



National Audit Office

## A SHORT GUIDE

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# The NAO's work on the Ministry of Justice





National Audit Office

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This short guide is one of 17 we have produced covering our work on each major government department. It summarises our work during the last Parliament, reflecting programmes and spending before the May 2010 General Election, and as such does not reflect changes introduced by the new Government.

These guides are designed to provide Members of Parliament, and particularly select committees, with a quick and accessible overview of our recent work and how we can help with the scrutiny of government. The guides are not intended to provide an overall assessment of the departments' performance but simply to illustrate, with examples, the range of our work. Where the examples refer to specific weaknesses and recommendations, departments have in many cases taken action since to address them.

In the last year, we also supported the Justice Select Committee by preparing a Performance Briefing which gave an overview of the work and performance of the Ministry based on 2008-09 data. We will continue to support all select committees in 2010-11, providing further briefing on each major department and supporting specific inquiries where our expertise and perspective can add value.

# introduction

# about

## About the Ministry

### The Ministry's responsibilities

The Ministry of Justice (the Ministry) is responsible for setting and delivering government policy on:

- the criminal and civil justice systems;
- human rights;
- constitutional reform; and
- devolution.

The Ministry in its current form was created in May 2007 and brings together responsibility for the whole criminal justice system of England and Wales under one Secretary of State for the first time. The Ministry itself sets justice policy, but devolves most of the delivery of its aims to more than 50 sponsored bodies (Appendix 1).

### Where the Ministry spends its money

In 2008-09, the Ministry spent £10.2 billion, 94 per cent of which was spent through its sponsored bodies (see opposite).

In addition, the Ministry made grants of £37 billion to the Scottish Government and Welsh Assembly Government.

Apart from the devolved administrations, the largest recipients of funding were the National Offender Management Service, responsible for prisons and probation, which received £4.9 billion; the Legal Services Commission, the provider of legal aid, which received £2.1 billion; and Her Majesty's Courts Service, which received £0.9 billion.

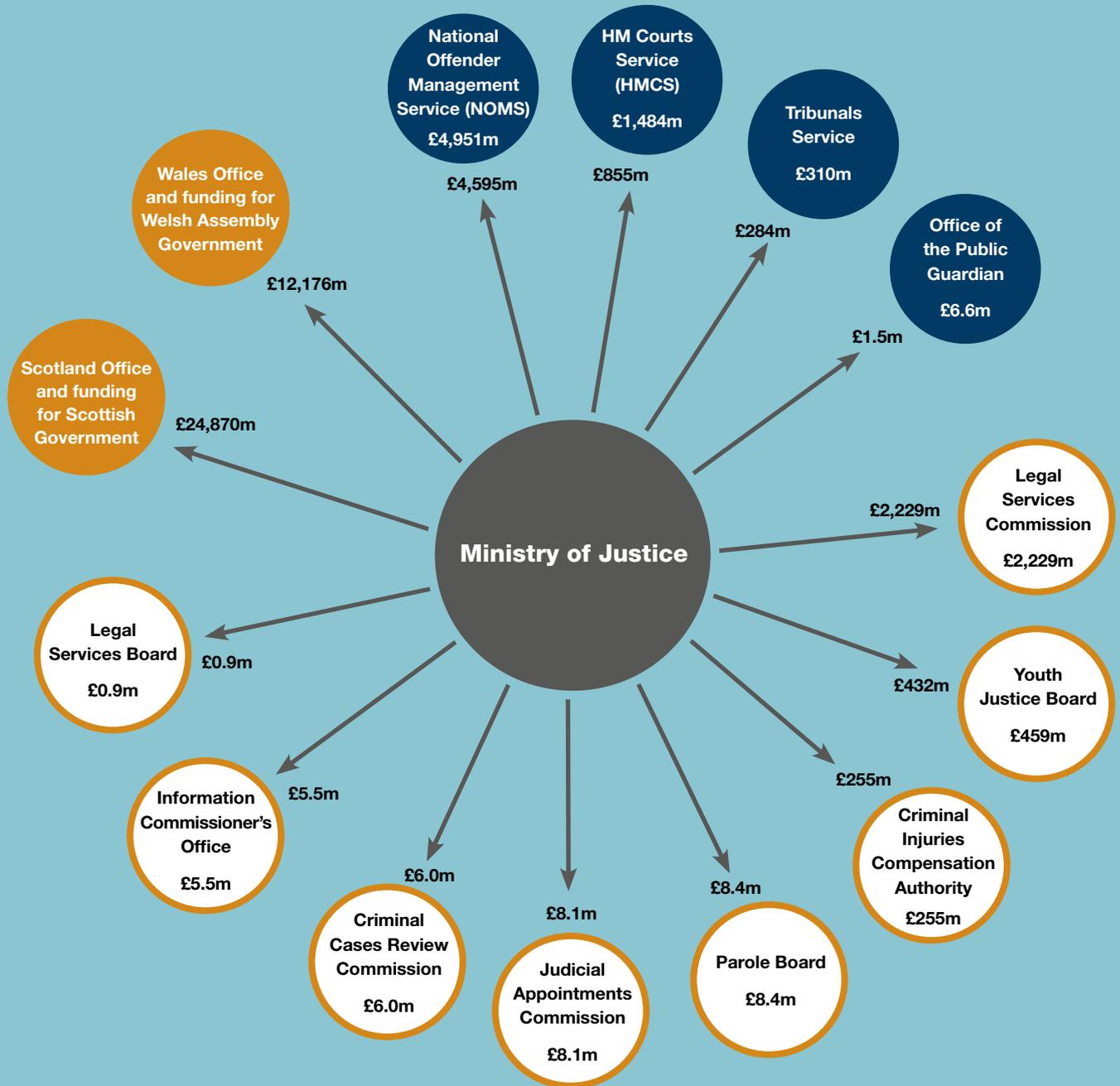
The central Ministry spends £484 million and employs 3,500 staff.

