

The background of the slide is a nighttime photograph of the London skyline. On the left, the illuminated dome of St Paul's Cathedral is prominent. To the right, the modern glass skyscraper of the Shard stands out against the dark sky. The River Thames flows in the foreground, with several bridges and boats visible. The city lights create a warm, golden glow that reflects on the water.

# CPS London Area Business Plan 2006-07



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# FOREWORD



**Dru Sharpling**  
CPS London Chief Crown Prosecutor

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

Londoners want and deserve a prosecution service that is confident, strong and independent. Where decisions on whether to prosecute are taken with fairness, impartiality and integrity so that the service always aims for safe convictions in which the public can have confidence and which deliver justice for victims, witnesses, defendants and the public.

CPS London is at the heart of the Criminal Justice Service, working with its partner agencies to provide 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.

The theme for CPS London for the coming year will be about service – the service we intend to deliver for the people of London and the service we will provide with, and to, our criminal justice partners.

CPS London has an ambitious change programme underway to become a world-class prosecution service and has made considerable progress, earning a reputation for delivery and contributing to the reform of the Criminal Justice Service.

Pro-active case management for the full life-cycle of a case is key to the continued delivery of our performance improvements; beginning with accurate and robust charging decisions; regular review of cases with criminal justice partners; good liaison with victims and witnesses; right up to the prosecution of the case in all courts by our own prosecutors.

We will continue to concentrate our resources 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 their Criminal Justice Service.

# INTRODUCTION

**This is a challenging year for CPS London, ahead of us lies the 21st Century Justice Review – Delivering Simple, Speedy, Summary Justice, Police Reform, implementing the Victims Code and embracing any new criminal justice legislation.**

CPS London is moving forward and the service we aim for will provide:

- Leadership support for all charging decisions to ensure responsibility for a case is taken by our staff right from the start;
- More Designated Caseworkers deployed to prosecute in Magistrates' Courts;
- Higher Court Advocates to take on more contested high volume cases at the Crown Court;
- A Witness Management System supported by IT with access for all our staff to update data, enabling timely information to support victims and witnesses; and,
- Close working with London communities to ensure our service is tailored to meet local and diverse needs.

We will be working closely with our London Criminal Justice Service partners during 2006-07 to deliver the Public



Service Agreement targets for the Criminal Justice Service for 2005-08:

- 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 (Offenders Brought To Justice); and,
- Reassure the public, by reducing the fear of crime and anti-social behaviour, and building confidence in the Criminal Justice Service (Public Confidence).

The CPS London Area Business Plan 2006-07 sets out CPS London's contribution to the aims and objectives of the London Criminal Justice Service as a whole, the delivery of the Public Service Agreement and CPS business priorities. We will be assessing and managing the risks to delivery of the service improvements detailed – see Risk Register at Annex B.

CPS London is the largest and most diverse CPS Area currently employing more than 1,400 members of staff. Unlike other Areas, CPS London receives work from three police services the Metropolitan Police, City of London Police and British Transport Police, in addition to other specialised forces such as the Ministry of Defence Police. Our work force is very diverse to reflect the make up of the London community we serve: 66% of our staff are women; 18.9% (men and women) work part time; 32.43% of our staff are from a minority ethnic background and 3.58% have declared a disability. CPS London staff are now permanently located in 68 sites in London, including 45 police stations and in a co-located office with the Metropolitan Police for the London Traffic Prosecution Service.

CPS London spans all 33 London Boroughs (including the City of London)

and is led by a Chief Crown Prosecutor 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 two non-geographical sectors, Serious Casework and the Fraud Prosecution Service. See Chart at Annex A for the London Board, Governance arrangements and the Sector structures.

This year's plan flows from the overarching Criminal Justice Public Sector Agreement targets shown above and the National CPS Plan. It sets out what work will be undertaken this year. For the first time it uses a format that will identify in simple terms, what we as a service will need to do both **more** and **less** of and what we need to do **quicker** and **better** to achieve our aims.

**Lesley Burton**  
Operations Director

# KEY SERVICE AIMS

## Key Service aims are:

- Strengthening the prosecution process to bring offenders to justice;
- Championing justice and the rights of victims;
- Inspiring the confidence of the communities we serve;
- Driving change and delivery in the criminal justice system;
- Being renowned for fairness, excellent career opportunities and the commitment and skills of all our people;
- Building a strong capability to deliver.

The 2006-07 business priorities for CPS London are to realise the benefits to justice of robust charging decisions and frontline advocacy, delivered by:

- The Pro-active Prosecutors Programme;
- Deploying our own prosecutors in the courtrooms of London’s Magistrates’ and Crown Courts;
- Funding more, quicker and better prosecutions by efficiencies from these initiatives and saving costs from less delay and using fewer external prosecutors in court.

MORE	LESS	QUICKER	BETTER
<ul style="list-style-type: none"> <li>• Offenders brought to justice;</li> <li>• Robust decisions at charge and at court;</li> <li>• Satisfied victims and witnesses;</li> <li>• Involvement in sentencing at court;</li> <li>• Open in all our dealings;</li> <li>• Successful outcomes;</li> <li>• Focus and awareness of managers and staff on performance management;</li> <li>• Focus on Casework Quality Assurance;</li> <li>• Orders under the Proceeds of Crime Act;</li> <li>• Staff in court centres and at police stations;</li> <li>• Prosecutors able to proceed in the defendant’s absence;</li> <li>• Guilty pleas at Crown and Magistrates’ Courts;</li> <li>• Analysis and assessment of the quality of the handling of Hate Crime Casework; and</li> <li>• London community translations of the Business Plan made available on request.</li> </ul>	<ul style="list-style-type: none"> <li>• External prosecutors used in courts;</li> <li>• Ineffective trials at Crown and Magistrates’ Courts;</li> <li>• Unsuccessful outcomes in Crown and Magistrates’ Courts;</li> <li>• Defendants benefiting from proceeds of crime;</li> <li>• Outstanding warrants;</li> <li>• Expenditure on Crown Court cases;</li> <li>• Delay between charge and trial;</li> <li>• Custody Time Limit failures; and</li> <li>• Discharged committals.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of justice;</li> <li>• Trial ready cases;</li> <li>• Throughput of cases;</li> <li>• Information for victims and witnesses;</li> <li>• Communication between CJ partners;</li> <li>• Case information; and</li> <li>• Processing and payment of fees and invoices.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on special and serious crime;</li> <li>• Service to victims and witnesses;</li> <li>• Case management;</li> <li>• Engagement with London communities;</li> <li>• Co-operation with CJ partners;</li> <li>• Management of agents and counsel at court;</li> <li>• Performance delivery;</li> <li>• Model employer;</li> <li>• Change delivery and benefits;</li> <li>• Staff training and development;</li> <li>• Strategic communications;</li> <li>• Use of Manual of Guidance Form 3 (MG3);</li> <li>• Staff skills development;</li> <li>• Process management;</li> <li>• IT usage; and</li> <li>• People management.</li> </ul>

