



**Crown Prosecution
Service London
Area Business Plan
2005-06**



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

London's business plan for 2005/06 focuses on the service that we intend to deliver in the coming year. This plan sets out clear proposals and actions towards each of the six objectives that underpin our vision:

- Strengthens the prosecution process
- Champions justice and the rights of victims
- Inspires the confidence of the communities we serve
- Drives change and delivery in the CJS
- Is renowned for fairness, excellent career opportunities and the commitment and skills of all our people
- Is developing a strong capability to deliver

We continue to concentrate on those actions we can undertake as an organisation to make a difference; 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.

This year we want to maintain and improve the statutory charging scheme. We now have lawyers and administrators working in police stations throughout London deciding charges and advising the police.

We will also continue to improve our service to victims and witnesses through the No Witness, No Justice programme, working closely with colleagues in the criminal justice system.

Our community engagement activity and commitment to prosecute hate crimes and antisocial behaviour vigorously, will assist in inspiring the confidence of the communities we serve. A further boost will come from the establishment of a dedicated specialist fraud service to handle the Area's fraud cases, in addition to fraud cases from across the country.

All of this will be delivered against a backdrop of improved governance, efficiency and forward planning due, in no small part, to 100% in-house coverage of Magistrates' Courts by our own Crown Prosecutors and by the establishment of new, Borough focused, Prosecution Service Teams.

Ultimately, though, criminal justice is a people business. Its effectiveness is dependent on the people working within it. We will continue to develop our staff so that they can be confident to meet the challenges ahead. We will give them the tools they need for the job – training to develop our Higher Court Advocates and first-class IT to support case management and progression.

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 1,200 people.

CPS London is the largest and most diverse CPS Area currently employing just over 1,200 members of staff. Unlike other Areas, CPS London receives work from three police services; the Metropolitan Police, 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. 66% of our staff are women, 18.5% (men and women) work part time, 31% of our staff are from a minority ethnic background and 3.8% are disabled.

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 & East, South and West and a fourth non-geographical sector, Serious Casework.

CPS London North & East Sector is led by Sector Director Wendy Williams, who is supported by Sector Business Manager Steve Pople. This Sector deals with work from twelve Boroughs: Barking & Dagenham, Camden, City of London, Enfield, Hackney, Haringey, Havering, Islington, Newham, Redbridge, Tower Hamlets and Waltham Forest. They prosecute cases in all the Sector Magistrates' Courts and three Crown Courts: Snaresbrook, Southwark and Wood Green.

CPS London South is led by Sector Director Simon Clements, who is supported by Sector Business Manager Clare Toogood. This Sector deals with work from eight Boroughs: Bexley, Bromley, Croydon, Greenwich, Lambeth, Lewisham, Southwark and Westminster. The Sector is also responsible for the pan-London Traffic Prosecution Service and Youth cases for thirteen London Boroughs. They prosecute cases in all the Sector Magistrates' Courts, including the Youth Courts at Camberwell, Thames, West London and Balham. They also prosecute in four Crown Courts: Inner London, Middlesex, Croydon and Woolwich.

CPS London West is led by Sector Director Nazir Afzal, who is supported by Sector Business Manager Bob King. This Sector deals with work from thirteen Boroughs: Brent, Barnet, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow (including Heathrow Airport), Kensington & Chelsea, Kingston-upon-Thames, Merton, Richmond-upon-Thames, Sutton and Wandsworth. They prosecute cases in all of the Sector Magistrates' Courts and additionally at four Crown Courts: Blackfriars, Harrow, Isleworth and Kingston.

CPS London Serious Casework Sector is led by Sector Director 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, handles police complaints and is responsible for the prosecution of cases at the Central Criminal Court including all London homicide cases. In 2005/06 the Sector will take on responsibility for fraud cases in England and Wales.

CPS London Area Headquarters is led by Lesley Burton, Operations Director for CPS London. Her team directly supports the Chief Crown Prosecutor in addition to providing strategic and operational administrative support, advice and guidance to the London Board and the Sectors. They are responsible for development of the Area's Equality and Diversity policies, management of pan-London projects, business improvement, implementation of the Area performance management framework, Area planning, resourcing and communications. She is also responsible for overseeing the management of requests under the Freedom of Information Act 2000.

