

**NORFOLK
AREA BUSINESS
PLAN
2003/2004**

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AREA INTRODUCTION

The Crown Prosecution Service in Norfolk geographically aligns with Norfolk county borders and operationally with the Norfolk Police force.

The Area serves a local population of 796,733 as detailed in the census of 2001 with the Area offices being located centrally in the county, in the city of Norwich.

The structure of the Area currently comprises of four teams, the Area Secretariat, two Criminal Justice Units (Eastern and Western) and a Trials Unit. There are two Crown Courts based at Kings Lynn and Norwich and six Magistrates Court locations at Norwich, Gt. Yarmouth, Kings Lynn, Thetford, Cromer and Swaffham.

There are 73.5 members of staff (full time equivalent) with a running costs budget of 2,951,000. A Chief Crown Prosecutor, Area Business Manager and three Unit Heads, have responsibility for delivering National Initiatives and developing local policy and priorities.

Nationally, the government has set the strategic direction for the Criminal justice system for 2003-2006 through the spending review for 2002 and the white paper; Justice for All. The programme of reform is guided by a single priority, which is

- **To rebalance the Criminal justice System in favour of the victim and the community so as to reduce crime and bring more offenders to justice.**

The service's Public Service agreement targets for 2003-4 are,

1. Narrowing the Justice gap

- **To improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice, by 5% and reducing the proportion of ineffective trials**

2. Confidence

- **To improve the level of public confidence in the CJS, including that of ethnic minority communities, and increasing the satisfaction of victims and witnesses, whilst respecting the rights of defendants**

3. Value for Money

- **To increase value for money in the CJS by 3% per year**

Locally, we intend to deliver in these areas by setting realistic yet challenging targets. Additionally, in response to the Glidewell proposals the Area intends to re-locate its offices in Norwich to facilitate co-location and integration with the police. The move is planned for summer 2003. This will be a major change initiative for the forthcoming year that will impact on all staff to some degree.

OBJECTIVES, PRIORITIES, and THE DELIVERY of PSA TARGETS

Norfolk intends to deliver National initiatives and PSA targets in the following way:-

1. Narrowing the Justice gap

- Introduction of the Persistent offender scheme from April 2003, which will include, early-advice from CPS in PO cases, a common approach to police bail, consultation with CPS before police take no further action, CPS discontinuance approval by Unit Head and charge reduction only in exceptional circumstances.
- Monitoring will be conducted through the use of the j-track monitoring system provided by the Home Office
- A reduction in the number of unsuccessful outcomes and ineffective trials
- The introduction of a shadow charging scheme by December 2003, which will facilitate early intervention in cases through the CPS making “duty prosecutors” available for early consultation and guidance, including the specifying or drafting of charges.
- Consider the formation of a dedicated Witness Bureaux to increase and reinforce confidence between the police and CPS, and provide a highly professional service to Victims and Witnesses. This will go some way to re-balancing the system towards the needs of Victims and Witnesses with the service assuming greater responsibility for witness care and liaison.

2. Improving Public confidence

- Introduction of the casework quality assurance monitoring scheme, from April 2003, whereby Unit heads monitor one file per lawyer per month to ensure consistency in review and decision making, primary and secondary disclosure performance and the timeliness and quality of DCV letters where charges are dropped or substantially reduced.
- Persistent Young Offenders are to remain a priority for the Area, ensuring that the target of 71 days is met from arrest to sentence.
- Introduction of the proceeds of Crime legislation with effect from April 2003. Training to be delivered to all HCAs and Trial Unit lawyers prior to implementation.
- Introduction of National best practice guidance in relation to Custody time Limits, from April 2003
- Continued engagement with community groups, particularly those of minority ethnic communities, through visiting groups, inviting groups to visit our offices and, specific targeting of sectors of the community in conjunction with the police based on police intelligence.
- Additionally, priority will be given to students from an ethnic minority background and a genuine interest in law when work experience placements are being allocated.
- The race equality scheme will be used to ensure that prosecution decisions are free from bias or discrimination, and that employment, training and development are appropriate to ability regardless of age, gender, disability, colour race, ethnic or national origins, marital status or sexual orientation.
- We will continue to provide victims of crime with information about their case by explaining to them directly decisions to drop or

substantially alter charges, offering face-to-face meetings in appropriate cases.

- Implementation of the integrated case management System by December 2003
- Victim Impact statements are to be obtained in every case of Domestic Burglary prior to sentence at the Crown Court.

