



**CROWN PROSECUTION SERVICE**

**WEST MERCIA**

**STRATEGIC PLAN**

**2006/07**

## Introduction

The senior managers of West Mercia share the Attorney General's vision that the Crown Prosecution Service, endorsed by the Director of Public Prosecutions and Chief Executive to become a world class prosecuting authority and a valued public service. They also share the view that this future will be built upon values of fairness, impartiality and integrity; prosecuting criminal activity robustly, promptly and fairly so that the Crown Prosecution Service aims for safe convictions in which the public can have confidence and which deliver justice for victims, witnesses and defendants.

As an Area we will continue to build on this by working with our criminal justice partners. The CPS taking responsibility for charging has taken our relationship forward with the police, our key partner. Our prosecutors work closely with police officers at the earliest possible stage of an investigation and assume a key role in shaping how cases will be progressed. We will continue to develop this relationship maintaining independence in our advice and decision making creating an effective prosecution team with the police. We will build on our current arrangements to provide police with pre-charge advice by ensuring prosecutors are proactive in identifying and, where possible rectifying evidential deficiencies and properly assess the real prospects of a conviction when deciding on a charge.

The Area will continue to develop its relationship with victims and witnesses, who we believe are central to effective prosecutions as they help us bring offenders to justice. We will be delivering the Prosecutors Pledge and the new Victim & Witness Code over the coming months in partnership with all other criminal justice agencies, ensuring that witnesses are well supported throughout the process and able to give their best evidence. We are working alongside the police in each of the areas police divisions in the No Witness, No Justice Witness Care Units taking responsibility for witnesses from the outset so that they get the information, advice and support that they need to attend court and to give their evidence.

The Area will develop its engagement strategies, particularly in those areas of our communities who feel that they have not been fairly treated by the system we serve. In particular the area will develop its links and continue to seek views from black and minority ethnic communities as well as Lesbian Gay Bisexual Transgender, travelling communities and any others who have lower than average confidence in the system.

We are fully committed to our staff development and supporting them to contribute to achieve excellent standards of service and achievement. An in-house advocacy programme will be developed to enable our lawyers to appear more regularly conducting trials in the Magistrates Court and as advocates in the Crown Court and for our Designated Caseworkers to appear in more hearings in the Magistrates Courts following training and development. We believe that this will enable us to draw upon an staff talent and experience and provide our staff with greater opportunities.

We will continue to operate within our budget determined by the Centre, maximising staff numbers, reducing waste and inefficiency to plough and re-invest back into improving front line services.

Strong leadership and effective communication are also key to delivering our strategic aims this year, as we feel that it is essential that our staff, partners in the criminal justice system together with the communities we serve have a clear understanding of the changes we are progressing and the detail of how and why we are doing them.

Our plans hopefully provide a framework for delivering our key aims and objectives on achieving the PSA targets and the service into a world class authority and a valued public service.

**Jim England**  
**Chief Crown Prosecutor**

**Laurence Sutton**  
**Area Business Manager**

## **Business Drivers**

The CPS and supporting business strategy has been developed with regard to a number of business drivers and changes across the criminal justice system and to wider Civil Service reforms.

## **CJS Strategy**

The criminal justice ministers have presented a framework that provides a clear and shared vision for the CJS where the police, prosecution and courts improve the way they work together to support victims and witnesses, protect the innocent, deter criminals from committing offences, bring offenders to justice, rehabilitate offenders and engage with the community so that its concerns are reflected and people's confidence is maintained. This is a CJS where:

- The public has confidence that the CJS is effective and serves the community fairly.
- Victims and witnesses receive a consistently high standard of service from all criminal justice agencies.
- More offences are brought to justice through a modern and efficient justice process.
- Rigorous enforcement revolutionises compliance with sentences and orders of the court; and
- Criminal justice is a joined-up, modern and well-run service and an excellent place to work for people from all backgrounds.

## **Civil Service Reform**

The CPS is also contributing to the Civil Service Reform Programme, which has four key elements:-

- Improving leadership and skills.
- Departmental restructuring.
- A more effective centre.
- Delivering efficiency savings.

## **A Commitment to Equality and Diversity**

The CPS locally is committed to equality and diversity and has made significant progress on community engagement with diverse groups to inform our decision making and in developing a diverse workforce. As set out in our plan we will continue to build on these successes and make further progress, particularly in relation to:-

- Increase voluntary and community engagement especially amongst those at risk of social exclusion; and
- Reduce race inequalities and build community cohesion.