## M O R E

AIM	ACTIVITY	MILESTONE/TARGET/RESULT	OWNER
Offenders brought to justice	<ul style="list-style-type: none"> <li>• Diversion of suitable cases</li> <li>• Identify and apply for POCA restraint and confiscation orders</li> <li>• Ensure London ASBO focus and necessary CJS co-ordination</li> <li>• Use of conditional cautioning pre-charge and compliance with Code of Practice</li> </ul>	<ul style="list-style-type: none"> <li>• Advise at the pre-charge stage</li> <li>• Achieve London target of 452 Orders of £17,082,978 value</li> <li>• Record quick and accurate details of Anti Social Behaviour Orders given by courts for prosecution of Order breaches</li> <li>• Establish at least one conditional cautioning by April 2007</li> </ul>	Operations Director
Robust decision making	<p>Prosecutors trained in the Pro-active Prosecutors Programme</p> <ul style="list-style-type: none"> <li>• Building cases pre-charge</li> <li>• Case analysis</li> <li>• Robust decision making and review</li> <li>• Robust decisions at court</li> </ul>	<ul style="list-style-type: none"> <li>• Prosecutors to take charge and direct cases from the start</li> <li>• Attrition and ineffective trials reduced at court – quarterly reviews and publication of results.</li> </ul>	Sector Director North & East
Satisfied victims and witnesses	<ul style="list-style-type: none"> <li>• Obtain benefits from No Witness No Justice programme</li> <li>• Focus on victim and witness dignity at court centres</li> <li>• Implement the Witness Management System in London</li> <li>• Meet the Victims' Code and Prosecutors' Pledge in London</li> <li>• Focus on compensation issues</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Witness Care Units contribute to increased witness attendance at court and reduce the number of ineffective trials due to witness issues</li> <li>• Meet service standards and 100% compliance with target set</li> <li>• Meet the minimum for 2006 and all requirements in 2007</li> <li>• Advise on compensation application issues</li> </ul>	Operations Director
Involvement in sentencing at court	<ul style="list-style-type: none"> <li>• Charging Centre Managers ensure drug test results from pre-charge Drug Intervention Programme (DIP) Tough Choices available to prosecutors for sentencing at court</li> <li>• Prosecutors at court ensure victims' statements are heard before sentence in homicide and manslaughter cases at court</li> <li>• Prosecutors make robust use of the appeals process to challenge lenient sentences at court</li> <li>• Trace offences and establish Taken into Consideration (TICs) relating to other criminal offences for sentencing</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure police drug tests are captured at the point of charge and recorded on COMPASS to ensure test results are traced to present at court sentencing</li> <li>• Deliver the Victim's Voice initiative for London</li> <li>• Deliver justice and improving public confidence</li> <li>• Ensure comprehensive TIC information is available to court</li> </ul>	Sector Director South
Open in all our dealings	<ul style="list-style-type: none"> <li>• Identify skills gaps and training needs for unit managers</li> <li>• Implement the Race Equality Scheme</li> <li>• Implement area Thematic Employment Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Effective unit management teams and good staff morale, satisfaction and motivation</li> <li>• Increase staff diversity to reflect the London community</li> <li>• Increase confidence with staff and Londoners generally</li> <li>• Internal and external publication of CPS London Annual Workforce Representation</li> </ul>	Sector Director West
Analysis and assessment of the quality of the handling of hate crime casework	<ul style="list-style-type: none"> <li>• Implementation of Community Performance Review Panels</li> <li>• Findings and recommendations for Lesbian, Gay, Bisexual and Transgender Focus Groups are published and implemented</li> <li>• Monitor witness failure in hate crime cases</li> <li>• Implement Area Thematic Homophobic Crime Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in attrition rate in hate crime cases by 40%</li> <li>• Reduction in unsuccessful outcomes</li> </ul>	Sector Director West