CPS London staff are now permanently located in 67 locations in London including 45 police stations and we are collocated with the police at Marlowe House (Sidcup), the London Traffic Operational Command Service.

The Area Business Plan for 2005-06 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 No Witness, No Justice (NWNJ) initiative successfully, ensure our staff are able to obtain the business benefits of the networked case tracking system COMPASS 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.

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The Area Business Plan for 2005-06 sets out the CPS London contribution to the aims and objectives of the criminal justice system as a whole

National CPS vision and strategy

The CPS aims to be a world-class, independent prosecuting authority, at the heart of the criminal justice system, providing a valued public service that meets the needs of victims and communities, makes a real difference to the lives of local people and helps to build a fairer and more decent society. This is a Service that:

- **Strengthens 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.
- **Champions 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.
- **Inspires 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.
- **Drives change and delivery in the CJS:** as a self-confident leader, influential in delivering local criminal justice, in shaping the CJS of the future and in delivering the Government's PSA targets.

- **Is renowned for fairness, excellent career opportunities and the commitment and skills 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.
- **Is developing a strong capability to deliver:** by securing value for money and efficiencies to reinvest in frontline prosecution services.

Public Service Agreement targets (PSA)

The SR 2004 settlement brings revised PSA delivery targets. Between 2005-08, the CPS will continue to work closely with the police and courts and Office of Criminal Justice Reform and Department of Constitutional Affairs to:

1. Improve the delivery of justice by increasing the number of crimes for which an Offender is Brought to Justice to 1.25 million for 2007-08 (OBTJ).
2. Reassure the public, by reducing the fear of crime and anti-social behaviour, and building confidence in the Criminal Justice System without compromising fairness (Confidence).

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 2005-06 to assist delivery of these shared targets.

CPS LONDON KEY PRIORITIES FOR 2005-06

1 STRENGTHENING 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	TARGETS & OUTCOMES	PSA TARGETS
<p>1a. Delivering charging arrangements in partnership with the police.</p> <ul style="list-style-type: none"> Evaluation of current service. Feasibility of taking over out of hours service currently supplied by CPS Direct. 	Operations Director Sector Directors	<ol style="list-style-type: none"> Evaluation Report by end of August 2005. Feasibility study by end of March 2006. 	<ol style="list-style-type: none"> Increase in early guilty pleas. 16.3% discontinuance rate for pre-charge decisions in the Crown Court and 10.2% discontinuance rate in the Magistrates' Court. Increase in guilty plea rate of 70.1% in Magistrates' Court and 54.5% in the Crown Court. Reduction in unsuccessful outcomes in the Crown and Magistrates' Court to 20%. Reduction in the process time from charge to disposal of a case. Better prepared cases. Reduction in cracked and ineffective trials. Improved inter-agency relationships. Processes and resources established prior to implementation of the statutory arrangements are compliant, robust and sustainable. Improved information for victims and witnesses. Increase in public confidence. Increase in recording of ethnicity and gender data of defendants/victims on COMPASS Case Management System (CMS) to achieve consistency. 	OBTJ
<p>1b. Taking forward an advocacy strategy for designated caseworkers (DCWs), and higher court advocates (HCAs).</p> <ul style="list-style-type: none"> Working closely with courts to improve scheduling, enabling better use of HCAs and DCWs. 	Operations Director	<ol style="list-style-type: none"> Develop and implement a Higher Court Advocates strategy by end of April 2005. Establish a dedicated HCA "Pathfinder" court in each Sector by end of April 2005. Central Criminal Court HCAs to act as juniors in murder cases by December 2005. Increase the use of DCWs in the Magistrates' Courts to 8% by March 2006. 100% in-house Magistrates' Court cover. Monitoring the diversity of training applications and appointments for HCAs. 	<ol style="list-style-type: none"> 4,000 HCA sessions in Crown Court. Increase in average savings per HCA session. Each Sector to have one dedicated full-time HCA team. Dedicated administrative support team will co-ordinate and monitor all HCA work within the court and liaise with the court listing office to derive optimum listing. Development of our own staff and increasing capability of CPS London's trial advocacy, will result in a decrease in the use of external prosecutors. Increase DCW sessions by 8% of all Magistrates' Court sessions. Lawyers deployed on more serious casework. More efficient scheduling practices at court centres. A diverse pool of advocate trainee and advocate appointments in CPS London. 	OBTJ & Confidence
<p>1c. Strengthening the prosecution of serious crimes.</p> <ul style="list-style-type: none"> Cadre of Serious Casework Lawyers, handling substantial volume of such work generated by the Specialist Crime Directive at New Scotland Yard. Serious Casework Lawyers allocated to particular Crown Courts, providing specialist advice when required. Establish a service dealing with all serious fraud in England and Wales not dealt with by the Serious Fraud Office (SFO). 	Serious Casework Director	<ol style="list-style-type: none"> List of allocated specialists to be made available in the Area, by the end of April 2005. Sector Operational Champions collate and submit Proceeds of Crime Act (POCA) returns on a monthly basis to the POCA Delivery Unit. JARD (Joint Asset Recovery Data Base) training to be completed by March 2006. Explore possibilities of collocation with City Police and the Serious Fraud Office by October 2005. 	<ol style="list-style-type: none"> Experienced lawyers, involved for the duration of the case, providing early advice, charging decisions, prosecution tactics and liaising with foreign counterparts. Effective use of Serious Casework Lawyers. Serious Casework Lawyers as HCAs, trainers, policy advisers and an Area resource of specialist lawyers. Inspectorate guidelines on POCA met. Monetary percentage of assets seized is returned to the CJS. POCA data on JARD shared with CJS partners. Increase in public confidence as perpetrators assets are confiscated. Achieve 240 confiscation orders with value of £10,706,944. A service dedicated to fraud. Specialists located together to deal with all CPS fraud work. 	Confidence

