely with the dedicated assisted digital team in the GDS. We will operate within the standards being established by the GDS and will look to procure collaboratively to ensure an efficient and consistent approach.

In 2013, we will develop assisted digital support for applicants for a Lasting Power of Attorney.

By April 2015, we will look to provide more assistance for offline users when we deliver our four 'exemplar' services.

While we are committed to delivering digital by default services, this is about making government digital, not the country as a whole. However, we will consider opportunities where we can support development of digital capability and inclusion among our users.

<sup>7</sup> Civil Service Social Media Guidance <http://www.civilservice.gov.uk/news/lets-get-social/how-to-use-social-media>

<sup>8</sup> Civil Service Social Media Guidance, as above

<sup>9</sup> Cabinet Office, 'Digital Landscape Research', November 2012, <http://publications.cabinetoffice.gov.uk/digital/research/#fig-1>

# 7. GLOSSARY

## ***API***

An application programming interface (or API) is a way of making information available to other developers for use in tools and services. APIs allow developers to use information quickly and easily, and help to ensure that they can access data in the most efficient way available.

## ***Assisted digital***

Assisted digital is the way the government is helping users who are not online to access services they're entitled to.

## ***Channel shift***

Channel shift refers to the move away from expensive channels like phone and post to less expensive digital solutions, like online self-service.

## ***Departmental Board***

The Departmental Board has overall responsibility for the Ministry of Justice's strategic direction. It is chaired by the Secretary of State and membership includes the Ministerial Team, all Director Generals and the Departmental Non-Executive Board Members.

## ***Digital***

By 'digital', we mean internet-enabled: such as desktop, laptop, tablet, mobile or digital devices not yet invented. We also include video and non-networked digital devices such as kiosks.

## ***Digital by default***

By 'digital by default', we mean digital services that are so straightforward and convenient that all those who can use them will choose to do so, while those who can't are not excluded.

## ***Information services***

Information services cover the publishing of information to help citizens and businesses in their engagement with government. For example, one of the most visited informational pages on GOV.UK lists the dates of forthcoming bank holidays.

## ***Open source***

Open source solutions are freely available for all to use, and developed by the community that use them. An example of open source software is Wordpress, the blogging platform.

## ***Small and Medium Sized Enterprises***

Small and Medium Sized Enterprises (or SMEs) are defined by the European Commission as enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding €50 million, and/or an annual balance sheet total not exceeding €43 million.

## ***Transactional services***

Transactional services include interactions with the government, from booking driving tests and filing tax returns to setting up a company and applying for a public house licence: everything which involves sharing information, requesting services, buying goods, asking for permission, or paying money.

# ANNEX 1

## MoJ Digital Roadmap

- The Ministry of Justice Digital Roadmap provides an overview of all our current projects involving a digital element, and those that would support provision of a digital service or process.
- The Roadmap is based on contributions from across our business including the National Offender Management Service, Legal Services Commission, Youth Justice Board, Office of the Public Guardian and Her Majesty's Courts & Tribunals Service, and as such is owned by our department as a whole, although the Digital Services Division will lead on ensuring that each project meets the digital by default commitment and the new digital by default service standard.
- The Roadmap is the basis of our future Digital Transformation Portfolio. This will focus on those priority projects that will support our Transforming Justice programme. It has also been used to identify our four proposed exemplar services, along with the guidance published in the Government Digital Strategy.
- Importantly this Roadmap will continuously develop over time as we work to ensure we have realised the full digital potential of existing projects and scope new digital opportunities.

### JUSTICE TRANSACTIONS 2011/12

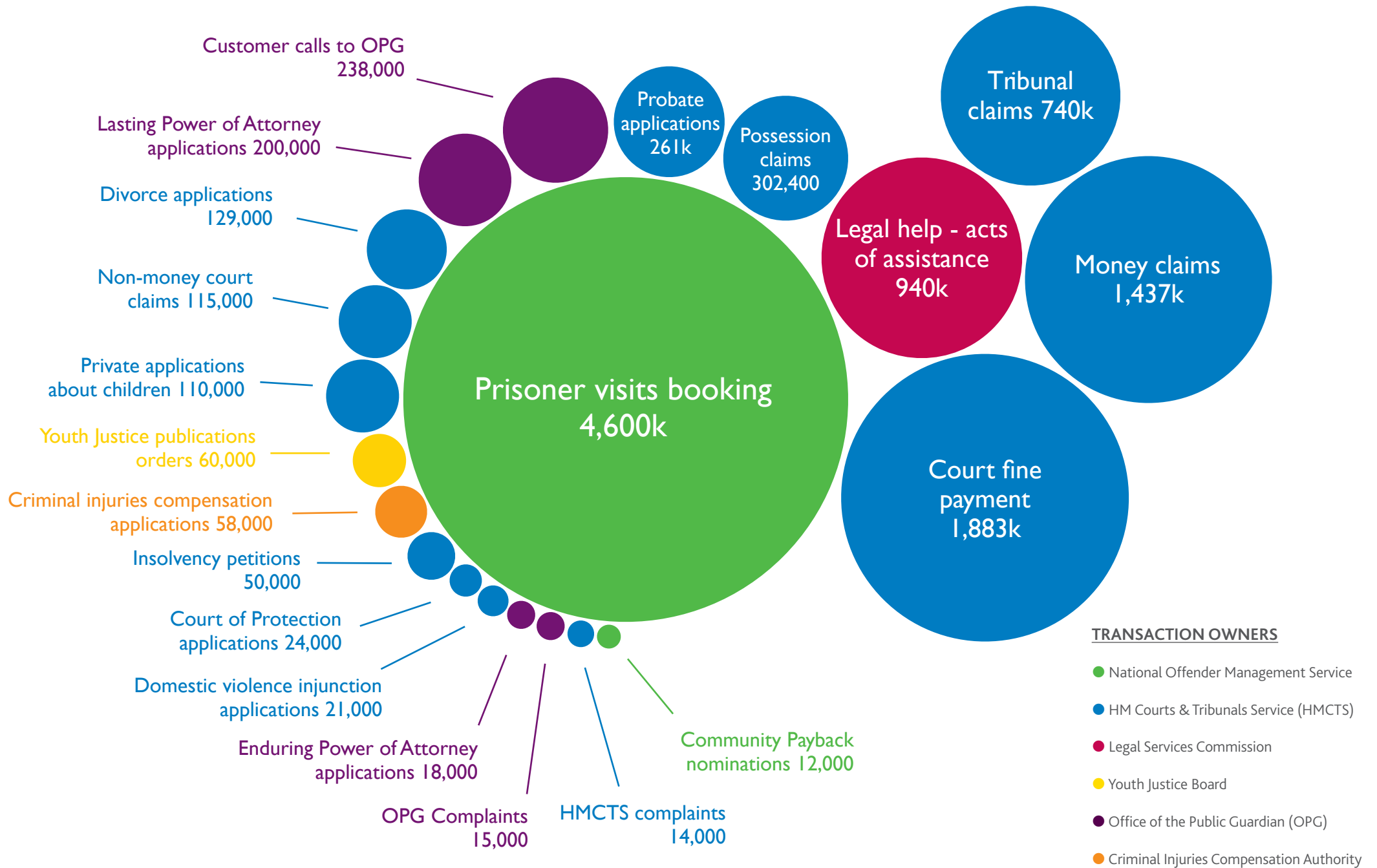
Category	Transactions per year*	Transaction Owner
Prisoner visits bookings	4,600,000	NOMS
Court fine payments	1,882,828	HMCTS
Money claims	1,174,000	HMCTS
Legal help – acts of assistance	940,000	LSC
Tribunal claims	740,000	HMCTS
Possession claims	302,400	HMCTS
Probate applications	261,000	HMCTS
Office of the Public Guardian customer calls	238,000	OPG
Lasting Power of Attorney applications	200,000	OPG
Divorce applications	129,000	HMCTS
Non-money court claims (e.g. for returns of goods)	115,000	HMCTS
Private applications about children (e.g. custody)	110,000	HMCTS
Youth Justice publications orders	60,000	YJB
Criminal injuries compensation applications	58,000	CICA
Insolvency petitions	50,000	HMCTS
Court of Protection applications	24,000	HMCTS
Domestic violence injunction applications	21,000	HMCTS
Enduring Power of Attorney applications	18,000	OPG
Office of the Public Guardian complaints	15,000	OPG
HMCTS complaints	14,000	HMCTS
Community Payback nominations	12,400	NOMS

\* based on 2011/12 figures

This is an emerging picture as the department has limited aggregated data on the delivery of information and transaction based services, and the processes that support them.