## **Public Awareness and Expectations**

It is evident from surveys that people know very little about the work of our service. We recognise that public awareness and confidence in prosecutors is central to creating a public prosecution service that all communities regard as independent and fair, consistently taking decisions in the interest of justice. Locally we will take greater responsibility for raising public awareness, confidence and trust in the service as prosecutors and as employers, so that the public and the communities can regard us as a service acting on their behalf.

## **Staff Satisfaction**

Although recent surveys show that people are becoming more satisfied about working for the service in contributing to the work of the criminal justice system there is still more work to be done to raise our standards and reputation. The work in this regard will help us to develop and attract the very best prosecutors, caseworkers, administrators, leaders and managers, creating a better place in which people are proud to work.

## **CPS VISION – WEST MERCIA**

In West Mercia we will contribute over the next year and beyond to help transform the service into:-

*‘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, making a real difference to the lives of local people and helping to build a fairer and more decent society’.*

To deliver that vision the CPS will be working to:

### **Strengthen the Prosecution Process to Bring Offenders to Justice**

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.

## **Champion 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 its decisions, being responsive to the needs of the community, providing a valuable public service and being seen as the decision makers who decide which cases should be brought to court and bring them to justice.

## **Drive Change and Delivery in the Criminal Justice System**

As a self confident leader, influencing the delivery of local criminal justice, shaping the CJS of the future and delivering the Government's PSA targets.

## **Be renowned for Fairness, excellent Career Opportunities and the Commitment and Skills of all our People**

By treating everyone on merit, with people of ability rising to the top, and with all of its people being renowned for their commitment, skills and passion for justice.

## **Build a Strong Capability to Deliver**

By transforming support to frontline delivery, securing value for money and efficiencies to reinvest in frontline prosecution services, improving the management of prosecution costs, harnessing IT to support CPS business, and delivering through effective programme and project management.

## **Public Service Agreement (PSA) Targets**

The PSA targets set in the Spending Review (SR) 2004, to be delivered in partnership by the CPS, the police, the courts, the Home Office and the Department of Constitutional Affairs over 2005-08; and

- 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; and
- Reassure the public, by reducing the fear of crime and anti-social behaviour, and building confidence in the criminal justice system.

In order to achieve these challenging PSA targets the CJS has developed a more detailed set of supporting performance measures for LCJBs for 2005-06. These are summarised at Annex A.

## **NATIONAL PRIORITIES FOR 2005-08**

### **Strengthening the prosecution process.**

- Delivering charging arrangements in partnership with the police.
- Taking forward an advocacy strategy for our designated caseworkers, prosecutors and higher court advocates.
- Strengthening the prosecution of international, organised and serious crimes to support the introduction of a Serious and Organised Crime Agency.
- Developing the prosecutor role in drawing the courts attention to sentencing provisions and sentencing guidelines.
- Piloting arrangements for pre-trial interviews with witnesses.
- Improving the disclosure of unused material in major cases.
- Piloting conditional cautioning and other disposals away from the court process.

### **Championing Justice and the Rights of Victims**

- Introducing victim and witness care arrangements through the No Witness, No Justice initiative.
- Meeting commitments set out in the Victims Code.
- Strengthening the prosecution of hate crimes and crimes of domestic violence.

### **Inspiring the Confidence of the Communities we Serve**

- Developing and delivering a community engagement strategy that focuses on outcomes and on raising awareness and confidence in the CPS.
- Working closely with others to tackle anti-social behaviour and deliver community-based justice.
- Developing and delivering an Equality and Diversity Strategy and, in particular, working with other agencies to improve Black and Minority Ethnic (BME) confidence in the CJS.

### **Driving change and Delivery in the CJS**

- Contributing to PSA delivery through joint planning and performance management and ensuring early engagement in the development of new cross-cutting policies and initiatives.
- Joining up with other CJS IT systems.
- Developing a shared approach to defence and prosecution costs with the Department for Constitutional Affairs.

### **Being renowned for Fairness, Excellent Career Opportunities and the Commitment and Skills of all our People**

- Developing the Prosecution College to provide leadership, management, advocacy and prosecution skills training for our people.
- Developing and delivering prosecutor and administrative workforce strategies.
- Improving Counselling and Welfare Support Services.
- Implementing the CPS's second Race Equality Scheme.

## **Having a Strong Capability to Deliver**

- Strengthening HQ support to frontline prosecution services.
- Securing greater efficiencies and value for money in support services.
- Maximising attendance.
- Fully utilising the COMPASS Case Management System.
- Improving the management of prosecution costs.
- Reducing the administrative burden through greater use of IT.

## **Delivering CPS Priorities**

The following tables set out the key initiatives and milestones the Service will be undertaking in the next three years to deliver on our key priorities. It has a detailed focus on 2005-06. The plan will be reviewed and developed each year as part of the Service's annual business planning arrangements.

