



Crown Prosecution Service London Area Business Plan 2009-10

FOREWORD

Crown Prosecution Service Vision – The CPS is a prosecution service that is confident and independent, efficient and effective – becoming truly world class. Everything that we do aims to deliver justice for all and to make our communities safer.

Our business is to help make Londoners feel safe – by bringing offenders to justice.

That process relies on victims and witnesses of crime coming forward to give evidence in court.

Last year the Crown Prosecution Service in London prosecuted around 155,000 cases in the capital's courts. Assuming each of those cases featured a victim and two witnesses, that amounts to more than 465,800 people.

So, in a city of seven million, roughly one in 15 of the population found themselves involved in the criminal justice process.

If we disregard the feelings and views of victims and witnesses we deny them the chance of seeing justice done; if we fail them, we fail the people of London.

We need to care more for victims and witnesses; next year we will be raising our game to deliver a better standard of service to the public with the launch of the Witness Charter.

This will be difficult, not least because we will be operating against a background of severe financial constraint.

One of the ways that we will meet this challenge will be to use our own lawyers to prosecute cases in Crown Courts, rather than pay for external advocates to act on our behalf.

By using our own advocates last year we saved £3.8m – deploying our own advocates leads to better prepared cases and improved care of victims and witnesses.

We will also continue to hit criminals where it hurts – in their wallets. We and other criminal justice agencies throughout the country will play a part in recovering nationally £250m worth of criminal assets by the end of 2009/10.

Throughout the year we will continue to move prosecution teams to the 'front-line' – relocating them in borough police stations.

CPS LONDON AREA BUSINESS PLAN (SUMMARY) 2009/10

By working alongside our police colleagues as an integrated prosecution team we will benefit from more effective practices, closer working relationships with officers and make significant efficiency gains.

It will not, however, compromise our independence.

By working together in boroughs we will be better placed to work for the communities we serve. We will work with them to tackle gun and knife crimes, gang activities and other offences that blight the lives of Londoners.

Each of our 32 teams will be headed by a Borough Crown Prosecutor. Their role will be to engage with their communities and local criminal justice agencies to agree local priorities in the fight against crime.

They will be supported by 32 borough community prosecution co-ordinators. These lawyers will liaise with the public and agencies over hate crime cases, anti-social behaviour orders, football banning orders and other offences. They will also advise police, charge suspects and prosecute offenders.

Apart from focusing support on victims, witnesses and communities there are 5 more strategic objectives for 2009:

- embed our advocacy strategy;
- improve the performance in the magistrates' courts;
- ensure that CPS people are well led, managed and engaged;
- shaping a modern, public prosecution service; and
- contribute to the wider CJS.

This business plan outlines the most important changes we will make to deliver these objectives and sets out key performance measures we will use to mark our successes.

Dru Sharpling, CBE
Chief Crown Prosecutor

Area Business Plan 2009/10 – Summary of Key Aims and Objectives

Public Service Agreement 23 – Making Communities Safer – increasing public confidence by cutting crime and reducing re-offending – reduce: violent crime; serious acquisitive crime; drug related crime, anti social behaviour; persistent and prolific offenders; adult and youth re-offending; serious re-offending.

Public Service Agreement 24 – Justice For All – delivering a more effective, transparent and responsive Criminal Justice System for victims and the public:

Indicator 1 – Improve the effectiveness and efficiency of the criminal justice system in bringing offences to justice;

Indicator 2 – Improve public confidence in the fairness and effectiveness of the Criminal Justice System;

Indicator 3 – Improve victim satisfaction with the police and victim and witness satisfaction with the Criminal Justice System;

Indicator 4 – Provide consistent collection, analysis and use of good quality ethnicity data to identify and address race disproportionality in Criminal Justice System;

Indicator 5 – Recover criminal assets of £250m in 2009/10; Enforcement – increase successful compliance and enforcement rates.

