

CROWN PROSECUTION SERVICE



CPS NORTHAMPTONSHIRE

ANNUAL BUSINESS PLAN 2003 - 2004

May 2003 (CC)

Introduction by the Chief Crown Prosecutor

I am delighted to introduce you to CPS Northamptonshire's Business Plan for the Year 2003 – 2004.

This year we have produced our plan in two sections. The first – our Internal Plan – sets out what we want to achieve within our organisation, and the second section – the external plan – sets out what we want to do within the Criminal Justice System (CJS) in the County. Both are equally important, but since the external plan has more relevance to the public and our partners in the local CJS, we will only widely publish this part of our plan. We would, of course, be more than happy to supply a copy of our internal plan to anyone interested in it. We have consulted widely, both inside our organisation, and externally before producing the plan and I am very grateful to all who contributed.

What are we trying to achieve? Our overall aim is to achieve justice for the people of Northamptonshire. Our major contribution to doing this is, of course, by the independent review and prosecution of criminal cases started by the Police. However, more and more we are playing a much wider role in the criminal justice system, and, indeed, in society. This sits more than comfortably with the 'Vision' we have established for ourselves in the CPS Northamptonshire Area, encapsulated in the word 'PRIDE'. In simple terms because we want to have pride in what we do, but we also want the people of Northamptonshire to have pride in their local prosecuting authority. PRIDE stands for:

- Professional and confident staff
- Recognised and highly respected by everyone in the local criminal justice system and the community, particularly victims and witnesses
- Individuals who are informed, involved and valued
- Doing high quality work
- Excellent and open organisation working in partnership with others and having positive influence in the criminal justice system

The Area has always had committed, professional staff doing high quality work – the nature of which changes constantly as new initiatives and new legislation are

introduced. In recent years, however, there has been an increased emphasis upon being open and accountable to the community we serve, and I believe we have made significant steps to do this through, for instance, our 'Engaging Our Community' and 'Speaking up for Justice' Conferences last year, and our continued, active involvement in local Magraths and Domestic Violence Groups. Our investment in a Communications Manager has helped us considerably in seeking out opportunities to listen to the community and explain what we do. An important element of our plan therefore relates to activities aimed at raising public confidence in what we do.

Raising public confidence is one of the Governments main targets for the CJS, as is bringing more offences to justice and 'narrowing the justice gap'. I believe that the move to establish a Local Criminal Justice Board (LCJB) – which I am very proud to Chair – is a golden opportunity for the CJS agencies to work together, not only to achieve the Government's targets, but also to genuinely provide a better, fair and just service to everyone affected by the commission of criminal offences – this not only means victims and witnesses but also offenders. There is much work to do but I am convinced that the LCJB is an effective way for the agencies, working in partnership, to improve our performance locally.

It is for this reason that our CPS plan, has been designed to mirror the work of the LCJB, and thus demonstrates our commitment to making an effective CPS contribution to bringing more offences to justice and improving public confidence.

The Attorney General recently described the CPS as entering its 'Third Stage' in which its prosecutors and people will fight for justice within the community it serves. Our plan for the next year and beyond set out how we will go about this.

A handwritten signature in black ink, appearing to read 'Colin M Chapman'.

Colin M Chapman

SECTION A

INTERNAL BUSINESS PLAN

LEADERSHIP

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
Developmental Review of the existing CPS Northamptonshire structure	Area Management Team	By 1 st April 2003	An external consultant has been engaged to undertake this review
Identification of “Key Teams” and formulation of Team Plans, including the setting of Team Objectives, Targets and Measures	3 x Team Leaders	By 1st April 2003	Still Ongoing – Team Plans will be produced by 1 st April 2003
Introduction of an Area “Recognition and Reward System” following consultation with staff and appropriate groups e.g. Equality and Diversity	Area Business Manager	By 30 th September 2003	Still On Target to Achieve
Formal introduction of 360-Degree Reporting for all Leaders every 2 years	Area Management Team	1 st April 2003	The first 360 Degree Reporting on Leaders took place in November 2002 and will continue every 2 years
Introduction of Self-Assessment Reviews for all Units using the principles of the EFQM Excellence Model	Area Business Managers and Unit Heads	September/October 2003	Unit Self-Assessment Reviews will take place on an annual basis to identify possible “Areas for Improvement” and to inform priorities and business planning for the forthcoming year

