

Area Business Plan 2003-04



CPS

Cheshire

Cheshire



Contents

- 1 Foreword by the Chief Crown Prosecutor
- 2 Area Management Team
- 3 Introduction to CPS Cheshire
- 4 Vision Statement
- 5 Area Priorities 2003-04
- 6 Public Service Agreement Targets
- 7 Public Service Agreement Objectives & Strategies
- 8 Area Initiatives
- 9 Risks
- 10 Forthcoming Legislation
- 11 People

Annexes

- (i) Staff in Post Summary*
- (ii) Budget Summary*
- (iii) Family of Plans*

Foreword

by Barry Hughes, Chief Crown Prosecutor

The Crown Prosecution Service in Cheshire aims to be a professional organisation which values all its people, performs to a high standard, inspires public confidence and works in partnership to bring offenders to justice.

This plan sets out our objectives for the coming year and how we intend to achieve them. In order to meet them we will continue to work in partnership, and build on the strong relationships that we have with other criminal justice agencies in Cheshire.

In April 2003 the new Cheshire Local Criminal Justice Board comes into being. Chief Officers from each Criminal Justice Agency will meet regularly to set overarching objectives to deal with the fight against crime in Cheshire. Our main priority for 2003/04 will be the achievement of our Public Service Agreement Targets. For the first time these targets are set jointly for the key agencies, and we cannot achieve them without our partners. Similarly they will be reliant upon us for delivery.

Our main target is to Narrow the Justice Gap. This means increasing the number of recorded crimes for which an offender is brought to justice. We will also look to improve the delivery of justice by reducing the proportion of ineffective trials.

Improving the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, is our second target.

As a public body we have a duty under the Race Relations Amendment Act to promote racial equality. We are committed to promoting equality and diversity throughout all aspects of our work by consulting, involving, implementing and monitoring. By doing so we hope to develop an organisation free from bias and discrimination that meets the needs of the diverse communities we serve.

You will see from the contents of this plan that many initiatives are being implemented in order to redress the balance of Cheshire's Criminal Justice System in favour of victims and witnesses. Increasing the satisfaction of victims and witnesses is another key priority for CPS Cheshire in 2003-04.

This year will see many changes in the way we work. During April 2003 the Area will go live on the Compass computerised case management system. The Area is one of the first to receive the system following the pilot. Compass is the leading example of modernisation within the Criminal Justice System. It provides a series of tools designed to enable the CPS to deliver a consistently high quality prosecution service to society.

We will be working closely with the police at an earlier stage to ensure that the right offenders are charged with the right offences at the earliest possible opportunity. This presents our greatest challenge in ensuring our resources are deployed effectively. It is also an opportunity to target police resources to optimum effect by reducing the number of discontinued prosecutions and cases in which the charge has to be reduced at a later stage.

We will also be taking forward recommendations from HMCPS Inspectorate Report. The inspection, conducted early in 2003, recognised the substantial progress that we have made, progress that in itself is tribute to the commitment and hard work of our staff.

We have included a section within this plan which outlines what we as an area will be doing to support our staff over the coming twelve months.

Area Management Team



Barry Hughes
Chief Crown Prosecutor



Edwina Sherwood
Area Business Manager



Peter Frost
Head of Magistrates' Court Unit



Steve Hoolohan
Acting Head of Crown Court Unit



Kim Johnson
MCU Business Manager



Rob Milligan
CCU Business Manager

VICTIM INFORMATION BUREAU



Judith Edwards
Area Communications Manager
Louise Brown

EQUALITY & DIVERSITY OFFICER NORTH WEST



Leona Vaughn

Introduction to CPS Cheshire

CPS Cheshire is one of 42 areas in the Crown Prosecution Service and is coterminous with the Cheshire Constabulary.

Presently there are three offices in the Area, one being co-located within the Police Station at Crewe. The second office is located in Windsor House, Pepper Street, Chester and the third in Bankside Chambers, Crosfield Street, Warrington. The co-located unit at Crewe was established in April 2001.

The Area is divided into five operational units, three dealing with Magistrates' Court work and two dealing with Crown Court work, and an Area Secretariat which incorporates the Victim Information Bureau.