We are taking action through the digital strategy to address this.

## JUSTICE TRANSACTIONS VISUALISATION: 2011/12



Moj DIGITAL ROADMAP:

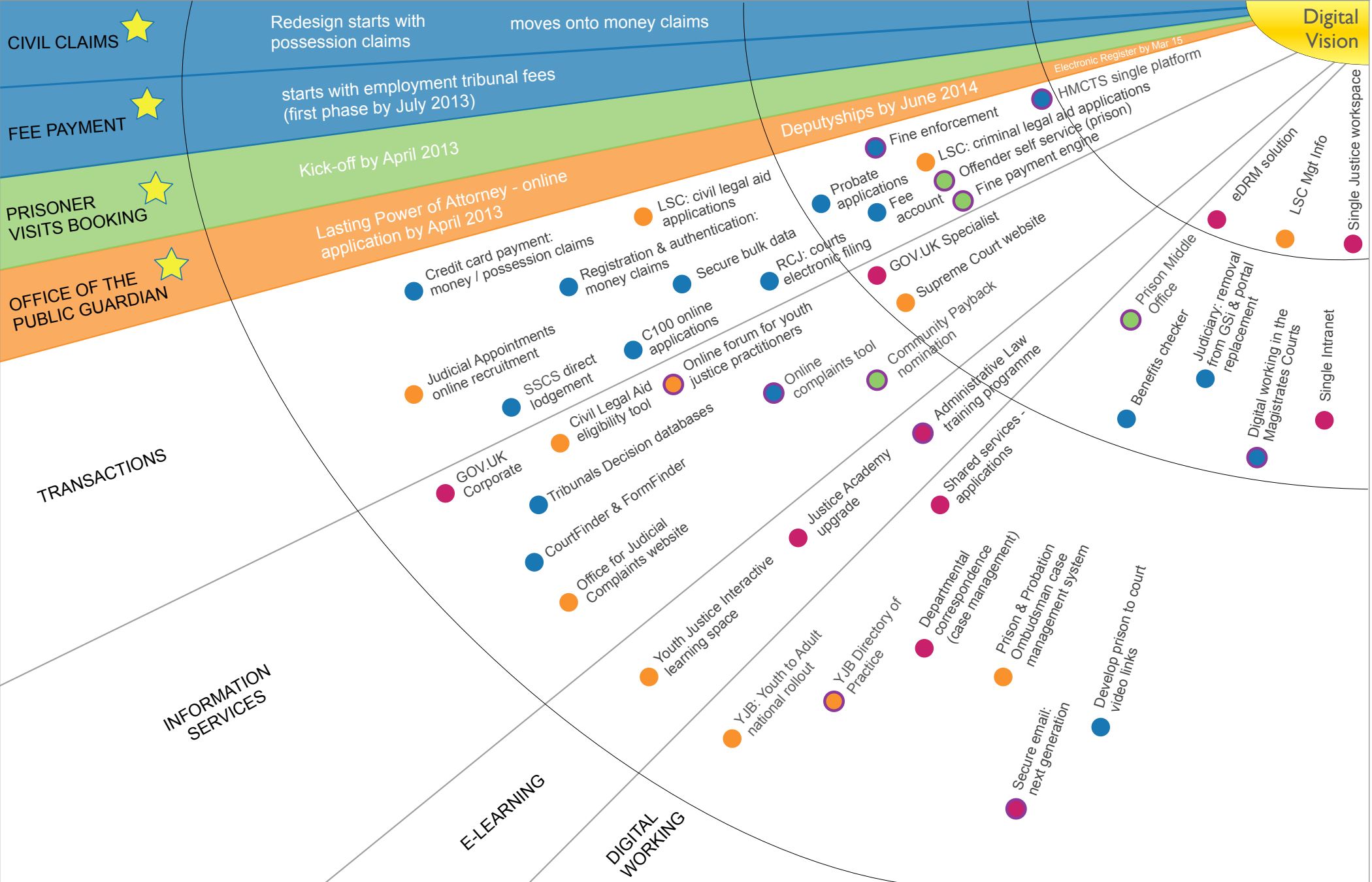
This roadmap will be continuously updated as our plans develop

● NOMS ● HMCTS ● HQ ● ALBs / Other agencies



○ indicates projects still under evaluation / delivery times subject to change

EXEMPLARS



# ANNEX 2

## AN OVERVIEW OF POTENTIAL USERS OF JUSTICE SERVICES

The Government Digital Strategy has already made the case for digital by default, the main benefits being:

- More efficient and convenient services for users
- Realising savings by decreasing demand for higher cost channels

### **Users are at the heart of delivering digital by default.**

The Ministry of Justice has a wide range of actual and potential service users, and in future will develop services that are designed around their needs, whether staff, partner organisations and practitioners, stakeholders or the public. Redesigning services to respond to user needs is highlighted as the most important part of the Government Digital Strategy, and will be a significant change in approach within our department.

At present the level of data we hold about actual users varies across the justice system. This annex provides:

- 1) an overview of the public as potential users of different parts of the justice system. This is followed by a summary of existing research used to segment the public and their associated justice issues and internet usage
- 2) an overview of our staff
- 3) an overview of our stakeholders

This information has been used to inform our thinking so far about how we digitally improve our services, but has also highlighted gaps in our knowledge. We are working to develop our management information and specific customer insight for each of our services and will use this information to inform the digital redesign of each of our services and help us meet the relevant user needs more effectively. This data will be included in future project implementation plans.

# 1. THE PUBLIC

Individuals engage with the Ministry of Justice in a number of ways, for example:

- **civil and family systems:** those seeking to make claims, settle disputes and resolve family breakdown
- **administrative justice system:** those seeking redress for grievances, for example against the state
- **criminal justice system:** offenders, victims and witnesses, jurors

Anyone could come into contact with the justice system at some point in their lives, but some demand comes from groups who are more frequent users of government services.

They may have a number of varying circumstances such as mental health problems, disability, lack of education, drug or alcohol addiction, being on benefits or in debt.

Demand also comes from 'bulk' users of our services, for example:

- **criminal justice system:** barristers and solicitors working on criminal cases and involved in criminal legal aid schemes
- **civil, family and administrative systems:** local authorities and businesses filing claims, and barristers and solicitors supporting these cases and involved in civil legal aid schemes
- **administrative justice system:** organisations seeking redress for grievances

Getting these bulk users to access Ministry of Justice services digitally will greatly aid digital uptake and therefore reduce the cost of delivering the services. The corresponding benefits to the public in using digital services are the speed of completing transactions, convenience and easy access to information.

## A. USERS OF THE CIVIL, FAMILY AND ADMINISTRATIVE JUSTICE SYSTEMS

A third (33%) of adults in England and Wales reported having experienced one or more civil, administrative or family justice problems over the past 18 months<sup>1</sup>. This equates to almost 15 million adults having experienced a civil, administrative or family justice problem in the past 18 months, based on an England and Wales adult population of almost 45 million in 2010<sup>2</sup>.

<sup>1</sup> This is based on responses to the English and Welsh Civil and Social Justice Survey from around 3,800 adults in households in England and Wales in 2010 - see page 8 in Civil Justice in England and Wales (Plesence, P. et al, 2011).

