



National Audit Office

Departmental Overview 2020-21

# Ministry of Justice

February 2022

This overview summarises the work of the Ministry of Justice including what it does, how much it costs, recent and planned changes and what to look out for across its main business areas and services.

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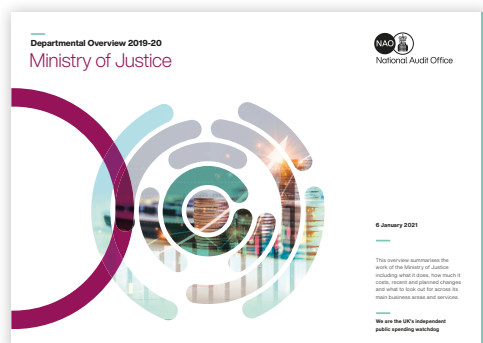


# What this guide is about

This guide summarises the key information and insights that can be gained from our examinations of the Ministry of Justice (the Ministry) and related bodies in the sector in England.

The guide includes:

- how the Ministry is structured and where it spends its money;
- how the Ministry manages its money and its people;
- major programmes and key developments within the Ministry and the justice sector over the past year; and
- how the Ministry has responded to the COVID-19 pandemic.



This report updates our previous overview, [Ministry of Justice Departmental Overview 2019-20](#), published in January 2021.

## How we have prepared this guide

The information in this guide draws on the findings and recommendations from our financial audit and value-for-money programme of work, and from publicly available sources, including the annual report and accounts of the Ministry and its bodies.

We have cited these sources throughout the guide to enable readers to seek further information if required. Where analysis has been taken directly from our value-for-money or other reports, details of our audit approach can be found in the Appendix of each report, including the evaluative criteria and the evidence base used.

Other analysis in the guide has been directly drawn from publicly available data and includes the relevant source as well as any appropriate notes to help the reader understand our analysis.

## Other relevant publications

More information about our work on the justice sector in England, as well as information about our other recent and upcoming reports on can be found on the NAO website.

## About the National Audit Office

The National Audit Office (NAO) is the UK's independent public spending watchdog. We scrutinise public spending for Parliament and are independent of government and the civil service. We help Parliament hold government to account and we use our insights to help people who manage and govern public bodies improve public services.

The Comptroller and Auditor General (C&AG), Gareth Davies, is an Officer of the House of Commons and leads the NAO. We audit the financial accounts of departments and other public bodies. We also examine and report on the value for money of how public money has been spent.

In 2020, the NAO's work led to a positive financial impact through reduced costs, improved service delivery, or other benefits to citizens, of £926 million.

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# About the Ministry of Justice

The Ministry of Justice (the Ministry) is the lead government department responsible for the justice system in England and Wales. With support from 34 agencies and public bodies, the Ministry is responsible for administering:

→ courts and tribunals, in partnership with the independent judiciary;



→ prisons;



→ probation services; and



→ other services to help victims of crime, children, vulnerable people and those seeking access to justice, including legal aid.



The Lord Chancellor and Secretary of State for Justice oversees all Ministry of Justice business and is supported by two ministers of state and three parliamentary under-secretaries, one of whom is joint with the Home Office.

## Vision and objectives

The Ministry set out its Strategic Outcomes in its 2021-22 Outcome Delivery Plan

1

To protect the public from serious offenders and improve the safety and security of our prisons. The Ministry will deliver better sentencing, more prison places, safer prisons and strong action on extremism.

2

To reduce reoffending. The Ministry will play a vital role in reducing crime through breaking the cycle of reoffending by focusing on proven interventions: a home, a job and access to treatment for substance misuse.

3

To deliver swift access to justice. The Ministry will increase the throughput of volumes of cases by maximising capacity and make the courts and tribunals system stronger and smarter and work to support victims, tackling sexual and domestic violence and making sure the vulnerable are supported in the justice system.

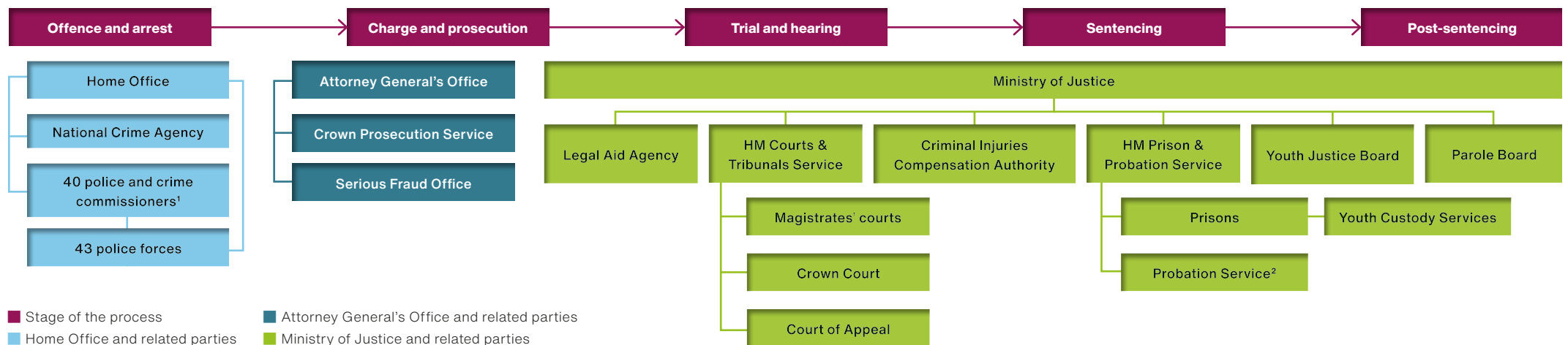
# How the Ministry of Justice is structured

The Ministry delivers its objectives through a number of public bodies covering criminal, civil and family justice systems in England and Wales.

- HM Courts & Tribunals Service is responsible for the administration of criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland.
  - HM Prison & Probation Service carries out sentences given by the courts, in custody and the community, and rehabilitates people in its care through education and employment in England and Wales.
  - The Youth Justice Board oversees the youth justice system in England and Wales.
  - The Criminal Injuries Compensation Authority deals with compensation claims from people who have been physically or mentally injured because they were the victim of a violent crime in England, Scotland or Wales.
  - The Legal Aid Agency funds civil and criminal legal aid and advice in England and Wales.
  - The Parole Board is an independent body that carries out risk assessments on prisoners to determine whether they can be safely released into the community.
- Some bodies operate entirely outside of the criminal justice system, including:
- the Office of the Public Guardian supervises the financial affairs of people who lack the mental capacity for making decisions; and
  - the Children and Family Court Advisory and Support Service is independent of the courts and represents children in family court cases in England.

## Bodies involved in the criminal justice system

The Ministry of Justice works with other government bodies in the criminal justice system



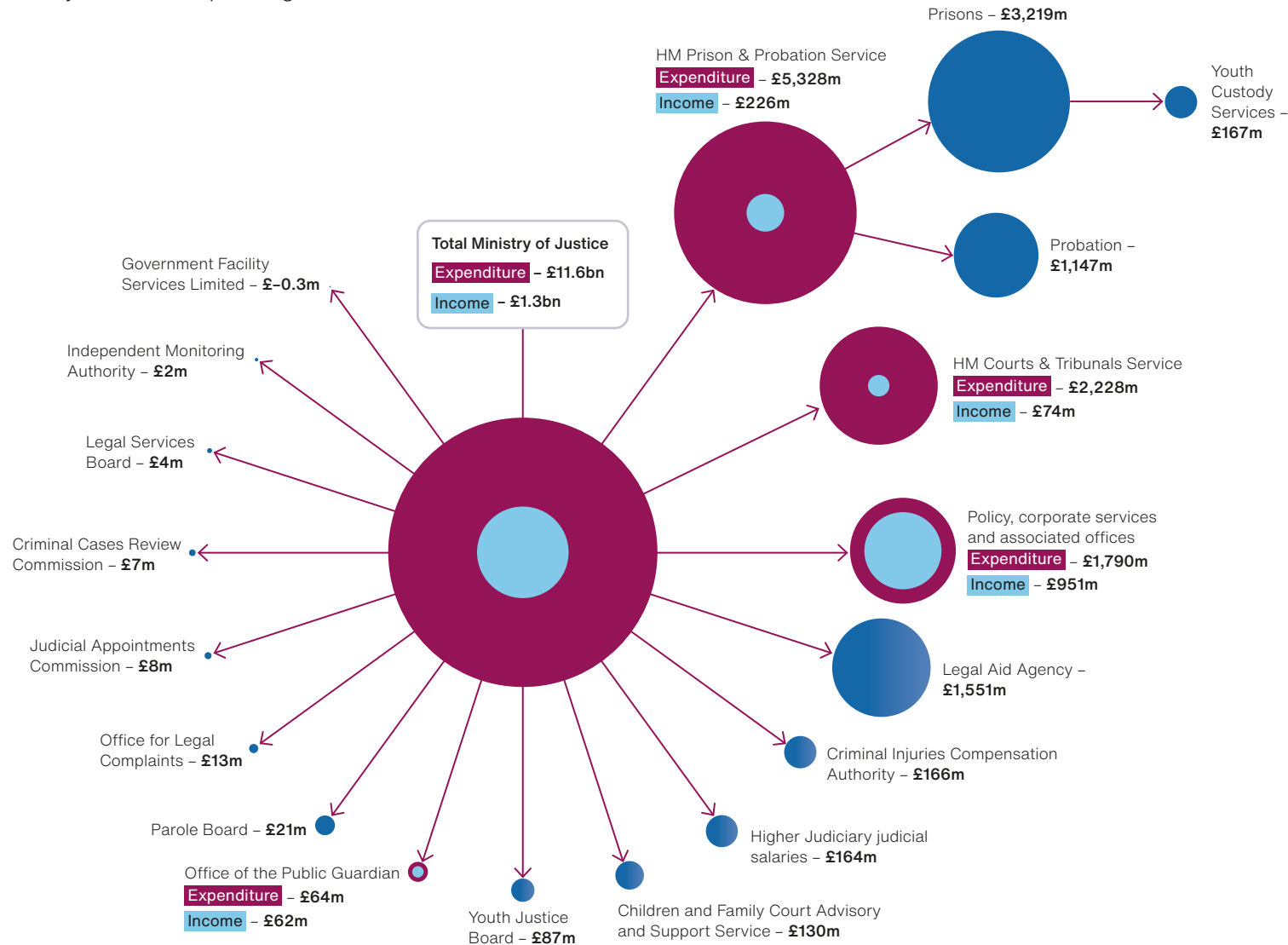
### Notes

- 1 Greater Manchester Police, Metropolitan Police and the City of London Police do not have Police and Crime Commissioners. In these areas, mayors and metro mayors have authority over the police.
- 2 From June 2021, the National Probation Service will be responsible for managing all offenders on a community order or licence following their release from prison in England and Wales.
- 3 The bodies included are not exhaustive.
- 4 The courts also hear cases sent directly by the Driver & Vehicle Licensing Agency, TV Licensing and other authorities. Other organisations such as the Supreme Court have not been included.