**In 2008-09, the Ministry spent £10.2 billion, 94 per cent of which was spent through its sponsored bodies.**

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WORK IN THIS SECTOR VISIT  
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# Where the money goes (2008-09 data)



- Central Government Departments
- Agencies within Ministry's Departmental Boundary
- Arm's length bodies

## NOTES

- 1 The Ministry contains several other small independent bodies, such as HM Inspectorate of Prisons, which are funded within the Ministry's central and administrative funding of £661m.
- 2 This shows both funding from the Ministry and total spend of the body concerned. The figures differ where the body receives other income, e.g. from fees.

# financial management

## Financial management

**The ability of departments to control costs and drive out waste requires professional financial management and reporting. In particular, departments need to be better at linking costs to services and benchmarking performance to determine whether costs are justified and value for money can be improved. To provide assurance that resources are being appropriately managed and controlled, organisations have to publish Statements on Internal Control with their Annual Financial Statements.<sup>1</sup>**

### Financial governance and reporting

We audit the accounts of the Ministry and all of its sponsored bodies. In total, these organisations spent £10.2 billion in 2008-09,<sup>2</sup> employed some 100,000 staff and held assets worth more than £10 billion. Our audit work involves understanding the business of each organisation, examining internal controls, agreeing the accounting policies, auditing their transactions, liabilities and assets and confirming that the accounts present a true and fair view. We also consider whether the transactions of the Department are in accordance with Parliament's intentions.

In each of the two years since the Ministry's creation, we have given an unqualified audit opinion on its accounts.<sup>3</sup>

In 2008-09, we qualified the accounts of one of the Ministry's sponsored bodies, the Legal Services Commission, due to estimated overpayments to solicitors of £24.7 million. Overpayments related both to law firms being paid more than there was evidence to support and to legal aid being given to claimants whose eligibility had not been fully demonstrated. In March 2010, the Ministry announced that, following a review of the delivery and governance of legal aid, it intended to replace the Commission with an Executive Agency.

We work with the Ministry and its sponsored bodies to improve their published Statements on Internal Control to ensure that that they are supported by robust evidence that controls are sufficiently reliable and that they comply with Treasury guidance. In 2010, we are working with the Ministry to identify how its Statement on Internal Control could be developed further to increase the usefulness and transparency of reporting. We have also provided the Ministry's Audit Committee with our own **guidance on the Statement.**<sup>4</sup>

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FINANCIAL MANAGEMENT WORK  
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<sup>1</sup> *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

<sup>2</sup> Excluding the £37 billion of grants paid to the Scottish and Welsh Assemblies.

<sup>3</sup> *Ministry of Justice, Resource Account 2008-09*.