1 STRENGTHENING THE PROSECUTION PROCESS: continued

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	TARGETS & OUTCOMES	PSA TARGETS
<p>1d. Embedding the use of COMPASS to track, manage and build cases.</p>	Operations Director Sector Directors	<ol style="list-style-type: none"> 1. COMPASS Case Management System (CMS) refresher training for all London staff available until September 2005. 2. Customer Relations Managers to visit Services to assist with bespoke role specific training until September 2005. 3. Hold targeted one week count of specialist cases to provide a snapshot of flagging on COMPASS, on a quarterly basis. 4. Domestic violence training for operational staff by March 2006. 5. Regular co-ordinator meetings to address data recording issues. 	<ol style="list-style-type: none"> 1. Improved usage of CMS in the Area. 2. Improved qualitative and quantitative information. 3. Improvement in usage figures. 4. 90% of indictments prepared using CMS. 5. 60% of full file reviews prepared using CMS. 6. Hate crime data collated, analysed and shared with CJS partners. 7. Increased efficiency in terms of resource time spent validating data. 8. To achieve a level of recording of ethnicity and gender data to at least 70%. 9. To achieve a level of recording of hate crimes to at least 90%. 10. Increase in data recording of ethnicity and gender of suspects/defendants. 	OBTJ & Confidence
<p>1e. Effective Trial Management Programme (ETMP).</p>	Operations Director	<ol style="list-style-type: none"> 1. ETMP to be rolled out to every Service in London by March 2006. 2. Established Borough Case Progression Officers by March 2006. 3. Narrowing the gap between the best and worst performing Boroughs by March 2006. 	<ol style="list-style-type: none"> 1. Narrowing the Justice Gap by reducing the number of ineffective trials. 2. More effective case management through the introduction of Case Progression Officers. 3. Named individuals responsible and accountable for case progression. 4. Improved progression from the point of charge to trial or earlier disposal. 5. Prosecution receives information from police and defence at an early stage. 6. Controlled monitoring points in case progression. 7. Courts able to conduct effective trials on the scheduled day. 8. Victims and witnesses only attend court when necessary, without undue waiting time. 9. Prosecution ready and able to prove case in defendant's absence. 10. Improved communication and processes in all CJS agencies. 11. Increased public confidence through improved witness care and case preparation. 	OBTJ & Confidence
<p>1f. Increasing the prosecutors' role in sentencing</p>	Chief Crown Prosecutor Sector Directors	<ol style="list-style-type: none"> 1. Increase the use of HCAs in the Crown Court by March 2006. 2. All lawyers to have attended the Mini Advocacy Trial course by March 2006. 3. London HCA Forum, meet every six weeks. 4. New sentencing provision in the Criminal Act 2003 disseminated to all lawyers by October 2005. 	<ol style="list-style-type: none"> 1. Raise the profile of the CPS in the Magistrates' and Crown Courts. 2. Lawyers are prepared and trained as HCAs. 3. Effective presentation of cases and cross-examining witnesses. 4. Develop lawyer skills, offering further learning and development opportunities. 6. Improve confidence in the CJS. 	Confidence
<p>1g. Embedding and developing the use of JTrack across the Area.</p> <ul style="list-style-type: none"> • Each Sector to have a named member of staff responsible for monthly updating of JTrack. 	Sector Directors	<ol style="list-style-type: none"> 1. Up to date monthly statistics available for use by CJS agencies. 	<ol style="list-style-type: none"> 1. Increased accuracy of JTrack data. 2. Improvement in the accuracy of Street Crime data. 3. One point of contact for each Sector. 4. Performance data on PPOs. 	OBTJ
<p>1h. Review and update the system of engagement of External Prosecutors</p>	Operations Director Chief Crown Prosecutor	<ol style="list-style-type: none"> 1. Project Board and Steering Group to be established to take forward recommendations of External Prosecutors Project Review by the end of June 2005. 2. Evaluate consistency and fairness across all sections of the project by March 2006. 	<ol style="list-style-type: none"> 1. Establish a new, fair and non-disproportional grading system. 2. Chambers instructed by CPS London are able to demonstrate strong diversity practices. 	Confidence