## WEST MERCIA AREA BUSINESS PLAN – 2006/07

Objective	Action	Timescale and Owner	Outcomes	Measures
<b>Strengthening the Prosecution Process</b>				
PPP – Deliver the Proactive Prosecutor Programme	<ul style="list-style-type: none"> <li>• Train all C2 lawyers.</li> <li>• Facilitate 1 day follow up.</li> <li>• Train all Unit Heads.</li> </ul>	<ul style="list-style-type: none"> <li>• By Qtr 1 – Business Review Team. (BRT).</li> <li>• By Qtr 3 – BRT.</li> <li>• By Qtr 3 – BRT.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved decision making and weed out weak cases.</li> <li>• Reduce discontinuance to 17%.</li> <li>• Increased guilty pleas to 73% in CC and 68% in MC.</li> <li>• Reduce Unsuccessful Outcomes to 18%.</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits realization Model MIS.</li> </ul>
Charging – Deliver the benefits of Statutory Charging	<ul style="list-style-type: none"> <li>• Post Implementation Review.</li> <li>• Post review action implementation (to include encouraging the gatekeeper role of the police to monitor and improve MG3 and 11 completion).</li> <li>• Linked to PTPM, ongoing evaluation and action to continuously improve.</li> </ul>	<ul style="list-style-type: none"> <li>• In Qtr 1 – Area Management Team. (AMT).</li> <li>• End of Qtr 1 – Unit Heads and AMT.</li> <li>• AQ&amp;PM and AMT.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement.</li> <li>• More OBTJ.</li> <li>• Increased public confidence.</li> <li>• Reduce discontinuance to 17%.</li> <li>• Increased guilty pleas to 73% in CC and 68% in MC.</li> <li>• Reduce Unsuccessful Outcomes to 18%.</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits realisation Model MIS.</li> </ul>
Advocacy Strategy – Increase In House Court Coverage, deploying DCW's and HCA's more	<ul style="list-style-type: none"> <li>• Train recruited DCW's and HCA's.</li> <li>• Deploy DCW's and HCA's</li> </ul>	<ul style="list-style-type: none"> <li>• End of Qtr 1 – BRT.</li> <li>• Ongoing – UBMs.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet 80% target.</li> <li>• Increased skills in trial advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>• DCW target of 20%.</li> <li>• HCA Counsel savings of £120,364.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
frequently and effectively	<ul style="list-style-type: none"> <li>• in line with strategy.</li> <li>• Increase trial coverage in the MC and CC by in house staff, reducing dependency on agents.</li> <li>• Develop dedicated HCA approach at Worcs and Shrews CC.</li> <li>• Train and develop HCA's in contested cases.</li> <li>• Continuous review and actions taken to improve performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing – UBMs.</li> <li>• By the end of Qtr 2. HCA Champion &amp; ABM.</li> <li>• HCA's and line managers.</li> <li>• Ongoing - AQ&amp;PM and BRT.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased resilience during strike action.</li> <li>• Achieve savings of £120,364 from HCA deployment and link to staff resources to maximise numbers.</li> <li>• Improved decision making and weeding out weak cases.</li> <li>• High class local reputation for prosecuting.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased HCA funding (not capped).</li> </ul>
Prosecution Process Performance Improvement Strategy	<ul style="list-style-type: none"> <li>• Deliver Prosecution Team Performance Management (PTPM) and create framework for continuous improvement.</li> <li>• Deliver revised Casework Quality Assurance model.</li> <li>• Revise Performance Management Framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 and ongoing – AQ&amp;PM and AMT.</li> <li>• Qtr 1 and ongoing – AQ&amp;PM, CCP and Unit Heads.</li> <li>• Qtr 1 and ongoing – AQ&amp;PM and BRT.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on areas in need of improvement and actions resulting.</li> <li>• Link to peer assessment and review activities.</li> <li>• Assurance, timely and constructive feedback on individual development issues.</li> <li>• Improved timeliness and quality of police files.</li> <li>• Increased use of CMS.</li> <li>• MG3's – 80%, Witness details</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarking with Most Similar Area's CMS usage reports.</li> <li>• Outcomes from Casework Quality Assurance.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
ETMP – Deliver the Benefits of ETMP	<ul style="list-style-type: none"> <li>• Permanent Case Progression Officers (CPO).</li> <li>• Line Management of Witness Care Officers.</li> <li>• Review Role and Responsibility of ETMP Champion.</li> <li>• Implement feedback changes from the assurance assessment.</li> <li>• Work with Courts to improve Court Listing.</li> <li>• Work with Witness Care Units to improve Witness Attendance Rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 – Job sponsor.</li> <li>• Case Progression Officers.</li> <li>• Qtr 2 – CCP.</li>   <li>• Qtr 1 and ongoing – ETMP Champion.</li> <li>• Qtr 1 ongoing – AMT.</li> <li>• Qtr 1 ongoing – CPO's and BRT.</li> </ul>	<p>100% and CC Reviews – 80%.</p> <ul style="list-style-type: none"> <li>• Reduce ineffective hearings and trials to &lt;18% in MC and 15.5% in CC.</li> <li>• Reduced lead-in times for trials.</li> <li>• Reduced unsuccessful outcomes to 18% .</li> <li>• Increased use of CMS.</li> <li>• MG3's – 80%, Witness details 100% and CC Reviews – 80%.</li> <li>• Improved PYO performance to &lt;71 days.</li> <li>• Improved effectiveness of PTR's.</li> </ul>	<ul style="list-style-type: none"> <li>• PSA targets.</li> <li>• Charging Benefits realisation</li> <li>• Court Statistics.</li> <li>• NWNJ Tracker.</li> <li>• WMS Usage Reports.</li> <li>• WAVES.</li> </ul>
Local Complex Casework Strategy – consider recommendations and proposals of the national SCL review and play our part in that accordingly.	<ul style="list-style-type: none"> <li>• Determine and define criteria for processing Complex Casework in the Area.</li> <li>• Determine and deploy the number of lawyers required to handle case work within the criteria.</li> <li>• Create process for management and monitoring of quality and performance as well as</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 and ongoing – Senior Management Team.</li> <li>• Qtr 1 and ongoing – SMT &amp; AQ&amp;PM.</li> <li>• Qtr 1 and ongoing – SMT and AQ&amp;PM.</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity of system and effectiveness of processes to handle complex casework.</li> <li>• Achieve HCA target of £120,364.</li> <li>• Increase of lawyer time for deployment of trial work at MC</li> </ul>	<ul style="list-style-type: none"> <li>• Caseloads.</li> <li>• Sensitive case logs.</li> <li>• Complaints log.</li> <li>• HCA monitor.</li> <li>• Increase in house court coverage in more complex cases as per the HCA plan.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
