

# **CPS Capability Review Provisional Implementation Plan**

*We will work closely with our staff, partners and others to deliver this implementation plan. In particular, we will do more to articulate a single overarching strategy that focuses on public service outcomes and fosters pride in excellence with clear models for national and local delivery. We will ensure that we develop the capabilities and talent of our staff now and for the future and have supporting performance management systems that are relevant to everyone.*

This plan will be updated regularly to reflect further CPS Board discussions and progress in planning and implementing the Department's response to the Review.

# 1. Foster Pride in Excellence

**Success looks like:**

All of our people will understand how the CPS Vision and Strategy relates to their day-to-day role and how the CPS impacts on society.

We have an engaged workforce and all CPS people are proud to work for CPS and champion excellence in all they do.

The best people want to work for CPS in all types of roles, because of the nature of the roles and the CPS reputation for excellence.

CPS is an open environment where innovation, challenge and diversity is welcomed, and acted upon.

People are encouraged to exchange best practice and to improve continuously.

CPS people that are performing well are given tangible recognition that they value.

**In 6 months:**

All of our people will understand how the CPS Vision and Strategy relates to their day-to-day role and CPS's public service outcomes. They will recognise the importance to society of excellent performance in the magistrates' courts and across all of our business.

**Action:**

We will develop our internal communications so that our people understand and relate to the CPS Strategy. A key part of this will be a focus on excellence for all in the next DPP/Chief Executive Roadshows. We will use proactive communications mechanisms for key messages (both down and up).

We are bringing together into one programme the key elements of change impacting on magistrates' courts (CJSSS, OBM, Divisions etc.) and will ensure that this work is a strategic priority for CPS.

We will develop KPIs and measures to track our progress towards excellence in the magistrates' court. The CPS Board will play a key and pro-active role in performance management.

We will introduce a high performance leadership strategy (initial focus will be on the CPS Board and Group Chair CCPs and ABMs) to ensure our senior managers enthuse and obtain the best from our people.

We will introduce regular Pulse Surveys to monitor and evaluate progress on areas of concern identified through the staff survey.

We will undertake a healthcheck of INVEST to identify additional opportunities to build a performance culture which is seen to be fair, transparent and gives tangible recognition to staff for excellence.

**In 12 months:**

Through the work of our leaders and managers in implementing our communication strategy, all our people will understand the part that they play in the delivery of CPS and Public Service Strategy and outcomes.

We will ensure performance measures better reflect our role as the public's prosecutor.

**Action:**

We will be regularly reviewing our performance in the magistrates' courts to improve our performance and ensure best practice is shared across Areas.

We will be implementing recommendations from our review of INVEST and processes and systems for reward.

We will have established within the new 15 Group structure an effective system for sharing best practice across the 42 Areas and developed our Infonet to support better knowledge management across CPS.

We will obtain staff views on the effectiveness of our engagement and take actions to address.

**Impact:**

Pulse surveys enable us to identify the impact of actions on the number of staff being proud to work for CPS, able to challenge the way things are done and that are treated with fairness and respect.

Pulse Surveys enable us to identify the impact of actions on the number of people who think that poor performance is dealt with effectively.

We will be seeing evidence of improved performance in the magistrates' courts.

Staff will see that senior leaders value their views and front line intelligence is beginning to inform strategic decision-making.

There is a stronger public service ethos and CPS people are confident in speaking publicly about their work.

**In 24 months:**

Our people will feel empowered to challenge and innovate. Our strategy will be continuously updated to recognise future challenges and opportunities, and to incorporate best practice.

The best people will want to work for CPS in all types of roles, because of the nature of the roles and the CPS reputation for excellence.

Excellence will be recognised and rewarded in all parts of the organisation.

**Action:**

We will review communication mechanisms in light of survey results and introduce changes to improve performance.

We will explore solutions to promote knowledge management with our wider stakeholders across CJS and government.