<sup>4</sup> *The Statement on Internal Control: A Guide for Audit Committees*, [www.nao.org.uk/guidance\\_\\_good\\_practice/audit\\_of\\_financial\\_statements.aspx](http://www.nao.org.uk/guidance__good_practice/audit_of_financial_statements.aspx)

Issues covered by the Ministry's sponsored bodies in their 2008-09 Statements on Internal Control include:

- weaknesses in the controls over the accuracy of providers' claims for civil legal help and over assessing the eligibility of applicants for civil representation that resulted in the qualification of the Legal Services Commission's accounts;<sup>5</sup>
- concern about the effectiveness of Her Majesty's Courts Service's management of criminal enforcement procedures, including the way it follows up outstanding warrants against defendants who fail to attend court or breach community orders. Subsequently the Service has improved enforcement in this area;<sup>6</sup>
- difficulties faced by the Parole Board in reducing its backlog of cases because of a shortage of judges to chair hearings;<sup>7</sup> and
- the success of business continuity arrangements following a major fire at Field House, one of the Tribunal Service's London sites, in March 2009.<sup>8</sup>

We have reported separately to Parliament on the financial management of several government departments, such as the **Foreign and Commonwealth Office**<sup>9</sup> and the **Home Office**.<sup>10</sup> We will publish a similar report on the Ministry during 2010-11.

## Efficiency

We are validating the value for money savings reported by major government departments between 2008-09 and 2010-11.

The Ministry had an ongoing programme of efficiency savings at the time of the May 2010 General Election, to reduce its costs and those of its sponsored bodies by £1.1 billion over the three years to March 2011, including:

- cutting the cost of overheads and centralising back-office functions, such as procurement;
- rationalising the Ministry's estate;
- reducing overall staffing levels and minimising the use of agency and contract staff; and
- means testing entitlement to criminal legal aid.

We are planning to review the Ministry's reported savings in 2010-11. **Examples of validation work**<sup>11</sup> we have already performed on other departments are on our website.

A number of our reports have examined aspects of the efficiency of the Ministry, its predecessor organisations and sponsored bodies (overleaf).

The NAO also produces a wide range of cross-cutting work that considers aspects of efficiency across government (Appendix 3).

**In 2008-09, we qualified the accounts of one of the Ministry's sponsored bodies, the Legal Services Commission, due to estimated overpayments to solicitors of £24.7 million.**

<sup>5</sup> *Legal Services Commission, Annual Report and Accounts 2008/09*, pp.42-45.

<sup>6</sup> *Her Majesty's Courts Service, Annual Report and Accounts 2008-09*, pp.47-52.

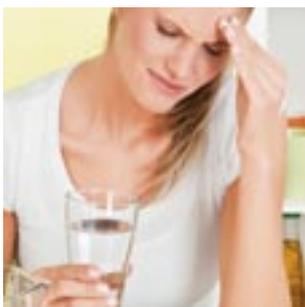
<sup>7</sup> *Annual Report and Accounts 2008-09, The Parole Board of England and Wales*, pp. 61-64.

<sup>8</sup> *Tribunals Service, Annual Report and Accounts 2008-09*, pp.71-78.

<sup>9</sup> *Financial Management in the Foreign and Commonwealth Office*, [www.nao.org.uk/publications/0809/financial\\_management\\_in\\_fco.aspx](http://www.nao.org.uk/publications/0809/financial_management_in_fco.aspx)

<sup>10</sup> *Financial Management in the Home Office*, [www.nao.org.uk/publications/0809/financial\\_management\\_in\\_the\\_ho.aspx](http://www.nao.org.uk/publications/0809/financial_management_in_the_ho.aspx)

<sup>11</sup> *Independent Reviews of reported CSR07 Value for Money savings*, [www.nao.org.uk/publications/0910/independent\\_reviews\\_of\\_vfm\\_sav.aspx](http://www.nao.org.uk/publications/0910/independent_reviews_of_vfm_sav.aspx)



## Impact: £24m

### Sickness absence in Prisons<sup>12</sup> May 2004 and Probation<sup>13</sup> April 2006

**On Prisons: 'The Prison Service has a higher sickness rate than other parts of Government.'**

**On Probation: 'Insufficient management information hinders the Service's ability to diagnose the reasons for high levels of sickness absence and take appropriate management action.'**

#### We recommended:

- targeting those areas where sickness rates were highest;
- creating and improving management information systems about sickness absence;
- addressing cultures of absenteeism, including making attendance a central part of staff performance management.