## LESS

<b>AIM</b>	<b>ACTIVITY</b>	<b>MILESTONE/TARGET/RESULT</b>	<b>OWNER</b>
Use of external prosecutors in courts	<ul style="list-style-type: none"> <li>• Replace external prosecutors with CPS London prosecutors</li> <li>• Review court listing practices to assist with more effective deployment of in-house advocates</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve 100% Magistrates' Court coverage with CPS prosecutors</li> <li>• Reduce ineffective trials in Crown Court to 15% and Magistrates' Court to 20%</li> <li>• Work with courts re scheduling to optimise in-house advocates deployment to court</li> <li>• Achieve a total Graduated Fees Scheme advocacy value of 8% and save £1.5M on fees to counsel in Crown Court</li> <li>• Increase Designated Caseworker sessions from 8%-15% of total Magistrates' Court sessions</li> </ul>	CCP
Ineffective trials	<ul style="list-style-type: none"> <li>• Reduce use of agents in Magistrates' Courts</li> <li>• Prosecutors do continuous review</li> <li>• Prosecutors ensure trial readiness checks are made</li> <li>• Prosecutors are robust in advocacy and decisions at court</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve and maintain 100% in house court coverage</li> <li>• Reduce ineffective trials in Crown Court to 15% and Magistrates' Court to 20%</li> <li>• Reduce ineffective trials due to witness issues</li> </ul>	CCP
Unsuccessful outcomes	<ul style="list-style-type: none"> <li>• Link benefits of robust pre-charging decisions by Duty Prosecutors (DPs) at Charging Centres to successful case disposal</li> <li>• Realise the benefits of the proactive prosecutor's programme</li> <li>• Realise the benefits of criminal case management programme</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce unsuccessful outcomes from 20% to 19% in Crown and Magistrates' Courts</li> <li>• Reduce discontinuance in pre-charge decision cases to 16% in Crown Courts and 10% in Magistrates' Courts</li> <li>• Increase guilty pleas in pre-charge decision cases at the Magistrates' Court to 70% and at the Crown Court to 55%</li> <li>• Less discharged committals and no custody time limit failures</li> </ul>	Sector Director South
Defendants benefiting from proceeds of crime	<ul style="list-style-type: none"> <li>• Apply for POCA restraint and confiscation orders at court</li> <li>• Focus on accurate and timely recording and updating of POCA information on JARD</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver 452 Orders to the value of £17.255M for 2006-07</li> <li>• Area strategy in place by Summer 2006</li> <li>• Assure data via reconciliation with XHBIIT and JARD databases</li> </ul>	Sector Director Serious Casework
Outstanding warrants	<ul style="list-style-type: none"> <li>• Prosecutors to finalise and clear long outstanding warrants at court</li> </ul>	<ul style="list-style-type: none"> <li>• Support police efforts to reduce the overall number of outstanding warrants</li> <li>• Assist with enabling courts to deal with defendants in their absence</li> </ul>	Sector Director South
Delay between charge and trial	<ul style="list-style-type: none"> <li>• Borough focused case progression officers enable trial readiness checks</li> </ul>	<ul style="list-style-type: none"> <li>• To meet target range of 10-12 weeks from charge to trial in Magistrates' Courts</li> </ul>	CCP

## QUICKER

AIM	ACTIVITY	MILESTONE/TARGET/RESULT	OWNER
Delivery of justice	<ul style="list-style-type: none"> <li>• 'Get it right 1st time' – charge, casework and advocacy standards</li> <li>• Deliver the Persistent Youth Offender (PYO) pledge</li> <li>• Focus on Prolific and Priority Offender (PPO) premium service to ensure appropriate prioritisation and timely capture, recording, updating and defendant finalisation on JTrack system</li>   <li>• Support Community Penalty Notice Enforcement Action Plan</li> <li>• Fast Track Listing in Magistrates' Courts to speed up and optimise effective trials and advocate deployment</li> <li>• Focus on timely case conclusion of trials in Magistrates' Court</li> </ul>	<ul style="list-style-type: none"> <li>• Meet overall PYO target of 71 days arrest to sentence (60 days for the Magistrates' Court and 180 days for the Crown Court)</li> <li>• Deliver the PPO Premium Service and establish appropriate management information to inform the Area Performance Management Process. In partnership with other CJS agencies, PPO Case Review Pathfinders will be established in the Boroughs of Southwark, Enfield and Waltham Forest.</li> <li>• Meet London cross CJS agency performance targets</li> <li>• Evaluate Fast Track pilot sites for Hounslow and Haringey</li> <li>• Reduce delays getting cases to Magistrates' and Crown Courts</li> <li>• Evaluate test sites at Thames and Camberwell Magistrates' Courts to deliver Criminal Justice: Speedy, Simple, Summary, in London</li> <li>• Fewer complaints from victims and witnesses</li> </ul>	Sector Director South
Information for victims and witnesses	<ul style="list-style-type: none"> <li>• Implement the Witness Management System via the COMPASS Case Management System (CMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet timeliness and service delivery targets set for WMS of 100% compliance – fewer complaints from victims and witnesses</li> </ul>	Operations Director
Communication between CJS partners	<ul style="list-style-type: none"> <li>• Make full use of secure email facilities across the CJS</li> <li>• Ensure COMPASS Case Management System (CMS) is used effectively and updated with accurate and reliable data</li>   <li>• Use CJS IT as a tool for sharing information across the CJS</li> <li>• Use XHIBIT database for Crown Court Case outcomes to check for POCA Orders made at court and their value</li> <li>• Update defendants registered on JARD with further information re confiscation or restraint orders</li> <li>• Use EXISS interface to ensure transfer of information from the police NSPIS case tracking system to CMS</li> <li>• Use data from LIBRA courts case tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• Timely transfer of key CPS information across CJS agencies</li> <li>• Deliver COMPASS minimum usage standards</li> <li>• Meet COMPASS key performance targets set – capture 90% MG3 completion, 90% Crown Court review completion and 90% Witness details completion</li> <li>• Access to up to date CJS information</li> <li>• Ensure CPS London records are up to date for Crown Court outcomes with POCA orders</li> <li>• Meet POCA targets of 452 Orders to a value of £17.255M</li> <li>• Ensure accurate and timely information available on JARD</li> <li>• Joint Programme Board to establish Newham Borough trial site</li> </ul>	Operations Director
Case information	<ul style="list-style-type: none"> <li>• Register, update and finalise timely and accurate information about defendants on COMPASS</li> </ul>	<ul style="list-style-type: none"> <li>• Share timely and accurate data from the courts service</li> <li>• Assure up to date and reliable management information</li> </ul>	Sector Director North & East