	work flow.		or CC. <ul style="list-style-type: none"> <li>• Reduced complaints.</li> </ul>	
<b>Championing Justice and Rights of Victims</b>				
NWNJ – To develop and improve the service to victims and witnesses achieving the 13 minimum standards and the Victims Code.	<ul style="list-style-type: none"> <li>• Implement the recommendations from the NWNJ Assurance Reviews.</li> <li>• To review processes and capacity of the units to handle the quantity and quality of the work to achieve the standards.</li> <li>• To monitor progress and feedback to the LCJB in readiness for final assurance reviews.</li> <li>• To deliver WMS.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 and ongoing – Senior Responsible Officer (SRO) and BRT.</li> <li>• Qtr 1 and ongoing – Police and CPS Project Managers and BRT.</li> <li>• Qtr 1 and ongoing – Police and CPS Project Managers, AQ&amp;PM and SRO.</li> <li>• Qtr 1 and ongoing – CD and BRT.</li> </ul>	Delivering the standards. Delivering our obligations under the victims code. Increased levels of support to victims and witnesses. Improved attendance at court of witnesses. Reduce ineffective trials to <18% in MC and <15.5% in CC and unsuccessful outcomes to <18%. Improved relationship with the witness service.	<ul style="list-style-type: none"> <li>• PSA targets.</li> <li>• NWNJ Tracker.</li> <li>• WMS Usage Reports.</li> <li>• NWNJ Project Sign Off.</li> <li>• Increased referrals.</li> <li>• Increased Personal Victim Statements.</li> <li>• CMS Usage Reports.</li> </ul>
Delivering the Victim and Witness Code and consideration of the new Witness Charter	<ul style="list-style-type: none"> <li>• To imbed and reinforce the Prosecutors Pledge.</li> <li>• To consider recommendations for the Witness Charter and implement changes to facilitate.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 and ongoing – Victim &amp; Witness Champion and AMT.</li> <li>• Qtr 1 and ongoing - V&amp;W. Champion and AMT.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with the code.</li> <li>• Reduced complaints.</li> <li>• Readiness for Witness Charter</li> <li>• Increased public confidence &gt;49%.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints from the ombudsman.</li> <li>• Number of complaints generally.</li> <li>• DCV Trackers.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
Direct Communications with Victims – to improve information flows to victims when charges are either dropped or substantially reduced explaining why and (where appropriate) offering an interview	<ul style="list-style-type: none"> <li>• Implementation of the feedback from DCV Peer Assessments to secure 100% compliance.</li> <li>• Ongoing progress evaluation of performance.</li> <li>• Evaluate the quality of the DCV letters and provide individual feedback to secure improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 – BRT.</li> <li>• Qtr 1 and ongoing – UBM's and AQ&amp;PM.</li> <li>• Qtr 2 and ongoing – BRT.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with the code.</li> <li>• Reduced complaints.</li> <li>• Achieve target of 135 letters per month, 100% in 5 days and 100% in 24 hours for vulnerable witnesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Complaints.</li> <li>• Number of interviews.</li> <li>• DCV Tracker.</li> </ul>
<b>Inspiring the confidence of the communities we serve</b>				
Conditional Cautioning	<ul style="list-style-type: none"> <li>• Implement Conditional Cautioning at Kidderminster Police Station in partnership with Police.</li> <li>• Continue to raise the profile of Conditional Cautioning as an available form of disposal.</li> <li>• Evaluate the success of the Conditional Cautioning pilot at Redditch and implement any changes across D Division to secure improvements and compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 – AMT Champion.</li> <li>• Qtr 1 and ongoing – Police and CPS Project Managers.</li> <li>• Qtr 1 – AMT Champion and AQ&amp;PM.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of Conditional Cautions.</li> <li>• Reduction in Crime.</li> <li>• Low volumes of breached conditional cautions.</li> </ul>	<ul style="list-style-type: none"> <li>• PSA targets.</li> <li>• Public confidence.</li> </ul>
ASBO's To continue to develop our approach to ASBO's through the ASBO champion	<ul style="list-style-type: none"> <li>• To continue working with the police to identify areas of potential improvement to local practice.</li> <li>• To train and develop all legal staff to improve our performance in relation to identifying and applying for</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers of successful ASBO's.</li> <li>• Increased media interest and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers and locations of ASBO's.</li> <li>• Press clippings.</li> <li>• Public confidence data.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
	<p>successful ASBO.</p> <ul style="list-style-type: none"> <li>To work with national co-ordinators to identify and implement best practice.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Increased public confidence.</li> </ul>	
Community Engagement Strategy	<ul style="list-style-type: none"> <li>Formulate a structured action plan co-ordinating and focusing activities to maximise impact.</li> <li>Hold meetings with key staff to initiate action and promote activities.</li> <li>Consult with and maintain contact with representative groups.</li> <li>Identify opportunities for joint activities with other CJB partners.</li> </ul>	<ul style="list-style-type: none"> <li>Qtr 1 – Lynda Jackson -Officer with communications responsibility.</li> <li>Qtr 1 – Lynda Jackson -Officer with communications responsibility.</li> <li>All Managers.</li> <li>Ongoing - Officer with communications responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Increased public confidence in the CPS.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from events.</li> <li>Feedback from victims and witnesses.</li> </ul>
External Communications Strategy (inc Media strategy)	<ul style="list-style-type: none"> <li>Identify representative groups/ communities where we can have the widest impact.</li> <li>Identify barriers to confidence in the CPS.</li> <li>Promote the work of the CPS by relevant public events and engaging the media.</li> </ul>	<ul style="list-style-type: none"> <li>Qtr 1 and continuing review. All Area Champions.</li> <li>Qtr 1 and continuing review. All staff.</li> <li>Qtr 2 and on going. All staff.</li> </ul>	<ul style="list-style-type: none"> <li>Increased public awareness and confidence in the CPS to &gt;49%.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from groups/communities/</li> <li>Number of reported crimes.</li> <li>Reduction in number of discontinued cases.</li> <li>Level of media co-operation and quality of reporting.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