Both prisons and probation have acted on our recommendations, delivering significant savings.



## Impact: £9m

### Electronic monitoring of adult offenders<sup>14</sup> March 2006

**'The electronic monitoring of offenders provides overall value for money. Electronically monitored curfews are considerably cheaper than custody.'**

#### We recommended:

- the use of electronic monitoring as a cost-effective alternative to custody wherever other considerations allow;
- improving the Government's performance management of the private companies that provide tagging;
- processing the applications of prisoners who were eligible for early release with tags more quickly to minimise unnecessary stays in custody.

By acting on our recommendations, the Criminal Justice System has improved and extended the use of electronic monitoring, avoiding more costly alternatives.

TO FIND OUT MORE ON OUR  
WORK ON EFFICIENCY VISIT  
[WWW.NAO.ORG.UK](http://WWW.NAO.ORG.UK)



<sup>12</sup> *The Management of Sickness Absence in the Prison Service*, [www.nao.org.uk/publications/0304/sickness\\_absence\\_in\\_the\\_prison.aspx](http://www.nao.org.uk/publications/0304/sickness_absence_in_the_prison.aspx)

<sup>13</sup> *The Management of Staff Sickness Absence in the National Probation Service*, [www.nao.org.uk/publications/0506/the\\_management\\_of\\_staff\\_sickne.aspx](http://www.nao.org.uk/publications/0506/the_management_of_staff_sickne.aspx)

<sup>14</sup> *The Electronic Monitoring of Adult Offenders*, [www.nao.org.uk/publications/0506/the\\_electronic\\_monitoring\\_of\\_a.aspx](http://www.nao.org.uk/publications/0506/the_electronic_monitoring_of_a.aspx)

## The procurement of goods and services by HM Prison Service<sup>15</sup> July 2008

Our report found that the Prison Service (part of the National Offender Management Service):

**‘had made major progress in achieving better value for money in procurement ... through substantial recruitment and training of qualified staff, investment in supporting information technology and adopting centrally controlled contracting.’**

The Service had achieved savings of £83 million between 2003-04 and 2006-07.



## Maintenance of the prison estate in England and Wales<sup>16</sup> May 2009

We found that, while the National Offender Management Service was achieving good value for money from what it spent on maintenance, there was scope for improvements to its procedures so that it could target funding for maintenance more effectively.

**The National Offender Management Service ‘does not have long-term maintenance plans for individual assets over their economic life and does not have a full understanding of the optimal times to switch from servicing and repair ... to ... complete refurbishment or replacement.’**

### **We recommended:**

- the development of long-term plans for prison buildings;
- better management of information about their condition;
- the explicit appraisal of all options, including servicing, repair, refurbishment and replacement.

The National Offender Management Service is currently in the process of implementing these recommendations.



<sup>15</sup> *The procurement of goods and services by HM Prison Service*, [www.nao.org.uk/publications/0708/goods\\_and\\_services\\_hm\\_prison.aspx](http://www.nao.org.uk/publications/0708/goods_and_services_hm_prison.aspx)

<sup>16</sup> *National Offender Management Service: Maintenance of the prison estate in England and Wales*, [www.nao.org.uk/publications/0809/prison\\_maintenance.aspx](http://www.nao.org.uk/publications/0809/prison_maintenance.aspx)

# information

## Use of information

**The life blood of a successful organisation is the quality of information on which it makes decisions and monitors and assesses performance. Poor quality information leads to inefficiency and waste and can result in excess or unnecessary costs. Departments need reliable information on which to design and deliver services and monitor quality, be confident about their productivity, and drive continuous improvement.**<sup>17</sup>

### Testing the reliability of performance data across government

We carry out work across government to test the systems used by departments to generate performance data. This work provides assurance to Parliament and the public about whether these systems are adequate, and supports better performance management by Government.

Under the previous Government, Public Service Agreements (PSAs) were the agreements between the Treasury and individual departments which set out priority areas for the Government's work and against which the departments reported their performance. For the period 2008-2011, 30 PSAs were used by departments to measure and report progress, each underpinned by several indicators.