## BETTER

AIMS	ACTIVITY	MILESTONE/TARGET/RESULT	OWNER
Focus on special and serious crime	<ul style="list-style-type: none"> <li>• Liaison with police re all special and serious crime</li> <li>• Focus on fraud in England and Wales via the London Fraud Prosecution Service</li> <li>• Focus on identifying and flagging hate crime and domestic violence cases on COMPASS and cases tracked to disposal</li> <li>• Focus on serious and organised crime</li> <li>• Implement HCA+ Pilots across the London Sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Specialist unit in place to meet liaison needs</li> <li>• Fraud Prosecution Service to operate against key performance targets from 1 June 2006</li> <li>• COMPASS recording to measure service delivery against the key target to reduce hate crime unsuccessful outcomes by 40%</li> <li>• Centre of excellence in the Special Casework Prosecution Service</li> <li>• Pilot, evaluate and roll out by October 2006</li> </ul>	Sector Director Serious Casework
Service to victims and witnesses	<ul style="list-style-type: none"> <li>• Deliver Victims' Code across London from 1 April 2006</li> <li>• Improve service to vulnerable victims and witnesses</li> <li>• Support the Witness Management System via effective CMS usage</li> </ul>	<ul style="list-style-type: none"> <li>• Meet minimum statutory requirement of Victims' Code</li> <li>• Prosecutors make applications for Special Measures at court</li> <li>• Meet 100% compliance target set for WMS</li> <li>• Fewer complaints from victims and witnesses</li> </ul>	Operations Director
Case management	<ul style="list-style-type: none"> <li>• Prosecutors analyse cases to ensure the evidence supports the charge/indictment</li> <li>• Prosecutors are involved in cases from the early stages of the investigation</li> <li>• Prosecutors ensure focus on trials being listed quickly at court</li> <li>• Case Progression Officers ensure trial readiness checks are made</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce discontinuance at court in pre-charge decision (PCD) cases to 16% in Crown Courts and 10% in Magistrates' Courts</li> <li>• Reduce ineffective trials in the Crown Courts to 15%</li> <li>• Reduce ineffective trials In Magistrates' Courts to 20%</li> <li>• Rotate Higher Court Advocates (HCAs) into Charging Centres as Duty Prosecutors, to link up with Crown Court casework needs</li> <li>• Train all HCAs as Duty Prosecutors and vice versa by 2008</li> <li>• Reduce delays in getting cases to court</li> <li>• Reduce delays for trial readiness</li> </ul>	CCP
Engagement with all London communities	<ul style="list-style-type: none"> <li>• Community Improvement Panels to be held across London</li> <li>• Further local links and visits to community groups</li> <li>• Take forward information for Muslim Communities evening issues</li> <li>• Launch Borough Profile event</li> <li>• Take forward the Food for Thought gun crime experience event for community members to speak to agencies tackling the issues</li> <li>• Beginning a dialogue to address BME community concerns</li> <li>• Working group with the police on international airport crime</li> <li>• Taking forward honour crime issues</li> <li>• Participate in the British Crime Survey</li> <li>• Further engagement with Lesbian, Gay, Bisexual and Transgender (LGBT) communities</li> <li>• Communications strategy for increasing speaking engagements and effective communications re high profile/impact cases to internal and external audiences</li> <li>• Focus groups for London's young people</li> </ul>	<ul style="list-style-type: none"> <li>• London community panels promote understanding of our role</li> <li>• Increase communities awareness of our role</li> <li>• London Community Engagement launch event on 20 April 2006</li> <li>• Joint anti-gun crime conference with the police – March 2006</li> <li>• Build for the future</li> <li>• Joint international airport crime conference held in June 2006</li> <li>• West Sector and police conference planned for December 2006</li> <li>• Increase public confidence in the London CPS</li> <li>• Focus on increasing victim and witness satisfaction with CPS to achieve a target of 90% witness attendance at court in 2006/07</li> <li>• Monitor engagements via monthly communications reports</li> <li>• Planned to start from Summer 2006</li> </ul>	Sector Director West