Focus CPS support to victims, witnesses and communities	Take forward our advocacy strategy	Improve Performance in the Magistrates’ Courts and Crown Courts	Ensure that CPS people are well led, managed and engaged	Shaping a modern, public prosecution service	Contribute to the wider CJS
<p>Improving our Victim & Witness Care and support and focusing on cases involving Violence against Women</p> <p>Borough Community Prosecution Co-ordinators to work with communities to identify priorities and improve case outcomes</p> <p>Area Hate Crime Panel and Area Community Involvement Panel helping us to improve local prosecution performance and develop policy changes</p>	<p>Improving advocacy quality by using and monitoring our own advocates</p> <p>Using more Associate Prosecutors in Magistrates’ Courts with their extended contested powers</p> <p>Establishing a Central Advocacy Unit which will deal with the Area’s serious cases</p> <p>Establishing Local Crown Court Advocacy Teams to deal with Borough cases</p>	<p>Optimum Business Model (OBM) to be extended to the Crown Court to improve case management, reduce ineffective trials and unsuccessful outcomes</p> <p>Area Paralegal Structure to be implemented to improve case preparation in Magistrates’ & Crown Courts.</p> <p>CPS London Direct charging centre expanded to manage Borough volume crime ensuring real time charging decisions</p> <p>Improving Traffic Prosecutions in Magistrates’ Courts and for serious crimes and fatality cases heard in the Crown Court</p>	<p>Workforce Capacity Planning to use resources and skills better</p> <p>Staff Survey issues addressed</p> <p>Ongoing monitoring of workforce representation</p> <p>Area Business Plan aims linked with team and personal objectives</p> <p>Targeted programme of leadership and management training throughout the year</p>	<p>Delivering the London Reform Programme including:</p> <ul style="list-style-type: none"> •Integrated Prosecution Teams; •Virtual Courts; •Virtual Charging and •Better CJ partnership working. <p>More efficient electronic transfer of information between London CJS agencies to enable faster local justice</p> <p>Making efficiency savings by centralising services</p> <p>Taking forward centralisation of specialist crime prosecutions in line with rationalisation by the Metropolitan Police Service.</p>	<p>Streamlining case build to be proportionate and consistent in case preparation</p> <p>Seizing the proceeds of crime from criminals by forming the London Enforcement Team for asset recovery</p> <p>Engaging more with young people to aid the CJS strategy in crime prevention and supporting young victims & witnesses</p>

Area Corporate Risk Statement 2009/2010

CPS London Area has a risk strategy in place based on the Area Corporate Risk, Audit and Assurance Committee, sponsored by the London Board to advise on Area risk management issues and deliver a programme to increase risk awareness across the Area, in support of a World Class Prosecution Service in London. The Committee also manages the Area Corporate Risk Register for the London Board, which details the risks facing the Area in 2009/10 and management measures, based on delivering key services and aims and priorities in the CPS London Area Business Plan 2009/10.

Key corporate risks

- **CPS London casework management adversely impacts on prosecution performance and public confidence in the service;**
- **Service obligations to victims, witnesses and communities are not met and failure to deliver a key business aim leads to reduced public confidence;**
- **CPS London capability and capacity is insufficient to deliver key services, business aims and priorities undermining public confidence.**