	<ul style="list-style-type: none"> <li>• Build up a good two way relationship with the media</li> <li>• Formulate and implement processes for identifying media interest items at an early stage.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 – and on going. Officer with communications responsibility.</li> <li>• Qtr 1 – and on going review. Officer with communications responsibility.</li> </ul>		
Internal Communications Strategy	<p>Identify ways to encourage staff engagement in the business planning process.</p> <ul style="list-style-type: none"> <li>• Promote a two way communication policy.</li> <li>• Provide opportunities for staff consultation.</li> <li>• Formulate a structured plan of communication events to include guidance on dealing with new initiatives and wider CPS items.</li> <li>• Raise awareness of the need for communication and the responsibilities involved.</li> <li>• Act on findings of staff survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 and ongoing - Officer with communications responsibility.</li> <li>• On going - AMT.</li> <li>• On-going – AMT.</li> <li>• Qtr 1 – AMT.</li> <li>• Officer with communications responsibility.</li> <li>• Officer with communications</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of CPS policies and individual roles.</li> <li>• Staff feel valued and empowered.</li> <li>• Expectations are managed and change managed effectively.</li> <li>• Monthly Team Meetings.</li> <li>• Quarterly Review Meetings.</li> <li>• Monthly Newsletter.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction levels.</li> <li>• Staff awareness levels.</li> <li>• Staff involvement in initiatives.</li> <li>• Performance (PSA targets).</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
		responsibility. <ul style="list-style-type: none"> <li>• Qtr2 – CCP.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly AMT.</li> <li>• Bi-monthly Whitley Council Meetings.</li> </ul>	
<b>Driving Change and Delivery of the CJS</b>				
Secure eMail	<ul style="list-style-type: none"> <li>• Increase usage of SeM in CPS, to include new communication flows to deliver on Statutory Charging, ETMP and NWNJ</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 and ongoing – RM and BRT.</li> </ul>	<ul style="list-style-type: none"> <li>• Less ineffective trials &lt;18% in MC and &lt;15.5% in CC.</li> <li>• Improved communication with WCU's.</li> <li>• Improved relationship with the witness service.</li> </ul>	<ul style="list-style-type: none"> <li>• PSA targets.</li> <li>• Quicker communication with CJS Partners.</li> <li>• Benefits realisation.</li> </ul>
Partnership Performance Work to intensify and focus participation on deliverable outcomes and ensure that positive action results from partnership work at all levels	<ul style="list-style-type: none"> <li>• Review of all regular meetings with CJS partners to ensure that they have representation at the appropriate level and that the value added can be evaluated and linked to performance improvement with consideration being given to self assessments.</li> <li>• To work with the police to create a workable framework to monitor performance and ensure that positive action results that will deliver improvement and assurance, through the PTPM framework</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 AMT and area champions and ongoing.</li> <li>• Set up terms of reference and framework</li> <li>• Analysis and actions Qtr 2 AQPM and AMT members ongoing.</li> <li>• Develop framework through review by</li> </ul>	<ul style="list-style-type: none"> <li>• Achieving targets.</li> <li>• Full engagement and reduced rubbing points and areas of reluctance.</li> <li>• Good analysis and use of Data to identify areas in need of improvement and successful improvement action that follows.</li> <li>• Dynamic working</li> </ul>	<ul style="list-style-type: none"> <li>• PSA targets.</li> <li>• Evaluations and area quality and performance assessments</li> <li>• Quarterly reports.</li> <li>• Minutes of meetings.</li> <li>• Champion and AMT progress reports.</li> <li>• Achieve PSA targets.</li> <li>• Analysis reports.</li> <li>• Feedback from the police and LCJB performance Manager.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
	<ul style="list-style-type: none"> <li>• Work closely with the courts service to improve efficiency of listing and increase throughput and effectiveness of cases. Reduce delays and delivery improved service to victims and witnesses</li> </ul>	<p>Qtr 3 and ongoing.</p> <ul style="list-style-type: none"> <li>• Set up working group with the courts staff Qtr 1 ABM.</li> <li>• Review implementation of changes Qtr 2.</li> <li>• Review at operational level unit heads and business managers monthly and ongoing.</li> <li>• Review at strategic level ABM and CCP Qtr 1 and ongoing.</li> </ul>	<p>practices recommended and implemented that reduce delay and increase efficiency, deployment of DCW's and in house trial advocates and reduction of agents in the Magistrates courts and HCA's in the Crown Courts.</p> <ul style="list-style-type: none"> <li>• Increased deployment of DCW'S.</li> <li>• Increased use of in house trial advocates.</li> <li>• Increase use of HCA's in the CC.</li> <li>• Achieving the PSA targets.</li> <li>• Reduced delays and lead in times</li> <li>• Greater guilty pleas.</li> <li>• Less contested hearings.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports.</li> <li>• Minutes and recommendations.</li> <li>• Progress report from the working group.</li> <li>• Review results and progress reports.</li> <li>• Charging benefits data.</li> <li>• Target results.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
			<ul style="list-style-type: none"> <li>• More effective case progression.</li> </ul>	
<p>Police Reform To keep staff informed of police reform and to ensure that staff expectations at all levels as far as is possible with details in respect of known impact on their work and roles and responsibilities</p>	<ul style="list-style-type: none"> <li>• To keep everyone informed as to progress and impact locally and ensure business as usual approach whilst managing change</li> </ul>	<ul style="list-style-type: none"> <li>• AMT – ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications clear and change managed effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Team minutes.</li> <li>• Whitley meetings.</li> <li>• Newsletter.</li> <li>• CCP Briefings.</li> </ul>
