



Crown Prosecution Service London

Area Business Plan 2004-05



CPS London's vision is to be a world-class, independent prosecuting authority that delivers a valued public service.

This is a service that:

- drives change and delivery in the Criminal Justice System
- strengthens the prosecution process to bring offenders to justice
- is a champion for justice and the rights of victims
- inspires the confidence of the communities we serve
- is renowned for fairness, excellent career opportunities and the commitment and skills of all our people.

London's Business Plan for 2004/05 focuses on the service that we deliver. Our proposals and actions are aimed at securing a fair and robust, efficient and effective prosecution service for the public and importantly, improving the confidence of all Londoners in the Criminal Justice System.

We believe that accountability stems from a commitment to public service. We have therefore concentrated on practical actions we can undertake as an organisation to make a difference. We have maintained a concise and focused format so that our plan is clear to the people who have every right to understand what we do and why, especially our staff who are required to deliver it on the front line whether in a police station, court or office.

This year we will implement the statutory charging scheme, placing lawyers and administrators in police stations around London to decide charges. This work is vital if we are to attain the "right first time" outcomes that we want. We will work with colleagues in the Criminal Justice System to secure a better deal for victims and witnesses through practical partnership agreements and an improved ICT infrastructure. Importantly, we will play our part in putting criminals out of business by hitting them where it hurts – in their pocket, using the powers available in the Proceeds of Crime Act 2002.

These activities herald an enormous period of change. Ultimately, criminal justice is a people business. Its effectiveness is dependent on the people working within it. In the coming year we will continue to recruit and develop our staff so that they can confidently meet the challenge ahead.

Dru Sharpling
CPS London Chief Crown Prosecutor



Dru Sharpling

About Us

CPS London is the largest and most diverse CPS Area, currently employing more than 1360 people.

CPS London receives work from three police services – Metropolitan, City of London and British Transport in addition to other specialised forces such as the Ministry of Defence.

We have a diverse work force; our aim is to reflect the communities we serve. 65% of our staff are women, 18% (men and women) work part time and 27% of our staff are from a minority ethnic background.

Geographically CPS London spans all 33 London Boroughs (including the City of London) and is led by a Chief Crown Prosecutor who is supported by an Operations Director. For governance, accountability and management purposes CPS London is divided into three geographical sectors – North, South and West and a fourth non-geographical sector, Serious Casework.

CPS North London is led by Wendy Williams who is supported by Sector Business Manager Steve Pople. This Sector deals with work from 12 Boroughs: City of London, Enfield, Haringey, Camden, Islington, Hackney, Tower Hamlets, Havering, Redbridge, Newham, Barking & Dagenham and Waltham Forest. There are three CPS Crown Court Trials Units; Snaresbrook, Southwark and Wood Green.

CPS South London is led by Simon Clements who is supported by Sector Business Manager Clare Toogood. This Sector deals with work from eight Boroughs: Westminster, Southwark, Lambeth, Croydon, Bexley, Bromley,

Lewisham and Greenwich. The Sector will also be responsible for the pan-London Traffic Unit. There are five Crown Court Trials Units: Inner London, Youth, Middlesex, Croydon and Woolwich.

CPS West London is led by Nazir Afzal who is supported by Sector Business Manager Bob King. This Sector deals with work from 13 Boroughs: Barnet, Brent, Harrow, Hillingdon, Ealing, Hounslow (including Heathrow Airport), Wandsworth, Richmond-upon-Thames, Kingston-upon-Thames, Merton, Sutton, Kensington & Chelsea and Hammersmith & Fulham. There are four Crown Court Trials Units; Blackfriars, Harrow, Isleworth and Kingston.

CPS London Serious Casework Sector is led by René Barclay who is supported by Sector Business Manager Peter Stekelenburg. This Sector deals with the Area's most serious and sensitive cases, provides legal policy advice and guidance to Area lawyers, oversees Asset Recovery in accordance with the Proceeds of Crime Act 2002 and is responsible for the prosecution of cases at the Central Criminal Court.

CPS London Area Headquarters is led by Lesley Burton, Operations Director for CPS London. The Secretariat directly supports the Chief Crown Prosecutor in addition to providing strategic and operational administrative support, advice and guidance to the London Board (comprising CCP, Operations Director, Sector Directors and Sector Business Managers with support from HR, Equality & Diversity and Communications personnel) and the Sectors. It is responsible for development of the Area's Equality and Diversity policies, management of London-wide projects, implementation of the Area performance management framework, Area planning, resourcing and communications.