## B E T T E R

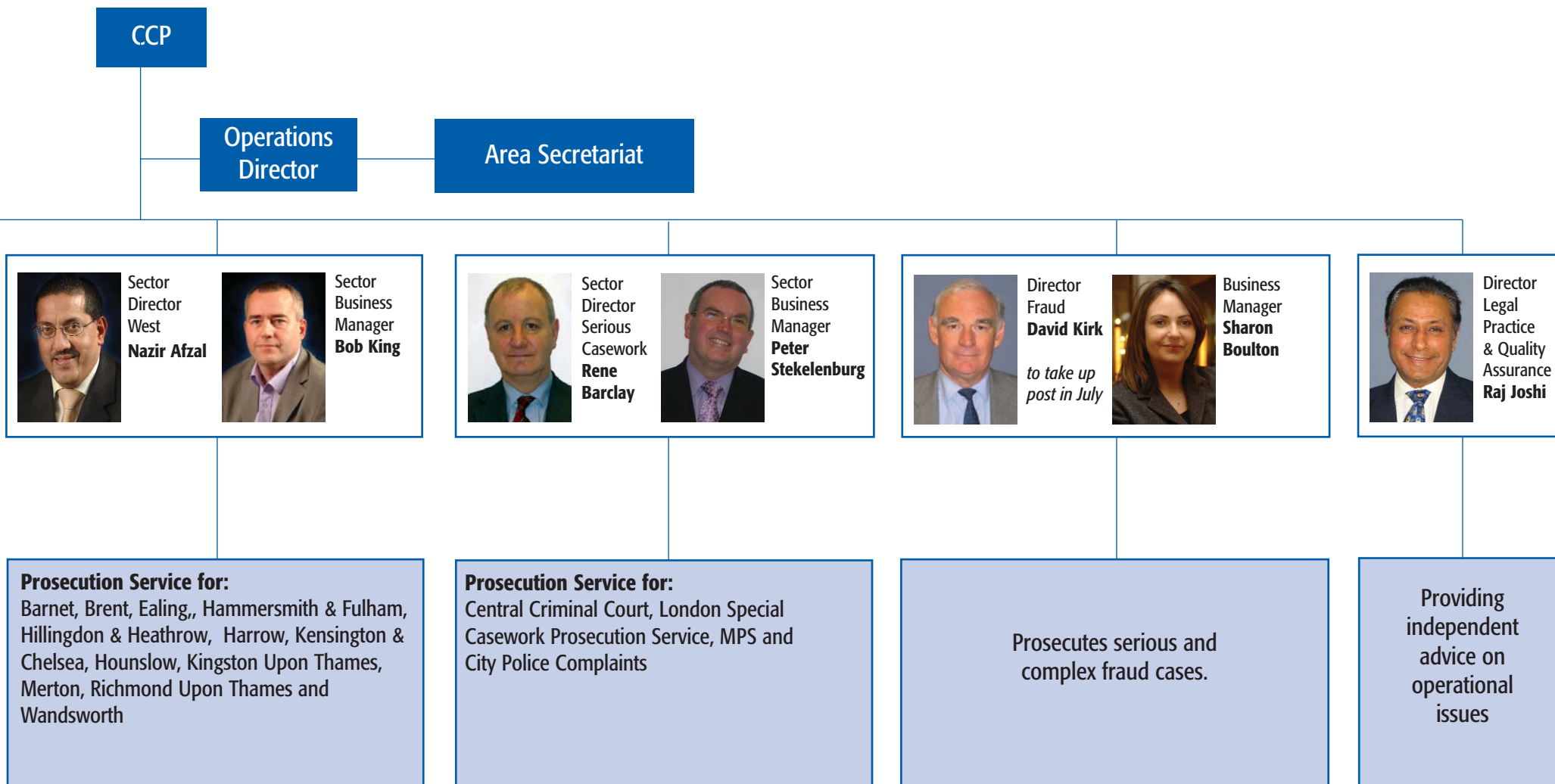
AIMS	ACTIVITY	MILESTONE/TARGET/RESULT	OWNER
Co-operation with CJ partners	<ul style="list-style-type: none"> <li>• Realise the benefits of the Criminal Case Management programme</li> <li>• Participate as needed in the Safeguarding Children programme</li> <li>• Review structures to meet the needs of Crown Court work and victims and witnesses</li> <li>• Continued active engagement with London Criminal Justice Board</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on casework to achieve a reduction in delays at court</li> <li>• Liaise with Police and local authorities re children of defendants</li> <li>• Co-operate with London CJS agencies in the interests of justice</li> <li>• Assist victim and witness knowledge of where cases will be heard</li> <li>• Co-operate with joined up working across the CJ agencies</li> </ul>	CCP
Management of agents and counsel at court	<ul style="list-style-type: none"> <li>• Implement recommendations for managing external prosecutors effectively at court</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the delivery of an integrated advocacy strategy</li> <li>• Contribute to the delivery of the Area Finance Strategy</li> <li>• Meet timeliness targets for payment of fees</li> </ul>	CCP
Performance delivery	<ul style="list-style-type: none"> <li>• Effective unit leadership and team management</li> <li>• Implement Prosecution Team Performance Management (PTPM) to focus on pre-charge decision case performance at borough level</li> <li>• Develop a borough performance dashboard based balanced score-card</li> <li>• Review the performance management framework to assure performance delivery against business aims and key targets</li> <li>• Take forward the HM Crown Prosecution Service Inspectorate (HMCPSI) Overall Performance Assessment (OPA) recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Unit and team capacity for front line performance delivery</li> <li>• Reduce discontinuance in pre-charge decision cases to 16% in the Crown Courts and 10% in the Magistrates' Courts</li> <li>• Increase guilty pleas in pre-charge decision cases to 70% at the Magistrates' Court and 55% at the Crown Court</li> <li>• To assure Borough performance against target profiles</li> <li>• Assure performance delivery against Business Plan 06-07 aims and key Service performance measures and targets via quarterly reviews and Certificate of Assurance – Control Statement 2006</li> <li>• Monitor delivery of OPA action plans and build assurance into the quarterly review process</li> </ul>	Operations Director
Model employer	<ul style="list-style-type: none"> <li>• Focus on management skills for senior and key unit staff</li> <li>• Apply Invest career choices and development opportunities</li> <li>• Apply a fair and open special bonus scheme to all staff</li> <li>• Ensuring staff have the skills and knowledge for their roles</li> <li>• Respond to staff survey 2006 results</li> <li>• Apply the Professional Skills for Government Scheme</li> <li>• Workforce Representation Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• To deliver staff satisfaction, good motivation and morale</li> <li>• To reduce average sickness absence from 10 to 7 days</li> <li>• Invest programme for skills development, career paths and rewards</li> <li>• Fully train, equip and motivate staff to carry out their roles and responsibilities, using learning and development for skills gaps</li> <li>• Build the staff survey and IIP 2004 outcomes into the HR strategy and meet Learning and Development key performance targets</li> <li>• Meet targets for staff diversity to mirror the London community</li> </ul>	Operations Director
Change delivery	<ul style="list-style-type: none"> <li>• Maintaining and improving arrangements for Statutory Charging following the post implementation review and seeking to achieve formal sign off by the Charging Programme Board</li> <li>• Implement Prosecution Team Performance Management to focus on borough based performance management</li> <li>• CJS joint evaluation of the Effective Trial Management Programme</li> <li>• Work closely with London CJ partners to deliver joined up working</li> <li>• Mainstreaming of equality and diversity across all business areas</li> </ul>	<ul style="list-style-type: none"> <li>• Formal sign off of the charging post implementation review</li> <li>• Focus on Borough level performance jointly with CJS partners</li> <li>• Reduce unsuccessful outcomes at court to 19%</li> <li>• Report outcomes to be taken forward by the London Criminal Justice Board and Borough Criminal Justice Groups</li> <li>• Deliver training to highlight awareness of issues across the Area</li> </ul>	Operations Director

# ANNEX A

## Governance Arrangements

The London Board comprises: Chief Crown Prosecutor, Operations Director and Sector Directors and is chaired by Dru Sharpling. Sector Business Managers, Head of HR, Head of Equality and Diversity, Head of Communications and Head of Finance attend in an advisory capacity. The London Operations Group comprises: Operations Director, Sector Business Managers, Policy Adviser Change and Programmes, HR Business Partners, Head of Finance and Head of Equality and Diversity and is chaired by Lesley Burton. The London Operations Group provides strategic business support to the London Board. The CPS London Area Secretariat is led by the Operations Director and provides advice, guidance and operational administrative support to the London Board, Operations Group and all Sectors and is responsible for development of the Area's Equality and Diversity policies, management of pan-London projects, business improvement, performance management framework and processes, planning, resourcing and communications. The Operations Director is responsible for overseeing the management of requests to the Area under the Freedom of Information Act 2000 and has Area thematic lead for homophobic crime, Lesbian, Gay, Bi-sexual and Transgender (LGBT) and disability issues.