In October 2009, we published our **Fifth Validation Compendium Report**,<sup>18</sup> which reviewed data systems underpinning 13 of the Government's PSAs:

'... the slow progress being made by some government departments in achieving better quality information about their own performance is a matter for concern. The NAO has found that one third of the PSA data systems used by departments have weaknesses and just over a tenth remain unsatisfactory.'

Our Sixth Compendium Report, for PSAs across the whole of government, will be published shortly.

The Treasury announced in June 2010 that it had ended the system of Public Service Agreements and that in future, departmental business plans would include the data the public can use to hold departments to account.<sup>19</sup> We will continue to apply the lessons from our work validating the PSA data systems when looking at Government performance data in future.

### Use of information by the Ministry

The Ministry of Justice had lead responsibility for PSA 24 to 'deliver a more effective, transparent and responsive Criminal Justice System for victims and the public'.

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PERFORMANCE MEASUREMENT  
WORK VISIT [WWW.NAO.ORG.UK](http://WWW.NAO.ORG.UK)



<sup>17</sup> *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

<sup>18</sup> *Measuring Up: How good are the Government's data systems for monitoring performance against Public Service Agreements?* [www.nao.org.uk/publications/0809/5th\\_validation\\_report.aspx](http://www.nao.org.uk/publications/0809/5th_validation_report.aspx)

<sup>19</sup> *HM Treasury: The Spending Review framework*, June 2010 (paragraph 2.7).

Our **June 2010 report**<sup>20</sup> looked at the data systems to support PSA 24. We concluded that three of the five data systems were fit for purpose and one was broadly appropriate but in need of strengthening. We concluded that the remaining data system (for identifying and addressing race disproportionality in the criminal justice system) was not fit for purpose as it was not yet fully established.

We also provided briefing to the Justice Committee in October 2009, which included commentary on the Ministry's assessment of its performance against its PSA indicators.<sup>21</sup> The most recent public statement provided by the Ministry on progress against its PSAs was in its Autumn Performance report 2009,<sup>22</sup> published in December 2009.

In our other work, we have often reported on the quality of the information which the Ministry and its sponsored bodies use to make decisions about how to spend their money. In **Managing offenders on short custodial sentences**<sup>23</sup> (March 2010), we found that, although the National Offender Management Service kept prisoners safe and well most of the time, it was not reducing their risk of re-offending. One of the reasons for this was its failure to make the most of the time available, in part caused by inefficient systems for collecting information about where to target assistance:

'Most prisons have screening tools to gather information about incoming prisoners' immediate and longer-term needs. Assessments vary in terms of the breadth and depth of information sought and are almost always repeated when prisoners move to another prison.'

We have reported examples of good practice too. In March 2009, in a report on **Innovation Across central government**,<sup>24</sup> we held up the Ministry's Community Justice Programme as a model in terms of its use and generation of high-quality information.

'There are a number of innovative aspects to this programme. First, it is a good example of learning from successful projects from outside the UK [... It] also applied a sensible approach to piloting and testing. Both the Liverpool and Salford pilots have been fully evaluated [...] these evaluations have produced lessons that have been learnt and incorporated into subsequent community justice centres.'

**Although the National Offender Management Service kept prisoners on short custodial sentences safe and well most of the time, it was not reducing their risk of re-offending.**

20 *Public Service Agreement data systems reviews 2010*, [www.nao.org.uk/PSA-validation-2010](http://www.nao.org.uk/PSA-validation-2010)

21 *Performance of the Ministry of Justice 2008-09: Briefing for the House of Commons Justice Committee*, [www.nao.org.uk/publications/0910/ministry\\_of\\_justice\\_briefing.aspx](http://www.nao.org.uk/publications/0910/ministry_of_justice_briefing.aspx)

22 *Ministry of Justice Autumn Performance Report 2009*.

23 *Managing offenders on short custodial sentences*, [www.nao.org.uk/publications/0910/short\\_custodial\\_sentences.aspx](http://www.nao.org.uk/publications/0910/short_custodial_sentences.aspx)

24 *Innovation across central government*, [www.nao.org.uk/publications/0809/innovation\\_across\\_government.aspx](http://www.nao.org.uk/publications/0809/innovation_across_government.aspx)

# delivery

## Service delivery

Public services are different in the way they are delivered but their quality and cost effectiveness depends on a number of common minimum requirements. For example, service delivery requires sound programme and project management, strong commercial skills, effective IT enabled business change, and a real understanding of customer needs. Many of our reports to Parliament cover these issues. We summarise opposite some of this work, organised by key areas of the Ministry's business.<sup>25</sup>

### Effective case management

The Ministry's activities involve delivering services to millions of citizens who rely on the civil and criminal justice systems, including thousands of offenders. Sound administrative and case management systems are essential to this delivery, but we have brought to light a number of areas of concern in recent years.