CPS London staff now work in 49 locations in London including 40 police stations and we are co-located with the police at Sidcup and Soho Square.

The Area Business Plan for 2004-05 sets out the CPS London contribution to the aims and objectives of the criminal justice system as a whole, the delivery of the Public Service Agreement targets and National CPS Objectives. It is a living document that is reviewed throughout the year. In order to improve our service and achieve our targets, our priorities for this business year are to implement the statutory charging initiative successfully, ensure our staff are able to utilise fully the capabilities

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of the new nationally networked case management system, COMPASS CMS, and to support and develop our staff. We are also determined to improve public confidence by ensuring we support victims and witnesses and discharge our financial obligations expeditiously.

National CPS vision and strategy

The CPS aims to be a world-class, independent prosecuting authority that delivers a valued public service. This is a Service that:

- drives change and delivery in the Criminal Justice System
- strengthens the prosecution process to bring offenders to justice
- is a champion for justice and the rights of victims
- inspires the confidence of the communities we serve
- is renowned for fairness, excellent career opportunities and the commitment and skills of all our people.

Drive change and delivery in the CJS: as a self-confident leader, influential in delivering local Criminal Justice System and in shaping the CJS of the future.

Strengthen the prosecution process: providing an independent prosecution service, working with the police from the outset of a case to its disposal; advising the police before charge; building and testing the strongest possible prosecution case and fighting

that case in the courts on behalf of the public.

Be champions for justice and the rights of victims: assessing the needs of victims and witnesses and their likely evidence from the outset and throughout the life of the case; making sure their experience of the CPS and the CJS encourages them and others to come forward in future to play their part in bringing offenders to justice.

Inspire the confidence of the communities we serve: being visible, open and accountable for our decisions; responsive to the needs of the community and providing a valuable public service; seen as the decision-makers who decide which cases should be brought to court and bring them to justice.

Be renowned for fairness, excellent career opportunities and the commitment and skill of all our people: where everyone is treated on merit, where people of ability can rise to the top and where all our people are renowned for their commitment, skills and their passion for justice.

Public Service Agreement targets (PSA)

The Government has set challenging objectives for the criminal justice system for the period 2003-06. These were published in a Public Service Agreement in July 2002. They are to:

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 2005-2006; with an improvement in all Criminal Justice System areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials (Narrowing the Justice Gap or NJG).

2. Improve the level of public confidence in the criminal justice system, in particular that of black and minority ethnic communities, and increase year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants (Confidence).

3. Increase value for money from the criminal justice system by 3% a year (Value for Money or VFM).

The Attorney General shares responsibility for the delivery of these targets with the Home Secretary and Lord Chancellor. This plan shows the part that CPS London intends to play in 2004-05 to help deliver these shared targets.

In 2003-04 we moved towards the achievement of these targets by:

- re-organising the Area into geographical sectors and appointing Sector Directors and Sector Business Managers
- setting up the London Criminal Justice Board (comprising the chief officers of the criminal justice agencies) and 28 Borough Criminal Justice Groups, tasked with producing local, cross-cutting delivery plans for Narrowing the Justice Gap and Improving Public Confidence
- bringing more offenders to justice
- focusing on enabling actions to reduce the numbers of ineffective trials
- introducing the Shadow Charging initiative across London
- introducing the first phase of a new case management system COMPASS CMS
- working with the police to improve victim and witness care arrangements in London
- helping to seize assets from criminals to ensure that crime does not pay
- implementing HMCPSI recommendations
- recruiting more lawyers
- increasing capacity and capability within Human Resources and Finance functions.