## ANNEX B – CPS LONDON RISK REGISTER 2006 – 2007

A	B	C	D	E
No	Risk	Owner	Likelihood/Impact VH/H/M/L/VL	Existing Countermeasures
01	Advocacy and charging programmes are not delivered	London Board jointly	L-H/I-VH • Failure to drive and deliver the change programme will impact on key business aims and result in loss of public confidence in service delivery, low staff morale and a failure to deliver on Value for Money • Failure to deliver recruitment and training programmes will adversely affect core business due to inadequate staff skills development and deployment	<ul style="list-style-type: none"> <li>• Lawyer managers and lawyers cover court regularly</li> <li>• Staff recruitment and training ongoing for HCAs and DCWs</li> <li>• Managers' conference held</li> <li>• Senior staff consultation has taken place</li> <li>• Budget profiling and risk assessment in place</li> <li>• PDPs used to identify skills gaps for training</li> <li>• Prosecution College</li> <li>• Learning Resource Centre</li> <li>• Transform</li> </ul>
02	Ineffective IT usage	London Board jointly	L-H/I-VH • Failure to optimise COMPASS CMS usage in units will result in a loss of business capacity to deliver key aims and priorities assure processes and data integrity and affect	<ul style="list-style-type: none"> <li>• CMS for managers training done</li> <li>• CMS super-users appointed</li> <li>• Minimum usage standards set by Sectors</li> <li>• 6 monthly CMS training courses</li> <li>• Secure email in place</li> </ul>

F		G	H
Risk Assessment Effectiveness and Sufficiency of countermeasures	Risk Status (B/R/A/G)	Proposed Countermeasures (Record action and review dates)	
<ul style="list-style-type: none"> <li>• Current staffing profile does not meet new work needs</li> <li>• Skills gaps are not covered by existing training programmes</li> <li>• Uneven absence management</li> <li>• Resistance to cultural change</li> <li>• New roles and responsibilities in units need development</li> <li>• Training lead-in time cannot respond flexibly to changing staff roles and responsibilities</li> <li>• More work needed to identify staff skills gaps for new roles</li> <li>• Budget profiling, resource planning and efficiency savings focused to key business aims</li> <li>• London Allowance linked to mobility but not enforced</li> <li>• PTPM data packs of Borough based information are available but require a high level of maintenance for effective and targeted use with London Criminal Justice Borough groups and police</li> </ul>	Red	<ul style="list-style-type: none"> <li>• Effective people management strategy for units</li> <li>• Managing cultural change and staff expectations</li> <li>• Cost effective budget management</li> <li>• Staff survey result feedback and consultation</li> <li>• VFM and efficiency savings from HCA/DCW deployment</li> <li>• HR strategy linked to key business aims</li> <li>• Communications policy linked to business aims</li> <li>• HCA/DCW advocacy and deployment plan raised</li> <li>• FJP objectives to be linked to key business aims</li> <li>• DTUS and local representative consultation</li> <li>• Recruitment programme and succession planning</li> <li>• Resource planning</li> <li>• Risk assessed cash pressure reviews</li> <li>• Recruitment and training programmes to be linked</li> <li>• Learning and development to focus on skills gaps</li> <li>• Self-help training capacity to be identified and HQ liaison re inter-Area training needs</li> <li>• Sector induction and training initiatives</li> <li>• Use of Prosecution College web site and e-learning</li> <li>• Increased use of Learning Resource Centre</li> <li>• Area Learning and Development Strategy Group</li> <li>• Management training</li> <li>• Publicity for Learning and Development Team</li> <li>• Sectors identify roles and responsibilities</li> <li>• Secretariat PTPM data pack support to be provided for Sectors and units/boroughs</li> <li>• PTPM data accuracy assurance required</li> <li>• Managing staff expectations of change</li> <li>• Review risks quarterly</li> </ul>	
<ul style="list-style-type: none"> <li>• Current levels of COMPASS CMS usage, accuracy and timeliness do not meet key targets, are insufficient to meet WMS requirements and management information does not support effective decision making</li> <li>• Effective CMS usage will be needed for electronic document and data transfers</li> </ul>		<ul style="list-style-type: none"> <li>• Area/Sector control systems for monitoring and reporting on CMS usage and quality assurance of data to be established via audit capacity in RPandPU</li> <li>• CMS business objectives linked to personal FJPs</li> </ul>	