# How the Ministry of Justice spends its money

The Ministry's total expenditure in 2020-21 was £11.6 billion. It generated income of £1.3 billion, reducing the overall cost to the taxpayer to £10.3 billion.

## Ministry of Justice Spending 2020-21



- Expenditure
- Income
- Expenditure (Net of income)

### Notes

- 1 Figures include resource and capital spending in Departmental Expenditure Limits (DEL) which is the government budget that is allocated to and spent by government departments.
- 2 Breakdown of HM Prison & Probation Service expenditure is only available for Resource Departmental Expenditure Limits (RDEL), which is its day-to-day spending.
- 3 Policy, corporate services and associated offices expenditure is spending on the Ministry's core functions, including staff, rent, rates, utilities, and so on. This core function receives income from a combination of fees (for example, for courts processing divorce or probate claims), fines and recoveries from other government departments.
- 4 The Ministry also received income of £18 million in relation to the Legal Services Board and the Office for Legal Complaints.
- 5 The individual accounts of each organisation will not necessarily reconcile to the figures shown here due to adjustments made in consolidating the group accounts.
- 6 Figures do not sum due to rounding.



Section Two

# The Ministry's activities in 2020-21

## Financial management

The pandemic made it difficult for the Ministry of Justice (the Ministry) to accurately forecast spending.

### Audit findings

The Comptroller and Auditor General (C&AG) issued unqualified true and fair and regularity audit opinions on the Ministry of Justice Group Accounts and on subsidiary accounts in 2020-21.

In the accounts, the Ministry and its arm's-length bodies recognised eight losses of more than £300,000 totalling £228.5 million, compared with three losses in 2019-20. The most significant were:

- a fruitless payment of £98.2 million in HM Prison & Probation Service accounts in the Electronic Monitoring Legacy Programme (see page 23 for details);<sup>1</sup> and
- a debt of £72.1 million to HM Revenue & Customs from incorrect application of the IR35 legislation (treatment of employment status for off-payroll workers) in the Ministry and some of its arm's-length bodies.

### NAO work on financial management

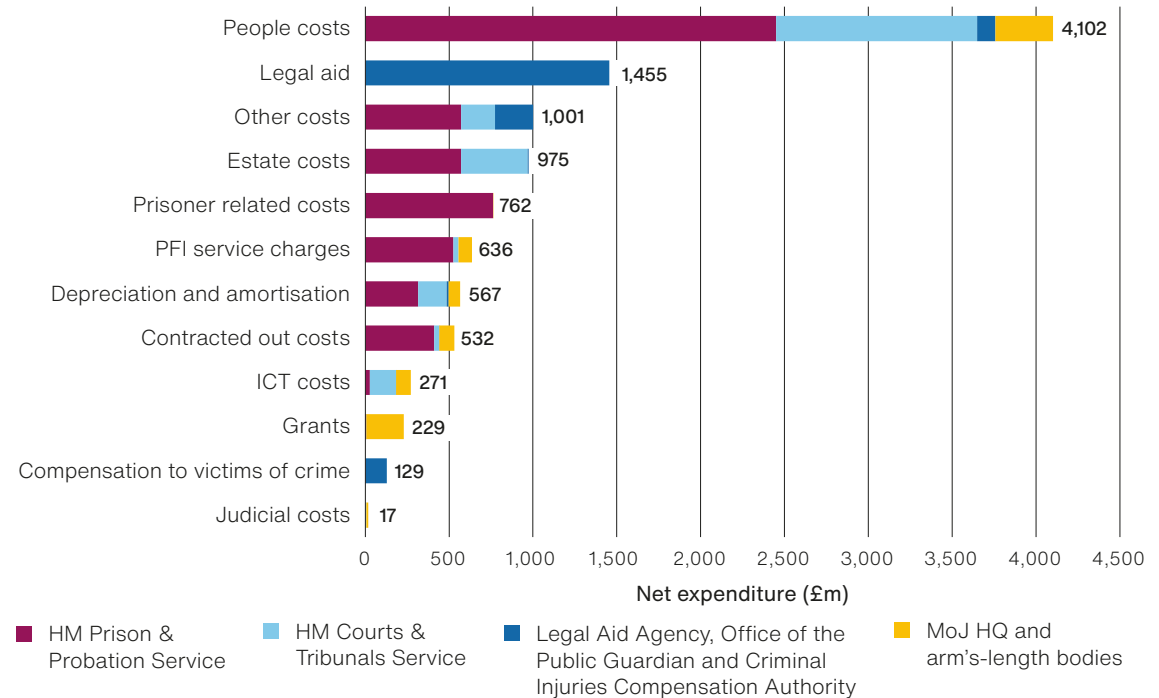
The National Audit Office (NAO) has published a guide for Audit and Risk Committees on [financial reporting and management during COVID-19](#) to assist with committees' scrutiny and challenge. The NAO is also currently looking at [Lessons from implementing IR35 reforms](#).

1 A fruitless payment is a payment that must be made but will generate no benefit to the department.  
 2 AME budgets are spent on programmes which are demand-led, such as pensions. These items may be unpredictable or not easily controlled by departments.

## Main areas of the Ministry of Justice's (the Ministry's) expenditure

The largest area of spend relates to staff costs

Areas of spend



Source: Ministry of Justice Annual Report and Accounts 2020-21

### Challenges

The Ministry reported challenges in forecasting spending as the COVID-19 pandemic made predicting service demand difficult. Income received from fees, fines and recoveries was significantly lower, dropping by £384 million from 21% to 14% of its budget. Overall, income received in-year fell by 22% while resource expenditure increased by 9%, due to measures to respond to the pandemic.

This led to the Ministry requesting additional funding through Supplementary Estimates. It received £791 million in February 2021, of which 59% (£466.1 million) was related to the COVID-19 pandemic. However, by year end, the Ministry used £1,021 million less than expected, mainly due to underspends on resource and Annually Managed Expenditure (AME) budgets.<sup>2</sup>

# The Ministry of Justice's response to COVID-19

The Ministry of Justice (Ministry) received £466.1 million additional funding in 2020-21 to support operational delivery in response to the COVID-19 pandemic.

## Main measures in response to the pandemic

### Courts

HM Courts & Tribunals Service began its court recovery programme in May 2020, focusing on increasing physical and staffing capacity. This included safety measures to make 290 Crown Court jury rooms available, introducing remote hearings and opening 72 Nightingale courtrooms by July 2021, of which 38 held Crown Court cases. Fifty-nine Nightingale courtrooms were still in use at November 2021. Our report *Reducing the backlog in criminal courts* examines this (see page 17).

### Prisons

HM Prison & Probation Service (HMPPS) implemented a compartmentalisation strategy across the prison estate. The Ministry introduced temporary accommodation and a restricted regime, including the suspension of visits, in-person education and rehabilitation courses. In July 2021, government changed this strategy to be on an individual prison basis.

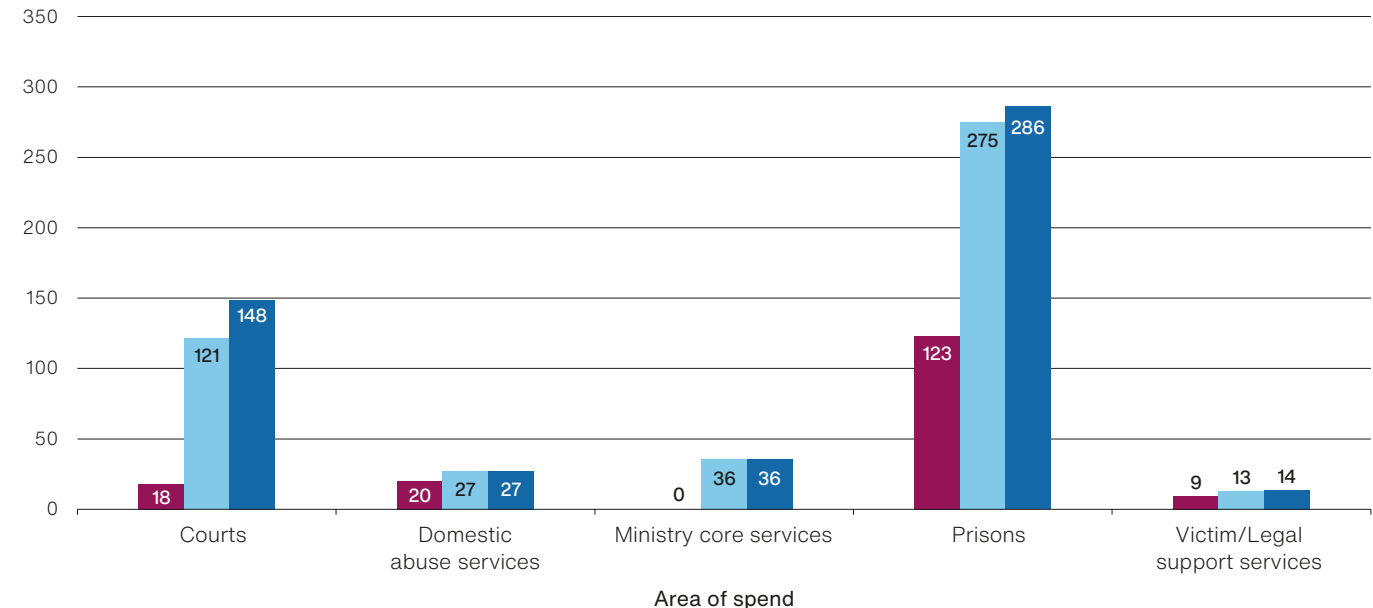
### Probation

HMPPS revised its approach to probation services between March and July 2020. High-risk offenders received socially distanced visits, with other offenders receiving remote calls. Parole hearings were similarly moved to video/phone. Unpaid work and training programmes were temporarily shut down or numbers heavily reduced.

Ministry of Justice (Ministry) reported cumulative spend on COVID-19 measures by area

The largest area of spend has been on prisons

Spend (£m)



■ September 2020

■ May 2021

■ September 2021

#### Notes

1 Ministry core services include remote work provisions and operational recovery planning.

2 Victim/Legal support services include funding for rape support centres, legal advice services and remote victims' services.

Source: National Audit Office *COVID-19 cost tracker*, available at: [www.nao.org.uk/covid-19/cost-tracker](http://www.nao.org.uk/covid-19/cost-tracker)

## NAO work on COVID-19 response across government

The NAO has published more than 20 reports on the impact of, and the government's response to, COVID-19, including: *Investigation into government procurement during the COVID-19 pandemic*, *Initial learning from the government's response to the COVID-19 pandemic* and *Lessons learned: Delivering programmes at speed*.