2 CHAMPIONING JUSTICE AND THE RIGHTS OF VICTIM: 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 CJS encourages them and others to come forward in future to play their part in bringing offences to justice.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PSA TARGETS
2a. Improving victim and witness care arrangements.	Sector Directors	<ol style="list-style-type: none"> Aligning a CPS Witness Care Officer to each Borough by 31 December 2005. Monitoring of the selection and recruitment process of Witness Care Officers. Implementing the minimum requirements of No Witness, No Justice by 31 December 2005, which includes ensuring that all civilian witnesses: <ul style="list-style-type: none"> are provided with a single point of contact throughout the case. have an initial needs assessment undertaken for all civilian victims and witnesses when they give their statement. are given a full needs assessment for all civilian victims and witnesses in cases where a not-guilty plea is entered. are provided with outcome and sentence information and thanked for their contribution are kept informed of the progress of the case. Duty Prosecutors will ensure that witness issues and diverse needs are considered at the point of charge. Compliance with the Code of Practice for Victim and Witness Care, by November 2005. Implement a community engagement strategy to review performance and user satisfaction by March 2006. Good practice in victim and witness care is shared across the Area by March 2006. 	<ol style="list-style-type: none"> Reduce cracked and ineffective trials due to witness issues. Increase the number of effective trials. Victim and witness satisfaction, including diverse groups, increases. Increase the rate of witness attendance at court. Increase the number of Victims Personal Statements. Increase the number of appropriate Special Measures Applications, made and granted. Increase the number of referrals to Witness Service and other support services. Increase the number of Pre-Trial Court Visits undertaken. Increase the number of victims given other support such as transport, childcare and diverse needs. Victims and witnesses receive a consistently high quality service. Victims and witnesses who require practical and emotional help are referred to relevant services. Victims views are sought and used throughout the process. The needs of vulnerable or intimidated witnesses are identified; victim and witness intimidation is reported. CJS joint working approach for the improvement in the experience of victims and witnesses attending court. The needs of victims of domestic violence are met and repeat victimisation is tackled. CPS requirements are implemented and met under the Domestic Violence joint service level agreement. 	Confidence
2b. Strengthening the prosecution of hate crimes and crimes of domestic violence.	Chief Crown Prosecutor Sector Directors	<ol style="list-style-type: none"> New Service Level Agreement (SLA) on Domestic Violence (DV) crimes to be implemented/agreed by June 2005. London Area Domestic Violence Audit to be completed by 14th June 2005. DV SLA to be displayed in all CPS London Charging Centres and custody suites by August 2005. Quarterly reporting on performance on DV cases from the end of April 2005. Hate Crime data such as Racial Incident Data (RIDs), DV and Homophobic Crime data to be analysed, assessed and shared with CJS partners, community groups and fora within the Boroughs on a monthly basis. Each London Prosecution Service to report on a monthly basis, their community engagement activity and feedback mechanism to be implemented. Sector Directors to champion Hate Crime policy across their Sectors by the end of April 2005. Each London Prosecution Service to appoint Hate Crime Champions in Racist and Religiously Aggravated Crime, DV and Homophobic Crime to act as Service experts, by the end of April 2005. Each London Prosecution Service Co-ordinator to have job descriptions and performance objectives for their speciality that incorporates these duties as core business by the end of April 2005. 	<ol style="list-style-type: none"> Improved staff understanding and knowledge. DV SLA easily accessible to a wider audience. Reduction in the attrition rate of hate crimes by 40%. 40% reduction in unsuccessful outcomes of hate crimes. Reduce disparity of outcomes of hate crimes in comparison to comparable crimes. Improved confidence in the CJS. Improved public confidence at community and Borough level. 	Confidence