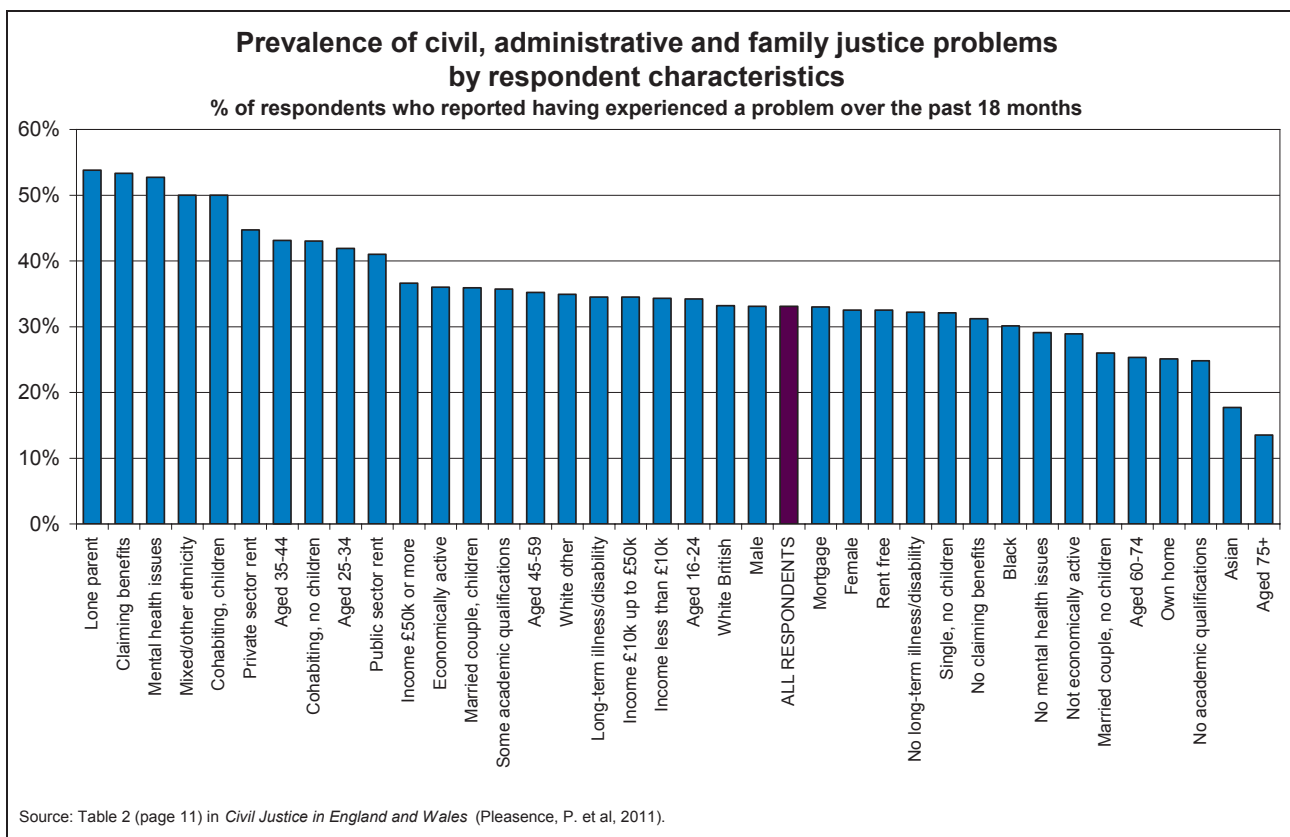
<sup>2</sup> The population in England and Wales aged 16 and over was estimated at 45,177,000 at mid-2010; calculated from the Mid-2010 Population Estimates (ONS, December 2011).



Most adults who reported a problem said they experienced just one problem, although a small proportion reported four or more problems<sup>3</sup>.

Whilst civil, administrative or family justice problems occur across society, certain groups within society reported certain types of problems more often than others. For example, people vulnerable to social exclusion – such as lone parents, those on

benefits, and those with mental health issues – were more likely to report problems than other people. The graph below shows the kind of users who are most likely to have a civil, family and administrative justice problem. This has implications for the kind of assisted digital provision that we will need to put in place for each service<sup>4</sup>.



<sup>3</sup> See Figure 2 (27) and Table 18 (page 29) in *Civil Justice in England and Wales* (Plesence, P. et al, 2011).

<sup>4</sup> See page 10 and Table 2 (page 11) in *Civil Justice in England and Wales* (Plesence, P. et al, 2011).

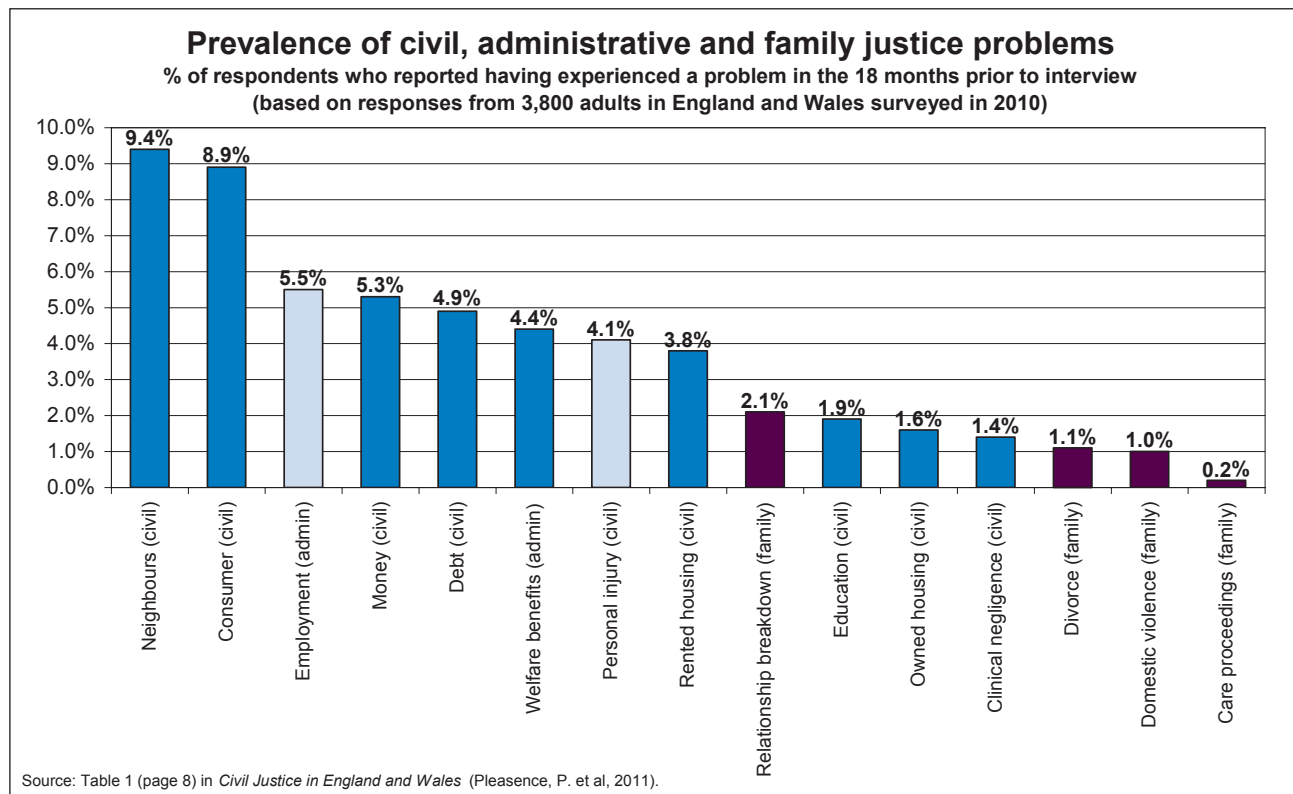


The Civil and Social Justice Panel survey shows the types of problem reported by respondents; the most common being both civil problems: problems with neighbours, and consumer problems. This survey demonstrates that the most commonly reported justice problems do not always lead to the greatest demand on our system. For example, 4.4% of respondents reported problems with welfare benefits and 0.2% of respondents reported problems with care proceedings, yet the Social Security and Child Support Tribunal is the biggest tribunal completing 433,600 cases in 2011-12<sup>5</sup>. This is relevant in helping us understand user needs and prioritise the areas of our business where digital transformation could enhance service provision and the processes that underpin these services.

Many of our users have a choice about whether they formally engage in the justice system. This makes the interaction between our online information

and services of particular importance, to ensure that only those people who need to use the justice system do so. Only a small proportion of the people who experience civil, family or administrative justice problems come into contact with courts or tribunals- although some of these groups could also be seen as customers or our online services, e.g. users of advice<sup>6</sup>.

Research among civil and family court users suggested that a large proportion of them have little awareness of court processes (e.g. 48% of sampled customers said they knew nothing or not a lot about the court process) or about the different stages involved<sup>7</sup>. Evidence regarding self represented parties in private law family cases suggests that although they vary in competence, they generally experience difficulties with court procedures<sup>8</sup>. Better online information provision could serve these user needs.