# Staff and pay

Compared with 2016, more women are now represented within senior civil service grades in the Ministry of Justice.

Similarly, the proportion of the workforce reporting as Black, Asian and Minority Ethnic (BAME) has increased from 12% to 14%. While the proportion within senior civil service grades has increased by four percentage points to 9%.

The proportion of staff declaring a disability has also risen from 7% in 2016 to 14% in 2021.

## Staff welfare and recruitment

Across the Ministry (including executive agencies), the average number of working days lost due to illness rose to 9.8 in the 12 months to March 2021 from 9.1 in the previous period.

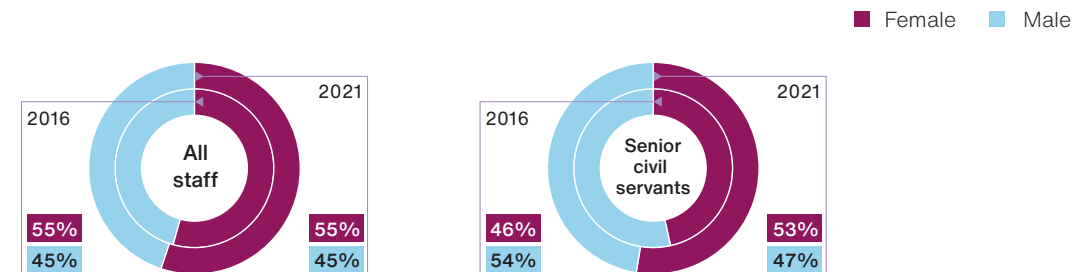
The Ministry is growing its workforce:

- HMPPS has a probation workforce [strategy](#) and recruited 1,007 trainee probation officers in 2020-21, with plans for a further 1,500 in 2021-22. It employed 7,547 (full-time equivalent (FTE)) probation officers at March 2021.
- HMPPS is also attempting to rapidly hire more prison officers, with 2,410 directly recruited between March 2020 and March 2021. At 30 March 2021, there were 21,926 FTE prison officers in post. It plans to recruit a further 5,000 by the mid-2020s.
- HM Courts & Tribunals Service (HMCTS) had a target of 966 additional court staff to support the recovery of the court system. HMCTS ran national recruitment campaigns and filled 870 positions but struggled to compete with local labour markets, including against better-paying government departments.

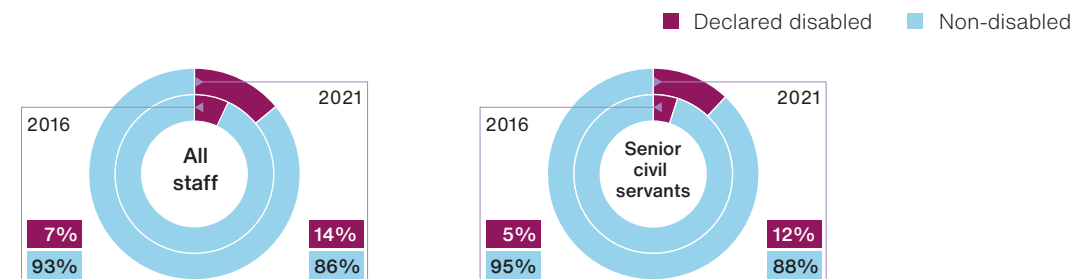
Workforce composition in the Ministry of Justice in 2016 and 2021

The representation of female, disabled and black, asian and minority ethnic groups has generally increased in the past five years

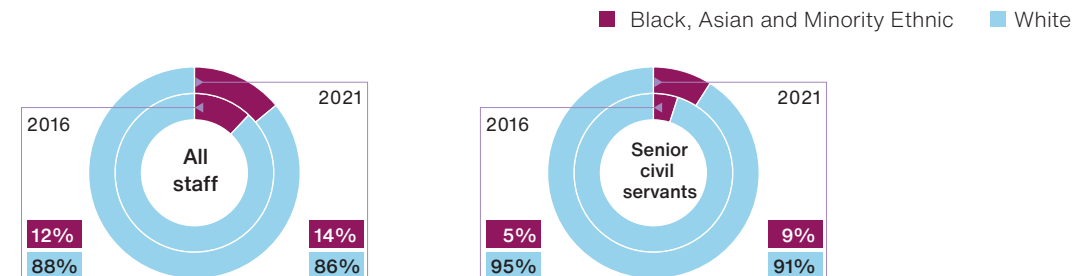
Gender



Disability



Ethnicity



### Notes

- 1 Data as at 31 March each year.
- 2 Gender figures for senior civil servants also includes senior civil servant equivalents.

Sources: National Audit Office analysis of Ministry of Justice Annual Report 2015-16 and 2020-21, Ministry of Justice Monitoring Report 2015-16, Judiciary Diversity Statistics 2016 and Diversity of the Judiciary 2021 Statistics

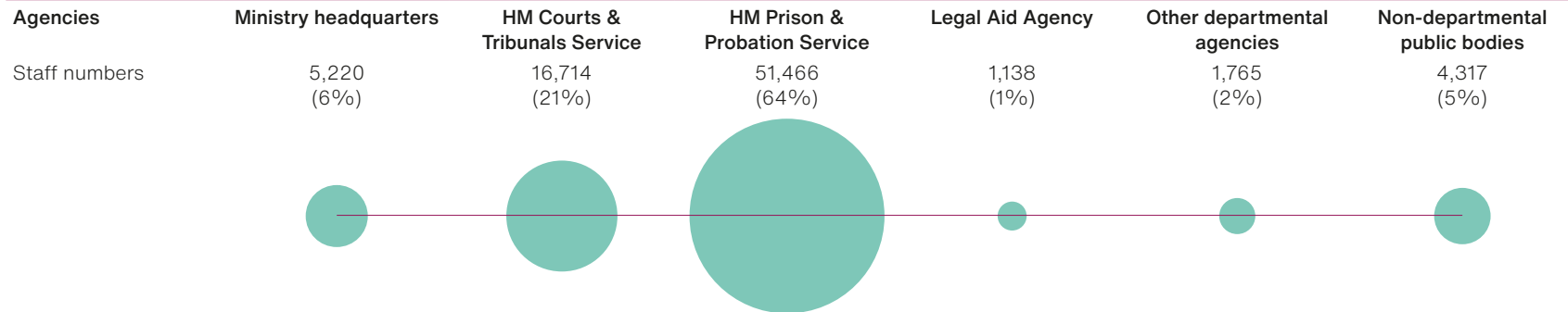
# Staff and pay continued

Across 2020-21, the Ministry employed an average of 80,620 FTE staff, an increase of 2% since 2019-20 and 4% since 2018-19. Staff at HMPPS make up nearly two-thirds (64%) of the Ministry's workforce.

The highest paid director is paid 6.9 times the average pay within the Ministry of Justice group.<sup>1</sup> This pay multiple varies across the Ministry's bodies.

## Workforce in the Ministry of Justice (the Ministry) 2020-21

### Staff breakdown 2020-21 (full-time equivalent)



### Pay multiples 2020-21

Agencies	Ministry Group <sup>1</sup>	HM Courts & Tribunals Service	HM Prison & Probation Service	Legal Aid Agency
Ratio <sup>2</sup>	6.9:1	6.5:1	6.3:1	5.0:1
Band of highest paid director's total remuneration (£000)	185-190	135-140	175-180	110-115
Median total remuneration (£)	27,157	21,298	28,200	22,715

#### Notes











- The Ministry of Justice Group is a representative calculation including the pay multiples of Ministry headquarters, HM Prison and Probation Service, HM Courts and Tribunals Service, Legal Aid Agency, Office of the Public Guardian, Criminal Injuries Compensation Authority.
- Pay multiples are calculated from the mid-point of the band of the highest paid director.

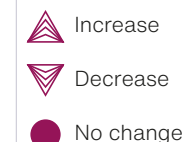
Source: Ministry of Justice, HM Courts and Tribunals Service, HM Prison and Probation Service and Legal Aid Agency annual reports and accounts 2020-21



# Civil Service Annual People Survey

The annual Civil Service People Survey looks at civil servants' attitudes to, and experience of, working in government departments. The results of the most recent survey were published in May 2021. The table below shows the results for the Ministry of Justice Group.

Theme	Result in 2020 (%)	Result in 2019 (%)	Change (Percentage points)	Civil service median in 2020 (%)
 Employee engagement index	61	59	▲ 2	66
 My work	74	72	▲ 2	80
 Organisational objective and purpose	81	79	▲ 2	85
 My manager	67	67	● 0	74
 My team	79	78	▲ 1	84
 Learning and development	49	51	▼ -2	56
 Inclusion and fair treatment	74	74	● 0	82
 Resources and workload	71	70	▲ 1	75
 Pay and benefits	27	26	▲ 1	40
 Leadership and managing change	49	42	▲ 7	58



The results for the Ministry and its arm's-length bodies improved or remained consistent between 2019 and 2020 in all but one area. Satisfaction with *Leadership and managing change* showed the largest improvement. However, it remained the second lowest scoring theme.

*Learning and development* was the only theme where satisfaction fell in 2020 and it remained below the civil service average. The lowest scoring theme was *Pay and benefits*. This was driven by particularly low scores within the Criminal Injuries Compensation Authority, HM Courts and Tribunals Service and the Office of the Public Guardian.

The highest scoring themes were *My team* and *Organisational objective and purpose*, which is consistent across the civil service.

## Notes

- 1 The employee engagement index methodology is available in the Cabinet Office's technical guide to the survey.
- 2 For all other themes, we provide the proportion of respondents giving an 'agree' or 'strongly agree' response to questions on these subjects.

Source: National Audit Office analysis of Civil Service People Survey data

# Major programmes and key developments

Bodies in the Ministry of Justice group are managing a large number of programmes in the Government Major Projects Portfolio (GMPP).