CPS LONDON AREA BUSINESS PLAN (SUMMARY) 2009/10

Area Forecast Caseload

CPS London	Actual	Actual	Estimated	Average	Forecast	Change on previous year		Forecast	Change on previous year	
	2006-07	2007-08	2008-09	2006-2009	2009-10	Absolute	%	2010-11	Absolute	%
Magistrates Courts										
B1 Advice only	435	79	56	190	0	-56	-100%	0	0	0%
B7 Other proceedings	199	165	117	160	117	0	0%	117	0	0%
B8 Pre Charge Decision	86,463	84,286	84,192	84,980	82,112	-2,080	-2%	82,112	0	0%
C1 Pros Dropped	12,899	11,882	10,540	11,774	9,257	-1,283	-12%	8,513	-744	-8%
C4 Written off	6,564	4,872	4,076	5,171	4,076	0	0%	4,076	0	0%
C6 Trial EW	4,751	4,078	3,480	4,103	3,480	0	0%	3,480	0	0%
C5 Guilty plea(s) of which :	97,755	98,962	106,353	101,023	106,353	0	0%	106,353	0	0%
C5.03 Either Way/Indictable Guilty	45,196	47,987	51,854	48,346	51,854	0	0%	51,854	0	0%
C5.04 Summary Guilty	52,559	50,975	54,499	52,678	54,499	0	0%	54,499	0	0%
C7 Trial Summary	7,526	7,608	7,391	7,508	7,508	117	2%	7,508	0	0%
H1 Discharged Committals	856	679	408	648	375	-33	-8%	350	-25	-7%
Magistrates' Court Total	217,448	212,611	216,613	215,557	212,903	-3,710	-2%	212,159	-744	0%
MC Option Set G2 Late guilty	5,905	5,907	6,023	5,945	6,000	-23	0%	6,000	0	0%
MC Option Set L1 Juveniles	15,972	18,018	17,443	17,144	17,144	-299	-2%	16,801	-343	-2%
Crown Court										
C1 Committal for sentence	3,212	3,263	3,616	3,364	3,616	0	0%	3,616	0	0%
C2 Appeal	1,700	1,804	2,129	1,878	2,374	245	12%	2,611	237	10%
C3 Written off	272	373	312	319	319	7	2%	319	0	0%
C4 Prosecution dropped	3,119	3,396	3,267	3,261	3,152	-115	-4%	3,026	-126	-4%
G1 Timeous guilty	6,891	9,304	9,613	8,603	9,613	0	0%	9,613	0	0%
G2 Late guilty	1,662	2,083	2,517	2,087	2,517	0	0%	2,517	0	0%
G3 Guilty/not guilty contest	926	796	833	852	833	0	0%	833	0	0%
G4 All not guilty	4,417	4,150	4,473	4,347	4,473	0	0%	4,473	0	0%
Crown Court Total	22,199	25,169	26,760	24,709	26,897	137	1%	27,008	111	0%
OVERALL TOTAL	239,647	237,780	243,373	240,267	239,800	-3,573	-1%	239,167	-633	0%

(NB Overall total excludes Juvenile & Late Guilty Plea)

- B1 Advice – this is a disused code and most of these were old cases were miscoded cases linked to decommissioned units that have been cleared.
- C1 Dropped – this is based on the trend in falling Discontinuance 11% 06/07, 9% 07/08 8% 08/09 so I have assumed 7% for 09/10 and 6.5% for 2010-11
- H1 Discharged Committals – we expect a reduction as a result of the implementation of Optimum Business Model (OBM)
- C2 Appeals – have simply used the average of the last two years increase for 2009-10 and dropped it slightly for the next year.

RESOURCES STATEMENT 2009–10

In order to keep spending within the Comprehensive Spending Review 07 (CSR07) settlement figures, the CPS needs to make cashable savings of £69 million per annum, in real terms, by 2010–11. The planned savings for 2009–10 are £49 million, comprising operational savings (£34 million) and administrative and support savings (£15 million).

Delivering improved efficiency and value for money savings are now an integral part of the CPS business. We are committed to ensuring that the quality of service delivery to the public is maintained whilst achieving greater efficiencies.

This ambition builds on the success of the SR04 Efficiency Programme and is designed to make the best use of the resources available to deliver a high quality prosecution service to the public that will support delivery of the Government's new Public Service Agreement (PSA) targets. CPS London is continuing to improve the way prosecution services are delivered in the light of the long-term challenges facing the Criminal Justice System (CJS) in order to:

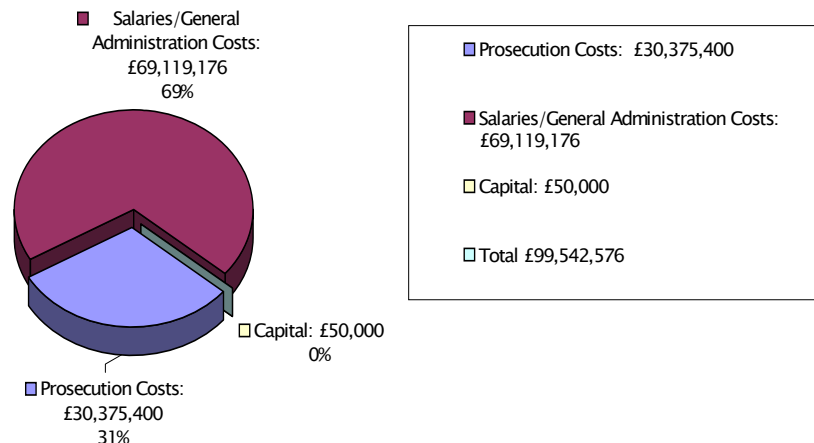
- Focus CPS' support to victims, witnesses and communities;
- Embed our advocacy strategy;
- Improve the performance in the magistrates' courts;
- Ensure that CPS people are well led, managed and engaged;
- Shaping a modern, public prosecution service; and
- Contribute to the wider CJS.