Cheshire currently employs 116 staff comprising of lawyers and administration staff. On average we prosecute 22,000 cases in the Magistrates' Courts and 2,000 cases in the Crown Courts each year.

Area casework is dealt with at seven Magistrates' Court centres and four Crown Court centres, each centre housing two or more courtrooms. On a daily basis the Area provides lawyers and caseworkers to cover approximately seventeen Magistrates' Courts and up to eleven Crown Courts.

We work closely with the CPS North West Equality and Diversity Officer, Leona Vaughn, to ensure equality and diversity issues are addressed.

Our regional North West Service Centre, based at Manchester and Liverpool, provides assistance and guidance on personnel, accommodation and finance.



CPS Cheshire Vision Statement

*We aim to be a professional
organisation which values all its people,
performs to a high standard, inspires
public confidence and works in
partnership to bring offenders to justice.*

Area Priorities 2003/04

Narrowing the Justice Gap [Public Service Agreement Target]

- to improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice and reducing the proportion of ineffective trials

Public Confidence [Public Service Agreement Target]

- to improve the level of public confidence in the Crown Prosecution Service, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants

Value for Money [Public Service Agreement Target]

- to increase value for money from the Crown Prosecution Service by 3% per year

Compass

- to introduce a new case management IT system that will modernise the way we work




Charging

- to implement a shadow scheme by December 2003 in anticipation of our enhanced role in charging offenders

HMCPs Inspectorate Report Recommendations

- to take forward recommendations from the HMCPs Inspectorate Report published in March 2003

Public Service Agreement Targets




1. Narrowing the Justice Gap		Targets
To improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice and reducing the proportion of ineffective trials		<p>Colour Code for Narrowing the Justice Gap</p> 
To bring additional offences to justice		761 additional offences 5% increase
To provide a Premium Service for Persistent Offenders in Cheshire thereby increasing the number of offences by POs brought to justice		560 POs – Premium Service 5% increase - number of offences
To reduce cracked and ineffective trials in the Magistrates’ Courts and Crown Courts		5% reduction – Magistrates 3% reduction – Crown
To reduce the number of prosecutions lost due to witness non-attendance at court		10% reduction
2. Public Confidence		Targets
To improve the level of public confidence in the Crown Prosecution Service, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting rights of defendants		<p>Colour Code for Public Confidence</p> 
Compliance with Code for Crown Prosecutors		95%
Compliance with primary disclosure		90%
Compliance with secondary disclosure		57%
Promote positive image of CPS Cheshire		At least one good news story per month
3. Value for Money		Targets
To increase value for money from the Crown Prosecution Service		<p>Colour Code for Value for Money</p>  3%

Area Initiatives

 **Narrowing the Justice Gap**

 **Public Confidence**

 **Value for Money**

Initiative	How this will be Achieved	When by	Owner	PSA Target
COMPASS	<ul style="list-style-type: none"> + Newly formed local implementation team (LIT) driving forward key processes: + Planning and process mapping ongoing + Identification of super-users + Training schedule + Go live date + Staggered rollout unit by unit (weekly) + Deskside assistance available for a month + Running of dual systems 	<ul style="list-style-type: none"> Feb-Apr 03 End of Mar 03 Apr-May 03 22 Apr 03 End of May 03 End of Jun 03 End of Nov 03 	Head of CCU	
CHARGING	<ul style="list-style-type: none"> + Consideration of pilot findings + Consultation with police + Ongoing consultation with Whitley + Consider area structure, staffing level & expertise + Detailed plan + Shadow pilot scheme to be implemented 	<ul style="list-style-type: none"> From Mar 03 Aug 03 Dec 03 	AMT	
INSPECTORATE REPORT	<ul style="list-style-type: none"> + Recommendations incorporated into Area Action Plan + Reviews of progress and completion of actions 	<ul style="list-style-type: none"> Apr 03 Quarterly 	CCP	
INVESTORS IN PEOPLE	<ul style="list-style-type: none"> + Assessment + Action Plan + Reviews via ATT 	<ul style="list-style-type: none"> May 03 End Jun 03 Quarterly 	ABM	
THE STAFF SURVEY	<ul style="list-style-type: none"> + Meetings of the Staff Survey Group + Review of progress against the action plan + Launch of updated Communication Strategy + Managers' training + Managers' Workshop 	<ul style="list-style-type: none"> Every 6-8 weeks Every 6-8 weeks End Apr 03 Feb ongoing 12 Mar 03 	<ul style="list-style-type: none"> ABM ABM ACM ABM 	