Project Name	Description	Delivery Confidence <sup>1</sup>		
		September 2019	March 2021	Change
Electronic Monitoring	Implementing a new electronic monitoring system for offenders.	Amber/Red	Amber/Red	=
Glen Parva New Build Prison	Build and procure private services for a new, Category C resettlement prison.	Amber	Amber/Green	↑
HM Courts and Tribunals Service Reform	Modernising court infrastructure and deliver a better and more flexible service to users.	Amber/Red	Amber/Red	=
Prison Technology Transformation	Replace common technology across public prisons to provide staff with modern, mobile technology services.	Amber/Red	Amber	↑
Prisoner Escort and Custody Services Generation 4	Procuring contracts that manage prisoners' movement between police stations, courts and prisons.	Amber/Green	Amber	↓
Probation Programme	Ending Community Rehabilitation Companies contracts and unifying the Probation Service.	Amber/Red	Amber	↑
Wellingborough New Build Prison	Build and procure private services for a new, Category C resettlement prison.	Amber	Amber	=
Youth Justice Reform Programme	To make youth custody a place of safety and improve life chances of children in custody.	Amber/Red	Amber	↑
10,000 Additional Prison Places	Build four new prisons (up to c.1,700 places each).	N/A – new project in 2020	Amber/Red	
10,000 Additional Prison Places – Estate Expansions	Deliver c3,500 places by expanding the existing estate.		Amber	
3k Prison Places	Deliver 2,500 Houseblock places across the adult male estate.		Amber/Red	
Third Generation Shared Services Programme	Re-procure the Ministry's platform providing HR, payroll and finance services.	N/A – added to GMPP in 2020 <sup>2</sup>	Amber/Red	
Approved Premises	Increase capacity in Approved Premises (residential units in the community for offenders).		Amber	
Independent Monitoring Authority (IMA)	Meet commitments to EU citizens claiming rights under the Separation Agreement.		Green	
PFI Expiry and Transfer	Exit and transfer of services from PFI contracts at HMP Parc, Altcourse and Lowdham Grange.		Amber	
Print Reprocurement	Renewing the Ministry's print contract.		Green	
Prison Retail	Re-compete the prison retail contract, which covers services to all public sector and four private prisons.		Amber/Red	
Security Investment Programme	Delivering £100 million investment for increasing security at prisons.		Amber	
YOI Education Services Retender	Replace the education services contracts in public-sector Youth Offender Institutions in England.		Amber/Green	

## Notes

1 The Infrastructure and Projects Authority (IPA) provides a delivery confidence rating for all GMPP projects. This is an evaluation of the likelihood of achieving aims and objectives to time and budget, using a five-point scale: from Green (successful delivery highly likely) to Red (successful delivery of the project appears to be unachievable).

2 A record number of projects were added to GMPP in 2020-21 due to a review into major project governance requiring oversight by the IPA for all projects meeting GMPP criteria.

Source: National Audit Office analysis of Infrastructure and Projects Authority, *Annual Report and Accounts, 2020-21*

# Spending Review 2021

The Ministry's settlement provides a £3.2 billion cash increase, to £11.5 billion in 2024-25, which is equivalent to a real-terms growth rate of 3.3% per year on average over the Spending Review period. Most of this increase is due to an average annual rise in resource budget, with capital funding set to decrease in real terms over the next three years reflecting that several major change programmes are due to complete over the period.

Much of the capital funding was previously agreed in the 2020 Spending Review as part of a multi-year capital programme.

## COVID-19 recovery

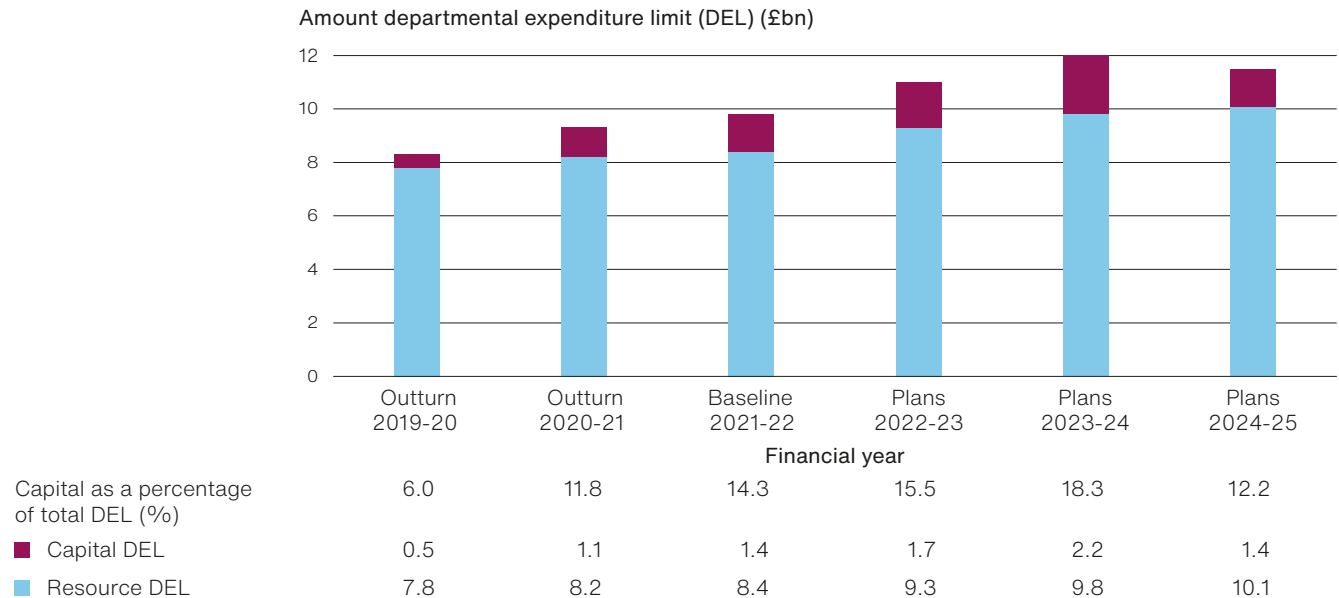
- More than £1 billion over the period to increase capacity and efficiency across the court estate and help with recovery from the impacts of COVID-19.
- This includes £477 million to fund the criminal justice system's recovery. This funding is aimed at improving waiting times for victims of crime and reducing Crown Court backlogs.

## Reducing reoffending

- £200 million by 2024-25 to improve prison leavers' access to accommodation, employment support and substance misuse.
- Making permanent the additional £155 million per year provided previously for the new unified probation service, to support rehabilitation and improve public protection.
- £75 million a year by 2024-25 to expand electronic monitoring.

Funding allocated to the Ministry of Justice in Spending Review 2021

Funding for both capital and resource spending is set to increase, peaking in 2023-24



Source: National Audit Office analysis of Spending Review 2021

## Deliver swifter access to justice by increasing capacity

- £324 million to increase capacity in the civil, family and tribunal jurisdictions to continue tackling backlogs and improve timeliness.
- Expanded capacity across the criminal justice system to meet increased demand from the recruitment of 20,000 extra police officers. The settlement provides an additional £644 million a year by 2024-25 across courts, prisons and probation services to manage the expected higher volume of offenders.
- More than £200 million to complete the £1.3 billion court reform programme.

## Support for users and victims

- £185 million in annual funding for victim support services by 2024-25.

## Improving the safety and security of prisons

- The settlement confirms £3.8 billion of investment across England and Wales over three years to deliver 20,000 additional prison places by the mid-2020s (see page 19); £3.4 billion of this was already agreed last year.

Section Three

# Findings from recent National Audit Office work

## Prosecutions and sentencing

The Crown Prosecution Service (CPS) is facing a significantly increased workload as it works through a backlog from the pandemic, as well as managing changes from the Police, Crime, Sentencing and Courts Bill and the Rape Review. The CPS is part of the Attorney General's Office, not the Ministry of Justice (the Ministry) Group, but we include it given its key role in the justice system.

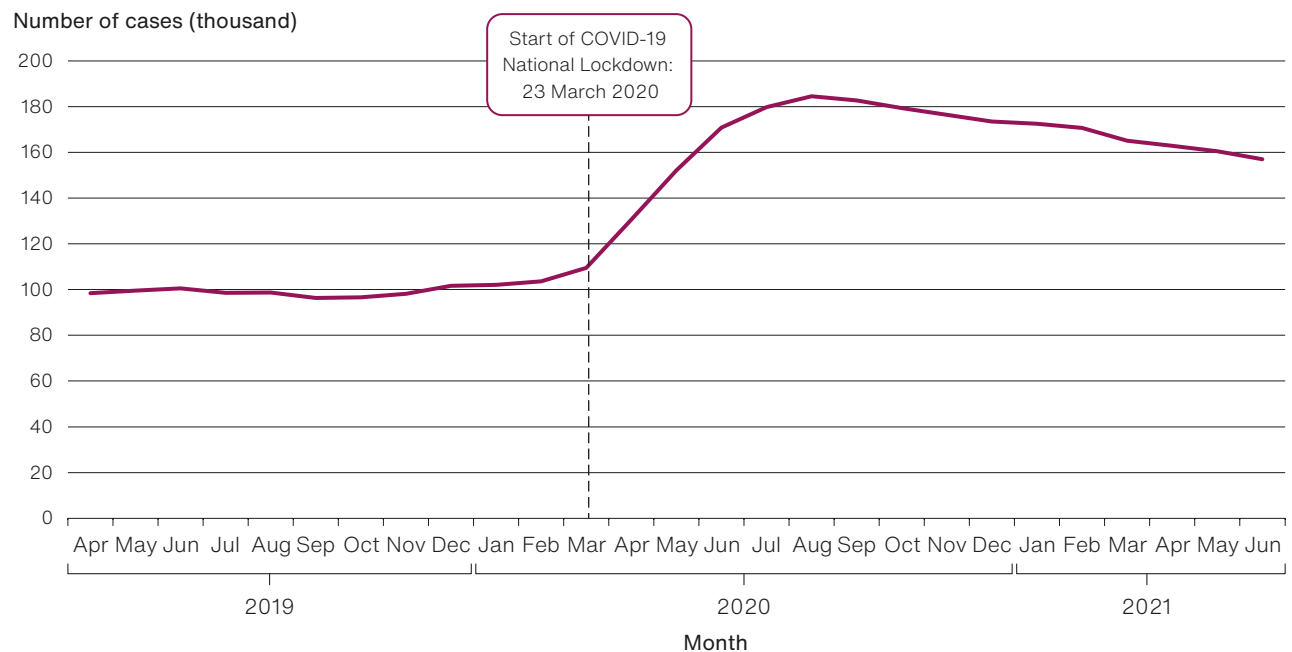


Caseload trends

The CPS's live caseload ahead of the COVID-19 pandemic stood at just over 100,000 cases. As a consequence of the lockdown closing courts, its caseload increased to more than 180,000 at its peak in August 2020. Since then, the CPS has finalised more cases than it has received in the magistrates' courts and the Crown Court caseload has plateaued with a slight fall, although it remains higher than pre-pandemic levels. The increase in the outstanding CPS caseload was initially more pronounced in the magistrates' court due to cases not progressing through them. However, as cases take longer to conclude in the Crown Court, the live CPS caseload in that jurisdiction is now significantly higher.

Crown Prosecution Service (CPS) live caseload

Court closures during the lockdown led to a sharp rise in the number of cases



— Prosecution live caseload

Note

1 Live Caseload = The number of unfinalised prosecution proceedings on a defendant basis.

Source: National Audit Office analysis of Crown Prosecution Service published data. Available at: [www.cps.gov.uk/publication/cps-data-summary-quarter-1-2021-2022](http://www.cps.gov.uk/publication/cps-data-summary-quarter-1-2021-2022)



# Prosecutions and sentencing continued

## Multi-Agency Public Protection Arrangements

Multi-Agency Public Protection Arrangements (MAPPA) are a set of statutory arrangements to assess and manage the risk posed by certain sexual and violent offenders. MAPPA bring together the police, probation and prison services to form the MAPPA Responsible Authority for each MAPPA area.