The Area is committed to ensuring that we meet these challenging financial targets. As a result our resources will be:

- directed to deliver departmental and Government priorities,
- focused on priority activities and
- ensuring that the CPS continues to deliver improving services to the public.

By the end of the 2010–11 CSR Period the Area will improve the efficiency and effectiveness of the prosecution process, expanding the Area Advocacy Strategy, fully implement the CJS Reform Programme, embed the CPS Optimum Business Model (OBM), introducing community prosecutors, improve charging service standards and continue the Areas structural reform that positions staff at the heart of the communities in which we serve. These ambitious plans are expected to represent year on year savings of 3.5% in real terms.

CPS LONDON RESOURCE ALLOCATION 09/10



CPS LONDON AREA BUSINESS PLAN 2009/10

Critical Performance Management Targets – 2009/10

	INDICATOR	TARGETS AND RATINGS								
1	POCA (Proceeds of Crime Act) PSA 24	Target – Area performance is measured quarterly calculating the proportion of convictions for acquisitive crime in the Crown Court which result in confiscation orders i.e. the conversion rate. The calculations will be based on rolling year figures and RAG ratings will not be given until Q3.								
2	Hearings per case.	Target – This target reflects the CJSSS ambition that there should be no more than one hearing per case for guilty pleas and no more than two for contested cases. In 09/10, the targets will be to complete MC cases in the following: <ul style="list-style-type: none"> • Guilty Pleas 2.1 hearings or less • Contested cases 4 hearings or less 								
3	Advocacy	Target – This indicator will take the form of a single target and combine performance for: <ul style="list-style-type: none"> • Crown Advocates – all Areas are set a financial target of 25% of GFS (Based on Q1-Q3 08-09 GFS). For CPS London this is £7,971,215 • Associate Prosecutors – all Areas are set AP coverage targets of 25% of all magistrates’ court sessions • In-house MC deployment – all Areas are set an in-house magistrates’ court deployment target of 90% 								
4	Witness Attendance	Target – The target is to achieve witness attendance levels of 90% or above. Detailed Needs Assessment and ineffective and cracked trial data will be used as supporting data.								
5	DCV (Direct Communications with Victims)	Target – The primary target includes measurement in relation to three measures below: <ul style="list-style-type: none"> ➢ Volume of communications sent against proxy target ➢ Timeliness for vulnerable and intimidated victim, prosecution cases ➢ Timeliness for other victims, prosecution cases 								
6	VAW (Violence Against Women)	Target – For individual and combined VAW crimes for 2009-10 are: <table border="1" style="display: inline-table; vertical-align: middle;"> <thead> <tr> <th>DV</th> <th>Rape</th> <th>SO</th> <th>VAW Indicator</th> </tr> </thead> <tbody> <tr> <td>26%</td> <td>39%</td> <td>23%</td> <td>26%</td> </tr> </tbody> </table>	DV	Rape	SO	VAW Indicator	26%	39%	23%	26%
DV	Rape	SO	VAW Indicator							
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7	Hate Crime	Target – The target for 2009-10 for all individual strands and combine hate crimes for each year remains at 18% . Additional Information – Performance on volumes and discontinuance will be given greater prominence within the commentary where it is of concern.								
8	Community Engagement	Target – The three levels of community engagement are: <ul style="list-style-type: none"> • Level 1 – Leadership is demonstrated • Level 2 – A range of engagement is taking place, it is being evaluated and feedback is being given to the communities being engaged • Level 3 – Community engagement results in improvements to service delivery 								

CJ: SSS – Criminal Justice: Simple Speedy Summary / DV – Domestic Violence/ GFS – Graduated Fee Scheme / RAG – Red Amber Green – risk rating system / SO – Sexual Offences

Back page

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