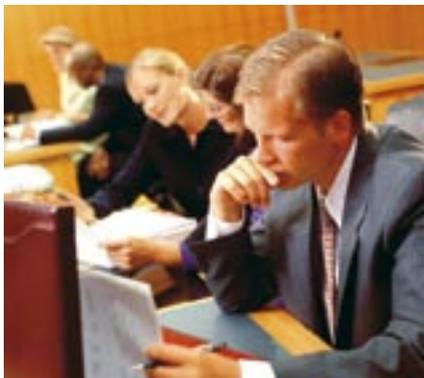


**The Ministry's activities involve delivering services to millions of citizens who rely on the civil and criminal justice systems, including thousands of offenders.**

<sup>25</sup> NAO Strategy 2010-11 to 2012-13, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

## Criminal Legal Aid<sup>26</sup>

### November 2009



In 2008-09, spending on criminal legal aid was £1.2 billion. Thousands of people rely on this service to pay for advice and representation at the police station and in court. Our report evaluated the efficiency and effectiveness of the Commission's procurement of services from solicitors and its measures for assessing the quality of service delivered.

We concluded that the way criminal legal aid had been administered and procured in England and Wales presented risks to value for money, as well as to the sustainability of the service. We also found that the quality of data supporting claims for criminal legal aid was poor and that there were weaknesses in the Commission's financial controls over the accuracy of payments. The Commission is currently taking forward our recommendations. This process is likely to be completed in early 2011-12.

## C-NOMIS<sup>27</sup>

### March 2009



Our report on the National Offender Management Information System (March 2009) examined a major IT project to improve the computer systems through which prison and probation services are delivered. The project, C-NOMIS, was stopped in 2007 when, having spent £155 million and being two years behind schedule, it ran out of money. We found that:

- the National Offender Management Service had significantly underestimated the technical complexity of the project; and
- there was inadequate oversight by senior management and programme management was poor in key aspects, including planning, financial monitoring and change control.

'Although technically feasible, C-NOMIS was a very ambitious project thought to have the potential to bring much closer working across the criminal justice system. The desirability of the project's aims appears to have overly influenced decision-makers, leading to failure to evaluate other technical options sufficiently and establish realistic budget, timescales and governance.'

The Agency is working on implementing our recommendations and the revised National Offender Management Information System (NOMIS) Programme has recently deployed a national, centralised case management system to prisons.

## Administration of the Crown Court<sup>28</sup>

### March 2009



In our report on the Administration of the Crown Court (March 2009) we identified the use of old case management software as a potential threat to overall business continuity.

'The continuing use of the CREST system, which is 20 years old, brings operational risks as its operating system is no longer supported by the manufacturer.'

New software had problems with speed and stability.

We recommended that the Service move to modern, supported software as soon as possible.

26 *The Procurement of Criminal Legal Aid in England and Wales by the Legal Services Commission*, [www.nao.org.uk/publications/0910/procurement\\_of\\_legal\\_aid.aspx](http://www.nao.org.uk/publications/0910/procurement_of_legal_aid.aspx)

27 *The National Offender Management Information System*, [www.nao.org.uk/publications/0809/national\\_offender\\_management.aspx](http://www.nao.org.uk/publications/0809/national_offender_management.aspx)

28 *HM Courts Service: Administration of the Crown Court*, [www.nao.org.uk/publications/0809/crown\\_court\\_administration.aspx](http://www.nao.org.uk/publications/0809/crown_court_administration.aspx)

## Supervision of community orders<sup>29</sup>

### January 2008



Our January 2008 report on the National Probation Service: the supervision of community orders in England and Wales looked at how well community orders were managed. It identified that funding imperfectly matched demand, which made it more difficult to provide services at the required standard. It also found that performance targets did not focus sufficiently on outcomes. We recommended that:

'The Ministry of Justice should identify the capacity in terms of the number and mix of community orders the Service can manage nationally and assist local Probation Areas in identifying their capacity.'

The National Offender Management Service is now benchmarking the activities of Probation Trusts to develop costed, minimum service requirements.

