



# 2018–19 BUSINESS PLAN AND CPS 2020

Crown  
Prosecution  
Service

**2020**  
Delivering justice



CPS 2020 sets out the organisation we want to be – and in the year ahead we will continue to focus on the aims agreed in that overarching strategy.

Our objectives for 2018–19 will help us make further progress against each of our four strategic priorities: high quality casework, improving public confidence, supporting the success of our people and continuous improvement. They also reflect our values of being independent and fair, open and honest, respectful and professional.

Our role is to make sure that the right person is prosecuted for the right offence, and casework excellence must underpin all that we do. Disclosure will remain a major focus in the year ahead. We will continue to implement our Joint National Disclosure Improvement Plan with the police – delivering training, new ways of working and tools to support prosecutors and police in meeting our crucial disclosure

obligations. We will also work closely with the police to improve the effectiveness and efficiency of prosecutions by improving file quality and our charging processes.

Improving how we engage with the public we serve brings clear benefits to both communities and the organisation, building understanding of what we do as well as informing how we work. In 2018–19 we will implement our new Inclusion and Community Engagement Strategy – working to increase public confidence by developing creative ways to explain our work, listening and using feedback to improve further. We will also continue to support victims and witnesses, and contribute to government priorities such as modern slavery, domestic abuse and preparing for Brexit.

We will continue to invest in our people – providing a new comprehensive training programme for prosecutors, and development opportunities for all our staff to develop their careers. We will recruit and retain staff of the highest calibre while further developing our inclusive culture and diverse workforce.

We will continue to modernise how we work. Our ongoing digital transformation programme will support a flexible workforce and more streamlined ways of working. We will contribute to the modernisation of the criminal justice system by collaborating with partners on court reform and the use of technology to improve the service we provide.

I would like to thank everyone across the CPS for their hard work over the past year and their dedication to delivering justice. Their professionalism, skills and commitment mean I am confident we will continue to make progress towards our ambitions for 2020 in the year ahead.

**Alison Saunders CB**  
**Director of Public Prosecutions**

WE SUPPORT THE SUCCESS OF OUR PEOPLE

2020

2018-19 PLAN

**We will attract and retain the best people and be recognised for our investment in staff, training and skills.**

How will we achieve this:

- We will reflect the community we serve by further developing our inclusive culture and diverse workforce.
- Ensure we are resourced appropriately across all functions and geographical locations by recruiting and retaining people with the skills and capability to deliver high quality services.
- Foster a culture of learning that offers all employees the learning opportunities and personal support required for their career development

Measured by:



Increase the employee engagement index from the 2017 Civil Service People Survey result of 61%



Improve on Civil Service ambition for apprenticeships of 2.3%



Increase spending on the development of our people as a percentage of overall expenditure



Increase number of staff declared disabled to reach Civil Service average of 9.2%



Increase number of staff declared BAME to align with the communities we serve

# EVERYONE IN THE CPS CONTRIBUTES TO HIGH QUALITY CASEWORK

2020

2018-19 PLAN

**We will deliver justice through excellent, timely legal decision making, casework preparation and presentation.**

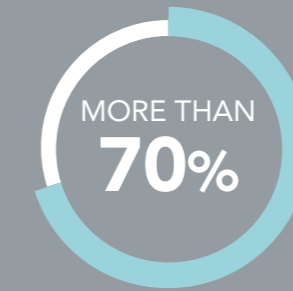
How will we achieve this:

- Ensure the criminal justice system is fair to all parties by implementing the joint police and CPS national disclosure improvement plan
- Work in close partnership with the police to improve the effectiveness and efficiency of prosecutions by improving file quality
- Ensure that the right advocate is used in every case by implementing our advocacy strategy throughout the department
- Improve the quality of our casework and decision making by developing and implementing a new comprehensive training programme for prosecutors

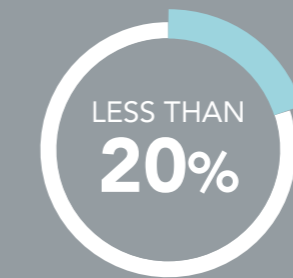
Measured by:



Increase compliance with Crown Court directions to more than 95%



Increase proportion of recorded sentence uplifts in finalised hate crime convictions to more than 70%



Reduce magistrates' court cases dropped at third or subsequent hearing to less than 20%



Improve Crown Court guilty pleas at first hearing from 2017-18 baseline



Deliver the full disclosure improvement plan



Contribute to the recovery of proceeds of crime

## WE WILL CONTINUOUSLY IMPROVE THE WAY WE WORK

**We will continue to digitise and modernise the way we work, supporting a flexible workforce and delivering swifter justice, fewer hearings and more effective trials.**

How will we achieve this:

- Ensure digital receipt of files for pre-charge decisions and enhanced efficiency through an improved charging model in conjunction with the police
- Work closely with other CJS agencies to explore how technology can improve the way we deliver our disclosure obligations
- Contribute to modernisation of the criminal justice system by collaborating with partners on the design and introduction of reforms to court systems and processes
- Streamline case preparation by allowing faster, safe digital transfer of multi-media evidence
- Maximise resilience through a comprehensive modernisation programme for CPS information and communication technology architecture

### Measured by:



Sustain availability of more than 99.5% of core business IT infrastructure



Increase share of investigative agencies sending multimedia evidence via shared systems to more than 50%



charging decisions

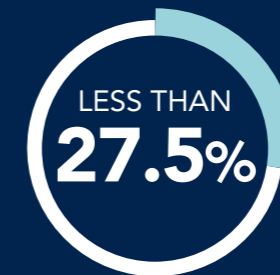
## THE PUBLIC HAS CONFIDENCE THAT THE CPS IS FAIR, EFFECTIVE AND INDEPENDENT

Our decisions will be open and transparent, and the public will trust that we are fair and deliver justice.