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 offences to justice.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PSA TARGETS
3a. Developing and delivering a community engagement strategy that focuses on outcomes and raising awareness and confidence in CPS London.	Equality Diversity Unit	<ol style="list-style-type: none"> 1. Implement National Community Engagement Strategy by March 2006. 2. Distribute draft 2005-8 Race Equality Scheme (RES) to community organisations for comment by September 2005. 3. Invite community speakers on a biannual basis to RIDS/DV/Homophobic Crime Co-ordinator group meetings. 4. Circulate Borough Profiles for consultation by the end of April 2005. 5. Update CPS London's Community Engagement Database on a quarterly basis. 6. CCP Chair of London's Equality Commission. 7. To establish a process for all teams to feedback on community engagement activity and receive guidance and advice on targeting and priority setting. 	<ol style="list-style-type: none"> 1. Increase in targeted and effective community engagement activity across London. 2. Raising the profile of CPS London within local community. 3. Actively seeking the views of the local community to shape our policies and respond to their concerns. 4. Increasing the number of crimes for which an offender is brought to justice. 5. Successful reporting against the community engagement measure, which in summary is: <ul style="list-style-type: none"> • Level 1 – Foundations in place, including activities set out in the Area Business Plan. • Level 2 – Community engagement underway, with a diverse range of groups. • Level 3 – Evidence of feedback mechanism to evaluate satisfaction of participants and results of engagement. Action from evaluation to lead to improvements. 	Confidence & OBTJ
3b. Introducing statutory equality schemes for race, disability and gender.	Equality Diversity Unit	<ol style="list-style-type: none"> 1. Contribute to development and implementation of 2005-8 RES Scheme by September 2005. 2. Participation and representation on HQ RES Scheme Project Board by March 2006. 3. Assist Equality Diversity Unit/HQ Project Board on development of updated disability and gender equality schemes by March 2006. 4. Update the Equality & Diversity Action Plan for London Area to include implementation of revised equality schemes by May 2005. 	<ol style="list-style-type: none"> 1. London focused measures and impact assessments. 2. Increased confidence in CPS equality measures. 	Confidence
3c. Develop and implement an outcomes based approach to equality and diversity	Equality Diversity Unit	<ol style="list-style-type: none"> 1. Quarterly analysis of hate crime data and comparison to MPS data to identify trends. 2. Set and review a hate crime outcome target by May 2005. 3. Examine input information on COMPASS following the 'tick or two' campaign by April 2005. 4. Develop generic Borough Crown Prosecutor objectives to focus on hate crime outcomes by the end of April 2005. 5. Adopt and implement consistent job descriptions for Hate Crime Co-ordinators by the end of April 2005. 6. Review NWNJ process and outcomes, ensuring there is no significant disparity in victim and witness care by March 2006. 7. Implement quarterly review data collation processes in the following areas; hate crime, community engagement, learning and development, COMPASS and NWNJ satisfaction by March 2006. 8. Sector EDOs to have generic objectives to focus on PI measures and projects by June 2005. 9. EDOs to regularly assist Sectors in their reporting on both the specific equalities measures and the equalities aspects of wider measures. 	<ol style="list-style-type: none"> 1. Improve confidence in the accuracy of CPS data. 2. Increase confidence in CPS London's commitment to its hate crime policies. 3. Increased use of CMS data monitoring to inform target setting. 4. Increased confidence in CPS London's commitment to victim and witness care. 5. Reduction in victim and witness drop out rate. 6. Increased public confidence measures in CJS. 7. Increased staff confidence in fairness of opportunity to encourage a more diverse workforce. 	Confidence