Key Risks to the delivery of PSA Targets

RISK	OWNER	LIKELIHOOD	EXISTING COUNTERMEASURES	RISK ASSESSMENT	RISK STATUS	PROPOSED COUNTERMEASURES
NON DELIVERY OF PSA TARGETS	CCP/ABM	Likelihood: Medium Impact: High	NJG Plan with timescales – NJG steering group driving. Working groups assessing area issues. Monitoring & review of ongoing performance, attrition. DCV Evaluation and action plan, Inspectorate action plan. Quarterly performance reviews	Detailed planning and monitoring is considered effective at this early stage	AMBER	Head of MCU driving NJG Plan. Continuance of reviews and joint agency commitment to improve performance.
PARTNERSHIPS – RELIANCE ON OTHER AGENCIES	AMT	Likelihood: High Impact: High	JPM, court user meetings, joint monitoring of data, secondments to other CJAs, SLAs and protocols	Commitments from agencies not bringing about improvements	RED	Local Criminal Justice Board, J.PIT (Joint Agency IT system), communication, joint training, identify best practices, continued monitoring.
COMPASS	Head of CCU	Likelihood: High Impact: High	LIT and plan, staggered rollout, (training), learning from pilots, guidance on planning/timescales	Countermeasures effective despite lack of support	RED	Sanction on readiness, training, training evaluation, deskside assistance, user guide, champions, super-users, manual backup systems, post implementation reviews by the LIT
CHARGING (STRUCTURE AND CO-LOCATION)	TBA	Likelihood: High Impact: High	Crewe (co-location)/pilot areas, best practice, guidance, area structure under review, systems for early advice and recording advice files	Early stages of scheme – existing countermeasures not known if effective	AMBER	Guidance from Business and Development Directorate and pilots, ongoing discussions with police, staff consultation/working group, detailed review of scheme and area structure. Roll-out approach across Area.
RESOURCES – INSUFFICIENT TO SUPPORT NEW INITIATIVES	ABM	Likelihood: Medium/High Impact: High	Continual review of staffing levels by AMT and Performance and Resources Manager, including levels of experience and training required. Review of workloads and area structure	Effective. Timescale of recruitment process – too long, cannot plan for unforeseen absences caused by sickness Unit structure may be causing de-skilling	AMBER RED	Continual review of staffing levels, training, bids for additional funding, reduce sick levels, rotation of staff members on local groups. Rotation of staff between units, continual review of operational duties

Forthcoming Legislation

Criminal Justice and Sentencing Bill

The bill is a key element of the Government's legislation programme and will implement recommendations contained in the Auld Review and the White Paper "Justice for All". Key elements of the Bill will include charging, conditional cautioning, bail, disclosure, hearsay evidence, evidence of bad character to juries and jury service, prosecution appeals.

Speaking up for Justice

Certain Special Measures are currently available for vulnerable and intimidated witnesses in both the Crown and Magistrates' Courts under Sections 16 & 17 of the Youth Justice and Criminal Evidence Act 1999. The next measure to be implemented in the Crown Courts is likely to be examination of a witness through an intermediary. This measure may be extended to the Magistrates' Courts later in the year.

Proceeds of Crime

This Act has significant implications for the workload of the CPS. It provides for confiscation orders to be made in the Crown Court against all offenders who benefit from criminal conduct. The CPS will be responsible for the preparation and conduct of confiscation proceedings and, in some cases, enforcement of the Order. It also creates new money laundering offences.