The overall MAPPA population on 31 March 2021 was 87,657, up 2% on the previous year but up 70% since 2011.

## Legal Aid

The Legal Aid Agency (LAA) saw demand for legal aid fall in 2020, in line with the fall in court activity during the pandemic. This reduction in demand impacted the already limited providers of legal aid, who rely on LAA for their income. The number of providers in the sector continued to fall: across crime areas by 8.5% and in civil areas by 13.6%. Overall, civil legal aid work remains below pre-pandemic levels by around 10%, leading to the greater fall in the number of providers.

However, demand for legal aid support has since increased, with expenditure on criminal and civil courts at £354 million in April to June 2021, compared with £318 million for the same period last year.

The Westminster Commission on Legal Aid published a [report](#) on the sustainability and recovery of the legal aid sector in October 2021, raising concerns around people's access to legal advice and the sustainability of the legal profession.

An [Independent Review of Criminal Legal Aid](#) began in 2021. Sir Christopher Bellamy published his [findings](#) in November 2021 and the Ministry aims to publish its response by the end of March 2022.

## Rape Review

In June 2021, the [end-to-end review of the criminal justice system response to rape](#) ('The Rape Review') reported that the criminal justice system is "failing victims" of adult rape and serious sexual offences. The Ministry committed to improve victim support, and how its bodies investigate and prosecute cases and change the court experience. It published a [progress update](#) in December 2021.

The Joint Inspectorate also released a report into [the Police and Crown Prosecution Service's response to rape](#) in July 2021.

# Courts and tribunals

HM Courts and Tribunals Service (HMCTS) is running a recovery programme for criminal, civil and family courts and tribunals with an overall objective to return the backlog to sustainable levels.

## Criminal court trends

The pandemic led to a significant increase in the criminal court backlog. There was a further 48% increase in the Crown Court backlog between 31 March 2020 and 30 June 2021 on top of the 23% increase in the year leading up to the pandemic. The Ministry is funded to reduce the backlog from 60,000 to 53,000 by 2024-25.

## Family court trends

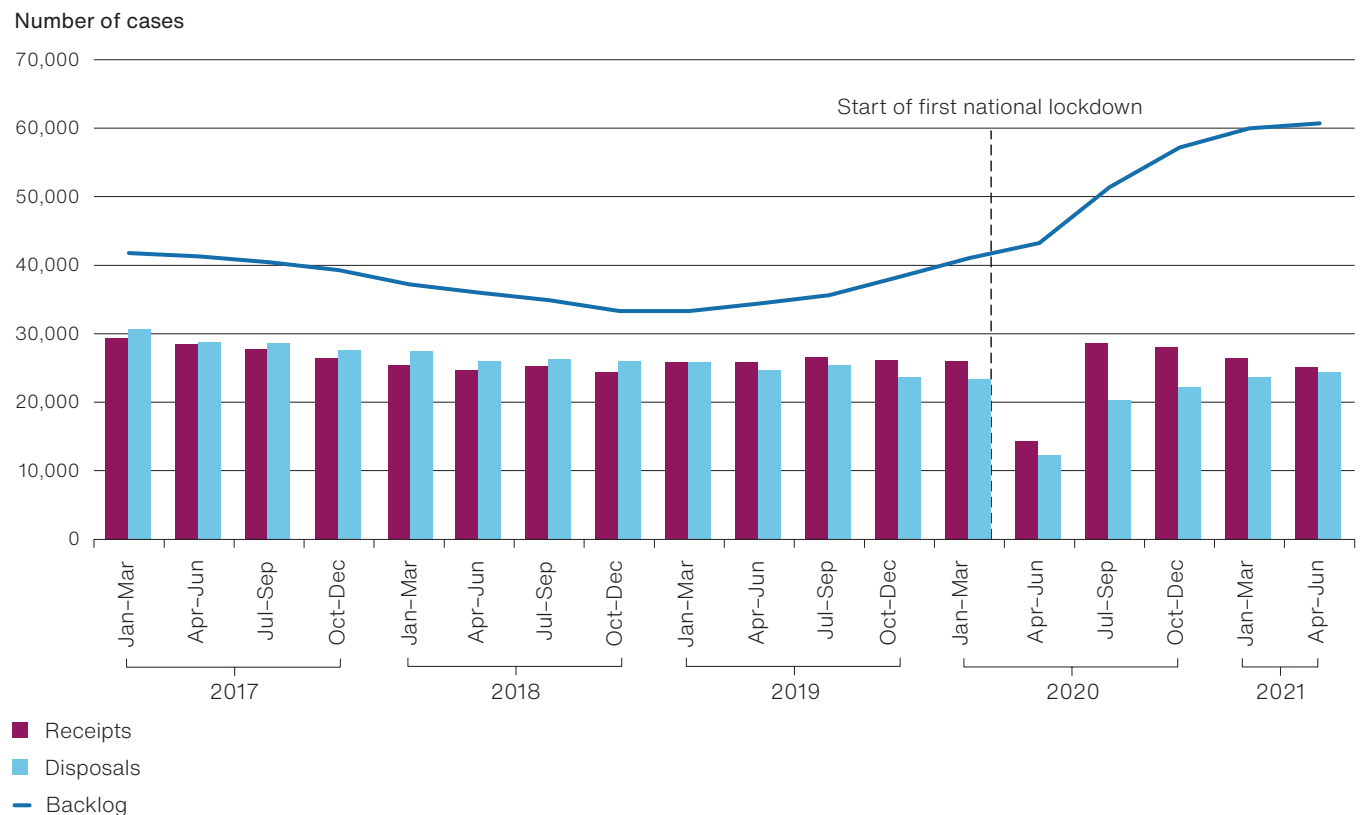
Between April and June 2021, there were 66,357 new cases entering family courts, up 14% on the equivalent quarter in 2020. Most case types increased, including financial remedy cases (76%), private law (11%), adoption (11%) and matrimonial cases (7%). Public law and domestic violence cases fell.

## Civil court trends

Civil justice actions remain below pre-COVID-19 levels. However, there has been a marked recovery in early 2021. In April to June 2021, activity is much higher across county court claims, money claims, enforcement applications, warrants and judgments. However, the mean time for small claims to go to trial is longer compared with the same quarter in 2020.

## Caseload in the Crown Court, January 2017 to June 2021

Receipts outnumbering disposals has caused a substantial increase in the backlog since mid-2019



### Note

- 1 The National Audit Office has defined the backlog as all cases waiting to be heard or completed. The Ministry of Justice and HM Courts and Tribunals Service refer to this as the outstanding caseload. We recognise there are limitations to our definition, as described in the full report.
- 2 See full report for further notes.

Source: Comptroller and Auditor General, *Reducing the backlog in criminal courts*, Session 2021-22, HC 732, National Audit Office, October 2021. Available at: [www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf](http://www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf)

# Courts and tribunals continued

Our recent report assessed plans for, and progress in, *Reducing the backlog in criminal courts*. It found that HMCTS responded effectively to the crisis as it unfolded and to changing operational requirements to keep judges, court staff and users safe. The report highlights a number of long-term risks to reducing the backlog, including: funding uncertainty, the availability of physical capacity and judges, and the capacity of other criminal justice agencies and support services.

It concluded that, despite concerted efforts to increase capacity in criminal courts quickly and safely, the Crown Court backlog looks likely to be a pervasive issue beyond 2024. This means more victims, witnesses and defendants will continue to be severely affected. Given the complexity and interdependencies in the criminal justice system, the Ministry is right to take a whole-system view of recovery. But if sustainable recovery in criminal courts is to be effective, the Ministry will need to improve its leadership of the system, including by agreeing clear, shared objectives for recovery and significantly improving the quality of its data. Without this, there is a risk that further investment will not support long-term value for money, ensure timely access to justice, or improve the experiences of victims, witnesses and defendants.

Annual increase in regional backlogs in the Crown Court, 31 March 2019 to 31 March 2021

**The Crown Court backlog has grown the fastest in London and the slowest in the South West**

Increase in backlog (%)



■ Increase in Crown Court backlog pre-pandemic: March 2019 – March 2020

■ Increase in Crown Court backlog since the pandemic: March 2020 – March 2021

#### Note

1 See full report for notes.

Source: Comptroller and Auditor General, *Reducing the backlog in criminal courts*, Session 2021-22, HC 732, National Audit Office, October 2021. Available at: [www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf](http://www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf)

# Courts and tribunals continued

## COVID-19 response

HMCTS responded quickly in the early stages of the pandemic, prioritising staff and court user safety and access to justice for urgent cases. HMCTS's recovery programme increased criminal court capacity by 30% in the Crown Court and 7% in magistrates' courts between September 2020 and July 2021.

HMCTS opened a total of 72 Nightingale courtrooms between July 2020 and July 2021 across all jurisdictions, 38 of which (53%) handled Crown Court work.

## Court reform progress

The court reform programme began in 2016, aiming to modernise the justice system, reduce complexity and provide new ways for people to engage with courts and tribunals. HMCTS expects the reforms to be complete by December 2023. The Ministry said in March 2021 that despite potential impacts from the pandemic, the programme is in its final stages and will not require extension to its timetable.

HMCTS considers that its reforms are important to enabling recovery. The pandemic has impacted on the reform programme by delaying some parts and accelerating others.

The requirement for social distancing accelerated the need for remote hearings. By October 2021, 151 magistrates' courts, of the 161 courts across England and Wales, were equipped with a Cloud Video Platform for use in video-enabled hearings. Additional features are due to be rolled out, such as support for multi-handed trials and space for confidential conversations.

The online plea system had more than half a million pleas submitted online by the end of 2021. The Common Platform digital case management system is rolling out nationally and the system should be used in all criminal hearings in all Crown and magistrates' courts in England and Wales in 2022. HMCTS paused roll-out in September, and then extended the pause to the end of the year.

During 2021, more than 500 scheduling and listing officers have used the pilot scheduling and listing system and £3.2 million was invested in the software. In 2022, ListAssist will be rolled out to court venues in civil, family, tribunals and crime jurisdictions across England and Wales.

The Ministry published an [evaluative framework](#) for the reform programme in 2021, with plans for an interim evaluation report in 2022.

The National Audit Office (NAO) has published two previous reports on the court reform programme: [Early progress in transforming courts and tribunals](#) and [Transforming courts and tribunals – a progress update](#).

