

# **CPS LONDON AREA BUSINESS PLAN 2003 – 4**

**Version No. 2 4<sup>th</sup> June 2003  
Approved by SMT**

## INTRODUCTION TO CPS LONDON

**CPS London** is the largest and most diverse CPS Area employing around 1200 staff and making up over 17% of the Service as a whole. Unlike any other Area, CPS London receives work from two major police forces, the Metropolitan Police and the City of London Police, as well as British Transport Police and other specialised forces such as the Royal Parks Constabulary.

We aim to have a diverse workforce that reflects the communities we serve. Women make up 65% of our work force and we have 18% of our staff working part time. Thirty eight per cent (38%) of our lawyers and 43% of our administrative staff come from a minority ethnic background.

Geographically CPS London spans all the London Boroughs from Croydon in the south to Enfield in the north and from Bexley in the southeast to Hillingdon in the west.

As from the 7<sup>th</sup> April 2004 there will be a new structure for CPS London headed by the CCP, Dru Sharpling. We will re-structure into three geographical sectors - North, West and South. In addition the Central Sector will deal with special casework, local legal policy issues and the Central Criminal Court Trial Unit, making four sectors in total. Each new sector will be headed by one of the current ACCPs until the new geographical posts have been confirmed. A Sector Business Manager at Level E will assist the ACCPs in the geographical sectors, and their roles will reflect the relationship that exists between the CCP and Area Business Manager in other Areas. It is anticipated that these posts will be confirmed by summer 2003.

**North Sector** is led by Howard Cohen ACCP and deals with work in our Snaresbrook, Southwark and Wood Green Trial Units and 6 Criminal Justice Units taking cases from the boroughs of Barnet, Enfield Haringey, Waltham Forest, Redbridge, Barking and Dagenham, Havering, Camden, Islington, as well as the central London boroughs Hackney and Tower Hamlets.

**South Sector** is led by David Levy, Acting ACCP and deals with work in our Croydon, Inner London, Middlesex and Woolwich Trial Units as well as five Criminal Justice Units dealing with cases from the City of London and the boroughs of Croydon, Bromley and Bexley, Southwark, Lambeth, as well as the central London boroughs of Westminster, Lewisham and Greenwich.

**West Sector** is led by Nazir Afzal, ACCP and deals with work in our Blackfriars, Harrow, Isleworth and Kingston Trial Units as well as five Criminal Justice Units dealing with cases from the boroughs of Brent, Harrow, Hillingdon, Ealing, Hounslow (including Heathrow Airport) Wandsworth, Richmond-upon-Thames, Kingston-upon-Thames, Merton, Sutton as well as the central London boroughs of Kensington and Chelsea and Hammersmith and Fulham.

**The Area Secretariat**, led by Alex Machray, the Area Business Manager, is located in Holborn and provides strategic, operational and project management support and advice for the all the Area's management and staff. The Area Secretariat will also be re-structured taking into account the needs of the newly formed CPS London Area.

The central London boroughs referred to above also deal with Inner London Youth work.

We are currently located in 11 CPS buildings across the Capital. Our accommodation strategy includes securing accommodation for our staff as part of our Glidewell collocation programme as well as in support of our priority to establish charging centres in 20 London boroughs by December this year.

**The plan for CPS London for 2003-4** sets out what we will do to contribute to the aims of the criminal justice system as a whole, the delivery of the PSA targets and the CPS objectives. In support of this we aim to develop and maintain a highly skilled and motivated workforce that is:

- **Accountable** - *for our casework decisions and our conduct of cases in accordance with the Code for Crown Prosecutors.*
- **Visible** - *in the Crown Court, where our Higher Court Advocates will conduct serious cases, and in the magistrates' courts through our Crown Prosecutors and Designated Caseworkers.*
- **Influential** - *by providing high quality practitioner input to developments in the criminal justice system.*

### **The structure of the plan**

The plan is divided in to three sections as follows: -

**Section 1** - sets out the PSA objectives and targets together with the specific national and Area targets. (Further targets will be set as the year progresses.)

**Section 2** - sets out the priorities and enabling actions that the Area aims to deliver as our contribution to the delivery of the PSA objectives.