POLICY AND STRATEGY

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
A rotation policy will be agreed and published. The policy and its effectiveness will be reviewed annually, and the possibility of extending the policy to other levels and functions of staff discussed.	Area Management Team	30 th April 2003	Still on Target to Achieve
The design and dispatch of a CPS Customer/Stakeholder Survey for MAGRAH and Domestic Violence Forums	Area Communications Manager	30 th June 2003	Still on Target to Achieve
The Area Business Plan will be supported by a 1 page “Executive Summary” which clearly sets out	Area Communications	Publication of Area	Publication of Area Business Plan

the priorities for staff	Manager	Business Plan	
Develop a programme of benchmarking visits to other CPS Areas by members of the Area Management Group supported by members of their respective Teams and sharing best practice as a result of these visits	Area Management Team/Branch Management Team	1 st April 2003	Still on Target to Achieve Whilst the names and timings have been agreed the AMT still needs to decide on the topics, which need to be reviewed. The first visit is due in April 2003
Devise a way of making more use of HCAs in the Crown Court.	Unit Heads	End of Sept 2003	Lawrence has drafted an HCA strategy which he has emailed to the CCP for consideration. This will need reviewing with Annewen rotating to the CJU. Julia to provide an update.

PEOPLE MANAGEMENT

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
Development of an Internal Communications Strategy	Area Communications Manager	April 2003	Still on Target to Achieve
A review and prioritisation of the Area Training and Development Plan ensuring that there are clear linkages with the Area Business Plan. This review will also encompass recommendations for taking forward: Succession Planning and Job Shadowing	Area Business Manager & Staff Development Group	30 th September 2003	Still on Target to Achieve
CPS Northamptonshire will undergo an independent “audit” of its policies, procedures and practices for Equality and practices with a view to introducing improvements	Area Business Manager	30 th September 2003	Still On Target to Achieve The Equality and Diversity Officer for the East Midlands is researching the possibility of

			undertaking such an audit.
The AMT will review the role and responsibilities of the Area Champions.	Area Management Team	30 th September 2003	Still On Target to Achieve
An internal Project Team, led by an independent Chair, will be set up to take forward the results and outcomes of the CPS Staff/Stress Survey. Progress will be reported to the AMT.	Area Business Manager	1 st April 2003	The group has been established and will report to the AMT initially on a quarterly basis.

PARTNERSHIPS

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
Partners will be identified and where appropriate “protocols” for efficient and effective working practices will be discussed and formally agreed	Area Management Team	Identify partners by April 2003 and have protocols in place by September 2003	PROGRESS? There is now a “protocol wish-list in place.
Development of an External Communications Strategy	Area Communications Manager	1 st April 2003	Still on Target to Achieve

RESOURCES

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
Development of “Knowledge Management” Strategy to ensure that information and “best practice” is shared throughout the Area	Area Business Manager & Staff Development Group	30 th June 2003	Still On Target to Achieve
Undertake a Training Needs Analysis of existing levels of IT Skills with a view to reducing any significant gaps	Compass Implementation Team	31 st May 2003	Still on Target to Achieve

			This will be one of the first tasks of the Team
--	--	--	---

PROCESSES

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
Undertake a Custody Time Limit Review to ensure that existing systems and procedures comply with laid down national requirements	Area Business Manager	Immediate	The national guidance for the revision of CTLs has just been issued. The review will be completed shortly
Examination and formalisation of the Key Monitoring Processes for: RIMS, Domestic Violence, Persistent Offenders and Adverse Case Outcomes	ABT	1 st April 2003	Still on Target to Achieve The ABT will need to review current processes ensuring that they are working as intended and are collecting the appropriate information. An assurance will then be provided to the Area Business Manager
The introduction and implementation of a formalised programme of advocacy monitoring for Lawyers, Agents and DCWs	Area Management Team	31 st December 2003	Still on Target to Achieve The Head of the Trials Unit to develop and implement a programme in consultation with the Area Management Team
The introduction of a scheme to monitor the effectiveness of the casework “decision making” process	Area Management Team	Dependent upon CPS HQ	Guidance from HQ still awaited

CUSTOMER RESULTS

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
The introduction and implementation of a Victim Satisfaction Questionnaire as part of the process for DCV	Victim and Witness Champion	September 2003	Still on Target to Achieve

			The Area Communications Manager to discuss with the Victim and Witness Champion
Pilot the use of a Witness Satisfaction Questionnaire with a view to its long term use	Victim and Witness Champion	September 2003	Still on Target to Achieve The Area Communications Manager to discuss with the Victim and Witness Champion

PEOPLE RESULTS

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
Undertake a pre Investors in People Assessment in preparation for the formal assessment	Area Business Manager	June 2003	Still on Target to Achieve The Area Business Manager is currently considering the possibility of engaging an external consultant to undertake this pre-assessment

SOCIETY RESULTS

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
Develop a Strategy and Programme for “Engaging the Community”	Area Communications Manager	1 st April 2003	Still on Target on Achieve
Develop and use a suite of measures to determine the satisfaction of the local communities with the service provided by CPS Northamptonshire	Area Communications Manager & Equality and Diversity Officer	1 st September 2003	Still on Target to Achieve