Locations of Nightingale courts opened between July 2020 and July 2021

HM Courts & Tribunals Service (HMCTS) opened Nightingale courts in every HMCTS region

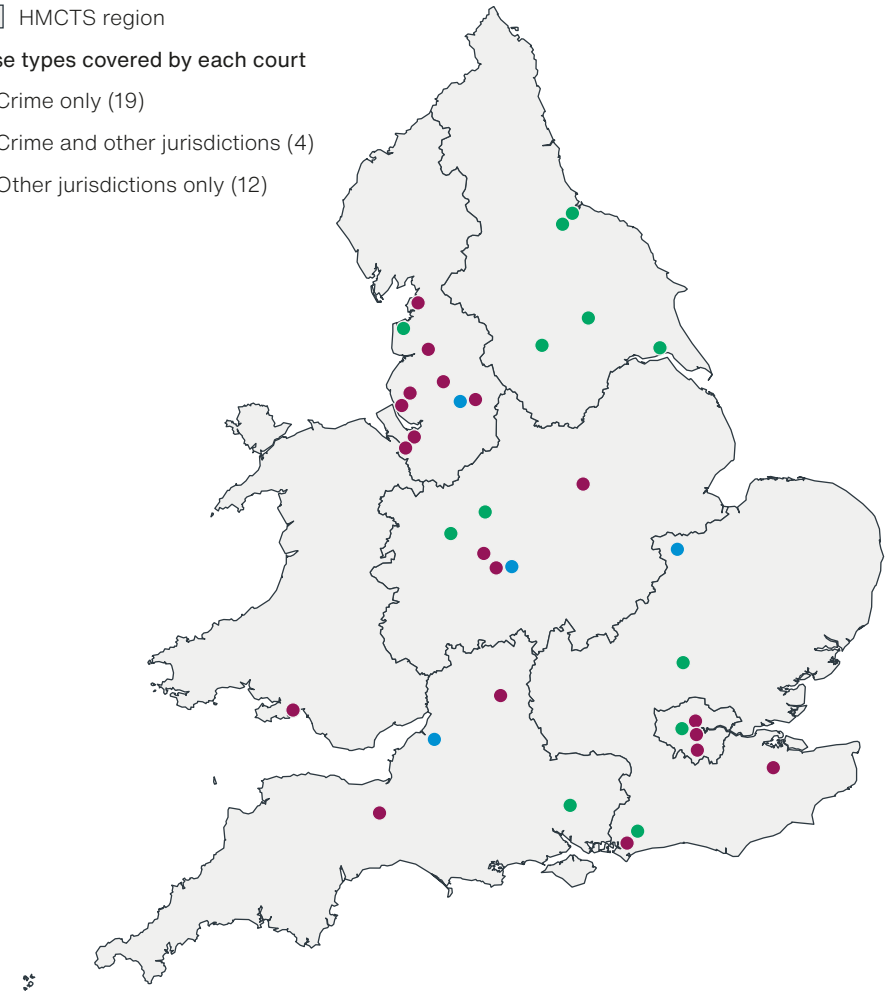
HMCTS region

Case types covered by each court

Crime only (19)

Crime and other jurisdictions (4)

Other jurisdictions only (12)



### Note

1 See full report for notes.

Source: Comptroller and Auditor General, *Reducing the backlog in criminal courts*, Session 2021-22, HC 732, National Audit Office, October 2021, Figure 12. Available at: [www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf](http://www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf)

# The prison system

The Ministry's 2021-22 [outcome delivery plan](#) committed to modernise the prison estate and its offender management model and deliver new prisons places. This is to meet expected growth in the prison population as the impact of significant police recruitment feeds into the justice system.

## Prison population

At the end of October 2021, there were 79,380 people across 117 prisons. The total population has dropped by 3,809 since the start of the pandemic (March 2020) mainly due to COVID-19 delays in courts meaning fewer people being sentenced. However, a sub-set of this group has grown substantially, with the number of people being held in custody on remand increasing by 27% between 31 March 2020 and 30 June 2021.

Prisons are less crowded. NAO analysis of the Ministry's prison population monthly [statistics](#) showed that, between September 2019 and September 2021, the number of prisons that were deemed crowded against their certified accommodation level fell from 64% to 50%. But in the longer term, the Ministry anticipates demand for prison places to rise as courts recover and convictions rise.

## New prisons

In October 2021, the government confirmed £3.8 billion multi-year capital funding to make significant progress in delivering both the 18,000 prison places already planned and a further 2,000 places by 2026. These 20,000 additional prison places include:

- completing construction of two resettlement prisons;
  - HMP Five Wells due to open in January 2022
  - HMP Glen Parva due to open in Spring 2023
- four more new-build prisons;
- the permanent expansion of existing male and female establishments;
- refurbishment of the existing estate to bring unusable cells into use; and
- use of temporary accommodation where appropriate.

## Prison maintenance

Our previous report [Improving the prison estate](#) highlighted the scale and severity of the prison maintenance backlog. In November 2019, HM Prison and Probation Service (HMPPS) estimated it could cost £916 million to address its major works backlog and needed to spend £194 million on maintenance in the public sector estate each year for 25 years. The Ministry's 2020-21 accounts stated it invested £499 million across the prison estate to carry out critical maintenance works and improve the condition of the estate. It plans to upgrade 35,000 existing cells to fire safety standards over the next two years and begin work on a new maintenance and renewal strategy.

## Prisons white paper

On 7 December 2021, the government announced a [Prison strategy white paper](#). It sets out a 10-year vision for the prison system, including plans to: improve safety, rehabilitation, education and treatment in prisons, and reduce crime and reoffending.



# The prison system – prisoner welfare and wellbeing

HM Prison & Probation Service took strong action to reduce the spread of COVID-19 in prisons and thereby to reduce loss of life, but this impacted prisoner wellbeing.

## COVID-19 in prisons

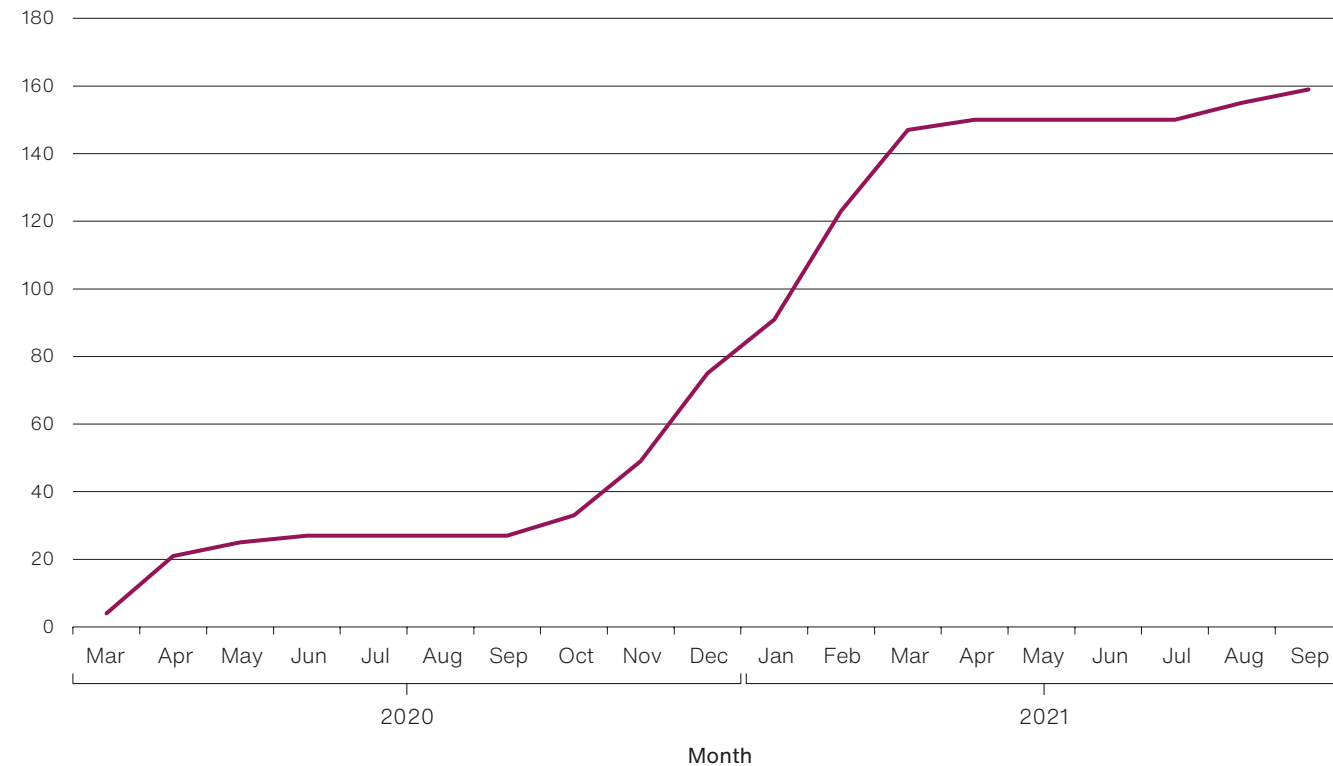
Since the start of the COVID-19 pandemic to 30 November 2021:

- 169 prisoners have died within 28 days of testing positive for COVID-19, of which 142 deaths were suspected to have been directly due to COVID-19; and
- 21,373 prisoners or children in custody have tested positive for COVID-19, almost all of whom were adults.

Cumulative number of deaths in prisons relating to COVID-19

The largest increase was from late 2020 to early 2021

Cumulative number of deaths



### Note

- 1 Reported deaths include all those where the person tested positive within 28 days of the death or where there was a clinical assessment COVID-19 was a contributory factor in their death regardless of cause of death.

Source: National Audit Office analysis of Ministry of Justice COVID-19 statistics.

Available at: [www.gov.uk/government/collections/hm-prison-and-probation-service-covid-19-statistics-monthly](https://www.gov.uk/government/collections/hm-prison-and-probation-service-covid-19-statistics-monthly)



# The prison system – prisoner welfare and wellbeing continued

In order to help limit the spread of COVID-19, the majority of prisoners were restricted to their cells to reduce social contact. This meant that visits, work and education sessions were suspended. HM Inspectorate of Prisons reported that restrictions in prisons led to a decline in prisoners' emotional, psychological and physical well being. While restrictions were relaxed in the community during the summer 2021, most restrictions remained in prisons, with only minor relaxations or mitigations.

Overall, trends in harm to staff and prisoners have been mixed:

- There has been a fall in **prisoner-on-prisoner assault and staff assaults** due to the reduced level of contact. Despite this, findings from HM Inspectorate of Prisons show that many prisoners still felt unsafe.
- In the 12 months up to June 2021, there were 53,290 **self-harm incidents**, down 13% from the previous 12 months. The rate of self-harm incidents per 1,000 prisoners decreased 13% in male establishments but increased by 16% in female establishments.
- The number of **deaths in custody** increased to 396 in the 12 months to September 2021. Of these, 81 were self-inflicted, a 13% increase from the previous period.