**Section 3** - focuses on the training and development of our staff.

## Section 1

### NATIONAL AND AREA TARGETS

#### THE GOVERNMENT'S PUBLIC SERVICE AGREEMENT (PSA) OBJECTIVE 1

*Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice, to 1.2 million by 2005-6; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials.*

No	National and Area Targets linked to PSA objective 1 -	Area outturn 2002-3 Quarter 4	National outturn 2002-3	National target 2003-4	CPS London Target 2003-4
1	<b>Unsuccessful outcomes:</b> To reduce year on year the proportion of unsuccessful outcomes in defendant cases in: The magistrates' courts The Crown Court.	26.0% 34.2%	21.6% 25.5%	7 % reduction	<b>7% reduction</b> <b>7% reduction</b>
2	<b>Persistent Offenders:</b> To increase the number of persistent offenders brought to justice <b>Street Crime Initiative</b> – contributing to the Narrowing the Justice Gap (NJG) Action Plan			increase 5% - 15%	<b>5% (i.e. 444 more offences)</b>
3	<b>Discharged committals</b> (links with Metropolitan Police Service (MPS) target)	1372	-	892	<b>35% reduction</b>
4	<b>Cracked trials in the Crown Court:</b>	<u>1530</u> 13915 = 11%	<u>7386</u> 55493 =13.3%	3% reduction	<b>3% reduction</b>
5	<b>Ineffective Trials in the Crown Court</b> (LCJB target is a 10% increase in effective trials)	<u>1508</u> 13915 =10.8%	<u>5045</u> 55493 = 9%	3% reduction	<b>3% reduction</b>
6	<b>Cracked trials in the Magistrates' Court</b>	<u>3260</u> 29651 =11%		3% reduction	<b>3% reduction</b>
7	<b>Ineffective trials in the Magistrates' Court</b> London Criminal Justice Board (LCJB) target is a 10% increase in effective trials)	<u>4053</u> 29651 =13.7		3% reduction	<b>3% reduction</b>
8	<b>Discontinuance – linked to MPS target</b> To reduce the number of cases discontinued Crown Court Magistrates Court	19.4% 13.6%	13.4% 14.5%	-	<b>15%</b> <b>15%</b>
9	<b>Custody Time Limits</b> To achieve a nil failure rate			-	<b>Nil failure rate</b>

## NATIONAL AND AREA TARGETS

### THE GOVERNMENT'S PUBLIC SERVICE AGREEMENT (PSA) OBJECTIVE 2

*Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants.*

No	National and Area Targets linked to PSA objective 2	Area outturn 2002-3 Quarter 4	National outturn 2002-3	National target 2003-4	CPS London Target 2003-4
10	<i>Quality of review:</i> Initial and continuing review decisions comply with the tests set out in the Code for Crown Prosecutors	-		95%	<b>95%</b>
11	<i>Quality of Disclosure:</i> Compliance with CPIA primary and secondary disclosure responsibilities	-		Primary 85% Secondary 80%	<b>Primary 85% Secondary 80%</b>
12	<i>Persistent Young Offenders:</i> To maintain the average time from arrest to sentence for persistent young offenders.	61 days		71 days	<b>71 days</b>
13	<i>Proceeds of Crime:</i> To double the criminal assets recovered, starting with £34m recovered in criminal cases dealt with by the CPS in 2004/05 (and with possible longer term improvements in performance on asset recovery to be set in consultation through the Home Office-led Asset Recovery Committee)	-		£34m by 2004/05	<b>£6m</b>
14	<i>Direct Communication with Victims:</i> Timeliness - DCV letters sent within 5 days of decision Compliance - % of letters sent in appropriate cases.	54% (1/4 only)		70% To be set	<b>90% To be set</b>
15	<i>Complaints:</i> Reply to complaints within 10 days	73.7%	88	95%	<b>90%</b>
16	<i>MPs Correspondence:</i> Reply to MPs correspondence within 15 days		94	95%	<b>89%</b>
17	<i>Payment of witness expenses within 10 days of receipt of claim</i>	98.8%		100%	<b>100%</b>
18	<i>Payment of Fees to Counsel</i> GFS % paid within 20 days from receipt of claim.	45%	71%	100%	<b>100%</b>

## ***NATIONAL AND AREA TARGETS***

### **THE GOVERNMENT'S PUBLIC SERVICE AGREEMENT (PSA) OBJECTIVE 3**

***Increasing value for money in the criminal justice system by 3% per year***

No	<b>National targets <i>(to be developed)</i> and Area Targets linked to PSA 3</b>	Area outturn 2002-3 Quarter 4	National outturn 2002-3	National target 2003-4	CPS London Target 2003-4
19	<b><i>Effective use of HCAs:</i></b> Number of HCA sessions: SMT Unit Heads Prosecutors	Total HCA sessions 525			<b>1 per month 2 per month 2 per week</b>
20	<b><i>Effective use of DCWs:</i></b> Time spent on core activity	-	-	-	<b>80%</b>
21	<b><i>In-house lawyer sessions:</i></b> Average number of sessions per Sector per week	3.4	-	-	<b>6 sessions</b>