KEY BUSINESS RESULTS

ACTION	RESPONSIBILITY	TIMESCALES	PROGRESS TO DATE
The introduction of training sessions for staff to explain the importance of Performance Indicators/Measures and the support processes which underpin data collection	ABT	June 2003	<p>Still on Target to Achieve</p> <p>Business Managers to ensure that training has been undertaken and provide an assurance to the Area Business Manager</p>

CROWN PROSECUTION SERVICE

SECTION B

EXTERNAL BUSINESS PLAN

PSA Target – NARROWING THE JUSTICE GAP

Improving the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2 million by 2005-06 with an improvement in all CJS Areas, a greater increase in the worst performing Areas and a reduction in the proportion of ineffective trials

The recent White Paper, ‘Justice for All’, referred to the ‘justice gap’ between offences committed and offences brought to justice. In 2000-2001, over 5 million crimes were recorded nationally. Approximately 20% of these crimes resulted in an offender being brought to justice. In November 2002 a new framework for long-term business improvement in the criminal justice system was commenced. This framework is known as, ‘*Narrowing the Justice Gap*’.

The Justice Gap is therefore, the shortfall between the number of offences that are recorded and the number of offences that are brought to justice. An offence brought to justice results in a court conviction, the offence being taken into consideration at court or being the subject of a Caution, Final Warning or Reprimand.

The classification of offences that fall within the ‘offence brought to justice’ definition include all those offences that are indictable, either-way and a number of summary offences (recorded offences).

The Government has distributed guidance that suggests that Narrowing the Justice Gap will be achieved in three ways:

- Tackling Weakness in the Criminal Justice System (eg ineffective trials).
- Targeting Offences (eg Street Crime Initiative and crime ‘hot spots’).
- Targeting Offenders (eg Persistent Offender Scheme).

The latest Narrowing the Justice Gap statistics for the Northamptonshire Criminal Justice Area are (**revised 31st March 2003**):

	<u>Recorded Crime</u>	<u>TICs</u>	<u>Cautions</u>	<u>Convictions</u>	<u>Offences Brought to Justice</u>	<u>% OBTJ</u>
Year ending: June 2001	56,631	3,218	4,480	6,390	14,088	24.9%
Year ending: June 2002	60,485	2,862	4,572	5,770	13,204	21.8%

The Area, whilst performing slightly above the national average, has a target for 2003-2004 of bringing 5% more offences to justice ie 684 more offences. The LCJB are committed, not only to bringing more offences to justice, but to do so in a way which improves victim and witness satisfaction and public confidence generally. This plan sets out how it intends to do this.

The **Local Criminal Justice Board** has identified 5 Priorities in order to Narrow the Justice Gap in Northamptonshire:

- The Persistent Offender Scheme
- Effectiveness of First Hearings
- Increasing Opportunities to Bring More Offences to Justice
- Victims and Witnesses
- Ineffective Trials

In addition, the **Local Criminal Justice Board** has targets to meet in respect of:

- Persistent Young Offenders
- Timeliness

The Narrowing the Justice Gap of our plan therefore seeks to support the work of the Local Criminal Justice Board, and is set out in a way that follows these targets and priorities.

<u>PERSISTENT OFFENDER SCHEME</u> (LCJB NJG Target – Priority 1)		
<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>The aim of the Persistent Offender Scheme is to support the criminal justice system in more effectively catching, bringing to justice and rehabilitating a group of prolific offenders who are responsible for a disproportionate amount of crimes. It will achieve this by increasing the number of offences brought to justice committed by nationally defined core persistent offenders, and locally identified persistent offenders.</p> <p>A core persistent offender is defined as someone who is 18 years or over and has been convicted for six or more recordable offences in the last 12 months. (Conviction in this definition does not include cautions, final warnings, reprimands or TIC’s). Locally identified persistent offenders are those that do not fall within this definition but who are identified as such on the basis of available intelligence.</p> <p>There are about 33,500 offenders who meet the PO definition nationally. For the baseline of 2001-2002, Northamptonshire had just over 400 persistent offenders who were responsible for nearly 2,500 offences brought to justice that year. This represents approximately one-fifth of brought to justice outcomes that year.</p> <p>Our aim is to contribute effectively to bringing more offences committed by persistent offenders to justice.</p> <p><u>Target:</u></p>	<p>To lead the production of an inter-agency protocol to support delivery of the PO target, by the use of a ‘premium service’ which will include the following:</p> <ul style="list-style-type: none"> ▪ definition, identification and “flagging” of core and local PO’s; ▪ investigation standards; ▪ pre-charge activity; ▪ file management; ▪ case progression including warrant issues; ▪ trial issues ▪ post sentence issues. <p style="text-align: right;">Lead: Fiona Campbell</p> <p>To hold a ‘Launch’ of the PO Scheme at which the Protocol and Handbook will be introduced and explained to key representatives from each CJS agency and other invited key guests.</p> <p style="text-align: right;">Lead: Fiona Campbell</p> <p>To work with other agencies to develop a communication strategy to ensure staff within criminal justice agencies are fully conversant with the objectives, targets and expected outcomes of the persistent offender initiative</p> <p style="text-align: right;">Lead: Fiona Campbell</p> <p>To operate a premium service for all cases in which</p>	<p>Protocol now agreed by all agencies and implemented as from 1/4/03.</p> <p>Launch held on 26/3/03</p> <p>Ongoing</p> <p>The Premium Service started on 1/4/03</p>