The Criminal Justice Joint Inspection released its [Neurodiversity in the criminal justice system](#) report in July 2021. The main recommendation was that a coordinated and cross-government approach, with input from people with personal experience of neurodivergence, is required. It also published a joint thematic [inspection](#) of the criminal justice journey for individuals with mental health needs and disorders in November 2021. Previous NAO work has looked at [Mental health in prisons](#).

In August 2021, the government moved from a national to prison-level COVID-19 response. A National Framework for Prisons assesses individual prisons to determine the extent of restrictions on the prison regime.

Stage	Number of prisons (as at Oct 2021)	Restrictions in place
5	0	Minimum time outside of cells, no transfers in or out of establishment.
4	0	Minimal routine, new inmates allowed from courts but no inter-prison transfers.
3	13	Compartmentalisation remains but inter-prison transfers allowed and high priority areas of regime returned (including visits).
2	91	Compartmentalisation remains but increased areas of regime allowed (including classroom education).
1	16	Compartmentalisation removed, testing and monitoring with majority of regime in place.

Source: National Audit Office collation of data from individual prison GOV.UK pages

# The probation system

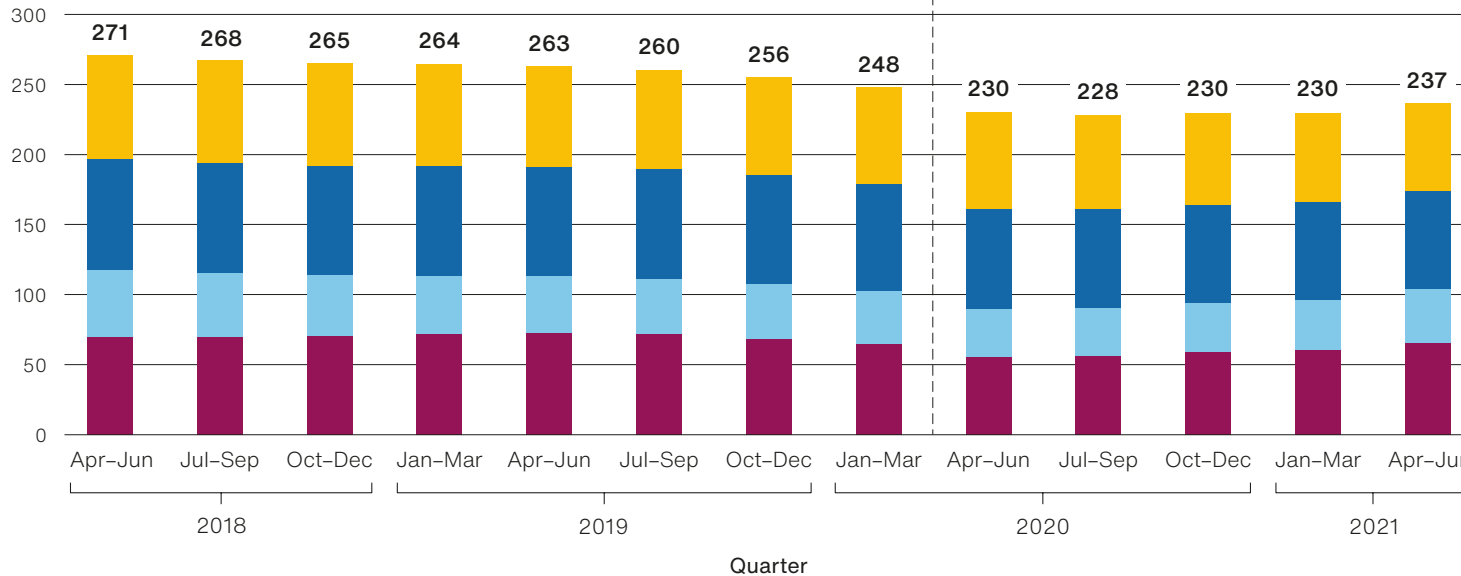
In June 2021, a new unified Probation Service took responsibility for all offenders in England and Wales on community order or licence following release from prison.

Number of offenders under probation supervision, by sentence type

The pandemic has led to a sharper fall in the number of offenders under probation supervision but numbers have risen slightly

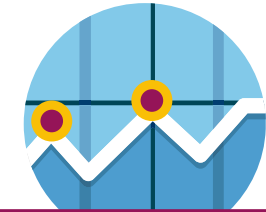
Number of offenders (thousand)

Start of first national lockdown



- Community sentences
- Suspended sentences
- Pre-release supervision
- Post-release supervision

Source: National Audit Office analysis of Her Majesty's Prison and Probation Service published data. Available at: [www.gov.uk/government/statistics/offender-management-statistics-quarterly-april-to-june-2021/offender-management-statistics-quarterly-april-to-june-2021](https://www.gov.uk/government/statistics/offender-management-statistics-quarterly-april-to-june-2021/offender-management-statistics-quarterly-april-to-june-2021)



## Trends in probation

At the end of June 2021, the total number of offenders on probation was 230,578, which was 3% higher than the end of June 2020. In the same period, the caseload of offenders on court orders rose by 16%, to 102,767.

Since the start of the COVID-19 pandemic up to 30 November 2021, 80 individuals supervised by the probation service died within 28 days of testing positive for COVID-19, of which 76 deaths were suspected to have been directly due to COVID-19.

# The probation system continued

## Probation reform

From 26 June 2021, probation changed from joint management by the public-sector National Probation Service (NPS) and private-sector Community Rehabilitation Companies (CRCs) to a new unified Probation Service, reverting back to full government control. The government invested an additional £155 million to fund this transition, bringing total funding in 2021-22 to £1,177 million.

There are now 11 probation areas across England and one for Wales. Specialist organisations continue to be involved in probation through the delivery of services such as education, training and accommodation.

HMPPS paid CRCs £14.1 million in breakage payments to terminate the contracts eight months early.

## Electronic monitoring

We previously looked at electronic monitoring in [2017](#), reporting a history of delays, disputes with suppliers, including Capita, and performance shortcomings, including two failed procurements with small and medium-sized enterprises (SMEs), poor programme management and challenges around delivering digital change.

In its 2020-21 accounts, HMPPS disclosed a loss of £98.2 million to reflect payments made which will not result in future benefit to HMPPS. This comes from the decision to discontinue funding for the development of a new case management system and user portal. HMPPS concluded that the public interest would be best served by ceasing the development of the case management system rather than continuing to invest.

In the [Smarter Approach to Sentencing](#) white paper (September 2020), the Justice Secretary announced plans to expand alcohol monitoring and deploy longer and more restrictive curfews. This was reiterated in October 2021 with £75 million funding a year by 2024-25 and plans to introduce tagging to an additional 26,000 offenders over the next three years, almost doubling the number of offenders on electronic tags at any one time.

The NAO will be publishing a [report](#) on electronic monitoring in the summer.

# Reducing reoffending

The Ministry regards reducing reoffending as a priority outcome, central to its commitment to cut crime. Around 80% of convictions and cautions come from those who have previously offended. The total estimated economic and social cost of reoffending was £18.1 billion a year.

The latest overall proven reoffending rate was 25% (for the October to December 2019 offender cohort) but this varies by age (juvenile offenders 34% and adults 25%), by type and duration of sentence and offence. Adults who received community or suspended sentence orders have lower reoffending rates (29%) compared with those released from custody (42%).<sup>1</sup> Those adults serving sentences of less than 12 months reoffended at a higher rate (59%) than those serving longer sentences.

Various parts of government work with HMPPS to provide support to offenders before and after release, including: the Department for Work & Pensions, NHS England, the Department for Levelling Up, Housing & Communities and some private/third sector bodies.

The 2021 autumn Spending Review announced an additional £550 million over the next three years to cut reoffending and the prisons white paper sets out further measures. Current initiatives include:

## £50 million

investment to provide temporary accommodation and enhance approved premises and resettlement support.

## £20 million

cross-government 'prison leavers' project to test ways to improve social inclusion of people leaving prison, and reduce reoffending.

## £3 million

pilot aimed at reducing reoffending in young adults (aged 18–25), which launched in July 2021 in Newham, London.

## Resettlement passport

plans for a 'resettlement passport' to bring together key information and records for prison leavers into a single source.

<sup>1</sup> This is not an indication of effectiveness of different sentences as the rates do not control for known differences in offender characteristics in receiving those sentences. Note for this cohort, the reoffending follow-up period continues to overlap with the first set of national lockdown restrictions implemented in March 2020, which included limits on court activity.

# Reducing reoffending continued

The government is tackling reoffending by focusing on proven interventions: a home, a job and access to treatment for substance-misuse.



## A home – accommodation

Offenders released from custody, who were sleeping rough or homeless on their first night of release, has fallen to 14%, compared with 19% in 2019-20.

In 2020-21, 4% of those sentenced to a community or suspended sentence were homeless; 6% of offenders were homeless in 2019-20.

In July 2021, government began rolling out a Community Accommodation Service in five probation regions, providing up to 12 weeks of temporary accommodation to prison leavers at risk of homelessness.



## Treatment – substance abuse

A new government [drugs plan](#) in December 2021 commits to ensure offenders can access drug treatment in prison and the community. This includes expanding health and justice partnership coordinators to liaise between prisons, probation and treatment providers.

Through the Community Sentence Treatment Requirement (CSTR) Programme, health and justice partners are working together to ensure greater use is made of mental health, alcohol and drug treatment requirements as part of community sentences.

The [Sentencing white paper](#) committed to expand the CSTR programme beyond alcohol and drug treatment requirements in courts to also include mental health. The government is aiming for 50% coverage of the population by 2023-24.



## A job – employment

Resettlement workers, prison work coaches and jobcentre work coaches help support transition. Some onsite support was temporarily withdrawn during the pandemic.

In 2020-21, 10% of offenders who were released from custody were employed six weeks after release, falling from 13% in 2019-20.

There has been a 5% reduction in the number of offenders who are employed at the start of their community or suspended sentence (38% vs 43%).

The government committed to reform prisoner education and increase work opportunities in prisons in its new [prisons strategy](#).

# Managing the diverse needs of those in prison

## Prisoners are a diverse group

**96% male**  
**4% female**

Of the 78,756 offenders on 30 September 2021, 96% were male, 4% were female.

**33% of offenders are aged 30–39**

The largest proportion (33%) of offenders are in the 30–39 age group. There were 335 offenders under the age of 18.

**72% white**  
**28% BAME**

Out of the 78,110 offenders that declared/recorded their ethnicity: 56,573 (72%) were white and 21,537 (28%) were of BAME ethnicity.

HM Inspectorate of Probation examined [race equality in probation service users and staff](#) in March 2021.

We are looking at the Ministry's actions to address the needs of other subgroups – women and youths.

## Improving the outcomes for women in contact with the justice system

Although women are a minority in the criminal justice system, the underlying reasons why women offend and their response to interventions and rehabilitation often differ from men. In June 2018, the Ministry published a [female offender strategy](#), to give a stronger focus on the needs of women in the criminal justice system.