**Impact:**

Staff survey results show an increase in the number of people who are proud to work for CPS, who think it is safe to speak up and challenge the way things are done in the Department and feel they are treated with fairness and respect.

Routine and effective use of best practice actively drives up performance.

Improved outcomes in the magistrates' courts.

CPS polling shows improved public awareness of what CPS does.

## 1. Foster Pride in Excellence

	<p>Senior managers will develop a collective view of the skills and behaviours they will need to adopt to meet the challenges highlighted within the staff survey.</p> <p><b>Impact:</b> CPS staff are increasingly engaged with our refreshed vision and strategy, are beginning to see a change in culture where non-legal skills are given equal value.</p> <p>People understand the role they play in delivery in core magistrates' court business.</p> <p>Senior managers know they are responsible and accountable for delivering improvements in staff survey results.</p>		
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## 2. Articulate a single, over-arching strategy, focusing on public service outcomes

<p><b>Success looks like:</b> Our Strategy supports Ministers in achieving their priorities. It has been developed with our partners and stakeholders and results in better outcomes for victims, witnesses, defendants and our communities.</p> <p>Our Strategy is owned by and inspires all of our people and is articulated in a way that enables us to measure our success and choose our priority initiatives.</p> <p>Our Strategy is informed by practitioner and public/user experience and is continuously improved through rigorous examination of our strengths, successes and areas for improvement.</p> <p>People understand and play their part in their own team, wider CPS, CJS and Public Service.</p> <p>Everybody in the organisation understands and values how others' roles contribute towards CPS Strategy and success.</p>	<p><b>In six months:</b> We will have established a process for involving practitioners, stakeholders and communities in our vision and strategy and develop and maintain an effective communication capability nationally and locally.</p> <p>We will have a revised Vision and Strategy that clearly sets out, for all of our key business objectives, the priorities, dependencies and measurable impacts in terms of improved public service outcomes.</p> <p><b>Action:</b> We will urgently develop our revised Vision and strategy actively engaging with Ministers, staff, stakeholders and communities to do so.</p> <p>We will review our performance measurement and management to ensure that it reflects the revised strategic outcomes.</p> <p>We will review our change programme to identify key priorities and ensure our governance systems support performance management.</p> <p>We will formalise protocols for working with Ministry of Justice and HMCS to deliver improvements in magistrates' courts.</p> <p>We will develop an action plan in response to recent polling to improve public awareness and perception of CPS.</p> <p><b>Impact:</b> The delivery of the Vision and Strategy is defined in terms of improved public service outcomes. There is better understanding of the CPS Vision and Strategy.</p> <p>Our people understand their roles and responsibilities and those of others in the delivery of better outcomes to society.</p>	<p><b>In 12 months:</b> We will know that our people are aware and have been involved in the revised strategy and that our partners, stakeholders and communities are satisfied with the level of involvement in its development.</p> <p><b>Action:</b> We will develop systems to monitor the effectiveness of our engagement protocols.</p> <p>We will have identified and published the key priorities for staff, stakeholders and communities for SR2008 -11.</p> <p>We will build on positive work on staff and community /stakeholder engagement and develop clear protocols for engaging staff, practitioners, wider stakeholders and communities in the development of strategy and policy.</p> <p>We will implement our action plan to improve public awareness and perception of CPS.</p> <p><b>Impact:</b> Pulse Surveys enable us to identify the impact of actions on the number of people within CPS who are proud to work for CPS, understand how their work contributes to the objectives of the Department and feel that the Department as a whole is well managed.</p> <p>Our People and partners are comfortable being consulted about strategy and tell us that we are working with them more openly, transparently and effectively.</p>	<p><b>In 24 months:</b> We will be able to demonstrate the benefits of improved engagement and prioritisation through delivery of improved public service outcomes.</p> <p><b>Action:</b> We will examine data provided by our revised KPIs and will know how they contribute to improved outcomes to society.</p> <p><b>Impact:</b> Performance against key public service focused outcomes has improved.</p> <p>Staff survey show an increase in the number of people who are proud to work for CPS, understand how their work contributes to the objectives of the Department and feel that the Department as a whole is well managed.</p> <p>WAVES survey shows improved levels of satisfaction with Witness Care Unit Services amongst victims and witnesses.</p> <p>CPS polling shows improved public awareness of what CPS does.</p>
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### 3. Make really clear what a “national organisation, locally delivered” means