CPS LONDON KEY PRIORITIES FOR 2004-05

1 To drive change and delivery in the Criminal Justice System in London: the Area becomes a self-confident leader, influential in delivering criminal justice in London and in shaping the CJS of the future.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PUBLIC SERVICE AGREEMENT TARGETS
1a. Improving the delivery of justice in providing a premium service in the 15 Street Crime Boroughs.	Sector Directors	<ol style="list-style-type: none"> 1. Implementation of priority protocol for street crime, prolific offenders and domestic violence by June 2004. 2. Local prolific offender criteria established by June 2004. 	<ol style="list-style-type: none"> 1. Increase in Offences Brought to Justice (OBTJ) to 138,373 (13% increase compared to baseline). 2. Reduction in unsuccessful outcomes in the Crown Court and magistrates' court by 25%. 3. Reduction in ineffective trials in the Crown Court to no more than 18.4% of all listed trials. 4. Reduction in ineffective trials in the magistrates' courts to no more than 30% of all listed trials. 5. Average time of 71 days from arrest to sentence for Persistent Young Offenders. 	All
1b. Embedding and developing the use of the COMPASS (CMS 2004) case management system.	Operations Director Sector Directors	<ol style="list-style-type: none"> 1. CMS 2004 Overview presented to London staff by April 2004. 2. 80% of London staff trained on CMS 2004 by April 2004. 3. CMS manual to be revised and distributed by June 2004. 4. Management overview presented to all London managers. 5. Prosecutors reviewing cases on CMS by March 2005. 	<ol style="list-style-type: none"> 1. Improved management information resulting in a reduction in queries. 2. Improved usage of CMS. 3. Improved ability to share quality performance data with other CJS agencies. 4. Data used to identify any disproportional case outcomes across the prosecution process. 	NJG and Confidence
1c. Designing and implementing a process to meet the requirements of the Freedom of Information Act (FOIA) by January 2005.	Operations Director	<ol style="list-style-type: none"> 1. Process agreed by July 2004. 2. Training designed by August 2004. 3. Training delivered by December 2004. 	<ol style="list-style-type: none"> 1. From January 2005 staff recognise and deal with requests for information in accordance with the legislation. 	Confidence
1d. Streamlining the Area's estate so that it aligns with the Area's business strategy.	Operations Director	<ol style="list-style-type: none"> 1. Consultation completed. 2. Department of Constitutional Affairs negotiation concluded. 3. Strategy published. 	<ol style="list-style-type: none"> 1. Estate responsive to business. 2. Area accommodation strategy developed. 3. VFM achieved. 	NJG and VFM
1e. Supporting the delivery plan of the London Criminal Justice Board through active participation at Borough Criminal Justice Groups.	Chief Crown Prosecutor Unit Heads	<ol style="list-style-type: none"> 1. Quarterly performance reports produced. 2. Biannual Borough Criminal Justice Group performance meetings held with resulting actions agreed. 	<ol style="list-style-type: none"> 1. Reduction in ineffective trials in the Crown Court to no more than 18.4% of all listed trials. 2. Reduction in ineffective trials in the magistrates' courts to no more than 30% of all listed trials. 3. Improved public confidence at borough level. 	NJG
1f. To increase confidence in secure e-mail between CJS partners.	Operations Director Sector Directors	<ol style="list-style-type: none"> 1. Training developed by August 2004. 2. Pilot on interface between CMS and secure e-mail by August 2004. 	<ol style="list-style-type: none"> 1. Reduction in ineffective trials in the Crown Court to no more than 18.4% of all listed trials. 2. Reduction in ineffective trials in the magistrates' courts to no more than 30% of all listed trials. 3. Improved public confidence at borough level. 	NJG

2 To strengthen the prosecution process: providing an independent prosecution service, working with the police from the outset of a case to its disposal; advising the police before charge; building and testing the strongest possible prosecution case and fighting that case fairly in the courts on behalf of the public.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PUBLIC SERVICE AGREEMENT TARGETS
2a. Working with the police from charge to disposal; to build and test the strongest case, free from bias.	Operations Director Sector Directors	<p>Operation Emerald will deliver:</p> <ol style="list-style-type: none"> 1. The Criminal Case Management Programme consisting of: <ul style="list-style-type: none"> • 9am – 5pm Statutory Charging to be implemented on a Sector basis between September 2004 and October 2004. • Effective Trial Management Project (ETMP) to be implemented by December 2005, and Borough single point of contact for Witness Care Units by end of Summer 2004 under the <i>No Witness No Justice project</i> (NWNJ). 2. The London Traffic Unit, by February 2005. 3. Conditional cautioning pilot by October 2004. 	<p>Overall outcomes:</p> <ol style="list-style-type: none"> 1. Reduction in ineffective trials in the Crown Court to no more than 18.4% of all listed trials. 2. Reduction in ineffective trials in the magistrates' court to no more than 30% of all listed trials. 3. Increase in early guilty pleas. 4. 15% reduction in discontinuance rates. 5. Contribution to VFM target. <p>Project Specific outcomes:</p> <ol style="list-style-type: none"> 1. Charging- integrated process with the police. 2. ETMP – reduction in the process time from charge to disposal. 3. Victims & witnesses are given a realistic case outcome. Improved services to victims and witnesses by linking the V&W support units to ETMP and service at court. 4. Traffic – rationalisation and streamlining of the prosecution process to the benefit of victims and defendants. 	All
2b. Effective management of the prosecution process so as to ensure VFM and successful outcomes at court.	Operations Director Chief Crown Prosecutor	<ol style="list-style-type: none"> 1. Publication of External Prosecutors project report by September 2004. 2. Implementation of External Prosecutors recommendations. 3. Development of specialist prosecutors. 4. Completion of an internal review of Graduated Fees Scheme by May 2004. 5. Implementation of recommendations from Graduated Fees Scheme review. 6. Formation of extended Special Casework Unit. 	<ol style="list-style-type: none"> 1. Increased use of in-house prosecutors. 2. Development of specialist prosecutors. 3. Reduction in numbers of returned briefs. 4. Graduated Fees paid within 20 days. 5. Transparent process for hiring of Counsel. 6. Feedback from community engagement activities to show increased knowledge and improved perceptions by them of the CPS. 	Confidence and VFM
2c. Effective devolution of key business processes and governance arrangements to geographical sectors.	Operations Director Sector Business Managers	<ol style="list-style-type: none"> 1. The governance arrangements will be supported by the performance framework and Service Level Agreements. 	<ol style="list-style-type: none"> 1. Effective performance management arrangements. 2. Effective governance arrangements. 3. Sector accountability. 	All