<p>Project thinking in respect of joint inspections</p>	<ul style="list-style-type: none"> <li>• To work with partners to prepare for cross agency self assessments on a peer assessment basis to ready ourselves for any joint reviews and inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 2 -CCP at LCJB.</li> <li>• AQ&amp;PM AND LCJB Performance Management Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint reviews and joint action to improve and achieve joint targets and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved performance monthly performance data from the Board.</li> </ul>
<b>Being Renowned for Fairness and Excellent Career Management</b>				
<p>“Invest” Performance Management (people management)</p>	<ul style="list-style-type: none"> <li>• Introduction to new PDR System and ongoing review with timely and constructive feedback</li> <li>• Staff have a knowledge and understanding of the changes brought in by the invest programme with opportunity to contribute.</li> <li>• Review our progress and position in respect of the above and implementation of the programme generally and action and commit to any identified improvements</li> <li>• Look at sick absence, to</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 HR Business Partner AMT and all line managers/ manager responsible for training.</li> <li>• Qtr 2 and ongoing Business Partner and AMT and all line managers/ Lynda Jackson manager responsible for training.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff with good working knowledge and understanding of the system. Effective identification of learning and development needs and constructive and timely feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% development plans submitted by 30<sup>th</sup> April 2006.</li> <li>• Effective evaluations of training.</li> <li>• Customer satisfaction survey.</li> <li>• Positive results and links to performance improvement apparent from the emerging reported data.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
	<p>review progress and to take proactive action to ensure that we are working towards more robust management and reductions in the average number of days taken as sick in the area</p> <ul style="list-style-type: none"> <li>• Develop focus group approach to look proactively at all new initiatives and feedback to the management teams and working groups</li> <li>• Ensure proactive learning and development programme locally, linked in with Family group learning and development manager and administrator.</li> <li>• Ensure that all assessments of learning and development for staff are identified and communicated to the manager responsible for training locally by the end of the 1<sup>st</sup> quarter and updated on a quarterly basis ongoing.</li> <li>• Arrange and facilitate appropriate interventions to address any identified needs for managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 ongoing BRT.</li> <li>• Qtr 1 and ongoing manager with communications responsibility.</li> <li>• Qtr 1 and ongoing review manager with training responsibility.</li> <li>• Qtr 1 AMT and all line managers.</li> <li>• Qtr 1 – HR responsible person analyses plans and</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce sick absence.</li> <li>• Increase staff engagement and satisfaction.</li> <li>• An Area Training Plan supported by bookings for national and local training initiatives timetable to meet Area business needs.</li> </ul>	<ul style="list-style-type: none"> <li>• HR data.</li> <li>• Staff survey.</li> <li>• Sounding board minutes and reports and recommendations.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
	<ul style="list-style-type: none"> <li>• To set aside funds to ensure necessary learning and development is undertaken and senior management commitment secured</li> <li>• To evaluate and link learning and development delivered with the results achieved.</li> <li>• Design a staff incentive scheme.</li> <li>• To work with the management team and Line managers to ensure that we are ready to deliver the strategy operationally.</li> </ul>	<p>identifies needs. Ongoing – ABM sets up active learning sets for new/established managers.</p> <ul style="list-style-type: none"> <li>• Qtr 1 and ongoing Manager responsible for finance.</li> <li>• Qtr 2 and ongoing ABM and Managers responsible for performance and training.</li> </ul>		
Family Group Training	<ul style="list-style-type: none"> <li>• To continue the work of the Family Group learning and development group to facilitate multi area training to realised the benefits of share trainers and facilities and increase deployment opportunities in area by provision of more course date</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing review every quarter.</li> </ul>	<ul style="list-style-type: none"> <li>• More training opportunities.</li> <li>• Economies of scale and deployment.</li> <li>• Greater consistency of</li> </ul>	<ul style="list-style-type: none"> <li>• 100% Evaluation form compliance.</li> <li>• Performance improvement on targets.</li> <li>• Learning and Development KPI's.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
			training. <ul style="list-style-type: none"> <li>• Timely training.</li> <li>• Better evaluation and links to performance improvement.</li> </ul>	
Equality and Diversity Strategy	<p>Take action as detailed in the themed Workforce Representation Plan 2006-2008.</p> <p>Review and evaluate outcome of actions and refine plan to address any areas identified.</p> <ul style="list-style-type: none"> <li>• Ensure all staff undertake equality and diversity training.</li> <li>• Ensure all staff adhere to Equality and diversity policy</li> <li>• Ensure all HR activities comply with equality and diversity policy.</li> <li>• Identify under-represented (staff) groups and take action to attract people from these groups to the CPS.</li> <li>• Launch and promote the West Mercia Race Equality</li> </ul>	<ul style="list-style-type: none"> <li>• On going – all line managers and HR responsible person.</li> <li>• On-going – all line managers and HR responsible person.</li> <li>• On-going - all line managers and HR responsible person.</li> <li>• Qtr 1 - HR responsible person.</li> <li>• Qtr 1 – ACM to give presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse workforce.</li> <li>• Minority community confidence in the CPS.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of training and HR procedures.</li> <li>• Feedback from minority communities.</li> <li>• Number of reported crimes from minority communities.</li> <li>• Reduction in number of discontinued cases.</li> <li>• Feedback from victims and witnesses.</li> <li>• Reduce hate crime unsuccessful outcomes to &lt;42%.</li> </ul>