## Section 2

### *CPS LONDON PRIORITIES*

**Priority 1: To contribute to the implementation of the London Criminal Justice Board (LCJB) “Narrowing the Justice Gap Action Plan 2003/4” to bring 6183 more offences to justice in 2003/4**

**(Contributes to the delivery of PSA 1)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<p>Working with our criminal justice partners through the Executive Secretariat of the LCJB (chaired by CPS) we will contribute to the implementation of the Narrowing the Justice Gap (NJG) action plan with particular emphasis on:</p> <ul style="list-style-type: none"> <li>• Persistent Offenders</li> <li>• Victims and witnesses</li> <li>• Increasing the percentage of effective trials</li> <li>• Joint Performance Management with the police (focusing on warrants)</li> <li>• Measure successful outcomes in domestic violence, rape, and race and hate crime cases with a view to improving our effectiveness in these categories</li> </ul> <p><b>Street Crime Initiative</b> We will continue to contribute to the targeting of particular types of crime and provide a “premium service” for bringing street crime offenders to justice in London</p> <ul style="list-style-type: none"> <li>• Use of the J-Track system to track and monitor cases that fall within the criteria.</li> <li>• Compliance with the “Premium Service” protocol</li> </ul>	<p>CCP</p> <p>David Levy Howard Cohen ABM ABM</p> <p>David Levy</p>	<p>ABM</p> <p>Jo Crossley Elizabeth Joslin Tony Barnard</p> <p>Jo Crossley</p>

	Targets dates and milestones	Measure
	<p>J-track system to be in place by 1/04/03</p> <p>NJG action plan by 1/04/03</p>	<p>Key performance measures relating to unsuccessful outcomes.</p>

**Priority 2: To deliver Pre-Charge Advice Shadow Service for London.**

**(Contributes to the delivery of PSA 1)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>• In partnership with the Metropolitan, City and British Transport Police Service develop and implement shadow charging centres in 20 London boroughs and the City of London by 31 December 2003</li> <li>• Deliver locally based training to duty prosecutors and administrators</li> <li>• Monitor and learn from the results of our pre-charge advice service</li> <li>• Influence an improvement in the quality and timeliness of files from the police through joint performance management and a commitment to compliance with the manual of guidance</li> </ul>	Lesley Burton	Alan Jeffery

	Targets dates and milestones	Measure
	<ul style="list-style-type: none"> <li>• Charging centres in 20 London boroughs by 31<sup>st</sup> December 2003 and a further 12 centres in 2004</li> <li>• Measures for the charging centres to be developed and integrated into the National performance system by 31/07/03</li> </ul>	Charging centres operational by target date.



**Priority 4: To achieve compliance in all Units with established and agreed casework systems**

**(Contributes to the delivery of PSA 1)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>Establish Compliance Control Board to manage a change control mechanism and review the need for a support team</li> <li>Ensure that protocols and systems are compatible with the Compass Integrated Casework Management System (ICMS)</li> <li>Introduce an electronic “task check list” that is complementary to the Integrated Case Management System (ICMS) to assist process compliance.</li> <li>Establish a support team for the Units to maintain and develop systems and protocols</li> </ul>	CCP  ABM  ACCPs	Peter Stekelenburg Milan Bollegala Paul Markwick

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>Compliance Control Board in place by 01/04/03</li> <li>Task check list to be introduced by 1/04/03</li> <li>Unit Heads to certify compliance at each Quarterly Review</li> </ul>	Compliance team report.  Task check list evaluation. Quarterly review.