No	Risk	Owner	Likelihood/Impact VH/H/M/L/VL	Existing Countermeasures
			<p>quality delivery of a minimum service to victims and witnesses and affect decision making at all levels</p> <ul style="list-style-type: none"> <li>• Failure to make use of joined up IT and other databases will impact adversely on capacity to deliver, service delivery, resources, efficiency, reduce effective inter-agency co-operation, impact on service to victims and witnesses and reduce public confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Unit monitoring and QA roles and responsibilities identified and guidance issued re management checks</li> <li>• Reviews</li> <li>• CMS training recommences mid-April</li> <li>• Reconciliations against JARD to assure POCA information</li> </ul>
03	Service to victims and witnesses does not reach minimum standard	CCP	<p>L-M/I-VH</p> <ul style="list-style-type: none"> <li>• Failure to meet the minimum standards of the Victims' Code and to deliver the Witness Management System will impact on public confidence and result in bad publicity, more complaints, failure against targets to improve ineffective trials due to witness issues and impact on key service delivery and business aims</li> </ul>	<ul style="list-style-type: none"> <li>• High priority to all victim and witness issues – WMS, Victims' Code, DCV, WCUs, NWNJ, court exit surveys and Victims' Service</li> <li>• Reporting process in existence for community engagement and it is included in the Area quarterly review framework</li> </ul>
04	Major London incident	London Board jointly	<p>L-M/I-VH</p> <p>A major London incident will impact on continuity of service, resources, affect staff morale, transport and business priorities</p>	<ul style="list-style-type: none"> <li>• Area disaster plan reviewed for 7/7</li> <li>• Silver and Bronze teams in place</li> <li>• 'Buddy' cross-building cover</li> <li>• Sector IT plans</li> </ul>
05	Loss of key CJ partner focus/ co-operation	CCP	<p>L-M/I-VH</p> <p>Loss of focus of a key CJS partner in the LCJB will result in a failure to deliver joined up justice and shared PSA targets and impact on service delivery of key business targets for which co-operation is needed</p>	<p>Effective engagement with the London Criminal Justice Board and the Criminal Justice Borough Groups has produced increasing performance benefits</p>
06	New CJ legislation diverts focus and resources from key business aims	CCP	<p>L-M/I-H</p> <p>Major CJ legislation will impact strongly on current business aims and may redeploy resources</p>	<p>Regular liaison with key CJ stakeholders at strategic and working levels is in place and should provide early notice</p>

Risk Assessment Effectiveness and Sufficiency of countermeasures	Risk Status (B/R/A/G)	Proposed Countermeasures (Record action & review dates)
<ul style="list-style-type: none"> <li>• C42 installation at some court offices is delayed by unresolved accommodation issues affecting BS:7799 certification</li> <li>• Benefits of electronic transfer of data will not be realised if CJ partner systems are incompatible and the impact on existing CPS processes is unacceptable high</li> <li>• Specific IT risks are shown in Part B</li> </ul>	Red	<ul style="list-style-type: none"> <li>• Inclusion of BIS reports in quarterly review process</li> <li>• More frequent, refresher user and manager training</li> <li>• Desk side and shorter focused training</li> <li>• Secure email in operation for fall-back position</li> <li>• Metropolitan Police Service has given assurance re impact of electronic transfer of documents from NSPIS on existing CPS systems</li> <li>• Review effectiveness of Area collection and assurance of POCA data and information</li> <li>• Review IT related risks quarterly</li> </ul>
<ul style="list-style-type: none"> <li>• To meet WMS targets requires improvements to be made in effective CMS usage in units (specific WMS/CMS risks are in Part B of the risk register)</li> <li>• Current DCV performance requires Area improvement</li> <li>• Community engagement requires a stronger focus on activities, recording and reporting</li> </ul>	Red	<ul style="list-style-type: none"> <li>• Increased Area focus on all victim and witness issues</li> <li>• Monthly and quarterly performance reporting on delivery against key targets to be reported to the London Board as part of the Area review process</li> <li>• Sector quarterly community engagement reports compulsory</li> <li>• Benefits realisation to be identified from NWNJ</li> <li>• Review risks quarterly</li> </ul>
Contingency planning is required Sector plans and IT need review and updating	Red	<ul style="list-style-type: none"> <li>• Emergency contingency plans to be raised</li> <li>• Sector plans to be reviewed and updated</li> <li>• IT emergency plans to be reviewed and updated</li> <li>• A flexible, co-ordinated approach across London CJ partners will be needed in the event of a major incident to enable continuity of services</li> <li>• Review quarterly</li> </ul>
HMCS face significant funding pressures which may impact on their ability to deliver their commitments	Red	<ul style="list-style-type: none"> <li>• Full engagement will be maintained with the LCJB at both strategic and working levels to promote continuity of current business focus</li> <li>• The risk assessment will be reviewed quarterly to identify any additional countermeasures needed or to judge if the risk status can be safely lowered</li> </ul>
The Area's ability to carry out current business programmes and priorities would be reduced if focus was on new training programmes and new priorities. Nothing is currently anticipated.	Red	<ul style="list-style-type: none"> <li>• London Board members actively communicate with HQ, CJ partners and others in relation to changes but this is not an effective countermeasure to ensure the continuity of current business priorities</li> <li>• This should be viewed as a major risk given current levels of change and risks reviewed quarterly</li> </ul>

## ANNEX C – CASELOAD

	2003-04 Number	%	2004-05 Number	%	2005-06 Number	%
<b>Magistrates' Court Caseload</b>						
Received	198,709		241,664		235,751	
Finalised	190,145		233,385		246,433	
<b>Types Of Cases</b>						
Advice	15,709	8.3	15,603	6.7	932	.4
Summary	98,724	51.9	108,726	46.6	91,838	37.3
Indictable/either way	74,496	39.2	67,603	29.0	65,990	26.8
Other Proceedings	1,216	.6	1,664	.7	329	.1
Pre-charge Decision			39,789	17.0	87,344	35.4
Total	190,145		233,385		246,433	
<b>Completed Cases</b>						
Discontinuances & Bind overs	18,410	11.7	16,532	10.1	14,051	9.7
Warrants etc	19,627	12.5	20,114	12.3	11,351	7.8
Dismissals no case to answer	484	.3	916	.6	726	.5
Dismissals after trial	2,420	1.5	2,768	1.7	2,663	1.8
Discharged	676	.4	1,140	.7	791	.5
Total Unsuccessful Outcomes	41,617	26.5	41,470	25.3	29,582	20.4
Convictions	115,664	73.5	122,156	74.7	115,460	79.6
<b>Types Of Cases</b>						
Advice	15,709	8.3	15,603	6.7	932	.4
Summary	98,724	51.9	108,726	46.6	91,838	37.3
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Total Unsuccessful Outcomes	41,617	26.5	41,470	25.3	29,582	20.4
Convictions	115,664	73.5	122,156	74.7	115,460	79.6
Total	157,281		163,626		145,042	
Committed for trial to the Crown Court	18,080		16,842		16,756	
<b>Cases Proceeding to Hearing</b>						
Guilty Pleas	94,792	79.9	94,817	75.3	87,672	73.8
Proof in Absence	10,671	9.0	12,670	10.1	15,644	13.2
Conditions after Trial	10,201	8.6	14,669	11.7	12,144	10.2
Dismissals	2,904	2.4	3,684	2.9	3,389	2.9
Total	118,568		125,840		118,849	