Objective	Action	Timescale and Owner	Outcomes	Measures
	<p>Scheme (RES) 2005-2008.</p> <ul style="list-style-type: none"> <li>• Carry out the actions outlined in the RES 2005-2008.</li> <li>• Review and refresh scheme by evaluating and monitoring outcomes and acting on findings.</li> <li>• Undertake the Homophobic Themed Review Action Plan (2006-2007). Evaluate actions and act on findings.</li> <li>• Undertake a comprehensive review of performance and training needs with regard to all hate crimes to identify training and areas for consultation with group representatives.</li> <li>• Raise awareness of issues facing minority groups.</li> <li>• Consult with minority groups to identify ways of raising confidence in the CPS</li> </ul>	<p>to staff. UHs and UBMs to keep items to the forefront of staff awareness.</p> <ul style="list-style-type: none"> <li>• Ongoing – ACM/UBMs.</li> <li>• Ongoing – ACM/AQ&amp;PM and Area Champions.</li> <li>• Qtr 1 – ACM presents Plan to Area Champions. Ongoing – All Area Champions.</li> <li>• Qtr 1 – Domestic Violence Conference – ACM to arrange. Ongoing Area Champions and AQ&amp;PM.</li> <li>• Qtr 2 – HR responsible person to initiate.</li> <li>• On-going - All Area champions.</li> </ul>		