3. Value for Money

- Continue to maximise the use of DCW's and HCA's
- In accordance with the Glidewell proposals, the best practice group is to examine areas of work between the CPS and Police in order to reduce duplication and make efficiency gains. Plans to be drafted and incorporated into new structures within the new co-located units.
- Re-align resources to focus on the "front end" of the prosecution process through early advice and charging, in order to reduce ineffective hearings. Prosecutors are to become involved earlier in the case and investigators will continue their involvement for longer.

Annex A

KEY RISKS TO ACHIEVEMENT OF PSA TARGETS 2003-2004

AREA/ SERVICE CENTRE: **P26 - Norfolk**

Please show below the five principal risks you have identified to delivery of PSA targets during 2003/04

A	B	C	D	E	F	G	H
No.	Risk	Owner	Likelihood/ Impact (H,M,L)	Existing Countermeasures	Risk Assessment Effectiveness and Sufficiency of countermeasures	Risk Status (red, amber, green)	Proposed Countermeasures (With action/review dates)
1	NTJG Insufficient, measurable, interim targets to enable delivery of the 5% increase.	CCP/UH	L/H	Targets contained in Area Business Plan	Further local examination required of data around unsuccessful outcomes	AMBER	Analysis to be conducted with Unit Heads to establish reasons for unsuccessful outcomes
2	Shadow Charging Scheme insufficient communication of the initiative to both CPS and Police staff to secure sufficient commitment to the shadow charging scheme	CCP/UH	M/H	liaison at senior management level to secure a programme of training	training needs to be devolved across CPS/Police	AMBER	Area plans to be drafted to secure sufficient training of Custody Sergeants and Lawyers
3	Casework Quality Assurance insufficient time/resource to ensure a large enough sample to provide meaningful data	CCP/UH	H/M	More office time allocated to unit heads than other lawyers	may prove to be insufficient after scheme has become operational	AMBER	Review after one month and consider delegation of other work
4	Public Confidence Lack of focus in the community engagement strategy where outcomes can be measured	CCP/ABM	M/L	draft plan to enable progress to be monitored quarterly	measurable outcome still need to be identified	AMBER	AMT to consider a package of measures that identify trends in public confidence
5	Co-Location/Integration CPS/Police failure to develop plans for integration to reduce duplication and inefficiency	CCP/ABM	M/M	Best Practice group to look at ways to reduce duplication between the two units	Insufficient resource allocated to BPWG to allow for full analysis and process mapping of systems	AMBER	Resources to be allocated to this group to draft plans for integration, thus reducing inefficiency

SECTION 3: AREA CONTRIBUTION TO ACHIEVEMENT OF PSA TARGETS

ANNEX B

AREA: P26 - Norfolk

PSA:	Area Outturn Q1-3 2002/03 %	National outturn Q1-3 2002/03 %	National target 2003/04	Numerical Target 2003/04 %	Area target proposed by IRPB	Area target proposed by Area
Narrowing the Justice Gap						
% Unsuccessful outcomes in Magistrates' Courts	18	22	5% reduction	17	14	17
% Unsuccessful outcomes in Crown Court	16	25	5% reduction	20	13	15
% of offences by Persistent Offenders brought to justice			5% to 15% increase			
% Ineffective trials in MC			x% reduction			
% Ineffective trials in CC			y% reduction			
Introduce Shadow Charging Scheme			By December 2003			
Public Confidence						
Quality of review: % of initial & continuing review decisions complying with the Code			95% year on year			
Quality of disclosure: % of primary disclosure complying with CPIA			5% points increase			
Quality of disclosure: % of secondary disclosure complying with CPIA			5% points increase			
PYOs: time from arrest to sentence			71 days	71 days		71 days
Proceeds of crime: assets recovered			To be developed			
Regular engagement with minority groups which support victims of domestic violence; and ethnic communities			Increase Areas with regular engagement			
Value for Money						
			To be developed			

	Area Outturn Q1-3 2002/03	National outturn Q1-3 2002/03	National target 2003/04	Numerical Target 2003/04	Area target proposed by IRPB	Area target proposed by Area
CPS Performance Measures						
All Areas to input data into ICMS enabling reporting of domestic violence, racially & religiously motivated offences, homophobic crime, rape & child abuse			Subject to rollout			
Timeliness & quality of Direct Communication with Victims from the Quality Process			To be developed			
Representative workforce in terms of gender, ethnicity, and disability			To be developed			
% replies to complaints within 10 days	78	88	95%		93	93
% replies to MPs' correspondence within 15 days	100	94	95%		100	100