<sup>5</sup> Ministry of Justice, Quarterly Statistics for Tribunals April 2012 to June 2012, Table 1.2c Social Security and Child Support Disposal by Benefit Type

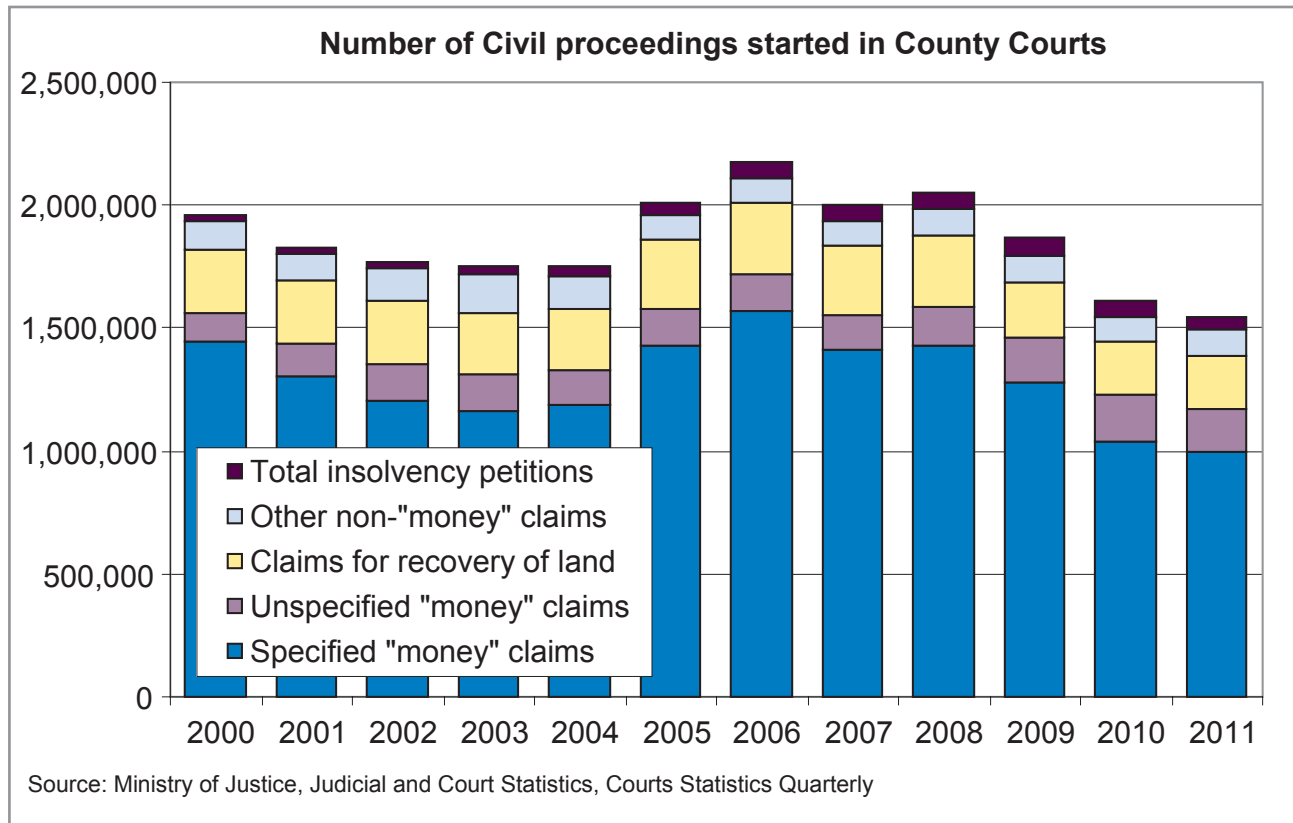
<sup>6</sup> Pleasence, Balmer, Patel, Cleary, Huskinson, Cotton, (2010) *Civil Justice in England and Wales: Report of Wave 1 of the English and Welsh Civil and Social Justice Panel Survey*. Legal Services Commission and Ipsos MORI.

<sup>7</sup> Opinion Leader Research (2007) *What's Cost Got to Do with It? The Impact of Changing Court Fees on Users*. Ministry of Justice Research Series 4/07

<sup>8</sup> Moorhead, R. and Sefton, M. (2005) *Litigants in person. Unrepresented litigants in first instance proceedings*. Department for Constitutional Affairs Research Series, 2/05

The total number of civil proceedings started in County Courts has fallen from a peak of 2.2 million in 2006 to 1.55 million in 2011. Nearly two-thirds of all civil proceedings are specified "money" claims, which have largely moved in line with the

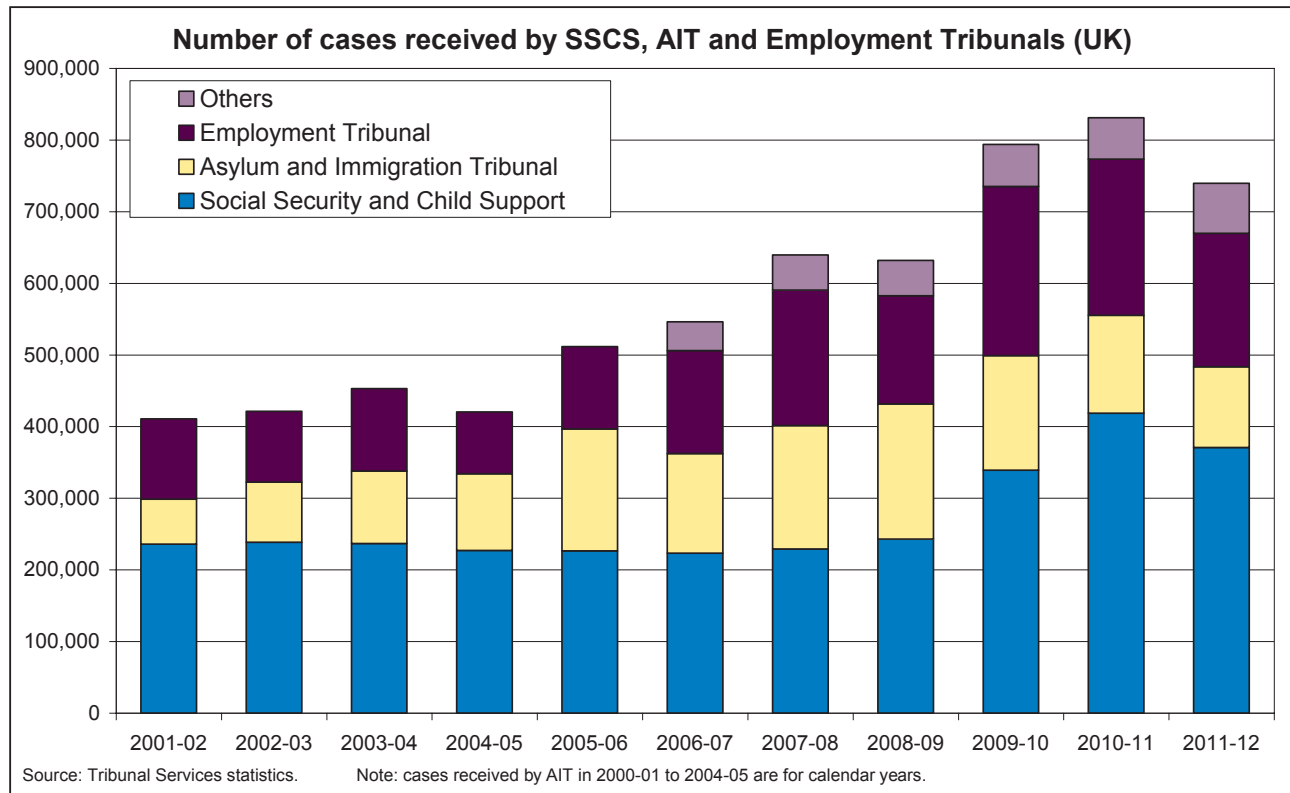
total<sup>9</sup>. The heavy demand on this service is why we have chosen to make civil claims an exemplar service which we will digitally redesign by March 2015. We are exploring other opportunities to put administrative justice processes online.



<sup>9</sup> Ministry of Justice, Judicial and Court Statistics, annual publications, and Court Statistics Quarterly.

Around 740,000 cases were received by Tribunals in 2011-12. The majority of these cases were received by three Tribunals: Social Security & Child Support (370,000 cases), Employment (186,300) and Asylum & Immigration (112,500)<sup>10</sup>.

From July 2013 people bringing a claim or an appeal to an employment tribunal will be required to pay a fee for using this service, and one of our four exemplar services will be developing online fee payment for this service.



<sup>10</sup> See Table 1.1 in Annual Tribunal Statistics 2011-12 (Ministry of Justice, 2012).