<p>To increase the number of offences brought to justice committed by Persistent Offenders by 5% in the year 2003-2004. This represents a target increase of 120 more offences.</p>	<p>the offender is identified as a Persistent Offender Lead: Fiona Campbell</p> <p>To implement the J-Track national PO case tracking tool:</p> <ul style="list-style-type: none"> ▪ by training the appropriate number of CPS staff; ▪ to implement system at the CJU with effect from 1/4/03; ▪ to use J-Track to monitor CPS performance. Lead: Fiona Campbell 	<p>The appropriate numbers of CPS staff have been trained and J-Track implemented from 1/4/03</p>
---	---	---

<u>EFFECTIVENESS OF FIRST HEARINGS (LCJB NJG Target – Priority 2)</u>		
<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>The Police are currently responsible for making the decision, usually by charging the Defendant with one or more offences, which causes a case to enter the Court system. If the case is not properly prepared for its first hearing, short-term delay is an obvious consequence, but less obvious is the possible longer term delay, the constant pressure on the criminal justice agencies to ‘catch up’, the diversion of resources from other cases, the increased cost and the adverse impact on victims and witnesses, and on public confidence generally.</p> <p>Files prepared properly for the first hearing can help to avoid many of these issues, particularly if the file provides evidence to show that the Defendant has been charged with the correct offence, which is supported by the key evidence. Such a file will encourage an early guilty plea, avoid the need to produce a full file, help to bring more offences to justice, negate the need for victims and witnesses to attend Court unnecessary, and improve public confidence.</p> <p><u>Targets:</u></p> <ol style="list-style-type: none"> 1. To increase the number of recorded offences in which a guilty plea is entered at the first hearing. 2. To increase the number of recorded offences which can be sentenced and finalised at the first hearing. 3. To reduce the number of cases adjourned at the first 	<p>To devise an improved review system at the CJU so that the reviewing lawyer or DCW identifies to the Police file deficiencies so that they can be corrected before the first hearing (subject to five working day minimum charge to first appearance timeframe). Lead: Head of CJU</p> <p>To review arrangements for bringing offences to justice by way of TIC and to issue guidance to all Court Users following consultation. Lead: Head of TU</p> <p>To negotiate and agree a Protocol with the Police for the handling of Advance Disclosure of evidence in all cases involving taped/video/CCTV recorded evidence, so as to ensure the evidence can be disclosed to the defence at the first hearing. Lead: Head of CJU</p>	<p>A new system has been implemented as from 1/4/03</p> <p>A review has commenced.</p>

<p>hearing because the prosecution have not prepared effectively for that hearing.</p> <p>4. To increase the number of offences TIC'd following guilty plea.</p>		
--	--	--

<u>INCREASING OPPORTUNITIES TO BRING MORE OFFENCES TO JUSTICE</u> (LCJB NJG Target – Priority 3)		
<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>In order to narrow the justice gap, it will be necessary to increase the number of recorded offences for which an offender is identified, brought into the criminal justice system and then the case disposed of in one of three ways:</p> <ul style="list-style-type: none"> • Conviction • Caution • TIC <p>This priority is therefore aimed at maximizing the opportunities for both more offenders and more offences being brought into the criminal justice system, whilst the other priorities are mostly aimed at ensuring they are dealt with effectively once they are within the system.</p> <p><u>Targets:</u></p> <p>The relevant statistics are given in the introduction to this plan. The target is to increase the number of offences brought to justice in each of the three categories.</p>	<p>To work with the Police (ANPR Project Team) to ensure the Prosecution is adequately prepared to effectively process the increased caseload anticipated by the increased use of ANPR</p> <p style="text-align: right;">Lead: Julia Barnet</p> <p>To review systems to ensure the prosecution is prepared at the earliest opportunity to deal with offenders arrested on warrant</p> <p style="text-align: right;">Lead: Fiona Campbell</p> <p>To robustly prosecute, whenever appropriate, offences under the Bail Act</p> <p style="text-align: right;">Lead: Head of CJU</p> <p>To consider carefully and take a robust approach to the prosecution of TIC offences not accepted by the Defendant, provided the Code tests are satisfied, and to issue guidance to Crown Prosecutors, Police and other Court Users, following consultation</p> <p style="text-align: right;">Lead: Head of TU</p> <p>To reduce the number of discontinued cases, by Crown Prosecutors working as a team with Police File Builders in a co-located situation, aiming, in the first instance, to ‘build’ cases</p> <p>To encourage the Police to seek advice from the CPS</p>	<p>The CPS is now represented on the Project Team and the implications of the initiative are being considered.</p> <p>Ongoing but consideration needs to be given to further guidance being issued after consultation with the Courts</p> <p>This is being considered as part of the review referred to above.</p> <p>Ongoing. The reduction of discontinued cases will be a key aim of the CPS Charging Scheme.</p> <p>Under consideration but will also form a key aim of the CPS Charging Scheme</p>