3 TO BE CHAMPIONS FOR JUSTICE AND THE RIGHTS OF VICTIMS: continued

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PSA TARGETS
<p>3d. Complying with the requirements of the Freedom of Information Act.</p>	Operations Director	<ol style="list-style-type: none"> 1. The system for handling FOIA requests will be monitored and evaluated by January 2006. 	<ol style="list-style-type: none"> 1. Staff deal with FOIA requests in accordance with the legislation. 2. The Area achieves a reputation for operating fairly and with transparency. 	Confidence
<p>3e. Tackling anti-social behaviour through the courts.</p>	Sector Directors	<ol style="list-style-type: none"> 1. All CPS London lawyers to receive Anti-Social Behaviour Order (ASBO) training by October 2005. 2. 'Full List' ASB Response Courts in designated trailblazer and action areas by March 2006. 3. London ASB Prosecutor conducting personal consultation with business leaders regarding their ASB concerns, from May 2005. 4. Multi-agency training in co-operation with Metropolitan Police from April 2005. 5. Regular monitoring by equality groups to identify who receives ASBOs and the type of offence. 	<ol style="list-style-type: none"> 1. Increase in the number of ASBOs. 2. Increase in community engagement and public confidence. 3. Consistency in sentencing standards. 4. Tackle any unjustifiable dis-proportionality in those receiving ASBOs following an analysis of at least one full years data. 	Confidence
<p>3f. Strengthening and improving communications.</p> <ul style="list-style-type: none"> • Promote a new image for CPS London. • Communicate effectively with local communities through local and national media. • Ensuring CPS London has a high profile and standing in the local community. • Ensure that Equality and Diversity is threaded through the new image of CPS London. • Promote opportunities for joint working between all London's CJS communications teams. 	Head of Communications	<ol style="list-style-type: none"> 1. London Board members to agree their roles as ambassadors by April 2005. 2. Evaluation of Board activity and rollout to Prosecution Team Leaders by December 2005. 3. Development of CPS London website site to include dedicated Sector pages, by March 2006. 4. Establish a strategic diary and plan of all CJS events by July 2005, enabling joint media initiatives to be planned at least once a quarter by August 2005. 5. Community based thematic events to be held during the year. 	<ol style="list-style-type: none"> 1. Increased public confidence. 2. More knowledgeable and better motivated staff. 3. Media coverage developed to support senior level communications activity (i.e. targeted). 4. Higher profile for CPS London amongst key audiences. 5. Feedback and evaluation mechanisms used to inform future planning. 	Confidence