## B. USERS OF THE CRIMINAL JUSTICE SYSTEM

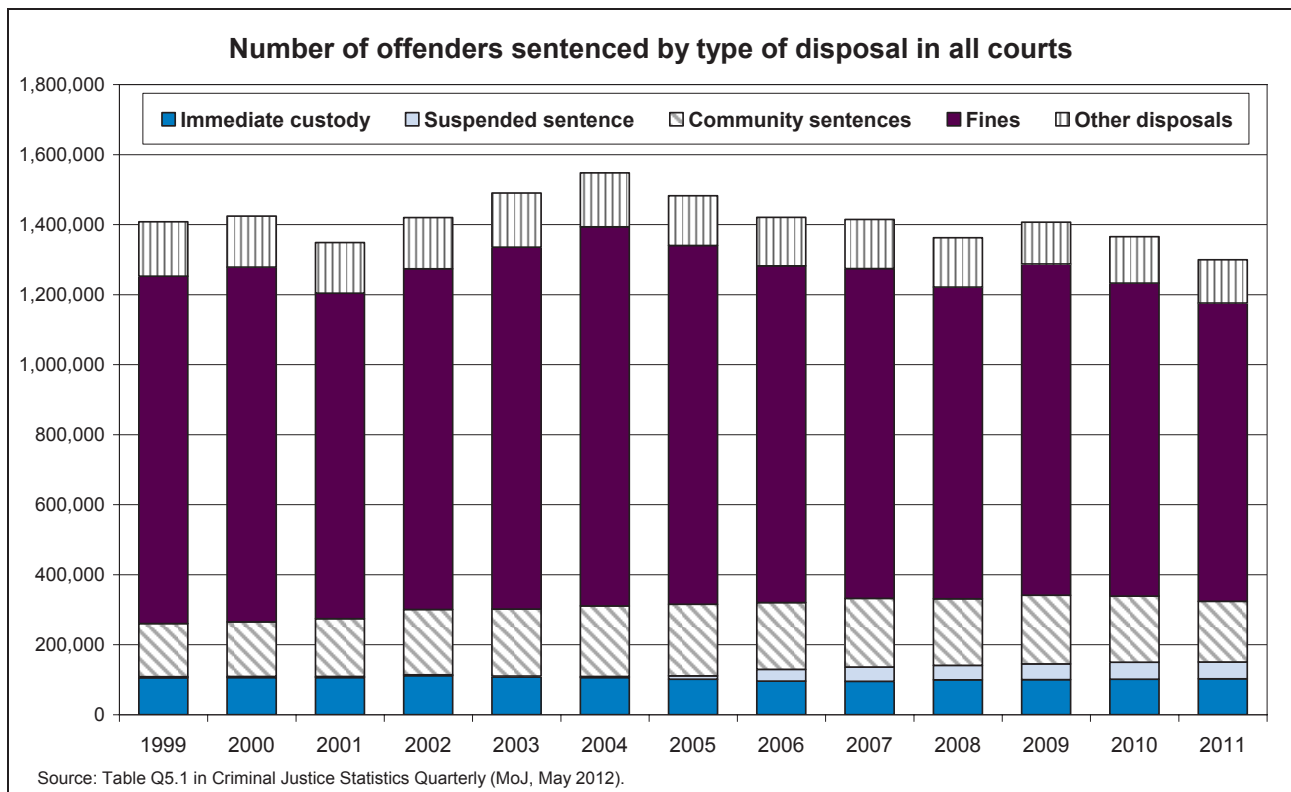
Criminal justice protects the public by punishing offenders and reducing crime. All parts of the criminal justice system – the police, prosecutors, courts, prisons, probation services and other partners – work together to keep our communities safe. The victims and witnesses of crime play a key role in bringing offenders to justice by reporting crimes, giving evidence in court and telling the judge about the impact of a crime on them and their families. Few users engage in the criminal justice system out of choice.

Digital transformation will enable us to design services around the needs of users to support

better outcomes, whether that means tools to help rehabilitate offenders, providing victims with more information about their case, or allowing individuals to file claims more easily.

### Offenders

Of the total 1.26 million offenders sentenced by courts in the 12 months ending June 2012, two-thirds (827,800 or 66%) received fines, almost a fifth (163,400 or 13%) were given a community-based sentence (including suspended sentences), and less than a tenth (99,800 or 8%) were sentenced to custody. The remaining 118,000 (9%) received “other” disposals, such as absolute and conditional discharges or detention in a secure hospital on mental health grounds<sup>11</sup>.



<sup>11</sup> Table Q5.1 in Criminal Justice Statistics (Ministry of Justice, November 2012).

Most prisoners have a history of social exclusion before they ever come into contact with the prison system, including high levels of family, educational and health disadvantage, and poor prospects in the labour market. This may have an impact on literacy and ability to access digital services.

The Surveying Prisoner Crime Reduction survey, based on a cohort of adult prisoners sentenced to between one month and four years in custody in 2005 and 2006, found that:

- Over a quarter (29%) of adult prisoners experienced abuse as a child (emotional, physical or sexual) and two-fifths (41%) observed violence in the home as a child;
- Around a quarter (24%) of adult prisoners had been taken into care as a child;
- Half (47%) of adult prisoners said they no qualifications;
- Half (49%) of adult prisoners said they had not been in paid employment in the year before custody, and a tenth (13%) had never been in any paid work.
- Almost one-in-seven (15%) adult prisoners said they were homeless or living in some form of temporary accommodation before entering prison, including 9% who were sleeping rough.
- A fifth (20%) of adult prisoners said they needed help for an emotional or mental health problem and a sixth (17%) said they had been treated or counselled for an emotional or mental health problem in the year before custody;
- Four-fifths (81%) of adult prisoners said they had used illicit drugs at some point prior to entering prison, including almost two-thirds (64%) within the month before entering prison;
- Almost one in five respondents (19 per cent) who had ever used heroin reported first using heroin in prison.
- A fifth (22%) of adult prisoners said they drank alcohol everyday in the four weeks prior to entering prison and 15% of prisoners said they needed help for an alcohol problem;

The Ministry of Justice is carrying out three major cohort studies (of prisoners, offenders on community sentences and juvenile offenders) to understand better the characteristics and needs of offenders and how these are addressed.

## Victims and witnesses

Research undertaken by the Ministry of Justice indicates that keeping victims and witnesses informed of the progress of their case and of what to expect throughout the justice process may result in increased levels of satisfaction with their contact with the criminal justice system. Provision of information was the strongest factor independently associated with higher levels of victim and witness satisfaction<sup>12</sup>.

The British Crime Survey (BCS) findings covering a wider range of victims show that in 37 per cent of incidents reported to the police, the victim felt very or fairly well informed by the police about the progress of their investigation, the victim felt not very well or not at all informed in 34 per cent of incidents, and in the remaining 29 per cent of incidents the victim stated it was not necessary to be kept informed (BCS 2007–08 and 2008–09, Ministry of Justice report forthcoming)<sup>13</sup>.

We know that some victims have important needs that are not currently being met. The 'Redefining justice' report stated that victims cited sporadic contact from the police during investigations, inconsistent provision of information, long waiting times at court, and a lack of support following the trial<sup>14</sup>.

Those most likely to be victims of crime fall under the Ministry of Justice segmentation, 'free but challenged' (78% of the segment is under 34; they are more likely than average to be living with parents or in house shares; they typically earn less than £25,000 per year if employed or are studying; they feel comfortable using the internet and have a large social circle.)

Another segment, 'struggling singles', have the highest experience of crime and are the most likely to know the offender (58% are single parents and most live in less affluent areas, they are less highly educated and on lower incomes. They are also more likely to have a range of civil and family justice issues including debt. The majority use the internet but not everyday; they favour social media, chat rooms and forums.)

More information from the Ministry of Justice segmentation is provided below.

<sup>12</sup> <http://www.justice.gov.uk/downloads/publications/research-and-analysis/moj-research/satisfaction-willingness-to-engage-with-cjs.pdf?type=Finjan-Download&slot=000003AA&id=00000FA9&location=0A64020D> see page 51, Satisfaction and Willingness to Engage in the Criminal Justice System (2009-10)

<sup>13</sup> <http://www.homeoffice.gov.uk/science-research/research-statistics/crime/crime-statistics/british-crime-survey/>

<sup>14</sup> [http://www.mecasa.org/joomla/images/pdfs/sart/redefining\\_justice.pdf](http://www.mecasa.org/joomla/images/pdfs/sart/redefining_justice.pdf)

## C. USER SEGMENTATION

The data provided so far presents an overall picture of the users that might need our services. As part of our digital strategy, we are aiming to develop better management information and customer insight to inform the redesign or development of digital services, and ensure we meet user needs more effectively.