## Offenders on short custodial sentences<sup>30</sup>

### March 2010



We criticised the National Offender Management Service for its failure to measure the impact that it was having through the work it does with short-sentenced prisoners. Crucially, it does not know whether its actions are reducing re-offending.

'Chance encounters aside, prison staff usually only find out about a released offender when they arrive back in custody. As well as being demoralising for staff, this makes it impossible to evaluate the effectiveness of what is done.'

**In our reports on the efficient and effective management of offenders, two consistent problems are the inadequate matching of resources to workload and the lack of focus on outcomes.**

<sup>29</sup> *National Probation Service: The supervision of community orders in England and Wales*, [www.nao.org.uk/publications/0708/the\\_national\\_probation\\_service.aspx](http://www.nao.org.uk/publications/0708/the_national_probation_service.aspx)

<sup>30</sup> *Managing offenders on short custodial sentences*, [www.nao.org.uk/publications/0910/short\\_custodial\\_sentences.aspx](http://www.nao.org.uk/publications/0910/short_custodial_sentences.aspx)

# Appendices

## 1 The Ministry's sponsored bodies

### Executive Agencies

Her Majesty's Courts Service  
 Successor to the Legal Services Commission  
 Office of the Public Guardian  
 National Offender Management Service  
 Tribunals Service

### Non-Ministerial Departments

The National Archives  
 HM Land Registry  
 The UK Supreme Court

### Inspectorates, Ombudsmen and Statutory Office holders

HM Inspectorate of Prisons  
 HM Inspectorate of Probation  
 Assessor for Compensation of Miscarriages of Justice  
 Judicial Appointments and Conduct Ombudsman  
 HM Inspectorate of Court Administration (abolition announced)  
 Legal Services Ombudsman  
 Prisons and Probation Ombudsman  
 Office for Legal Complaints  
 Office for Judicial Complaints  
 Official Solicitor & Public Trustee Office  
 Legal Services Complaints Commissioner  
 Independent Monitoring Boards of Prisons, Immigration Removal  
 Centres and Short-Term Holding Rooms

### Executive Non-Departmental Public Bodies

Criminal Cases Review Commission  
 Criminal Injuries Compensation Authority  
 Information Commissioner's Office  
 Judicial Appointments Commission  
 Legal Services Board  
 Legal Services Commission  
 Parole Board  
 Probation Trusts  
 Youth Justice Board for England and Wales

### Advisory and Review Bodies

Administrative Justice and Tribunal Council  
 Advisory Committees on Civil Costs  
 Advisory Committee on General Commissioners of Income Tax  
 Advisory Committee on Justices of the Peace in England and Wales  
 Advisory Council on National Records and Archives  
 Advisory Panel on Public Sector Information  
 Boundary Commission for Scotland  
 Civil Justice Council  
 Civil Procedure Rule Committee  
 Courts Board  
 Criminal Procedure Rule Committee  
 Crown Court Rule Committee  
 Family Justice Council  
 Family Procedure Rule Committee  
 Independent Advisory Council on Deaths in Custody  
 Insolvency Rules Committee  
 Land Registration Rule Committee  
 Law Commission  
 Magistrates' Court Rule Committee  
 Legal Services Consultative Panel  
 Prison Service Pay Review Body  
 Restraint Accreditation Board  
 Sentencing Council  
 Tribunal Procedure Committee  
 Victims Advisory Panel

### Other Bodies

Court Funds Office

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## 2 Reports by the National Audit Office on the justice sector since 2005