4 DRIVES CHANGE AND DELIVERY IN THE CJS: as a self-confident leader, influential in delivering local criminal justice and in shaping the CJS of the future.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PSA TARGETS
<p>4a. Working with CJS partners to improve local performance.</p> <ul style="list-style-type: none"> • Forging partnerships with other agencies and organisations. • Ensure appropriate interventions. • Deliver effective and relevant justice. 	Chief Crown Prosecutor	<ol style="list-style-type: none"> 1. London Performance Management Team targeting support at Borough level to meet London Criminal Justice Board (LCJB) PSA targets by March 2006. 2. CCP and Operations Director attend the monthly LCJB. 3. Operations Director attends the monthly LCJB Executive Secretariat meetings. 4. Participation and representation on LCJB taskforce to develop action plan to improve confidence and communication for staff and the community we serve. 5. In conjunction with the courts, reviewing scheduling for the Area. New scheduling practices to be in place by July 2005. 6. National Strategy Police Information System (NSPIS), a police IT system that interfaces with CPS IT system. To be rolled out in a two-phased approach in London. Phase 2 starting in December 2005. 7. Computer Court Links project is ongoing, all Magistrates' Courts to be connected by March 2006. 8. CCTV Forum holding interagency workshops from April 2005. 9. Multi-agency disclosure training running to March 2006. 10. Faith in Justice Conference in June 2005. 11. Multi-agency 'Inside Justice Week 2005', focusing on youth/schools involvement, in October 2005. 12. Exchange of Hearing Information by Information Technology (Xhibit), a Crown Court IT system, which gives CPS access to court hearing data. To go live pan-London by September 2006. 13. Restorative Justice Diversion Research Project from 2005 to 2006. 	<ol style="list-style-type: none"> 1. Increase the number of Offences Brought to Justice (OBTJ) to 160,205. 2. Reduction in the ineffective trial rate in the Magistrates' Court to 25% of all trials and in the Crown Court to 16.5%. 3. Increased public confidence in the CJS, demonstrating a 6% increase in London's public confidence levels, including that of minority ethnic groups, by 31st March 2006. 4. To achieve an average time of 71 days from arrest to sentence for persistent young offenders. 5. Achieve 16.6% sanction detection rate. 6. Improved communication and understanding between different CJS agencies. 7. Improved communication and understanding with London communities. 8. CPS London influencing the shape of new legislation to ensure success and improvements within the CJS. 9. Improved court scheduling arrangements across the Area, enabling DCWs to be fully deployed at court. 10. Exchange of electronic data within the CJS, enabling quicker, more accurate data and processes. 11. Uniformity of data across the CJS agencies. 12. Providing opportunities for the local community to give their views on the CJS, increasing public confidence. 13. Xhibit provides access to online information about case outcomes, which will enable victims and witnesses to be better informed. 14. Measure re-offending rates and victim benefits and satisfaction after Restorative Justice. 	OBTJ & Confidence

5 BEING 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.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PSA TARGETS
5a. Developing and delivering prosecutor and administrative workforce strategies.	Head of Human Resources	<ol style="list-style-type: none"> 1. CPS London Human Resources Strategy to be drafted by the end of April 2005. 2. Review quarterly Employment Equality Data and implement action around recommendations, including action to address equality and diversity under representation, where identified. 3. Implement Disability Confidence training recommendations for managers, by September 2005 arising from the Employment Equalities Report. 4. Review Human Resources monitoring systems and implement action around recommendations on a quarterly basis. 5. Review Learning and Development monitoring information on a quarterly basis to assess any disparity in access to training. Implement action around any recommendations made. 6. Staff survey action plan produced by April 2005. 7. Implement staff survey recommendations in full by March 2006. 8. Provide guidance on new employment regulations i.e. circulate information regarding the Gender Assignment Act by May 2005. 9. Track HCA deployment to monitor staff equality, activity and outcomes, including tracking of case distribution, on a quarterly basis. 10. Review DCW usage in December 2005. 11. Completion of Personal Development Plans by May 2005. 12. Completion of Area Learning and Development Plan by April 2005. 13. Staff Appraisal Workshops to be held until August 2005. 14. Common Management Standards to be introduced by April 2005. 15. Training for managers in sickness management procedures by July 2005. 16. Managers trained in performance management by December 2005. 17. Guidance and coaching for managers on a range of issues to include performance management, flexible working and staff mobility from April 2005. 	<ol style="list-style-type: none"> 1. Improved staff morale. 2. Confirmation that all staff are treated fairly. 3. Targeted action to address Area concerns and improves fairness of opportunity. 4. Staff satisfaction increased in the next survey. 5. Increased staff awareness of their rights and duties under new employment regulations. 6. CPS London has a workforce reflective of the public it serves. 7. Skills and experience of staff are utilised. 8. Performance improvement. 9. Delivery of business plan objectives. 10. 20% improvement in lay staff survey satisfaction. 11. Overall reduction in sickness absence levels in line with CPS target of 8 days. 12. Poor performance demonstrably managed through the performance appraisal system. 	Confidence
5b. Continuation of the Law Scholarship Scheme.	London Head of Training & Development	<ol style="list-style-type: none"> 1. Applications to be submitted by 29th April 2005. 2. Impact assessment to be completed on allocation of scholarships by June 2005. 	<ol style="list-style-type: none"> 1. Support and sponsorship for employees to train in law. 2. High quality career development opportunities for all staff. 3. 'Grow' our own lawyers for the future who come from a diverse range of backgrounds. 	Confidence

6 DRIVES CHANGE AND DELIVERY IN THE CJS: as a self-confident leader, influential in delivering local criminal justice and in shaping the CJS of the future.