The Ministry of Justice 'Understanding our Customers' segmentation divided the UK's adult population into segments as a way of better understanding how justice issues affect people, including all of the public and not just direct users. Although some parts of the population may place a higher demand on our services, our user base tends to be very broad as anyone can find

themselves needing to engage with the justice system. This information and further analysis of the user demographics for each service, supported by insight into user attitudes and behaviours, will be vital in ensuring that we design our services around the user, in particular to assess how we encourage people to use digital services and what assisted digital provision will be necessary in each case.

The segmentation features ten core segments, which are distinguished from one another according to **People** (average age, gender, if people are in a couple, if they have children in the home, and marital status) and **Place** (type of area people in the segment tend to live in). They also differ from each other in their experience of specific types of justice issue and their digital consumption<sup>15</sup>.


Younger, mainly single			Young and mid-aged			Older			
1	2	3	4	5	6	7	8	9	10
Free but challenged	Comfortable aspirers	Struggling singles	Diverse urbanites	Parents getting by	Comfortable parents	Mature and pressed	Mature and comfortable	Older diverse urbanites	Aging and alone
13%	8%	5%	6%	14%	7%	19%	14%	6%	7%

The segmentation includes information about a range of characteristics for each of these groups, but to inform this strategy we are particularly interested in their experience of justice issues and their average levels of digital capability, which are summarised in the following tables.

As might be expected, the data indicates the segments which are primarily under 50 (such as 'free but challenged', 'comfortable aspirers', 'diverse urbanites' etc) there is much higher internet usage. However they are also more likely to be victims of crime or to engage with the civil or family justice systems; this is most prevalent amongst those who are less affluent and less educated.

This provides an early indication that those who need justice services the most already have some level of digital capability and engagement; the focus for digital transformation is therefore on providing better services, but also encouraging those who already use the internet to extend their online activity to usage of government digital services. These findings will form the basis for planning future research.

<sup>15</sup> Analysis undertaken by Futures Company on behalf of the Ministry of Justice. The segmentation was created using existing data from five nationally representative surveys: the Citizenship Survey 2008-2009, British Crime Survey (BCS) 2008-2009, Civil and Social Justice Survey 2006-2008, British Social Attitudes Survey 2008 and the British Household Panel Survey 1991-2009.


Segment 1: Free but challenged	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• 13% – 5.7 million adults in England and Wales</li> <li>• The vast majority (78%) are under 34 years, and all are under 50 years.</li> <li>• None have children under 16 living in the household, but a minority are non-resident parents (5%).</li> <li>• More likely than average to be living with their parents or in flat shares.</li> <li>• Most are either employed or studying, and those that are working typically earn less than £25,000 per year. If they volunteer, it is likely to be through employers.</li> <li>• They can be found all over England and Wales, with no particular regional concentrations.</li> </ul>	<p><b>Family justice issues in last 3 years<sup>16</sup></b>  In line with the average across the total population, only 5% have experienced divorce, family disputes, or problems with domestic violence or children in the last three years. 7% are parents of non-resident children and 8% transfer money to another person, which could be a child, parent or an ex-partner.</p> <p><b>Civil justice issues in last 3 years</b>  They are more likely than older segments to have had a problem with discrimination, employment or welfare benefits and are more likely than all bar Segments 3 and 4 to have had housing problems (e.g. dealing with a landlord or buying or selling property).</p> <p><b>Crime in last 12 months</b>  They are more likely to report having experienced problems caused by drunken behaviour.</p> <p>They are more likely than average to have been a victim of crime in the last 12 months but are less likely to have reported it to the police. In particular, they are more likely to have experienced acquisitive crime (15% vs. 11% of total population) or assault (6% vs. 3% of total population). However, in common with other segments, 1 in 5 has been in court during a criminal case.</p>	<p>Almost all have access to a computer and use the internet every day – although less frequently than Segment 2 Comfortable aspirers, the more affluent segment of similar age.</p> <p>They perform a large number of tasks on the computer but are most likely to use it for email, work or study and social networking.</p> <p>Almost all own a mobile phone.</p> 

<sup>16</sup> Note that these time periods refer to the period in which the original surveys were conducted – (See footnote 15)




Segment 2: Comfortable aspirers	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• 8% – 3.3 million adults in England and Wales</li> <li>• Vast majority are over 21 years (75%), and all are under 50. They tend to be either single (47%), married (36%) or cohabiting (13%). Many are still likely to be living with their parents.</li> <li>• They tend to have higher educational qualifications than the other younger segments and are particularly likely to have a degree or higher qualification (30%).</li> <li>• The majority are employed or self employed (69%) and some are studying full time (21%). They tend to have a median annual personal income of around £20k to £25k, and the vast majority are in households with incomes over £30k (78%).</li> <li>• Comfortable aspirers are particularly likely to say they are satisfied with life and they have friends they can rely on for a variety of needs.</li> <li>• They are found all over England and Wales with no particular regional concentrations. This segment tends to live in more prosperous areas, typically in suburbs or semi-rural commuter towns.</li> </ul>	<p><b>Family justice issues in last 3 years</b> They are very slightly more likely than average to have been involved in divorce proceedings within the last 3 years.</p> <p><b>Civil justice issues in last 3 years</b> Experience of civil issues is in line with or slightly below the national average.</p> <p>Some have experienced problems with faulty goods (14% within the last 3 years) and some problems with discrimination, employment, or welfare benefits (10% within the last 3 years).</p> <p><b>Crime in last 12 months</b> The level of household crime they experience is similar to other more affluent segments, and they experience fewer of these crimes than other segments of a similar age.</p> <p>They are less likely than other younger segments (1 to 4) to experience personal and violent crimes (8% vs. 11-14% for segments 1 Free but challenged, 3 Struggling singles and 4 Diverse urbanites).</p> <p><b>Criminal Courts</b> They have had limited contact with criminal courts in general, and the vast majority have never been in court during a criminal case (80%).</p>	<p>Almost all are internet users (94%) and go online for e-mail (88%), shopping (70%) and work or study (69%).</p> <p>In common with the other younger segments, they are particularly likely to go online for social networking (48% vs. 30% of the total population).</p> <p>They are more likely than average to say that the internet is their main source of information for news and current affairs (16% vs. 11% of the total population).</p> 





Segment 3: struggling singles	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• 5% – 2.3 million adults in England and Wales</li> <li>• This segment includes single people living in less affluent areas who are part of households which include children.</li> <li>• Some of these people are single parents (58%) and some are young people who either have younger siblings or who are classified as dependent children themselves (16 or 17 years old and still in full-time education).</li> <li>• They are the least likely among the younger segments to have a degree. They tend to have fewer educational qualifications in general, although nearly a third are still studying. Incomes in this segment tend to be below average and they are more likely to be in receipt of income-related benefits.</li> </ul>	<p><b>Family justice issues in last 3 years</b> They are more likely than average to have experienced problems with divorce and family disputes, or problems with domestic violence or children. In particular, they are more likely to have been involved in divorce proceedings (8% vs. 2% of total population).</p> <p><b>Civil justice issues in last 3 years</b> They are more likely to experience a wide range of civil justice issues, such as debt, problems with renting accommodation or with neighbours, problems with employment, and problems with welfare benefits. They are more likely to have been threatened with homelessness.</p> <p><b>Crime in last 12 months</b> They have the highest experience of crime of all the segments. These are mostly household crimes such as burglary and criminal damage (28%) and acquisitive crimes (20%). They are more likely than average to experience violent crimes such as assault and serious wounding (9% vs. 3% of the total population).</p> <p><b>Criminal Courts</b> They are less likely than all other segments to have been a juror (3%). 1 in 5 has been in court during a criminal case. Although they are more likely to have been arrested, they are not significantly more likely to have been in court as the accused.</p>	<p>The vast majority are internet users (81% have used it in the last 12 months). But they are less likely to go online everyday than those in the other younger segments (1 to 4).</p> <p>They are particularly likely to use the internet for social networking (56% vs. 30% of the total population), downloading music, films or podcasts (36% vs. 27% of the total population) and taking part in chat rooms or forums (15% vs. 11% of the total population).</p> <p>They are less likely than other segments to have sought or found information on the internet for civil justice issues and more likely to have relied on printed leaflets or booklets.</p> 