Cross Border Crime

This initiative aims to put greater emphasis on serious and organised crime, increasing our international standing by ensuring the CPS contributes effectively to European and International measures to combat Cross Border Crime. Through Mutual Legal Assistance we can request evidence, searches, restraint, confiscation and extraction from foreign jurisdictions and will facilitate similar incoming requests. Mutual Legal Assistance includes letters of request procedures, extradition processes, European Warrants and Joint Investigating Teams.

Courts Bill

The Bill takes forward the Government's agenda for radical reform of courts administration and will deliver modern, efficient courts. The key element of the Bill will include unified administration of the courts.

People

To create an organisation whose workforce is competent and confident, positive and committed, flexible, open to change, valued and representative of the communities we serve.

CPS Cheshire is committed to identifying and developing people to ensure they are in the right place with the right skills. Managers will assess staff development and training requirements on a regular basis to ensure staff are skilled to do their job and are developed to their full potential.

✦ Area Training Team

This provides a proactive approach to supply the training needs of staff to the Area Training and Development Manager. This will also contribute to the Area Training Programme which will subsequently be communicated to all staff.

✦ Development Opportunities

Development opportunities will be available to CPS Cheshire staff including COTS, NVQ, sponsorship and the Institute of Leadership and Management.

✦ Secondment Opportunities

Secondment opportunities will be available for staff both within the CPS and other CJS agencies. In addition to this we are fully committed to a continuing rotation policy.

✦ Managers' Workshop

A Managers' Workshop will be held in March 2003 at which a consistent approach to staffing issues will be discussed. Managers will be appraised of their development responsibilities, the need to agree objectives and encourage a personal development plan for all staff. A consistent and robust approach dealing with inefficiency and sickness will be actively managed.

✦ Equality and Diversity Plan

This plan will incorporate the endorsements of family friendly policies and the Dignity at Work initiative ensuring staff are valued and respected in their difference. Ensuring the equality of opportunity in recruitment, internal promotion/progression and staff grievances. ABM has responsibility for monitoring and updating the plan.

✦ Promotion Exercises

Managers will give one to one feedback and support for unsuccessful candidates of promotion

✦ Reward Strategy

The ABM will re-invigorate the Area Reward Strategy by June 2003.

✦ Focus Groups

Staff will be encouraged to become involved with Area initiatives by participating in working/focus groups. Such groups will include:

Area Sounding Board
Staff Survey Group
Business Planning Workshop
Co-location Working Group
Narrowing the Justice Gap Working Group
COMPASS Local Implementation Team

Staff In Post Summary

- Figures as at March 2003
- SIP – relates to number of full time equivalent posts
- Head Count – relates to number of actual people in posts

CHESHIRE AREA TOTALS					
LAWYERS			ADMIN STAFF		
Grade	SIP	Head Count	Grade	SIP	Head Count
CCP	1	1	D ABM	1	1
E	2	2	B2	7.4	8
D	5	5	B1	21	24
C2	28.2	29	A2 PS	1.68	2
C1	5	5	A2	15.4	16
Cas C1	1	1	A1 T	4.4	5
			A1	11	12
			Cas A2	1	1
			Cas A1 T	1	1
			Cas A1	1	1
Lawyer Totals	42.2	43	Admin Totals	64.88	71

AREA SECRETARIAT		
Grade	SIP	Head count
CCP	1	1
E	0	0
D	0	0
C2	0	0
C1	0	0
D ABM	1	1
B2	1	1
B1	3	3
A2 PS	1	1
A2	0.81	1
A1T	0	0
A1	0	0
Cas C1	0	0
Cas A2	1	1
Cas A1T	0	0
Cas A1	0	0
Total	8.8	9

CHESTER CCU		
Grade	SIP	Head Count
CCP	0	0
E	1	1
D	1	1
C2	6.61	7
C1	0	0
D ABM	0	0
B2	2	2
B1	8.72	10
A2 PS	0	0
A2	4	4
A1T	0	0
A1	1	1
Cas C1	0	0
Cas A2	0	0
Cas A1T	0	0
Cas A1	0	0
Total	24.3	26