	<p>before a final decision is made to NFA the case in every case (except those in which there is manifestly insufficient evidence) involving the following types of allegation:</p> <ul style="list-style-type: none"> • Racially aggravated crime • Religiously aggravated crime • Domestic Violence • Homophobic crime • Rape <p>And to provide timely advice to the police in these cases</p> <p style="text-align: right;">Lead: Julia Barnett</p> <p>To provide refresher training on Disclosure issues and the revised JOPI to all Prosecutors, Caseworkers and key Police personnel</p> <p style="text-align: right;">Lead: David Hossack</p> <p>To work with the Police to establish a ‘shadow’ CPS charging scheme by the end of 2003, as a forerunner to a statutory scheme being introduced in 2004, by which the CPS will decide the charge in all but straightforward, guilty plea cases.</p> <p style="text-align: right;">Lead: Julia Barnett</p>	<p>CPS Charging Scheme</p> <p>A training programme has been agreed with the Police and will take place throughout 2003</p> <p>A Steering Group has been established to progress this initiative, and a provisional date of September 2003 agreed to commence the scheme.</p>
--	--	--

<u>VICTIMS AND WITNESSES</u> (LCJB NJG Target – Priority 4)		
<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>There is an abundance of evidence to show that public confidence in the criminal justice system has deteriorated, particularly amongst victims and witnesses, who play a crucial role if more offences are to be brought to justice. Victims and witnesses therefore need to be better informed, supported and cared for throughout the criminal justice process – from the moment they become the victim of a crime or witness it to the sentencing of the offender and beyond.</p> <p>We recognise that victims and witnesses are essential to the success of the criminal justice system and want to put them at the heart of it. This is key to raising public confidence generally and therefore the care and treatment of victims and witnesses has been placed at the heart of the ethos we are creating in the handling of all our cases, whether these be cases for prosecution or advice.</p> <p>This priority overlaps with almost all of the others, since improvement in all priorities will contribute to an improved service being provided to victims and witnesses by the CPS and the other agencies in the CJS. This part of our plan is therefore to be considered in conjunction with the other sections, particularly that relating to ineffective trials and public confidence.</p> <p><u>Targets:</u></p> <p>There is no readily available baseline data to support</p>	<p>To improve our identification of witnesses eligible for Special Measures under the Youth Justice and Criminal Evidence Act 1999 and to take all appropriate steps to ensure those measures are used, including early strategy meetings, particularly in cases involving:</p> <ul style="list-style-type: none"> ▪ racially aggravated crime ▪ religiously aggravated crime ▪ homophobic crime ▪ domestic violence ▪ rape <p>and to monitor our performance in accordance with CPS national policy</p> <p style="text-align: right;">Lead: Lawrence English Alistair Evans Leanne Boyes</p> <p>To establish a CPS Victim Information Bureau (VIB), responsible, in the first instance, for improving CPS performance in providing victims with information concerning decisions to drop cases or substantially reducing the charge under the Direct Communication with Victims (DCV) Scheme.</p> <p style="text-align: right;">Lead: Lawrence English</p> <p>To subsequently develop the VIB into a Victim and Witness Care Unit, providing enhanced services to</p>	<p>Ongoing</p> <p>Agreement has already been reached with the Police about a witness warning clerk being located at the</p>

<p>this priority, although a reduction in the number of ineffective trials and unsuccessful outcomes will provide some evidence of improvement. We will be looking to develop ways of measuring the following as a means of demonstrating progress in caring for victims and witnesses:</p> <ul style="list-style-type: none"> ▪ increase the proportion of witnesses warned who actually attend Court and who give evidence when they do; ▪ increase the number of witnesses who are properly supported by the Witness Service as a result of information provided by the CPS ▪ reduce the number of occasions that victims and witnesses have to attend Court unnecessarily ▪ increase the number of victims who are informed, supported and consulted in accordance with national standards ▪ increase and enhance the care and support provided to victims and witnesses 	<p>victims and witnesses, being responsible for warning witnesses to attend Court and ensuring they are properly supported in doing so.</p> <p style="text-align: right;">Lead: Lawrence English</p> <p>To work with the Police, Victim Support, and the Witness Service in developing the above with a view to resourcing the Unit jointly, and in conjunction with other key agencies.</p> <p style="text-align: right;">Lead: Lawrence English</p> <p>To improve the number, quality and timeliness of letters to victims under the Direct Communications with Victims initiative, using the evaluation of January 2003 as a baseline</p> <p style="text-align: right;">Lead: Julia Barnett</p> <p>To improve the timeliness and quality of referrals to the Witness Service, particularly in cases involving children or other vulnerable and intimidated witnesses</p> <p style="text-align: right;">Lead: Head of CJU Head of TU</p>	<p>CCU.</p> <p>Victim Support have agreed the broad principle and are considering how it might contribute to this aim</p>
---	--	---