Segment 4: Diverse urbanites	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• 6% – 2.8 million adults in England and Wales</li> <li>• The vast majority are between 16 and 49 years old (90%). This is the most ethnically diverse segment, and the one in which people are most likely to have been born outside the UK (38%).</li> <li>• The majority are highly educated, holding a degree or diploma (54%). The vast majority are employed (73%). Incomes within this segment vary: many have average incomes; however there is a subgroup of high earners.</li> <li>• Half are married or cohabitating (54%). Some have children in the household; however the majority do not (71%). They tend to have a good social network and generally think people can be trusted (46%).</li> <li>• They have a high perception of local crime, and are particularly worried about being a victim of mugging (45%) or racial attack (20%).</li> <li>• They tend to live in flats around major cities and the majority live in London (66%).</li> </ul>	<p><b>Family justice issues in last 3 years</b> In line with the average, some have had problems with divorce, family disputes, domestic violence or children (5% vs. 5% of the total population) and 3% have been involved in divorce proceedings in the last 3 years.</p> <p><b>Civil justice issues in last 3 years</b> Of all the segments they are most likely to have problems with housing other than debt, e.g. with a tenancy, property transaction or with anti-social behaviour by neighbours (11% within the last 3 years).</p> <p>Some experience problems with discrimination, employment, welfare, state pension etc (13% within the last 3 years).</p> <p>They are more likely than average to experience problems with faulty goods, excluding major building work (15% within the last 3 years).</p> <p><b>Crime in last 12 months</b> They mostly experience household crimes such as burglary and criminal damage (23%) and personal crimes such as mugging and assault (13%). They are more likely than average to experience violent crimes such as assault and serious wounding (9% vs. 3% of the total population).</p> <p><b>Criminal courts</b> They are less likely than average to have been in court during a criminal case. Almost all have never been in court as the accused (95%).</p>	<p>The vast majority are internet users (88%) and 79% have access to the internet from home.</p> <p>They are particularly likely to use the internet for reading online newspapers (51% vs. 33% of the total population), watching TV or listening to the radio (33% vs. 21% of the total population) and reading or writing blogs (15% vs. 7% of the total population).</p> 


Segment 5: Parents getting by	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• 14% – 6.4 million adults in England and Wales</li> <li>• The vast majority of this segment are between 30 and 50 years (77%). They are predominately White-British (78%) but are more likely than other segments to be Asian or Asian-British (11%). They are all married or cohabitating and all have children in the household. The vast majority are home owners (73%).</li> <li>• They tend not to have educational qualifications above A-level (66%) and the majority are employed or self-employed (80%). Whilst their household incomes are among the lowest of the working age segments, financially they say they are doing alright or getting by (69%).</li> <li>• They are the segment most likely to be step parents (5%) and a minority are foster or adoptive parents (2%). Their experience of divorce in the last 3 years is in line with other segments of similar age.</li> </ul>	<p><b>Family justice issues in last 3 years</b> Similar to Segment 6 Comfortable parents, their experience of divorce, other family disputes or problems relating to children in the last 3 years is slightly above average (7% vs. 5% of the total population). They are also more likely to have spoken to schools or health or social workers about problems relating to their family or children.</p> <p><b>Civil justice issues in last 3 years</b> Some have had problems with faulty goods (14%). Some have had problems with discrimination, employment, welfare, state pension etc. (11%).</p> <p><b>Crime in last 12 months</b> Their experience of household crime e.g. theft and burglary (26%) and acquisitive crime e.g. theft and mugging (14%) is similar to other working age segments.</p> <p>They experience less assault and violent crimes than the younger segments.</p> <p><b>Criminal courts</b> The vast majority have never been in court during a criminal case (78%), but like other less affluent segments they are more likely to have appeared in court as the accused (10%).</p>	<p>The vast majority use the internet (85%), mostly for e-mail (78%) and shopping (66%). In line with the national average, almost all own a mobile phone (97%).</p> <p>Along with Segment 6 Comfortable parents, they are more likely than other segments to have found some information on the internet to help them when divorcing.</p> 

Segment 6: comfortable parents	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• 7% - 3.1 million adults in England and Wales</li> <li>• The vast majority of people in this segment are aged between 35 and 49 (77%). Almost all people are married or cohabitating (95%) and all have children in their household.</li> <li>• Of all the segments they have the highest levels of educational qualification and the lowest levels of unemployment.</li> <li>• They are more likely than average to be step-parents (2% vs. 1% of the total population). Alongside Segment 5 Parents getting by, they are most likely to be a foster or adoptive parent (3% vs. 1% of the total population).</li> <li>• The majority are in a household with an annual pre-tax income of over £30k (83%) and they are the segment most likely to have personal incomes over £35k (41%).</li> <li>• They are the segment most active in volunteering and civic participation, and undertake a wide number of volunteering activities.</li> </ul>	<p><b>Family justice issues in last 3 years</b> Whilst they are more likely than average to experience divorce, family disputes, or problems with domestic violence or children issues (8% vs. 5% of the total population), this is broadly in line with other pre-family and family segments.</p> <p><b>Civil justice issues in last 3 years</b> They are most likely to have experienced problems with faulty goods, excluding major building work (18% vs. 12% of the total population). A minority have also experienced a dispute with a public body (4%).</p> <p><b>Crime in last 12 months</b> They experience more household crime (17%) than theft or assault (2%), a pattern which is more in line with the older than younger segments.</p> <p>They are most likely of all segments to be in a household where someone has had property stolen off or out of their vehicle (16% vs. 11% of the total population).</p> <p>The vast majority do not have contact with the offender when they experience crime (73%).</p> <p><b>Criminal Courts</b> Exposure to courts is in line with the national average. The vast majority have not been in court during a criminal case (79%), however, some have been in court as the accused (8%). This is also in line with the national average.</p>	<p>Alongside Segment 2 Comfortable aspirers they are most likely to have used the internet in the last year (94% vs. 70% of the total population). The majority of internet users do so everyday or almost everyday (75%). After e-mail (87%) and work or study (68%), they are particularly likely to go online for banking (61% vs. 49% of the total online population) and shopping (79% vs. 64% of the total online population). More than half of internet users go online to buy road tax (57%).</p> 

Segment 7: mature and pressed	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• 19% - 8.5 million adults in England and Wales</li> <li>• The vast majority of this segment are over 45 (89%) and say they are White-British (90%). They are mainly couples with no children (72%) or couples with non-dependent children (23% vs. 14%). Almost none have children under 16 in the household.</li> <li>• A third of adults in this segment report having a long-standing illness or infirmity (33%).</li> <li>• The majority have been living at their current address and in their local area for over 10 years. The vast majority are home owners (87%) and some are still paying a mortgage.</li> <li>• Many have no formal educational qualifications (37%). Some are retired, however over half are still working (52%).</li> <li>• They are found all over England and Wales with slightly higher than average concentration in the North, Yorkshire and the West Midlands.</li> </ul>	<p><b>Family justice issues in last 3 years</b> In keeping with the other older segments (8 to 10), they have a low level of recent experience with divorce, family disputes, or problems with domestic violence or children (2% vs. 5% of the total population).</p> <p><b>Civil justice issues in last 3 years</b> A minority have experienced a problem with faulty goods excluding major building work (8% vs. 12% of the total population).</p> <p><b>Crime in last 12 months</b> In common with the older family and post family segments (6 to 10) they experience fewer types of crime than the younger segments. Of these, they mostly experience household crimes (17% vs. 19% of the total population) such as burglary or criminal damage, and acquisitive crimes (7% vs. 11% of the total population) such as theft or theft from person.</p> <p><b>Criminal courts</b> Alongside the other less affluent segments, they are more likely to have been in court as the accused (10% vs. 8% of the total population).</p>	<p>As is more common in the older segments (7 to 10), they are less likely than average to be internet users (55% vs. 70% of the total population).</p> <p>The majority have an internet connection at home (66% vs. 70% of the total population). Those people who use the internet tend to go online for e-mail (79%), shopping (61%) and work or study (51%). They also use the internet for tasks like buying road tax (53%).</p> 