WARRINGTON CCU		
Grade	SIP	Head Count
CCP	0	0
E	0	0
D	1	1
C2	2.81	3
C1	0	0
D ABM	0	0
B2	0	0
B1	6.7	8
A2 PS	0	0
A2	2	2
A1T	0	0
A1	1	1
Cas C1	0	0
Cas A2	0	0
Cas A1T	0	0
Cas A1	1	1
Total	14.5	16

CHESTER MCU		
Grade	SIP	Head Count
CCP	0	0
E	0	0
D	1	1
C2	7	7
C1	1	1
D ABM	0	0
B2	1.41	2
B1	1	1
A2 PS	0	0
A2	4.61	5
A1T	1.61	2
A1	4	4
Cas C1	0	0
Cas A2	0	0
Cas A1T	0	0
Cas A1	0	0
Total	21.6	23

WARRINGTON MCU		
Grade	SIP	Head Count
CCP	0	0
E	1	1
D	1	1
C2	6.81	7
C1	1	1
D ABM	0	0
B2	2	2
B1	1	1
A2 PS	0.68	1
A2	4	4
A1T	2	2
A1	5	6
Cas C1	1	1
Cas A2	0	0
Cas A1T	1	1
Cas A1	0	0
Total	26.5	28

CREWE MCU		
Grade	SIP	Head Count
CCP	0	0
E	0	0
D	1	1
C2	5	5
C1	3	3
D ABM	0	0
B2	1	1
B1	0.61	1
A2 PS	0	0
A2	0	0
A1T	0.81	1
A1	0	0
Cas C1	0	0
Cas A2	0	0
Cas A1T	0	0
Cas A1	0	0
Total	11.4	12

Budget Summary

Budget Allocation for 2003–2004

Running Costs Budget	£3,901,000
-----------------------------	-------------------

Salaries:

Lawyer Salaries	approx.	£2,170,940
-----------------	---------	------------

Admin Salaries	approx.	£1,355,975
----------------	---------	------------

Other Staff Costs (Sat. Courts, Lawyer Agents)	approx.	£48,500
---	---------	---------

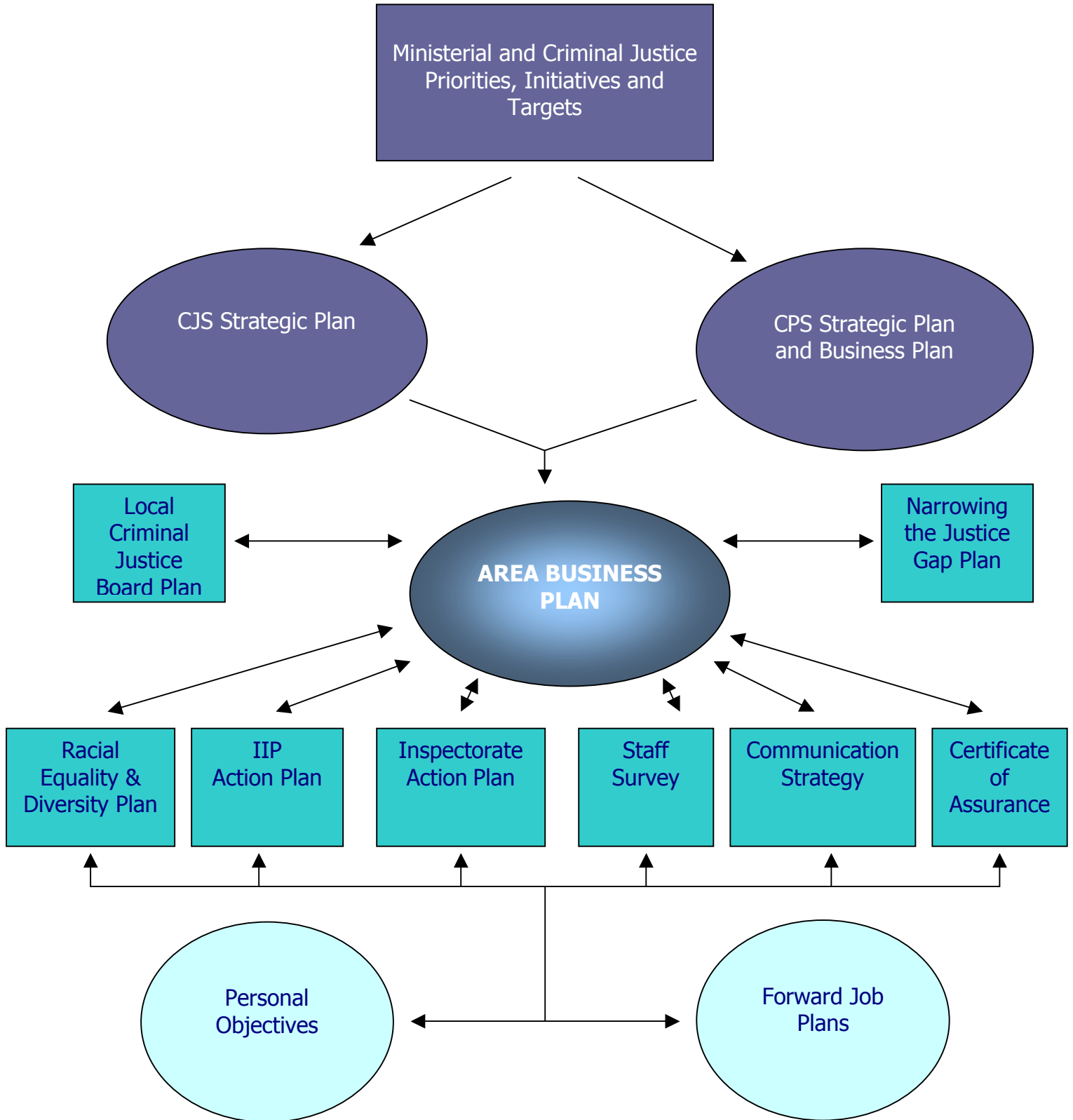
GAE Costs (Includes: T&S, Stationery, Utilities)	approx.	£325,585
---	---------	----------