<u>INEFFECTIVE TRIALS (LCJB NJG Target – Priority 5)</u>		
<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>An <u>ineffective trial</u> is a trial that is unable to proceed on the day that it was scheduled to start and consequently requires an alternative listing.</p> <p>A <u>cracked trial</u> is a trial that has been listed for a not guilty hearing on a particular day but does not proceed, either because the defendant pleads guilty to the whole or part of the indictment, or an alternative charge, or because the prosecution offer no evidence.</p> <p>An <u>effective trial</u> is a trial that commences on the day it is scheduled, and has an outcome in that a verdict is reached or the case is concluded.</p> <p>Reducing ineffective trials is important because <u>victims, witnesses, defendants</u> and other stakeholders have a right to expect that, when a case is listed for trial, there is a strong likelihood that the case will proceed on the appointed day and at the appointed venue. Ineffective trials are a huge waste of resource, damage public confidence, add to delay and work against the overarching aim of improving the delivery of justice. Reducing ineffective trials can help to <u>narrow the justice gap</u> in three main ways:</p> <ul style="list-style-type: none"> ▪ increase capacity and resources, e.g. court time, making the criminal justice system better able to cope with extra effective cases brought to court as a result of the Narrowing the Justice Gap's other initiatives. ▪ An increase in effective trials will enable more offenders to be brought to justice and should encourage more 'early guilty' pleas. 	<p>To ensure that all cases are prepared so that all appropriate pre-trial issues can dealt with at <u>PTR or PDH</u>, including disclosure and special measures issues Lead: Head of CJU Head of TU</p> <p>To review and revise systems so that the CPS inform the Police of any actions required to prepare a case for trial following <u>PTR or PDH</u>, within 3 days, including which witnesses are required to attend Lead: Area Business Manager</p> <p>To pro-actively work with the Defence to identify the issues at trial and to agree non-contentious evidence whenever appropriate, with a view to <u>reducing the number of witnesses required to attend the trial</u> Lead: Head of CJU Head of TU</p> <p>To provide the <u>Witness Service</u> with details of all prosecution witnesses attending the trial, and any special requirements of the witness or particular issues affecting the witness' ability to give their best evidence Lead: Lawrence English</p> <p>To fully participate in the <u>Ineffective Trials JPM</u> schemes in the Crown Court and the Magistrates Court</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing but it is recognised that further work needs to be done. This will be done in conjunction with the establishment of a Victim and Witness Unit referred to above.</p> <p>Ongoing, but regular liaison with the Magistrates Court still needs to be arranged.</p>

<ul style="list-style-type: none"> ▪ A reduction in ineffective trials will raise confidence among victims and witnesses to attend court and give evidence. This in turn will reduce the number of cases being discontinued, meaning more offences are brought to justice. <p><u>TARGETS AND BASELINE DATA</u></p> <p>For the Northamptonshire Area, the baseline figures show that the proportion of ineffective trials are:</p> <ul style="list-style-type: none"> ▪ 29% in the Magistrates Court ▪ 22% in the Crown Court <p>The LCJB have set a target for the reduction in ineffective trials of 5% in the year 2003 – 04 in both the Crown Court and the Magistrates Court to a target of</p> <ul style="list-style-type: none"> ▪ 24% in the Magistrates Court ▪ 17% in the Crown Court 	<p>by working with the Court to identify the reasons for any ineffective trials</p> <p style="text-align: right;">Lead: Head of CJU Head of TU</p> <p>To negotiate a Listing Protocol with the Magistrates Court, which addresses the needs of both organisations as well as victims and witnesses, and also the recommendations of the Joint Inspectorate Report</p> <p style="text-align: right;"><u>Lead: Julia Barnett</u></p>	
--	--	--