	2003-04 Number	%	2004-05 Number	%	2005-06 Number	%
<b>Crown Court Caseload</b>						
Received	24,742		21,499		23,872	
Finalised	22,894		20,728		22,155	
<b>Case Categories</b>						
Committed For Trial	18,537	81.0	16,452	79.4	17,056	77.0
Appeals	1,536	6.7	1,431	6.9	1,598	7.2
Committed for Sentence	2,821	12.3	2,845	13.7	3,497	15.8
Total	22,894		20,728		22,151	
<b>Source Of Committals</b>						
Mags Direction	6,294	33.9	8,141	49.5	8,299	48.6
Deft Election	2,966	16.0	1,256	7.6	1,408	8.3
Indictable Only	9,284	50.1	7,055	42.9	7,353	43.1
Total	18,544		16,452		17,060	
<b>Completed Cases</b>						
Judge Ordered Acquittals & Bind Overs	3,355	17.5	3,186	18.1	2,942	16.1
Warrants	678	3.5	369	2.1	396	2.2
Judge Directed Acquittals	426	2.2	584	3.3	443	2.4
Acquittals after trial	1,906	9.9	1,475	8.4	1,610	8.8
Total Unsuccessful outcomes	6,365	33.2	5,614	31.8	5,391	29.5
Convictions	12,812	66.8	12,029	68.2	12,888	70.5
Total	19,177		17,643		18,279	
<b>Cases Proceeding to Hearing</b>						
Guilty Pleas	8,191	54.1	7,775	55.2	9,011	60.3
Convictions After Trial	4,621	30.5	4,254	30.2	3,877	25.9
Acquittals	2,332	15.4	2,059	14.6	2,053	13.7
TOTAL	15,144		14,088		14,941	
<b>Acquittals</b>						
Acquittals After Trial	1,906	81.7	1,475	71.6	1,610	78.4
Judge Directed Acquittals	426	18.3	584	28.4	443	21.6
Total	2,332		2,059		2,053	

# ANNEX D – RESOURCE STATEMENT

## RESOURCES FOR 2006-2007

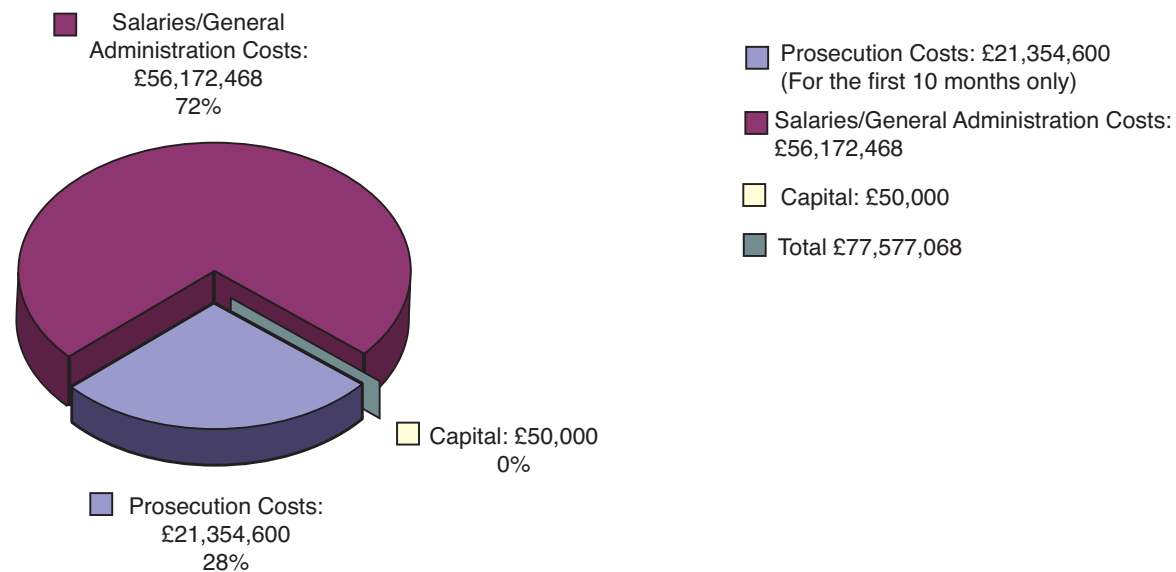
The SR2004 settlement requires the CPS to:

- deliver more challenging PSA targets;
- pay for the cost of the rollout of full statutory charging across England and Wales over the next two years;
- improve the handling of victims and witnesses, promote their needs, ensure that victims' views are represented and enable both victims and witnesses to give evidence effectively; and
- deliver significant efficiency savings that amount to £15 million in 2005-06; £27 million in 2006-07 and £34 million in 2007-08.

## CPS LONDON SR 2006-2007 RESOURCES

The delivery of CPS London's vision and targets will depend on the effective and efficient deployment of the resources allocated to the area. Although the Area's baseline administration budget allocation for 06/07 has increased by 2%, this will make the task of driving forward planned initiatives challenging but not impossible. Non-baseline revenue funding for POCA and HCA savings will ensure that income generated by the Area is redirected to support front line improvements. CPS London will make more use of the resources available; introduce better governance; make faster decisions when addressing resource issues and there will be less wasted expenditure.

### CPS LONDON RESOURCE ALLOCATION 2006/2007



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