3 To be champions for justice and the rights of victims: assessing the needs of victims and witnesses and their likely evidence from the outset and throughout the life of the case, making sure their experience of CPS London and the CJS encourages them and others to come forward in future to play their part in bringing offenders to justice.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PUBLIC SERVICE AGREEMENT TARGETS
3a. Increasing the satisfaction of victims and witnesses, whilst respecting the rights of defendants.	Sector Directors	<ol style="list-style-type: none"> 1. Publication of British Crime Survey. 2. Linking to court witness surveys. 3. Review of performance measures for Direct Communications with Victims (DCV) scheme. 	<ol style="list-style-type: none"> 1. An increase in the proportion of people who believe that the CPS is doing a good or excellent job from 23% in 2002/03 as measured by the British Crime Survey. 2. Positive feedback from community groups. 3. Improved DCV performance. 4. Increased victim awareness of CPS role. 	Confidence
3b. Implementing the Proceeds of Crime Act 2002 and ensuring asset recovery is instigated in relevant cases.	Director Serious Casework	<ol style="list-style-type: none"> 1. Centralised database established. 2. London CJS Asset Recovery Delivery Plan and committee established by June 2004. 3. Additional guidance issued to staff as necessary. 	<ol style="list-style-type: none"> 1. 129 confiscation orders made under the Proceeds of Crime Act (POCA). 2. An increase in the proportion of people who believe that the CPS is doing a good or excellent job from 23% in 2002/03 as measured by the British Crime Survey. 	Confidence
3c. Ensuring full compliance with the Anti-Social Behaviour Order Act 2003.	Sector Directors	<ol style="list-style-type: none"> 1. A practitioner based training programme that is also accessible to our CJS partners developed by June 2004. 2. A prosecutor in every Unit trained to make ASBO applications by September 2004. 3. CPS prosecutors integrated into Borough ASBO Steering Groups by November 2004. 	<ol style="list-style-type: none"> 1. An increase in the proportion of people who believe that the CPS is doing a good or excellent job from 23% in 2002/03 as measured by the British Crime Survey. 	Confidence
3d. Ensuring delivery of improved service to victims and witnesses through the Witness Care Unit.	Sector Directors	<ol style="list-style-type: none"> 1. Interagency Protocol published through London Criminal Justice Board. 2. No Witness, No Justice project implemented. 	<ol style="list-style-type: none"> 1. Reduction in ineffective trials in the Crown Court by 18.4% and in the magistrates' courts by 30%. 2. Reduction in the number of ineffective trials due to witness non-attendance to no more than 20% of total ineffective trials. 3. All racially and religiously aggravated cases to be properly identified and prosecuted. 	Confidence