Objective	Action	Timescale and Owner	Outcomes	Measures
<b>Strong Capability to Deliver</b>				
IT Strategy (Compass development, NSPIS, LIBRA and XHIBIT are actions)	<ul style="list-style-type: none"> <li>• To deliver CMS at Court Centres and deploy support staff to update cases in real time</li> <li>• Increase CMS Usage at caseworker and lawyer level</li> <li>• Work with police partners on NSPIS implementation and develop interface activities with CMS</li> <li>• Extend use of XHIBIT to all staff in the TU's in West Mercia, improving communication and timeliness of file activity</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 and ongoing – RM and BRT.</li> <li>• Qtr 1 and ongoing – AMT.</li> <li>• Qtr 2 and ongoing – RM and BRT.</li> <li>• Qtr 1 and ongoing – BRT.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved timely communication with CJS partners, including WCU's.</li> <li>• Reduced ineffective trials to &lt;18% in MC and 15.5% in CC.</li> <li>• Reduced unsuccessful outcomes to &lt;18%.</li> <li>• Increased use of CMS.</li> <li>• Improved effectiveness of PTR's.</li> </ul>	<ul style="list-style-type: none"> <li>• PSA targets.</li> <li>• CMS Usage Reports.</li> <li>• WMS Usage Reports.</li> <li>• Court Statistics.</li> <li>• WAVES.</li> <li>• NWNJ Tracker.</li> <li>• DCV Tracker.</li> </ul>
Restructuring to a flexible combined unit approach in line with the national favoured model	<ul style="list-style-type: none"> <li>• Implement recommendations of Project managers report</li> <li>• Submit business case to BDD to qualify and assure changes</li> <li>• Set success criteria</li> <li>• Review changes to the units using the success criteria to ensure delivery of the original making it happen vision</li> <li>• Fine tune any recommendations resulting from the review</li> </ul>	<ul style="list-style-type: none"> <li>• Qtr 1 – AMT and Restructure Implementation Group.</li> <li>• Qtr 4 of 2005/06 – SMT</li> <li>• Qtr 1- AMT</li> <li>• Qtr 2 – AQ&amp;PM and BRT.</li> <li>• Qtr 3 and ongoing – BRT and all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of all CPS targets.</li> </ul>	<ul style="list-style-type: none"> <li>• PSA targets.</li> </ul>

**BRT = Business Review Team consisting of ABM, 3 UBMs and AQ&PM – to review and continually improve performance.**

**AMT – Area Management Team consisting of CCP, ABM, 3UHs, 3 UBMs and AQ&PM.**