Segment 5: Parents getting by	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• Mature and comfortable 14% – 6.3 million adults in England and Wales</li> <li>• They are all aged 50 years or over and almost all say they are White-British (94%) and Christian (86%). The vast majority are married (77%) and some are widowed (11%).</li> <li>• The vast majority have been living at their current address for over 10 years (72%) and are satisfied with their local area as a place to live (91%).</li> <li>• Although a third of them do not have educational qualifications, they are most likely of the older segments to have a degree (38%).</li> <li>• They are particularly likely to live in the South and East of England. They tend to live in more prosperous areas of the country, typically in established suburbs or semi-rural commuter towns.</li> </ul>	<p><b>Family justice issues in last 3 years</b> Similar to Segment 6 Comfortable parents, their experience of divorce, other family disputes or problems relating to children in the last 3 years is slightly above average (7% vs. 5% of the total population). They are also more likely to have spoken to schools or health or social workers about problems relating to their family or children.</p> <p><b>Civil justice issues in last 3 years</b> Some have had problems with faulty goods (14%). Some have had problems with discrimination, employment, welfare, state pension etc. (11%).</p> <p><b>Crime in last 12 months</b> Their experience of household crime e.g. theft and burglary (26%) and acquisitive crime e.g. theft and mugging (14%) is similar to other working age segments. They experience less assault and violent crimes than the younger segments.</p> <p><b>Criminal courts</b> The vast majority have never been in court during a criminal case (78%), but like other less affluent segments they are more likely to have appeared in court as the accused (10%).</p>	<p>The vast majority are internet users (88%) and 79% have access to the internet from home.</p> <p>They are particularly likely to use the internet for reading online newspapers (51% vs. 33% of the total population), watching TV or listening to the radio (33% vs. 21% of the total population) and reading or writing blogs (15% vs. 7% of the total population).</p> 



Segment 9: older diverse urbanites	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>Older diverse urbanites 6% – 2.5 million adults in England and Wales</li> <li>This segment is made up of older, mainly retired, people living in what tend to be less affluent, urban areas. Nearly half are married and the majority are aged 55 or over.</li> <li>Although most say they are white-British, this segment is more diverse in origin than the other older segments, with 11% having been born outside the UK.</li> <li>They are more likely to live in London (19%) or in urban areas in the north of England (23%). Nearly half are local authority or housing association tenants. Their satisfaction with their local area tends to be lower than for other older segments.</li> <li>In common with Segment 10 Aging and alone, they tend to have few educational qualifications and those who are still working are more likely to be in routine or semi-routine occupations. The vast majority have household income below £30k before tax.</li> </ul>	<p><b>Family justice issues in last 3 years</b> People in this segment are less likely to have direct experience of family justice issues in the last 3 years (3% vs. 5% of total population).</p> <p>In line with the average, 2% have divorced in the last 3 years.</p> <p>However they are less likely than younger segments (1 to 6) to make or receive maintenance payments as a result of a previous relationship.</p> <p><b>Civil justice issues in last 3 years</b> In general, they are less likely than younger segments (1 to 6) to experience a range of civil justice issues.</p> <p>However, they are more likely to have experienced problems with anti-social behaviour by neighbours (12% vs. 8% of total population). They are slightly more likely to have had a problem with a public body, including housing associations, excluding medical negligence (4% vs. 3% of total population).</p> <p><b>Crime in last 12 months</b> They are less likely than younger segments (1 to 6) to have been a victim of crime in the last 12 months.</p> <p><b>Criminal courts</b> Their experience of contact with the courts is in line with the average for the total population; 14% have ever been a juror, 19% have been in court during a criminal case and 9% have been in court as the accused.</p>	<p>Relatively few people in this segment have used the internet in the last 12 months (33%).</p> <p>Among those people who are internet users, the vast majority use the internet once a week or more.</p> 

Segment 10: Aging and alone	Justice Issues	Digital Consumption
<ul style="list-style-type: none"> <li>• Aging and alone 7% – 3.2 million adults in England and Wales</li> <li>• This is the oldest segment. Sixty-six per cent are female and the majority are aged 58 or over. It is also the least ethnically diverse segment, with 92% saying that they are white-British.</li> <li>• None of the people in this segment are part of a couple and the majority live alone. Others may live with children, siblings or other family members.</li> <li>• The majority live in semi-detached or terraced houses in suburban or semi-rural areas where house prices are relatively low for the region. They are the most likely to have lived in the same area for 20 years or more. They can be found across all regions, but are less likely to live in London.</li> <li>• In common with Segment 9 Older diverse urbanites, they tend to have few educational qualifications. Those who are still working are more likely to be in routine or semi-routine occupations. The vast majority have total household income below £30k before tax.</li> </ul>	<p><b>Family justice issues in last 3 years</b> People in this segment are less likely to have had direct experience of family justice issues in the last 3 years (3% vs. 5% of total population).</p> <p>In line with the average, 2% have divorced in the last 3 years.</p> <p>However they are less likely than younger segments (1 to 6) to make or receive maintenance payments as a result of a previous relationship.</p> <p><b>Civil justice issues in last 3 years</b> In general, they are less likely than younger segments (1-6) to experience a wide range of civil justice issues, particularly problems with faulty goods and problems with employment.</p> <p>In line with the average, 2% have experienced debt problems in the last 3 years.</p> <p><b>Criminal courts</b> Their experience of contact with the courts is in line with the average for the total population; 14% have ever been a juror, 18% have been in court during a criminal case and 7% have been in court as the accused.</p>	<p>Relatively few people in this segment have used the internet in the last 12 months (31%). Among those people who are internet users, the vast majority use the internet once a week or more.</p> <p>The limited data available from current surveys does not allow us to draw many conclusions about how people in this segment approach justice issues, but they are less likely than younger segments to have looked for information on the internet.</p> 



## 2. OUR STAFF

### Building our digital capability

Digital by Default is a core theme running through the Civil Service Reform plan with the explicit acceptance by the Minister for the Cabinet Office that “central government wherever possible must become a digital organisation.”

We have a large workforce with a diverse range of skills delivering a complex system ranging from administrative functions within courts that keep the justice system moving, to probation workers managing offenders in the community. Much of our infrastructure currently does not enable staff to work as efficiently and effectively together as they might, or give them the capability to make best use of digital innovation.

This ambition presents us with a significant challenge both in terms of providing our staff with these digital tools, increasing their capability to use them effectively and encouraging cultural change.

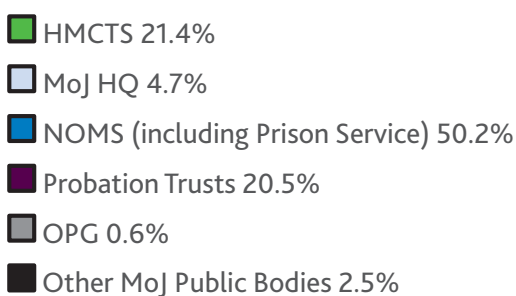
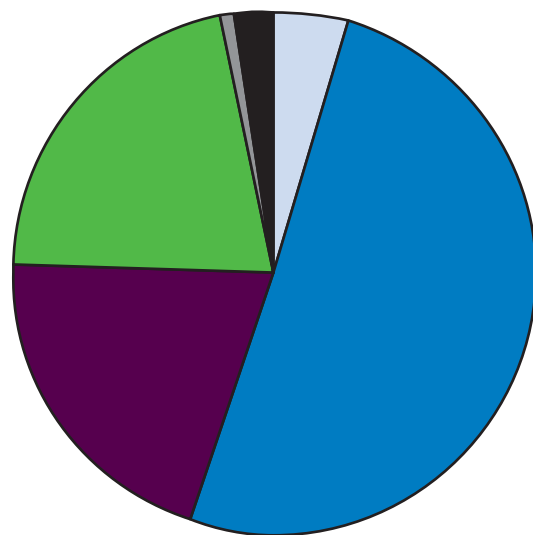
### Staff engagement with users

There is a role for our front-line staff in directing people towards our digital services and proposing alternatives to engaging with the justice system, for example:

- selecting alternative routes e.g. mediation
- signposting to information and services online

For policy teams within the department, digital tools make it easier than ever before to engage the public and specialists in the policy-making process. The Civil Service Reform plan calls for civil servants to use ‘web-based tools, platforms and new media to widen access to policy debates to individuals and organisations not normally involved’. It also highlights that current models used to develop policy need updating to reflect the new tools and techniques now available: ‘The traditional tools of legislation, funding and regulation need to be used more sparingly, and new tools such as behavioral insight, transparency, and digital engagement should be considered more readily’.

Moj: Organisations by %



### 3. OUR STAKEHOLDERS



*This is intended to provide a representation and is not fully comprehensive.*

The Ministry of Justice has a wide and diverse range of stakeholders, more than most other government departments. Whilst all these organisations have their own objectives and reasons for engaging with the department, they share a common need with the public and our staff in their desire to be able to access information and services easily and quickly to enable their interactions with us. Many of our stakeholders still have to engage with processes within the justice system which are complex and in many cases paper-based. For example businesses

and legal practitioners who are bulk users of our services (such as our claims systems) or third sector organisations seeking to participate in policy making and consultations.

Increasingly we are seeking to work with our stakeholders and partners in line with the government commitments to open policy making, localism and devolved provision of public services, and government needs to have the digital capability to achieve this.