			Parliamentary Session
10 March 2010	Managing offenders on short custodial sentences	HC 431	2009-2010
27 November 2009	The Procurement of Criminal Legal Aid in England and Wales by the Legal Services Commission	HC 29	2009-2010
21 May 2009	National Offender Management Service: Maintenance of the prison estate in England and Wales	HC 300	2008-2009
12 March 2009	The National Offender Management Information System	HC 292	2008-2009
6 March 2009	HM Courts Service: Administration of the Crown Court	HC 290	2008-2009
23 July 2008	The procurement of goods and services by HM Prison Service	HC 943	2007-2008
7 March 2008	Meeting needs? The Offenders' Learning and Skills Service	HC 310	2007-2008
5 March 2008	Ministry of Justice – Protecting the public: the work of the Parole Board	HC 239	2007-2008
31 January 2008	National Probation Service: The supervision of community orders in England and Wales	HC 203	2007-2008
14 December 2007	Compensating victims of violent crime	HC 100	2007-2008
1 March 2007	Legal Services Commission: Legal aid and mediation for people involved in family breakdown	HC 256	2006-2007
25 May 2006	Department for Constitutional Affairs: Fines Collection	HC 1049	2005-2006
26 April 2006	The Management of Staff Sickness Absence in the National Probation Service	HC 1042	2005-2006
9 March 2006	HM Prison Service: Serving Time: Prisoner Diet and Exercise	HC 939	2005-2006
15 February 2006	Crown Prosecution Service: Effective use of magistrates' courts hearings	HC 798	2005-2006
1 February 2006	The Electronic Monitoring of Adult Offenders	HC 800	2005-2006
27 October 2005	National Offender Management Service: Dealing with increased numbers in custody	HC 458	2005-2006
8 June 2005	Public Guardianship Office: Protecting and promoting the financial affairs of people who lose mental capacity	HC 27	2005-2006

## 3 Recent cross-government NAO reports of relevance to the justice sector

			Parliamentary Session
18 March 2010	Reorganising central government	HC 452	2009-2010
6 November 2009	Commercial skills for complex government projects	HC 962	2008-2009
21 October 2009	Measuring Up: How good are the Government's data systems for monitoring performance against Public Service Agreements?	HC 465	2008-2009
16 October 2009	Government cash management	HC 546	2008-2009
29 April 2009	Addressing the environmental impacts of government procurement	HC 420	2008-2009
26 March 2009	Innovation across central government	HC 12	2008-2009
27 February 2009	Helping Government Learn	HC 129	2008-2009
13 February 2009	Recruiting civil servants efficiently	HC 134	2008-2009
5 February 2009	Assessment of the Capability Review programme	HC 123	2008-2009
19 December 2008	Central government's management of service contracts	HC 65	2008-2009
28 November 2007	Improving the efficiency of central government's office property	HC 8	2007-2008

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## 4 Other sources of information

### Reports from the Committee of Public Accounts

2 February 2010	Ninth Report of Session 2009-10 The procurement of criminal legal aid in England and Wales by the Legal Services Commission	HC 322
5 November 2009	Fifty-first Report of Session 2008-09 National Offender Management Service: Maintenance of the prison estate in England and Wales	HC 722
3 November 2009	Fortieth Report of Session 2008-09 The National Offender Management Information System	HC 510
9 July 2009	Thirty-fifth Report of Session 2008-09 The administration of the Crown Court	HC 357
10 March 2009	Sixth Report of Session 2008-09 The procurement of goods and services by HM Prison Service	HC 71
17 March 2009	Ninth Report of Session 2008-09 Protecting the public: the work of the Parole Board	HC 251
4 November 2008	Forty-eighth Report of Session 2007-08 The supervision of community orders in England and Wales	HC 508
20 November 2008	Fifty-fourth Report of Session 2007-08 Compensating victims of violent crime	HC 251
October 2008	Forty-seventh Report of Session 2007-08 Meeting needs? The Offenders' Learning and Skills Service	HC 584
October 2008	Fifty-first Report of Session 2006-07 Legal Services Commission: Legal Aid for people involved in family breakdown	HC396
31 January 2007	Tenth Report of Session 2006-07 Fines Collection	HC 245
19 October 2006	Sixty-first Report of Session 2005-06 Crown Prosecution Service: Effective use of magistrates' courts hearings	HC 982
12 October 2006	Sixty-second Report of Session 2005-06 The electronic monitoring of adult offenders	HC 997
6 June 2006	Forty-fourth Report of Session 2005-06 National Offender Management Service: Dealing with increased numbers in custody	HC 788

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### Reports from Central Government

December 2009                      HM Government                      Putting the Frontline First: smarter government

### Cabinet Office Capability Reviews

[www.civilservice.gov.uk/about/improving/capability/reports.aspx](http://www.civilservice.gov.uk/about/improving/capability/reports.aspx)

April 2008                              Cabinet Office                              Capability Reviews: Ministry of Justice Baseline Assessment

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# Where to find out more

The National Audit Office website is  
[www.nao.org.uk](http://www.nao.org.uk)

If you would like to know more about  
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If you are interested in the NAO's  
work and support for Parliament  
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