<p><b>Success looks like:</b> There is a clear framework between the Areas, the new groups and HQ, that is actively reviewed to ensure it remains fit for purpose.</p> <p>CPS people, partners and stakeholders understand the roles of CPS HQ, Groups and Areas.</p> <p>The CPS business models reflect business needs and maximise the benefits of local partnerships whilst ensuring national effectiveness and efficiency.</p> <p>There is a smaller, more challenging Board that focuses on the key strategic priorities of the business and holds leaders to account for performance.</p> <p>There is a joined-up, strategic approach to stakeholder management that ensures a consistent message and tone in all our key communications and negotiations.</p> <p>The CPS responds boldly and imaginatively to local and national challenges and is a visible leader in the CJS both locally and nationally.</p>	<p><b>In six months:</b> We will have undertaken a review of our governance and business models and set out the responsibilities and accountabilities of HQ, Groups and Areas.</p> <p>We will build on existing work programmes and work with Areas to develop our strategies for managing stakeholders and knowledge management.</p> <p><b>Action</b> We will urgently develop and implement an outline framework that clearly states the key roles and responsibilities for the new group chair posts and how these will interact with HQ and Areas.</p> <p>We will develop a full framework that sets out roles, responsibilities, expected behaviours and accountabilities at national, group and Area level and will review HQ support for new area group structures, identify opportunities for improvement and implement early in the new financial year.</p> <p>We will have reviewed our governance and introduced changes to improve effectiveness and strengthen the challenge role for the CPS Board.</p> <p>We will consider and act upon the stakeholder management implications of Ministry of Justice as part of development of a wider strategy.</p> <p>We will have reviewed our Finance function and identified options to strengthen our financial capability and we will have a new efficiency plan.</p> <p><b>Impact:</b> People understand the role of HQ, Group and areas in delivering improved public service outcomes and know/accept what is being driven nationally/locally.</p> <p>People begin to have greater confidence in CPS governance and Board leadership and know the behaviours that can be expected of leaders at all levels.</p> <p>There is greater clarity and understanding of the financial challenges ahead and the need for greater efficiency.</p>	<p><b>In 12 months:</b> People, partners and stakeholders will understand how the different parts of CPS work together to deliver improved public service outcomes and will recognise the part that they play.</p> <p>We will have implemented recommendations from our governance review and will be beginning to see the impact of a more challenging Board that focuses on the key strategic priorities for the business.</p> <p>We will be delivering a joined up approach to stakeholder and knowledge management.</p> <p><b>Action:</b> We will review our business framework in light of HQ /financial /governance review developments.</p> <p>We will implement the recommendations from our review of HQ support and set up systems to monitor success in terms of improved outcomes.</p> <p>We will have implemented other changes arising from our governance review and will monitor the effectiveness of governance arrangement in light of CPS and wider CJS and machinery of government developments.</p> <p>We will develop our stakeholder management strategy to link more closely with improved delivery outcomes.</p> <p>Financial capability will be more robust and we will be implementing the new efficiency plan.</p> <p><b>Impact:</b> Improved efficiency through greater standardisation and strengthened financial management. We are beginning to realise the benefits from our new Group structures.</p> <p>There is greater collective responsibility for delivery of improved public service outcomes.</p>	<p><b>In 24 months:</b> Our governance, business models and approach to stakeholder and knowledge management will be having a consistent and positive impact on delivery of our strategy.</p> <p><b>Action:</b> We will review our business models to ensure they continue to be fit for purpose.</p> <p><b>Impact:</b> We will be able to demonstrate the impact of strategic stakeholder management on improved delivery outcomes.</p> <p>MORI Staff survey shows that our people have greater confidence in the senior managers within the CPS.</p> <p>Financial intelligence guides strategic decision making and prioritisation.</p>
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## 4. Develop the talent and capabilities for now and the future