Prosecution Costs Budget	£1,120,900
---------------------------------	-------------------

Ring-fenced Accom. Budget	£467,690
----------------------------------	-----------------

Capital Budget	TBC
-----------------------	------------

Family of Plans



We will reduce crime by identifying, bringing to justice and rehabilitating persistent offenders who are responsible for a disproportionate amount of crime












by the joint CJS agencies NJG plan

Implement and maintain the joint CJS protocol that ensures a premium service for Persistent Offenders	17 Mar 03 and ongoing	Head of MCU	
Implement the J Track Persistent Offender System	17 Mar 03	Head of MCU & MCU BM	
○ Identification and training of J Track monitors	17 Mar 03	MCU BM	
○ Identification and training of J Track Super-User	31 Mar 03	MCU BM	
○ Develop a system that allows early advice to be given by the CPS in cases relating to Persistent Offenders	1 Apr 03	Head of MCU	
○ Examine and develop file preparation systems to ensure PO files are monitored, fast tracked and achieve the correct evidential standards	1 Jun 03	Head of MCU	Z

 **Narrowing the Justice Gap**

 **Public Confidence**

























 **Value for Money**

Statement of Intent	How this will be Achieved	When by	Owner	PSA Target
	✦ Develop a robust approach to court bail of POs ensuring early notification of bail conditions to the police	1 Aug 02	Head of MCU	 
	✦ To review and maintain the strategy in relation to PYOs, in conjunction with other CJS agencies	Ongoing	Head of MCU	
We will reduce the number of prosecutions which fail to result in a conviction due to a withdrawal of support by the victim or a witness in the case	✦ Assess the percentage of prosecutions which fail to result in a conviction due to withdrawal of support by a witness ~ analysing and sharing Joint Performance Management data with police ~ identifying trends and solutions ~ more structured and effective JPM meetings ~ investigation and examination as to why witnesses withdraw support	Ongoing	Head of MCU	 
	✦ Evaluate and improve the effectiveness of the system for communicating to the court the impact of an offence on a victim	30 Apr 03	Head of MCU	
	✦ Ensure witnesses who are vulnerable or intimidated are identified to witness support at the earliest possible opportunity ~ assess case progression systems ~ consider modification of COMPASS facility	1 May 03	UBM's	 
	✦ Assess the level of service provided to witnesses throughout the prosecution process and evaluate the potential for operating a “one stop shop”, designed to provide information to victims and witnesses throughout the life of a case	1 June 03	ABM	  