Our report on [Improving outcomes for women in the criminal justice system](#) examined government progress in achieving the objectives of the strategy. It concluded there is clear value in the aims of the strategy. The Ministry established a programme to oversee implementation of the strategy but it did not prioritise investment in the programme, even prior to the COVID-19 pandemic. Progress in implementing activities has therefore been limited. Several aspects of programme management and accountability, including goals, governance and monitoring and evaluation arrangements, have been weak.

The strategy's aims require cross-government collaboration and cannot be addressed by the Ministry alone. This makes transparency and building the evidence base of what works particularly vital. But the Ministry does not have a good understanding of the impact of the programme's interventions or whether the system is yet working as it intends.

## Secure schools for youth offenders

In December 2016, the [Taylor Review of the Youth Justice System in England and Wales](#), recommended that the Ministry and Department for Education work to reform youth custody by replacing Secure Training Centres and Young Offender Institutions with educationally focused secure schools. In response, the government committed to develop two new secure schools. The focus since 2018 has been the opening of the first secure school by converting an existing Secure Training Centre (STC). This was first due to open in autumn 2020 but has been delayed in part due to legal difficulties with the decision for an academy trust to run the school. Construction was due to start in December 2021.

Of the three STCs, two have been closed, firstly [Medway STC](#) in January 2020. Then in June 2021, all children were moved from [Rainsbrook STC](#) following serious safety concerns. The one remaining centre [Oakhill STC](#) had an inspection in September 2021 which found “widespread failings that are having a significant impact on the care and wellbeing of children”. [Previous inspections have highlighted](#) increasing levels of bullying, violence and unacceptable practices, including high use of restraint, inappropriate isolation and lack of rehabilitative options.

The NAO is doing an investigation into [secure schools](#), which will be published in spring.



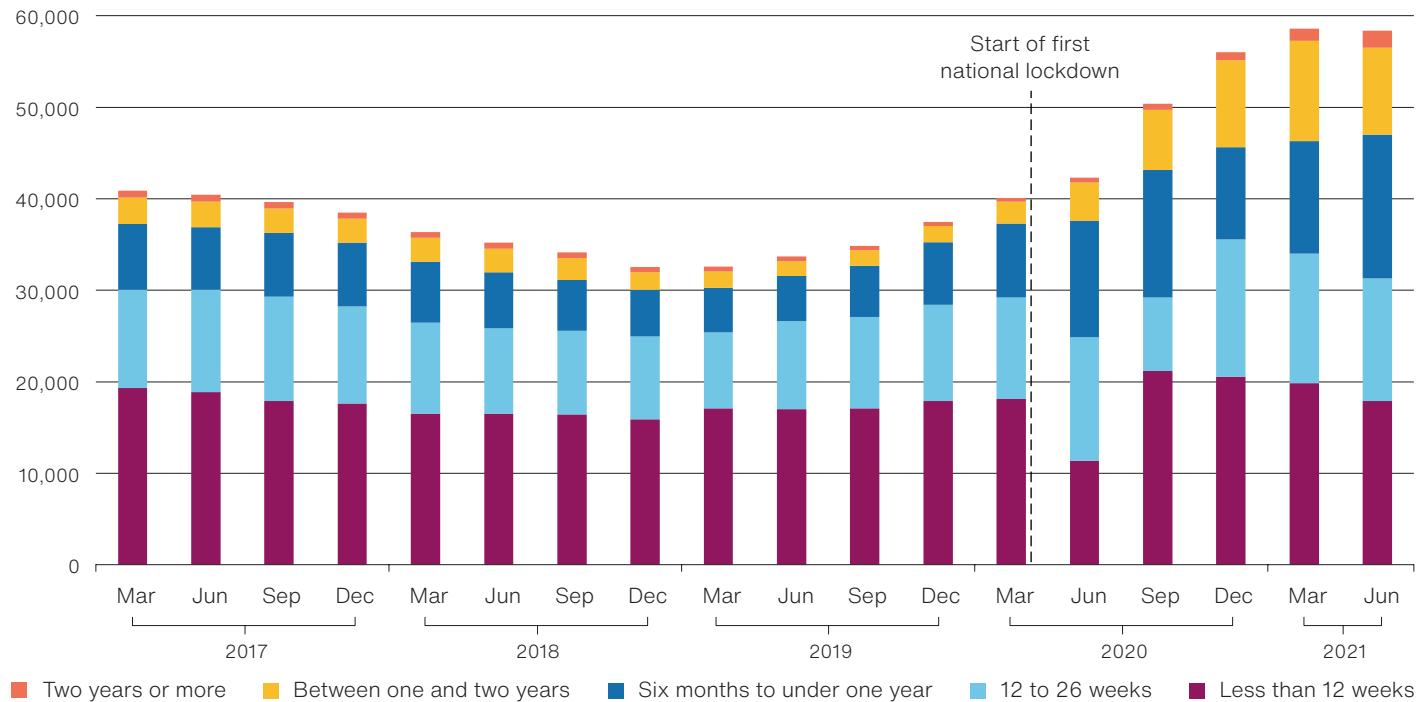
# Meeting the needs of victims and other users

The Ministry has a strategic outcome to “work to support victims, tackling sexual and domestic violence and making sure the vulnerable are supported in the justice system”. It launched a new [Victims’ Code](#) in April 2021, which sets out the minimum standard that organisations must provide to victims of crime.

Age of cases in the Crown Court backlog, 31 March 2017 to 30 June 2021

Since the start of the pandemic, there has been a sharp increase in cases in the backlog which have been waiting one year or more

Number of cases



## Note

1 See report for notes.

Source: Comptroller and Auditor General, *Reducing the backlog in criminal courts*, Session 2021-22, HC 732, National Audit Office, October 2021. Available at: [www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf](http://www.nao.org.uk/wp-content/uploads/2021/10/Reducing-the-backlog-in-criminal-courts.pdf)

## Waiting times

Due to the pandemic, victims, witnesses and defendants are waiting longer for their cases to be heard as the number of cases older than a year increased from 2,830 to 11,379 (302%) between 31 March 2020 and 30 June 2021. Waiting times vary considerably by region and rape and serious sexual offence cases have been acutely affected. The Ministry has committed to shorten waiting times in courts and increased funding to victim support services to £185 million by 2024-25 in the latest Spending Review.

Our report on [Reducing the backlog in criminal courts](#) found that the Ministry and HMCTS have a limited understanding of how the recovery programme, including remote access to justice, has affected users and outcomes. We have repeatedly pressed the Ministry and HMCTS to evaluate its long-running court reform programme, particularly the impact of remote hearings, on users and outcomes. The Ministry published its [evaluation plan](#) in May 2021 and its formal [evaluation](#) of remote hearings in December 2021.

## Domestic Abuse Act

The [Domestic Abuse Act 2021](#) received Royal Assent on 29 April 2021. It aims to provide further protections to people who experience domestic abuse, as well as strengthen measures to tackle perpetrators.

As part of the new initiatives in the court reform programme, vulnerable people can now pre-record their cross-examinations instead of attending in person.

# Risks for the Ministry of Justice

## Managing demand

Government is continuing to recruit police officers and as at 31 March 2021, had recruited 8,771 out of its target of 20,000 by 2023. The Institute for Government and the Chartered Institute of Public Finance and Accountancy have estimated that these additional officers will result in the police charging between 1% and 33% more crimes by 2023-24. The NAO intends to publish a [report](#) on the police uplift programme in spring 2022.

In addition, the government has continued its work towards the reforms set out in the white paper [A Smarter Approach to Sentencing](#). These reforms plan for longer sentences for the most serious offenders. The [Sentencing Act 2020](#) came into force in December 2020 and the [Police, Crime, Sentencing and Courts bill](#) was put forward in July 2021.

The combination of these initiatives will increase demands on the criminal justice system, in particular on the prison estate and probation service.

Relevant NAO work:

[Improving operational delivery in government: A good practice guide for senior leaders](#)

[Central oversight of arm's-length bodies](#)



## Recovering from the pandemic

Responding to COVID-19 has presented the Ministry with financial and operational risks, including new spending pressures. The Ministry received less income in-year, while also needing to continue to fund reform and recovery programmes.

During its recovery from COVID-19, the Ministry may continue to experience ongoing disruption from staff shortages which risk its ability to carry out its work.

In prisons, HMPPS will need to keep enough capacity to be able to operate its compartmentalisation strategy while needed. This will become more difficult as activity in courts returns to normal levels. The Ministry has reported a backlog in unpaid work and training programmes due to social distancing restrictions reducing the number of programmes provided.

The Ministry will also need to continue to address the backlog in courts, which is likely to be a pervasive issue beyond 2024.

Relevant NAO work:

[Guide for audit and risk committees on financial reporting and management during COVID-19](#)



# Risks for the Ministry of Justice continued

## Climate change and sustainability

The Ministry is in charge of the second largest government estate, giving it significant responsibility over how it manages its environmental impact. This is exacerbated by the age of its prison estate, with more than 62% of prisons having opened before 1979, and underinvestment in maintenance.

The Ministry has a number of Greening Government Commitments including reducing greenhouse gas emissions and increasing recycling. The Ministry met five out of seven targets for 2020-21, missing reducing paper usage and reducing water consumption.

The Ministry plans to publish a Net Zero Carbon Strategy and high-level plan to meet the net zero carbon goal by 2050.

Relevant NAO work:

[Climate change risk: A good practice guide for Audit and Risk Assurance Committees](#)



## Managing major projects

The Ministry is currently overseeing 19 major projects on the Government Major Project Portfolio.

The Ministry has five *Infrastructure* and *Construction* projects including the prison building programme, with a total estimated lifetime cost of £58.4 billion. In its 2020-21 report, the Infrastructure and Projects Authority (IPA) rated four of the five projects as 'Amber' or 'Amber/Red' for delivery confidence.

The Ministry also has 12 *Government Transformation and Service Delivery* projects, worth £24.4 billion in total estimated lifetime cost. Ten out of 12 projects are rated 'Amber' or 'Amber/Red'.

Relevant NAO work:

[Lessons learned from Major Programmes](#)



## Digital transformation

The Ministry has more than 800 different IT services, systems and applications across its core and arm's-length bodies. These are delivered by both in-house teams and outsourced contracts.

The Ministry estimates it currently has a technical debt worth £500 million across its group. Technical debt is the estimated value of deficiencies in digital systems which are creating inefficiencies or risks, such as security vulnerabilities. If left unresolved, technical debt can cause business disruption and greater unforeseen issues in future digital projects.

The Ministry is funding various projects to tackle this and reduce its cyber security risks. It considers the need for fit-for-purpose technology as a significant risk, and recognises the need to rationalise and modernise ageing systems and infrastructure.

Relevant NAO work:

[The challenges in implementing digital change](#)

[Cyber and information security: Good practice guide](#)