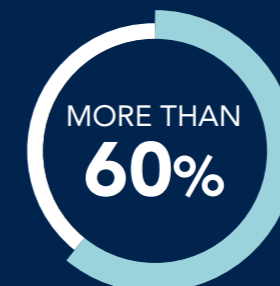
How will we achieve this:

- Build trust and public understanding of our role across all communities by developing creative ways to explain our work locally and nationally
- Meet the obligations of the victim's code by always engaging appropriately with victims and witnesses
- Improve capability through sharing good practice and reacting quickly to disseminate the details of what has been learned
- Contribute to Government priorities such as Modern Slavery, Domestic Abuse and preparing for Brexit through effective collaborations with partner agencies

Measured by:



Reduce unsuccessful outcomes owing to witness issues to less than 27.5%



Increase confidence in the CPS as measured by the Crime Survey for England and Wales



Improve quality of victims' letters



Ensure timeliness of communications with victims meets Victims' Charter standards



**CPS 2020  
DELIVERING JUSTICE**

Our duty is to prosecute the right people for the right offences. The CPS works with our partners at the heart of the criminal justice system to protect the public and create a safe society.

We will be independent and fair and will deliver justice in every case, acting professionally and striving for excellence. We will treat people with respect and will be honest and open about our work.





**DELIVERING  
JUSTICE**

supporting the

## SUCCESS OF OUR PEOPLE

We will attract and retain the best people and be recognised for our investment in staff, training and skills.

everyone contributing to

## HIGH QUALITY CASEWORK

We will deliver justice through excellent, timely legal decision-making, casework preparation and presentation

## OUR VALUES

Our new strategic priorities reflect our commitment to being a flexible, trusted prosecution service. That commitment is underpinned by our existing values:

- Treat everyone with respect
- Be independent and fair
- Be honest and open
- Behave professionally and strive for excellence

ensuring

## PUBLIC CONFIDENCE

that we are fair, effective and independent

Our decisions will be open and transparent and the public will trust that we are fair and deliver justice

## CONTINUOUSLY IMPROVING

how we work

We will continue to digitise and modernise the way we work and support a flexible workforce. We will deliver swifter justice, fewer hearings and more effective trials





DELIVERING JUSTICE BY ENSURING  
PUBLIC CONFIDENCE THAT WE ARE  
FAIR, EFFECTIVE AND INDEPENDENT

2020

Our decisions will be open and transparent, and the public will trust that we are fair and deliver justice. We will:

- Positively influence the criminal justice landscape and deliver justice with our partners.
- Provide a professional service to everyone we work with.
- Treat victims and witnesses with respect and care, and respond to their individual needs.
- Be open, listen, explain our decisions and learn from our successes and our mistakes.
- Anticipate and adapt to new and emerging criminal trends.
- Work with and learn from communities to build confidence in the criminal justice system.
- Create engaging campaigns that explain our work.
- Develop effective policies and guidance that reflect changes in society.
- Deal promptly and thoroughly with enquiries and complaints.

2020

## DELIVERING JUSTICE BY SUPPORTING THE SUCCESS OF OUR PEOPLE

We will attract and retain the best people and be recognised for our investment in staff, training and skills. We will:

- Behave according to our values, creating a culture of respect where it's safe to speak up.
- Nurture and grow our talent, offering everyone a clear path for career development.
- Empower leaders to foster a culture of learning where everyone takes responsibility for their own development, and progression is based on merit.
- Broaden our expertise by supporting career moves in and out of the CPS, and between teams.
- Equip our people with the skills to excel in a changing environment.
- Support social mobility, and invest in apprenticeships, scholarships, legal and professional training.
- Set high expectations for individual performance, and be clear how this is managed.
- Develop a diverse workforce that reflects the society we serve.



SUCCESS OF OUR PEOPLE



## DELIVERING JUSTICE WITH EVERYONE CONTRIBUTING TO HIGH QUALITY CASEWORK

We will deliver justice through excellent, timely legal decision-making, casework preparation and presentation. We will:

- Give early advice to investigators so that the right cases progress, or are quickly stopped.
- Take the right decisions, treating every case fairly and equally, and bringing the correct charges according to the evidence and the Code for Crown Prosecutors.
- Deliver swifter justice through timely case preparation, encouraging appropriate early guilty pleas.
- Build and progress strong cases.
- Provide first class advocacy in every case.
- Build effective partnerships, nationally and internationally, to ensure excellence across the criminal justice system and to prevent harm to the UK.

2020

## DELIVERING JUSTICE BY CONTINUOUSLY IMPROVING HOW WE WORK

We will continue to digitise and modernise the way we work, supporting a flexible workforce and delivering swifter justice, fewer hearings and more effective trials.

We will:

- Look forward, identifying opportunities to reform and improve.
- Work flexibly across geographic boundaries to drive up quality across the CPS.
- Rapidly redeploy resources to respond to changing crime patterns.
- Co-create a shared, digital system that works for all partners in the criminal justice system.
- Design new ways of working informed by the expertise of our frontline staff.
- Invest in our IT, giving people the tools they need to do their best, wherever they work.
- Adapt business processes that support efficiency and cut bureaucracy.



CONTINUOUSLY IMPROVING

## **About the Crown Prosecution Service**

The CPS is responsible for prosecuting most cases heard in the criminal courts in England and Wales. It is led by the Director of Public Prosecutions and acts independently on criminal cases investigated by the police and other agencies. The CPS is responsible for deciding the appropriate charge in more serious or complex cases and provides information, assistance and support to victims and witnesses.

[cps.gov.uk](https://cps.gov.uk)

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