**Priority 5: The establishment of a centralised unit dealing with traffic cases in London**

**(Contributes to the delivery of PSA 1)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>We will work with the Metropolitan Police and Atos KPMG Consulting on a project to look at options for an improved, efficient and consistent traffic service across London.</li> </ul>	ABM Howard Cohen	

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>Project implementation plan by 11/05/03</li> </ul>	To be developed

**Priority 6: To assess and improve upon the level of public confidence in CPS London**

**(Contributes to the delivery of PSA 2)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>• Initiate a stakeholder survey to include CJS partners, witnesses, staff media, and minority groups</li> <li>• Establish an independent advisory group to inform and advise SMT</li> <li>• Further develop our community engagement initiatives</li> <li>• Develop and promote our community engagement database for use by CPS staff</li> <li>• Work with the LCJB NJG Action Plan</li> </ul>	CCP CCP  Nazir Afzal	Anne McGuinness

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>• Results of stakeholder survey to be reported by 30/04/03</li> <li>• Independent advisory group in place by 01/06/03</li> <li>• Database to be available for use by CPS Staff by 01/06/03</li> </ul>	Stakeholder questionnaire response. Feedback from advisory group. Number & feedback from community engagement events. Use of database.

**Priority 7: To assess and improve upon the level of confidence victims and witnesses have in the service provided by CPS London and to ensure that systems are in place to enable prosecution witnesses to give their best evidence in court.**

**(Contributes to the delivery of PSA 2)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>Contributing to the implementation of the LCJB Narrowing the Justice Gap plan. (See priority 1)</li> <li>Keep witnesses informed of case developments through the Victims and Witness Focus Desk as part of the shadow charging scheme (see priority 2)</li> <li>Review the DCV process and prepare a report</li> <li>Appropriate applications for Special Measures are made</li> </ul>	Alex Machray Lesley Burton  Howard Cohen	

	Target dates and milestones	Measures
	<ul style="list-style-type: none"> <li>Baseline measures to be set as part of the NJG plan by 30/08/03</li> <li>Review of DCV process report to be submitted by 31/03/04</li> <li>Victims and Witness Focus Desk to roll-out in line with the Charging Scheme</li> </ul>	Reduction in ineffective trials Feedback from victims and witnesses through stakeholder surveys when available Compliance with the national monitoring system Compliance with local and national protocols on special measures



**Priority 9: To improve the image of CPS London as presented by the media**

**(Contributes to the delivery of PSA 2)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>Develop and implement a communications strategy to include; resourcing a pro-active media campaign; implement house style/branding for Area CPS London; regular management performance reports; establish an Area wide system for collating notable case results ad good news stories</li> <li>Establish baseline measures</li> <li>Initiate a project for 3-year plan to introduce CPS London e- communications including an intranet and web site</li> </ul>	CCP/ ABM  CCP/ ABM	Anne McGuinness  Anne McGuinness

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>Strategy to be in place by 30/04/03</li> <li>Project proposal for e-communications and intranet site to be set up by 30/09/03</li> </ul>	Baseline measures to be established.

**Priority 10: We will provide assurance that cases are reviewed in accordance with the Code for Crown Prosecutors**

**(Contributes to the delivery of PSA 2)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>Compliance with the Casework Quality Review procedure</li> <li>Establish a casework board</li> <li>Develop the Pan-London agreement on disclosure</li> <li>Train Unit Heads on the revised Joint Operational Instructions (JOPI)</li> <li>A project to centralise the handling of cases involving complaints against police officers to demonstrate transparency and independence</li> </ul>	Rene Barclay	

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>JOPI to be issued in June 2003</li> <li>Project in place by 30/04/03 and centralisation of cases by 30/06/03</li> </ul>	Feedback from seminar Compliance with JOPI Project report Casework results

**Priority 11: Implementation of the provisions of the Proceeds of Crime Act 2002**

**(Contributes to the delivery of PSA 2)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>Establish a discrete unit through the Special Casework Unit to deal with the enforcement of confiscation orders according to emerging need</li> <li>Train all lawyers and caseworkers</li> <li>Appoint lawyer and casework “champions” to provide advice and guidance to Area staff</li> <li>Recruit additional lawyers and caseworkers according to emerging need</li> </ul>	Rene Barclay	

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>All lawyers and caseworkers to be trained by 30/06/03.</li> </ul>	Effective implementation Asset recovery

**Priority 12: To implement successfully the Compass Integrated Case Management System (ICMS) in CPS London by December 2003**

**(Contributes to the delivery of PSA 3)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	Project plan to roll-out ICMS to include: <ul style="list-style-type: none"> <li>Review of the structure of CPS London to ensure that ICMS fully supports the business</li> <li>PI Training Team to raise awareness of PI finalisation through ICMS</li> <li>Preparation and training of staff</li> <li>Additional resources to assist in the transition from SCOPE</li> </ul>	Nazir Afzal	Milan Bollegala