<u>PERSISTENT YOUNG OFFENDERS (PYOs)</u>		
<u>AREA AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>To achieve an average of 71 days from arrest to sentence for all persistent young offenders in the Crown Court and the Magistrates Court. To achieve this average, it is necessary for the Magistrates' Court to complete cases on average within 60 days and the Crown Court to achieve 180 days.</p> <p>A persistent young offender is a young person aged 10-17 who has been sentenced by any criminal court in the UK on three or more separate occasions for one or more recordable offence, and within three years of the last sentencing occasion is subsequently arrested or has an information laid against them for a further recordable offence.</p> <p>The latest nationally published full comparative data is Quarter 4 of 2002. This shows the national average to be 70 days. The average for Northamptonshire was 70 days which places Northamptonshire 28th out of 44 police forces for this quarter. These figures also indicate an average of 65 days for the Northampton Magistrates Court and 194 days for Northampton Crown Court.</p> <p>The Annual statistics for 2002 show that Northamptonshire's average figure for the whole year is 80 days against a national average of 69 days, placing it 36th out of the 44 police force Areas. Although performance has improved in the years since the</p>	<p>To provide a Premium Service for the review and casework handling of all PYO cases Lead: Head of CJU</p> <p>To check all Youth files upon receipt to identify PYO status and highlight the file as a PYO file if not done by the police Lead: Head of CJU</p> <p>To confirm PYO status with the Court at first hearing and to hand a copy of the previous convictions to the Court Lead: Head of CJU</p> <p>To prioritise witness warning in PYO cases and to alert the police that the witnesses are required for a PYO case Lead: Head of CJU</p> <p>Wherever possible to ensure that a Youth Offender Specialist conducts the prosecution in PYO trials or, if not, to ensure that the agent is properly instructed on PYO issues Lead: Head of CJU</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

<p>statistics were first collated from 1999 to 2002 (128, 96, 81, 80 days), Northamptonshire has been unable to achieve consistency of performance below the target.</p>	<p>In any case committed to the Crown Court, to write to the Crown Court alerting it to the PYO status of the case and to actively chase early listing of the case in the Crown Court</p> <p style="text-align: right;">Lead: Head of CJU</p>	<p>Ongoing</p>
--	---	----------------

<u>TIMELINESS</u>		
<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>To attack delays in determining cases in the Crown and Magistrates' Courts and to improve the performance of key agencies within the process.</p> <p><u>TARGET(S):</u></p> <p><u>Magistrates' Courts</u> To improve the average time taken for cases in the Adult Court so that 80% of defendants in the adult court, charged with crime, are dealt with in the following times from charge to disposal:</p> <ul style="list-style-type: none"> • Initial Guilty pleas - 50 days (improve from baseline performance of 59 days in 2002) • Trials - 145 days (161 days) • Committals - 86 days (105 days) <p><u>Youth Court</u> To improve the average time taken for cases in the Youth Court so that 80% of defendants are dealt with in the following times from charge/laying of information:</p> <ul style="list-style-type: none"> • Initial Guilty pleas - 49 days (57 days) • Trials - 121 days (125 days) • Committals - 62 days (67 days) <p><u>Crown Court</u> To deal with 78% of all types of defendants in the Crown Court within agreed timescales as follows (2002 baseline performance for all types = 79%):</p> <ul style="list-style-type: none"> • Committals for trial - 16 weeks (72%) • Sent for trial - 26 weeks (72%) 	<p>To serve on time all required papers on the Courts and the Defence for:</p> <ul style="list-style-type: none"> • Committals • Sent cases • Transfers • PTR's • Disclosure of unused material <p style="text-align: right;">Lead: Head of CJU Head of TU</p> <p>To serve PSR bundles on the Probation Service in accordance with the agreed Protocol, and wherever possible immediately upon the Court adjourning for PSRs</p> <p style="text-align: right;">Lead: Head of CJU Head of TU</p> <p>To review EFH and EAH files sufficiently early to enable the Police to carry out any outstanding actions before the first hearing</p> <p style="text-align: right;">Lead: Head of CJU</p> <p>To provide additional prosecutors to enable two extra courts to be held each day involving the CPS</p> <p style="text-align: right;">Lead: Head of CJU</p> <p>To introduce a 'shadow' pre-legislative advice scheme</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing (with an improved system for doing this implemented from 1/4/03)</p> <p>Agreed with the Magistrates Court to start from 31/5/03</p>

<ul style="list-style-type: none">• Committals for sentence - 10 weeks (88%)• Appeals - 14 weeks (95%)	with the Police based upon the CPS/ACPO Framework document Lead: Julia Barnett	
---	--	--

PSA Target – IMPROVING PUBLIC CONFIDENCE

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

<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>To achieve justice for the people of Northamptonshire so that they have confidence and PRIDE in their local Crown Prosecution Service</p>	<p>1. Community Engagement</p> <p>Establishing the demographics of the County and Numbers/Location of ethnic minority groups, by 30/4/03 Lead: Clare Yau</p> <p>Preparation of a Community Contacts Database, by 30/4/03 Lead: Clare Yau</p> <p>In liaison with local agencies e.g. County Council actively seeking out and contacting Community Groups in writing to raise the profile of the CPS locally, by 30/4/04 Lead: Clare Yau</p> <p>CPS Northamptonshire to organise and host two “Engaging the Community” Events by the end of 2003. Lead: Clare Yau</p> <p>Establishing which major events Countywide CPS Northamptonshire needs to support Lead: Clare Yau</p> <p>To provide relevant work experience for students interested in a possible career with either the CPS or in the Law – target of at least 10 placements by 31/3/04 Lead: Clare Yau</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>The first on Domestic Violence to be held in May 2003. The second theme to be identified.</p>