 **Narrowing the Justice Gap**

 **Public Confidence**

 **Value for Money**

Statement of Intent	How this will be Achieved	When by	Owner	PSA Target
	✦ Ensure effective delivery of pre-sentence reports ~ compliance with Service Level Agreement ~ monitoring systems	Ongoing	Head of MCU	 
	✦ Maximise the use of standby and staggering arrangements to reduce inconvenience to witnesses who are required to attend court	Ongoing	CCU BM	 
We will reduce the proportion of cracked and ineffective trials within the courts in Cheshire	✦ Review effectiveness of pre-trial review hearings in the Magistrates and PDH hearings in the Crown Court and address issues to improve performance	Ongoing	Head of MCU Head of CCU	  
	✦ Promote early guilty pleas by ensuring the charge is correct and there is evidence to support it (Charging)	Plan for Charging by Aug 03 - Implementation by Dec 03	TBA	  
	✦ Identify the reasons for cracked and ineffective trials and any trends will be brought to the attention of all relevant CJS agencies	Ongoing	UH's and BM's	
	✦ Continue to run an effective case progression system in the CCU	Ongoing	CCU BM	  
	✦ Implement a case progression system in the MCU	30 Jun 03	MCU BM	  
We will maximise the number of offences brought to justice by developing a CJS effective case management system and reducing the number of cases that are discontinued due to insufficient evidence	✦ Develop systems to link arrested offenders to other offences. Working with police pre-charge (Charging)	Plan by Aug 03 Implementation by Dec 03	TBA	
	✦ Agree protocols and procedures between the police and the CPS for pre and post charge liaison and case management requirements (Charging)	Plan by Aug 03 Implementation by Dec 03	TBA	  
	✦ Improve prosecution files in terms of evidential sufficiency, quality and timeliness, by examining current procedures to identify weaknesses (Charging)	Plan by Aug 03 Implementation by Dec 03	TBA	  






















 **Narrowing the Justice Gap**

 **Public Confidence**



 **Value for Money**


Statement of Intent	How this will be Achieved	When by	Owner	PSA Target
---------------------	---------------------------	---------	-------	------------

We will create an organisation which constantly improves its performance and thus its contribution to the criminal justice system and the communities it serves


- | | | | |
|--|-------------------|-------------|---|
| ✦ Deal with prosecution cases in a timely and efficient manner in partnership with other agencies, complying with the Code for Crown Prosecutors | Ongoing | UHs |   |
| ✦ Ensure Area has trained specialists to deal with particular types of crime | Ongoing | UHs |   |
| ✦ Ensure decisions to discontinue cases are made at the earliest opportunity | Ongoing | UHs |   |
| ✦ Scrupulously comply with the duties of disclosure | Ongoing | UHs |   |
| ✦ Monitor performance, quality of file review and decision making, recorded within quarterly performance reports discussed with CCP and ABM | Ongoing | UHs and BMs |    |
| ✦ Lawyer managers will implement a new system of regular casework quality assurance | Apr 03
Ongoing | UHs |   |
| ✦ Monitoring of all adverse cases to identify trends and take corrective action | Ongoing | UHs and BMs |   |
| ✦ Further deployment of Higher Court Advocates (HCAs) | Apr 03 | Head of CCU |    |
| ✦ Consider deployment of Designated Caseworkers (DCWs) | Aug 03 | Head of MCU |    |














We will work in partnership to improve the service we provide to victims and witnesses of crime

- | | | | |
|--|---------|---------|---|
| ✦ Share data and implement joint initiatives with other CJS agencies via a victim and witness working group | Ongoing | ABM/ACM |  |
| ✦ In cases involving fatalities we will continue to keep families informed of the progression of the case throughout | Ongoing | ACM |  |