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>Full implementation by December 2003</li> <li>All operational staff to be IT literate before attending ICMS training course</li> <li>All operational staff to be trained in the use of ICMS by December 2003</li> </ul>	All staff competent to use ICMS Task list generated by ICMS Use of e-mail with police Impact on key performance targets

**Priority 13: To make effective and cost efficient use of our Higher Court Advocate in the Crown Court and our Designated Caseworkers in the magistrates' court**

**(Contributes to the delivery of PSA 3)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>• Agree Area and local protocols through Borough Criminal Justice Boards</li> <li>• Contribute to national and local initiatives on listing practices</li> <li>• Influence listing practices through the LCJB, The Greater London Magistrates Court Authority, local Justice's clerks and Court User Groups</li> <li>• Contribute to national and local initiatives on listing practices</li> <li>• Recommend a London wide framework for magistrates' court listing</li> </ul>	ABM	

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>• Area protocols in place by 31/12/03</li> </ul>	Number of HCA sessions Number of DCW sessions Impact on national and Area key performance targets

**Priority 14: To develop an accommodation strategy that is appropriate to our business and takes into account the requirements of our criminal justice partners**

**(Contributes to the delivery of PSA 3)**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	Review our accommodation strategy taking in to account: <ul style="list-style-type: none"> <li>• Charging centres</li> <li>• Co-location of our Units with police</li> <li>• Establishing a permanent presence in Crown Court buildings</li> <li>• Setting up of the Special Casework Unit</li> <li>• Setting up of Joint Programme Office</li> <li>• The re-structuring of the Area into new sectors</li> <li>• Setting up of the Central Criminal Court Trial Unit</li> </ul>	ABM	Peter Stekelenburg

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>• Strategy to be in place by 01/04/03</li> </ul>	All staff accommodated according to business need

### Section 3

#### ***PEOPLE – TRAINING AND DEVELOPMENT OF OUR STAFF***

***Area Objective: To provide staff with the relevant skills and knowledge to contribute effectively to the delivery of the CPS London objectives and priorities thus providing a high quality prosecution service that meets the needs of the people of London.***

#### **AREA TARGETS**

<b>No</b>	<b>Objectives</b>	<b>Area outturn 2002-3 Quarter 3</b>	<b>CPS London Target 2003-4</b>
22	<b><i>Staff in Post against target</i></b> Prosecutor; Caseworker/Administrator		<b>To be set</b>
23	<b><i>PARs completed by Area deadline</i></b>		<b>85% by 31/05. 100% by 31/07</b>
24	<b><i>Personal Development Plans completed to deadline</i></b>		<b>85% by 31/05. 100% by 31/07</b>
25	<b><i>Probation reports completed on time</i></b>		<b>100% by due date</b>
26	<b><i>Sick absence:</i></b>		<b>To be set</b>
27	<b><i>Turnover rate</i></b>		<b>To be set</b>
28	<b><i>Investors in People Accreditation by 2006</i></b>		<b>2006</b>
29	<b><i>Number of training days per member of staff</i></b>		<b>3.6 days</b>

**Priority 15: To develop a CPS London Board that will take forward CPS values and behaviours and set the direction and professional standards for the Area**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>Implement the recommendations of the review into the re-organisation of the Area</li> <li>Appoint a non-executive director to work alongside SMT</li> <li>SMT to mirror the roles of the DPP and the Chief Executive</li> <li>Delivery of executive coaching for the senior team</li> <li>Initiate a project feasibility study into addressing corporate culture</li> <li>Use of consultants to target leadership and development of teams</li> </ul>		

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>Create a shadow senior management structure by 01/4/03</li> <li>Appointment of "Sector ACCPs" by 07/04/03</li> <li>Re-structuring of the Area to be completed by 30/06/03</li> <li>Re-organisation of the Area Secretariat to be completed by 30/06/03</li> <li>Appointment of non-executive director by 30/06/03</li> <li>Project report into corporate culture by 30/06/03</li> <li>Appointment of consultants by 30/09/03</li> </ul>	Staff survey Customer survey Consultants report recommendations and training. Policy in place. Number of rewards/recognition. Project report.

**Priority 16: To put in place early warning systems to identify those Units not meeting Area objectives and provide training and support interventions to improve performance and delivery**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>Design and implement a set of baseline processes and measures that will provide an early warning signal to Area managers</li> <li>Provide assistance through the change/business improvement team</li> <li>Feedback through Quarterly Review Process</li> <li>Use of Sector risk registers as part of the business planning process to identify countermeasures to identified risks</li> </ul>	ABM	Peter Stekelenburg

	Target dates and milestones	Measure
	<ul style="list-style-type: none"> <li>Baseline measures to be in place by 1/04/03</li> </ul>	Performance improvement where identified.