	<p>Hold an open day at the CJU and CCU for members of other CJS agencies Lead: Clare Yau</p> <p>To increase liaison with the local Law Society and Defence Solicitors, by making contact with the Local Law Society and the Regional Duty Solicitors Scheme Committee Lead: CCP</p> <p>Annual distribution of appropriate CPS material to Libraries, Courts, Police Stations and Citizens Advice Bureaus, Careers Advice Centres etc Lead: Clare Yau</p> <p>Members of the AMT ongoing commitment to attending 100% of county MAGRAHs, and LGB Alliance Meetings Lead: AMT</p> <p>Domestic Violence, Victim and Witness, and Speaking up for Justice Champions to continue to attend all appropriate liaison meetings Lead: Julia Barnett</p> <p>To consult the Racial Equality Council (REC) about the Formation and Introduction of a 'Local CPS Accountability Board' Lead: CCP</p> <p>2. Media</p> <p>Maintain media contacts and continue the good working relationship which has been established by:</p>	<p>An Open Day will be held at the CJU on 7/5/03 and in the CCU in October 2003</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
--	--	--

	<ul style="list-style-type: none"> • Media Events - The Area to host an annual Media Event • The Communications Manager to maintain personal contact with the local media - at least 1 visit to each media office by the end of March 2004 • Providing basic information on cases on request, responding to media enquires and meeting requests for interviews - The Communications Manager to respond to media calls within the hour <p>Ensure good media coverage for CPS Northamptonshire on the high quality work we do - At least 2 “Good News” story per month to appear in the local media</p> <p>Provide a regular contribution to “Nenebeat” and provide articles to other relevant publications - Provide an article for each issue of “Nenebeat”</p> <p>Liase with the Police to develop a protocol for media relations and publicity matters</p> <p>The Area commitment to providing media training where appropriate - The AMT to provide the opportunity for media training and refresher training for appropriate identified people</p> <p style="text-align: right;">Lead: Clare Yau</p> <p>3. High Quality Work</p> <p>Implement the recommendations of HMCPSI Reports on:</p>	<p>Ongoing</p> <p>All AMT members have recently received training.</p>
--	--	--

	<ul style="list-style-type: none"> • Rape • Fatal accidents • Casework with an ethnic minority dimension • Court Listing • Attrition <p style="text-align: right;">Lead: Julia Barnet</p> <p>To implement the Proceeds of Crime Act and whenever possible and appropriate actively pursue orders under the Act</p> <p style="text-align: right;">Lead: Head of TU Peter Thomas</p> <p>To increase the number of Crown Court cases in which the advocate is a CPS Higher Court Advocate (HCA)</p> <p style="text-align: right;">Lead: Lawrence English</p> <p>To introduce an effective scheme for monitoring and improving the performance of CPS advocates (in-house and agents) in the Magistrates Court</p> <p style="text-align: right;">Lead: Lawrence English</p>	<p>Ongoing</p>
--	--	----------------

<u>PSA Target – VALUE FOR MONEY</u>		
Increase Value For Money from the CJS by 3% per year		
<u>AIM</u>	<u>STEPS TO ACHIEVEMENT</u>	<u>COMMENT AND PROGRESS</u>
<p>To play a full and significant part in helping Northamptonshire Criminal Justice System to achieve this joint CJS target through the Local Criminal Justice Board and its Delivery Groups</p> <p>The Area will also work with the Police to identify resources which can be re-deployed to improve performance in the most serious cases in the Crown Court (Glidewell) and to improve the service we provide to victims and witness.</p> <p>The Area will implement the Compass Initial Case Management System (ICMS) in accordance with the national roll-out timetable (October 2003).</p>	<p>To jointly review prosecution processes with the Police to identify and eliminate duplication and inefficiencies with a view to releasing staff to:</p> <ul style="list-style-type: none"> • Provide increased resources for the serious cases in the Crown Court • Provide resources for enhanced victim and witness care <p style="text-align: right;">Lead: Fiona Campbell</p> <p>To establish a Compass Local Implementation Team (LIT), which will liase with the national Compass team and take the necessary steps to train our staff and implement Compass in the Area.</p> <p style="text-align: right;">Lead: Fiona Campbell</p>	<p>We have agreed these principles with the Police. A consultant will be engaged to consider how best to achieve these aims.</p> <p>A LIT has been established and has already carried out an IT Training Needs Analysis</p>