<p><b>Success looks like:</b> CPS has a clear view of what is required from all of our staff now and in the future and there is a clear strategy to meet these requirements.</p> <p>CPS has an engaged workforce flexible, talented and confident to meet the challenges presented.</p> <p>We know clearly who the leaders of the future are and we invest in them.</p> <p>Managers actively manage the development of others by setting expectations, providing development opportunities and sustaining their efforts to develop staff.</p> <p>All CPS people see an achievable career path (either within CPS, across wider CJS/Government or beyond) and aspire to realise their potential to the full.</p> <p>CPS is seen as a good place to come to develop wide ranging skills and experience.</p> <p>CPS is seen by Whitehall as a supplier of talented and committed people and future leaders.</p> <p>CPS is a learning organisation that continuously develops and uses best practice to improve the business.</p>	<p><b>In six months:</b> We will have developed a new People Strategy which will be informed by the development of our overall strategy. This will build on existing work to strengthen our strategy for Workforce and Capacity Planning and our emerging workforce development strategy.</p> <p>All CPS leaders and managers will be aware of the priority that the DPP, CEO and Board give to people development.</p> <p><b>Action</b> In light of CPS Strategy we will have produced an integrated People Strategy for 2008-11 which brings together all of the key strands of people related work and emphasises the leadership's commitment to equality and diversity developing all CPS people. This will include:</p> <ul style="list-style-type: none"> <li>• Workforce development (including leadership framework)</li> <li>• Capacity Planning</li> <li>• Career and talent management</li> <li>• Broadening professionalisation</li> </ul> <p>Key actions to address priority development needs, including those of group chairs, agreed as part of the leadership and management development plan, and progressed at appropriate level.</p> <p>We will implement the new prosecutor structure.</p> <p>We will use our communication mechanisms to ensure that leaders and managers deliver consistent messages to all our staff about our commitment to developing an engaged and confident workforce.</p> <p><b>Impact</b> CPS will have a clearly stated view of what it requires from its people and how it will address, our people will be aware of leaders' commitment to people development and will personally identify with the strategy in terms of their own development.</p> <p>CPS legal prosecutors are clear about their potential career paths.</p>	<p><b>In 12 months:</b> Our People Strategy will be embedded within our overall Strategy. The key elements of the strategy will be reflected in individual personal development plans and we will be making progress with delivery.</p> <p>All staff will know what is required of them, will have an achievable career path and will understand what they need to do to progress within it.</p> <p><b>Action</b> We will have developed and communicated clear career structures for all other CPS staff.</p> <p>All group chairs, group ABMs and the Board to complete the initial phase of their leadership development activities and are working towards using leadership framework successfully.</p> <p>We will begin to extend succession planning and talent management to middle managers.</p> <p>We will put in place plans to manage staff changes from CSR whilst maintaining quality of output.</p> <p>We ensure that clear links are made in all staff PDRs between personal development and improvements in CPS performance.</p> <p>We will make professional qualifications available where appropriate for all disciplines within CPS.</p> <p>Leaders of the future are identified and developed appropriately.</p> <p><b>Impact</b> Evaluation of initial phase of leadership development shows improved leadership skills across the organisation and Pulse surveys show CPS staff in all disciplines aware of relevant career development opportunities.</p>	<p><b>In 24 Months</b> Evidence of an organisational culture that values all staff and their development and has improved its performance through with improved capabilities and skills and new ways of working.</p> <p>All organisational leaders show a passion for developing CPS people.</p> <p><b>Action</b> On-going leadership and management development / leadership framework to be integrated fully into PDR process.</p> <p><b>Impact</b> 2008 staff survey results show staff feel that they are well supported in fulfilling their potential.</p> <p>All areas successfully reassessed for liP.</p> <p>An appropriate balance between external and internal appointments for senior roles.</p> <p>The average number of internal applicants suitable for jobs at the next grade has increased.</p>
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## 5. Make performance management real for everyone