4 To inspire the confidence of the communities we serve in London: being visible, open and accountable for our decisions; responsive to the needs of the community and providing a valuable public service; seen as decision-makers who decide which cases should be brought to court and bring them to justice.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PUBLIC SERVICE AGREEMENT TARGETS
4a. Improving the level of public confidence in the Criminal Justice System, particularly that of minority ethnic communities.	Sector Directors	<ol style="list-style-type: none"> 1. Area Engagement Strategy updated by October 2004. 2. Systems established to collate and monitor employment data for the purpose of ensuring compliance with relevant legislation. 3. Continued community engagement internally, externally and across the CJS. 	<ol style="list-style-type: none"> 1. Public confidence increased. 2. Reduction in ineffective trials in the Crown Court to no more than 18.4% of all listed trials. 3. Reduction in ineffective trials in the magistrates' court to no more than 30% of all listed trials. 4. An increase in victims and witnesses prepared to come forward to give evidence. 	Confidence
4b. Meeting the requirements of the Disability Discrimination Act 1995 (Directive).	Operations Director Sector Directors	<ol style="list-style-type: none"> 1. Consultation with disability organisations. 2. Implementation of new legislation by October 2004. 3. Sector/Unit based Employment targets set by July 2004. 4. Ensure compliance with legislation. 	<ol style="list-style-type: none"> 1. Increase in the number of job applications from the disabled in line with CPS targets. 2. Increase placements and retention of disabled staff in line with CPS targets. 3. Improvement in the accessibility to CPS buildings. 	Confidence
4c. Working with partners of the London Criminal Justice Board to create an Independent Advisory Group (IAG).	Chief Crown Prosecutor	<ol style="list-style-type: none"> 1. Open transparent selection process used to identify IAG members. 2. IAG established. 	<ol style="list-style-type: none"> 1. Advice and guidance on CPS London policies and practices by representatives of London's communities. 2. Increased community consultation. 	Confidence
4d. To establish an effective communications strategy.	Head of Communications	<ol style="list-style-type: none"> 1. Communications strategy agreed by April 2004. 2. Implementation of communications strategy by June 2004. 	<ol style="list-style-type: none"> 1. Public confidence increased. 2. More knowledgeable and better-motivated staff. 3. Improved media coverage. 4. Improved support for community engagement. 	Confidence

5 To be renowned for fairness, excellent career opportunities and the commitment and skill of all our people: where everyone is treated on merit, where people of ability can rise to the top and where all our people are renowned for their commitment, skills and passion for justice.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PUBLIC SERVICE AGREEMENT TARGETS
5a. Increasing the number and utilisation of Higher Court Advocates (HCAs).	Operations Director	<ol style="list-style-type: none"> To identify lawyers for HCA training by April 2004. New HCAs trained by March 2005. 	<ol style="list-style-type: none"> Increase in number of HCAs trained and deployed. Increase in average savings per HCA session. 	All
5b. Increasing the number and utilisation of Designated Caseworkers (DCWs).	Operations Director Sector Business Managers	<ol style="list-style-type: none"> Traffic CJU fully operational by April 2005. Undertake external DCW recruitment exercise by June 2004. Recruit lawyers for Sidcup Traffic Unit by June 2004. 	<ol style="list-style-type: none"> Increase in percentage DCW time spent on core business. Lawyers deployed on more serious casework. Lawyers released to undertake pre-charge work resulting in improved performance outcomes. 	All
5c. Ensuring staff have the right skills to support delivery of our business strategy.	Operations Director	<ol style="list-style-type: none"> Completion of Personal Development Plans by May 2004. Completion of Area Learning and Development Plan by May 2004. Evaluation of Investors in People Action Plan by August 2004. Introduction of standard local induction processes by September 2004. 	<ol style="list-style-type: none"> Performance improvement. Delivery of business plan objectives. Achievement of Investors in People (IIP) accreditation by December 2004. 	Confidence and VFM
5d. Improving the effectiveness at all managerial levels.	Operations Director	<ol style="list-style-type: none"> To analyse and review previous management and development training. To conduct further management development in line with national strategy and local priorities. 	<ol style="list-style-type: none"> 20% improvement on results in staff survey on development issues. Management targets set in Performance Appraisal Reports (PARs) and achieved. Increased satisfaction of complaint resolutions. 50% decrease in Employment Tribunals. 	Confidence
5e. Improving the image of CPS London and becoming an employer of choice.	Operations Director	<ol style="list-style-type: none"> To internally publish data on all recruitment, retention, progression and training across ethnicity, Lesbian, Gay, Bisexual and Transgender, gender and disability. Staff survey results published by June 2004. 	<ol style="list-style-type: none"> 20% reduction in staff turnover. Minimal unplanned vacancy levels. Increase in the number of legal scholars in CPS London. 	Confidence
5f. Efficient use of CPS workforce.	Operations Director	<ol style="list-style-type: none"> Review of sickness management information and procedures by September 2004. Managers trained in performance management by December 2004. Managers trained in sickness management by February 2005. 	<ol style="list-style-type: none"> Overall reduction in the levels of sickness absence in line with CPS targets. Poor performance demonstrably managed through the performance appraisal system. 	VFM



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