**Priority 17: To develop a Service Level Agreement to reflect CPS London's Human Resource strategy so as to recruit and develop a highly skilled and motivated workforce**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<b>Review</b> <ul style="list-style-type: none"> <li>Implement recommendations of review of HR services provided through the London Service Centre</li> </ul>	ABM	

	Target dates and milestones	Measure
	<b>Review</b> <ul style="list-style-type: none"> <li>Recommendations to be implemented by 31/07/03</li> </ul>	

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<b>Recruitment</b> <ul style="list-style-type: none"> <li>Structured recruitment campaigns for lawyers to match business needs</li> <li>Rolling recruitment campaigns for caseworkers and administrators to match business needs</li> </ul>		

	Target dates and milestones	Measure
	<b>Recruitment</b> <ul style="list-style-type: none"> <li>Recruitment in response to business needs e.g. charging scheme</li> </ul>	SIP against target Absence rates Probation reports

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<b>Induction</b> <ul style="list-style-type: none"> <li>Develop an effective induction campaign for all staff</li> <li>Review and develop induction process for new lawyers and utilise Area Advocacy Trainers</li> </ul>		

	Target dates and milestones	Measure
	<b>Induction</b> <ul style="list-style-type: none"> <li>All staff first induction event by 30 September 2003</li> <li>New lawyer induction review report by 30 September 2003</li> </ul>	Staff turnover rate Absence rates Feedback from events

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<p><b>Training and Development</b></p> <ul style="list-style-type: none"> <li>• Provision of administrative support to the national training programme</li> <li>• Raise awareness of learning and development needs through the Area Training Committee</li> <li>• Implement the Learning and Development Programme for all staff to support career and succession planning</li> <li>• Project to develop a staff rotation policy</li> <li>• Develop and promote a recognition and reward policy for Area staff</li> <li>• Project management training to support our improvement programme</li> <li>• A project to assess the feasibility of a CPS London College of Prosecutors</li> <li>• Training for HCAs to qualify them to present cases in the Crown Court</li> <li>• Project to test the feasibility of a “chambers” approach to the development of Higher Court Advocates (HCAs)</li> <li>• Establish a mentoring scheme and establish a pool of mentors</li> <li>• Conferences for caseworkers and DCWs</li> <li>• Design a B2 induction and development programme</li> <li>• Develop a training package that will assist staff to deliver desk training</li> </ul>		

	Target dates and milestones	Measure
	<p><b>Training and Development</b></p> <ul style="list-style-type: none"> <li>• Learning and development programme implemented 31/03/04</li> <li>• Project Implementation Document into rotation policy to be completed by 30/06/03</li> <li>• Recognition and reward policy to be in place by 30.09/03</li> <li>• Project feasibility study into London College of Prosecutors by 30/06/03</li> <li>• HCAs trained for London for 2003-4</li> <li>• “Chambers” project to be set up by 30/09/03</li> <li>• Mentoring scheme to be in place by 1/12/03 and pool of mentors by 31/03/04</li> <li>• B2 induction and development event by 30/04/03</li> </ul>	<p>Casework quality results Feedback from events Staff survey results</p>

**Priority 18: To establish the Special Casework Unit within CPS London to provide specialist advice and guidance**

Ref	Enabling actions to achieve the priority	Owner	Project Mgr.
	<ul style="list-style-type: none"> <li>• Review and update the existing Special Casework Unit Business Plan and formalize the setting up of the Unit</li> <li>• Recruitment of support staff</li> <li>• Work with HR to develop a rotation policy to facilitate training and development of staff into and out of the Special Casework Unit</li> <li>• The recruitment and attachment to the Special Casework Unit of Senior Caseworkers to manage complex cases and train other caseworkers</li> </ul>	Rene Barclay	

	Target dates and milestones	Measures
	<ul style="list-style-type: none"> <li>• SCU Business Plan in place by April 2003 and SCU to be set up by 31/05/03</li> <li>• SCU rotation policy in place by 30/09/03</li> <li>• Recruitment of Senior Caseworkers by 30/09/03</li> </ul>	Feedback from advice, training and guidance given SCU customer survey Impact on casework results