<p><b>Success looks like:</b> There is a real and sustained improvement in key areas of performance.</p> <p>People understand that good performance is valued, excellent performance will be appropriately recognised and persistent poor performance will not be tolerated.</p> <p>Performance management enables all CPS people to know how they're viewed by the organisation, individually and as a team.</p> <p>There is a shared understanding of performance within CPS and with partners and stakeholders and visible, transparent performance management at all levels.</p> <p>CPS has public service outcomes that resonate with the public and with all staff, and information on performance against these, is readily available to them.</p> <p>Clear and meaningful line of sight between wider government goals, PSA targets and CPS, Team and individual objectives.</p> <p>The CPS Board is working as a flexible and accountable body to improve performance.</p> <p>Coaching and mentoring by managers will be widespread.</p>	<p><b>In six months:</b> We will review performance indicators and systems to ensure they resonate with our people and promote a shared understanding of performance within CPS, and with partners and stakeholders.</p> <p>We will replicate Area /HQ performance management systems at Unit Head, Divisional Level and link to staff PDPs and support by routinely providing team based management information.</p> <p><b>Action:</b> We will ensure through our review of governance structures that the Board is developed to promote a culture of robust, transparent, collective performance management and timely intervention. We will introduce measures to monitor performance and communicate this to staff.</p> <p>We will ensure that senior managers' objectives for 2007/8 are tailored to reflect their specific contribution to delivering capability review actions.</p> <p>We will review our performance measurement and management to ensure KPIs are aligned with revised strategic outcomes and there is clear accountability for all managers to deliver effective performance management.</p> <p>We will replicate our APR process at divisional/unit level in all Areas and link to individual PDRs.</p> <p>We will build on and develop the programme of targeted performance management training.</p> <p>We will develop our management information to support performance management at divisional and Unit head level and publish internally regular, accessible key performance information.</p> <p><b>Impact</b> The Board and senior leadership team demonstrate to staff that they are fully accountable for and engaged with performance management and are focused and committed to delivery of the actions identified by the Capability Review.</p>	<p><b>In 12 months:</b> There is a clear line of sight between wider government goals, PSA targets and CPS, team and individual objectives and consistent, transparent and robust performance review. Reporting and accountability is routinely carried out at all levels.</p> <p><b>Action:</b> We will monitor the effectiveness of new governance and will hold senior managers to account against their capability review objectives.</p> <p>We will analyse performance information, identify skills gaps and develop our training programme to address these.</p> <p>We will ensure that all end of year PDRs give staff clear messages about their performance in 2007/8 and what is expected for the future.</p> <p>We will build on our customer satisfaction measures to bring a public service focus to reporting (eg WAVES for victims &amp; witnesses).</p> <p>We will improve the quality and timeliness of information given to the public about CPS performance.</p> <p><b>Impact</b> Our performance management processes and systems reflect key aspects of the business and individuals can see how they contribute.</p> <p>Managers understand how effective individual performance management underpins the system and act as effective role models.</p> <p>The Board's view of performance is articulated into meaningful actions that are communicated explicitly to our people.</p> <p>Pulse Surveys enable us to identify the impact of actions on the number of people who think that poor performance is dealt with effectively.</p>	<p><b>In 24 months:</b> There is a real and sustained improvement in key areas of performance.</p> <p><b>Action:</b> We will set more stretching improvement objectives for all senior managers for 2009/10, based on our revised strategy.</p> <p>We will publish results of CPS performance against public service outcomes for 2008/9 to partners, Parliament and the wider community.</p> <p><b>Impact:</b> A stronger performance culture with improved performance management through better analysis.</p> <p>Performance management is made more meaningful for all senior managers and other staff.</p> <p>Staff survey shows an increase in the number of people who think that poor performance is dealt with effectively.</p>
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