 **Narrowing the Justice Gap**

 **Public Confidence**

 **Value for Money**

Statement of Intent	How this will be Achieved	When by	Owner	PSA Target
	✦ Evaluate the potential for operation of a 'one stop shop' designed to provide information to victims and witnesses throughout the progression of a prosecution	Jun 03	ABM/ACM	 
	✦ Develop and review the Direct Communications with Victims initiative and the role of the VIB	Sep 03	ABM/ACM	
	✦ In partnership with the courts and Witness Service we will ensure witness staggering and standby arrangements are implemented and monitored	Ongoing	BMs	 
	✦ Ensure we communicate with witness liaison to achieve timely warning and de-warning of witnesses	Ongoing	BMs	
	✦ Meet regularly with Witness Service to discuss issues affecting witnesses	Ongoing	BMs	
	✦ Establish a rolling programme of victim awareness sessions for staff	Aug 03	ABM/ACM	
We will use the media as a tool by which to articulate our vision, thereby increasing public understanding and confidence in the CPS	✦ Produce and implement a Communications Strategy which will include detailed actions for dealing with the media, the community and other CPS Cheshire stakeholders	Apr 03	ACM	
	✦ Deal with the media in a proactive manner (Minimum of one good news story per month)	Ongoing	ACM	
	✦ Develop a media protocol with Cheshire police	Jun 03	ACM	
	✦ Train staff in dealing with the media	Dec 03	ACM	
	✦ Respond to all press enquiries and negative press reactions in a timely fashion	Ongoing	ACM	

 **Narrowing the Justice Gap**

 **Public Confidence**

 **Value for Money**

Statement of Intent	How this will be Achieved	When by	Owner	PSA Target
---------------------	---------------------------	---------	-------	------------

We will engage with the communities of Cheshire, thereby increasing public understanding and confidence in the CPS

✦ Working with the North West Equality and Diversity Officer, we will promote equality and diversity throughout all aspects of our work through consultation, involvement, implementation and monitoring thereby complying with our duty to promote racial equality under the Race Relations Amendment Act	Ongoing	CCP	●
✦ Engage with Cheshire disability organisations and promote the European Year of Disabled People by participating in a Family Group event and produce a rolling programme of events	Aug 03	ABM/ACM	●
✦ Produce and implement a Community Engagement Strategy, which identifies target groups, establishes their needs and outlines strategies to address them (with North West Equality and Diversity Officer)	Dec 03	ABM/ACM	●
✦ Establish a Community Engagement Steering Group to identify further opportunities for engagement including holding a Community Seminar for local community leaders (multi agency)	Dec 03	ABM/ACM	●
✦ Participate in a rolling programme of community events including careers awareness days	Ongoing	ABM/ACM	●
✦ Establish relationships with schools and colleges in Cheshire and implement a programme to raise awareness of the CPS	Dec 03	ABM/ACM	●
✦ Create a role for the CPS within the Cheshire Community Safety Partnerships	Ongoing	Head of MCU	●
✦ Participate in the joint agency funded Connecting the Communities steering group to raise awareness of CJS agencies and encourage recruitment amongst the minority ethnic communities	Ongoing	ABM	●

 **Narrowing the Justice Gap**

 **Public Confidence**

 **Value for Money**

Statement of Intent **How this will be Achieved** **When by** **Owner** **PSA Target**

- ✦ Tackle race issues in Cheshire in partnership with other agencies via the Race Issues Group including the delivery of the 'Race to Justice' action plan Ongoing Head of MCU ●
- ✦ Continue to monitor racist incidents via the Racist Incident Monitoring Scheme (RIMS) and share and analyse data at the Race Issues Group Ongoing Head of MCU ● ●
- ✦ Comply with the CPS Domestic Violence Policy and continue to monitor cases, sharing data via the Domestic Violence Forum Ongoing Head of MCU DV Specialists ● ●
- ✦ Comply with the CPS policy on prosecuting homophobic crime and undertake consultation where appropriate with the lesbian, gay, bi-sexual and transgender community groups Ongoing Head of CCU ABM ●