CONTRIBUTION	ACCOUNTABILITY	KEY MILESTONES	OUTCOMES	PSA TARGETS
6a. Developing stronger governance arrangements that engage more frontline managers and leaders to improve corporate decision-making, risk management, planning, delivery and change.	Chief Crown Prosecutor Operations Director	<ol style="list-style-type: none"> 1. District Crown Prosecutors (DCPs), on a rotational basis, to attend monthly London Board meetings from April 2005. 2. Quarterly meetings with all DCPs. 3. London Board to agree revised governance arrangements by September 2005. 4. Trained project managers ensure the delivery of major projects in London. 5. Qualified accountants allocated to each London Sector. 6. Training to support management development such as planning, engagement and risk in Sectors. 7. Key decisions made at the London Board to be regularly communicated to staff through Capital E News. 	<ol style="list-style-type: none"> 1. Managers involved in making key decisions. 2. Effective governance arrangements. 3. Delivering through effective programme and project management. 4. Improved planning and performance management arrangements. 5. Sector accountability. 6. Developmental opportunity i.e. for managers. 	OBJT & Confidence
6b. Securing greater efficiencies and value for money in support services.	Operations Director Sector Business Managers	<ol style="list-style-type: none"> 1. Fully costed budget plan, including staff targets from April 2005. 2. Sector management meetings every six weeks and Board reports issued every month. 3. Engage front line managers, support managers and HQ managers regarding GAE costs, from April 2005. 4. New initiatives/work fully costed and impact assessed before undertaking, from April 2005. 5. Review existing processes such as front line, secretariat and project management by September 2005. 6. Launch a training programme aimed at frontline staff, starting July 2005. 7. Monthly Management Reports and other reports adapted to a discernable format, from July 2005. 8. Link Performance Appraisal Reports to budgetary management, from April 2005. 9. Current procedures and guidelines for high cost cases reviewed and updated by April 2005. 10. Standardised logs (for high cost cases, graduated fee scheme and accounts payable), in place by April 2005 and reviewed on a monthly basis. 11. Provide reconciliation report on a quarterly basis to ERPB. 12. Applying the Bar Standard and invoking the 30 day rule for Agents and 90 day rule for Counsel. 	<ol style="list-style-type: none"> 1. Deliver a balanced budget, meeting Area objectives. 2. Proactive monitoring of the budget plan with all managers, swift corrective action undertaken for variances. 3. All new work planned and costed. 4. Streamlined processes, providing more clarity and certainty. 5. Specialised skills provide support and information to managers. 6. Transference of skills to frontline staff. 7. Data presented to managers in an accessible format. 8. Standardisation across the Area and more accurate cost data produced. 9. Joined up working with External Resources Performance Branch. 10. Minimal backlog of Graduated Fee Scheme cases. 11. Minimum levels of fees backlog. 12. Value for money achieved. 13. Improved public confidence particularly with supplies of service. 	Confidence
6c. Relocation of CPS London's training and recruitment facilities from Portland House.	Operations Director	<ol style="list-style-type: none"> 1. Business case and evaluation to be completed by the end of April 2005. 2. Secure new premises and relocate by November 2005. 	<ol style="list-style-type: none"> 1. Better use of CPS London estate. 2. Facilities closely located to the staff. 	Confidence
6d. Scoping a possibility of a collocated team at Bexley Police Station.	South Sector Business Manager	<ol style="list-style-type: none"> 1. Feasibility study by September 2005. 	<ol style="list-style-type: none"> 1. Efficient working. 2. Closer geographic proximity. 3. Reduction of duplication. 	Confidence
6e. Cooperage Accommodation Project.	South Sector Business Manager	<ol style="list-style-type: none"> 1. Furniture at the Cooperage office to be replaced as part of the Capital Furniture Replacement Programme by June 2005. 2. Preference exercise criteria to be set and implemented. 	<ol style="list-style-type: none"> 1. Improved working environment. 2. More efficient use of floor space. 3. Improved staff morale. 	Confidence



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