Select an Area:

P26 - Norfolk

ANNEX D

	Actual	Actual	Estimated	Average	Forecast	Change on previous year		Forecast	Change on previous year		Forecast	Change on previous year	
	2000-01	2001-02	2002-03	2000-2003	2003-04	Absolute	%	2004-05	Absolute	%	2005-06	Absolute	%
Magistrates Courts													
B1 Advice only	1079	1028	1307	1,138	1350	43	3%	1400	50	4%	1450	50	4%
B7 Other proceedings	3	8	65	25	25	-40	-62%	25	0	0%	25	0	0%
C1 Pros Dropped	1920	1863	1972	1,918	2000	28	1%	2000	0	0%	2000	0	0%
C3 Bind over	146	140	114	133	120	6	5%	120	0	0%	120	0	0%
C4 Written off	720	788	972	827	925	-47	-5%	950	25	3%	975	25	3%
C6 Trial EW	264	195	210	223	220	10	5%	230	10	5%	240	10	4%
C5 Guilty plea(s) of which :	12704	13149	14111	13,321	14600	489	3%	14900	300	2%	15200	300	2%
C5.01 Motoring	3872	4369	4688	4,310	5000	312	7%	5100	100	2%	5200	100	2%
C5.02 Theft and Handling	2297	2258	2424	2,326	2500	76	3%	2600	100	4%	2700	100	4%
C5.03 Other E W/Indictable	2788	3068	3293	3,050	3300	7	0%	3300	0	0%	3300	0	0%
C5.04 Other Summary	3747	3454	3706	3,636	3800	94	3%	3900	100	3%	4000	100	3%
C7 Trial Summary	589	535	520	548	540	20	4%	550	10	2%	550	0	0%
Magistrates' Court Total	17,425	17,706	19,271	18,134	19,780	509	3%	20,175	395	2%	20,560	385	2%
MC Option Set G2 Late guilty	700	937	691	776	750	59	9%	750	0	0%	750	0	0%
MC Option Set L1 Juveniles	1233	1380	1287	1,300	1300	13	1%	1350	50	4%	1400	50	4%
Crown Court													
C1 Committal for sentence	331	172	157	220	160	3	2%	160	0	0%	160	0	0%
C2 Appeal	356	253	271	293	280	9	3%	280	0	0%	280	0	0%
C3 Written off	20	4	9	11	10	1	11%	10	0	0%	10	0	0%
C4 Prosecution dropped	85	63	80	76	80	0	0%	80	0	0%	80	0	0%
C5 Bind over	6	7	6	6	6	0	0%	6	0	0%	6	0	0%
G1 Timeous guilty	248	365	472	362	470	-2	0%	480	10	2%	490	10	2%
G2 Late guilty	188	186	241	205	260	19	8%	270	10	4%	280	10	4%
G3 Guilty/not guilty contest	4	4	2	3	2	0	0%	2	0	0%	2	0	0%
G4 All not guilty	177	164	216	186	220	4	2%	230	10	5%	240	10	4%
S51 Section 51 cases	125	180	270	192	275	5	2%	280	5	2%	285	5	2%
Crown Court Total	1,415	1,218	1,454	1,362	1,488	34	2%	1,518	30	2%	1,548	30	2%
OVERALL TOTAL	18,840	18,924	20,725	19,496	21,268	543	3%	21,693	425	2%	22,108	415	2%

(NB Overall total excludes Juveniles & Late Guilty Pleas)

Actual data for previous years can be obtained from the CIS

Areas need only enter identification data and figures in the yellow cells.

Please supply a narrative explanation of any variances that exceed + / - 5%

Narrative on Annex D

B7 – Has a percentage change of –62%. This occurs as the estimated figure for this year is unusually high. Based on local data, the figure is estimated to be much lower. The percentage change is also high due to the sample being small.

C5 – Part of the county is currently implementing cameras that record registration details of passing motorists, followed by an automatic search for document offences. This will have a significant effect on the number of motoring files coming into the system.

MC – Late guilty pleas are anticipated to increase due to the introduction of “no deal prosecutions” on persistent offenders.

C3 – The percentage change is high due to the sample being small

G2 – Again, Late guilty pleas are anticipated to increase due to the introduction of “no deal prosecutions” on persistent offenders.