

West Mercia
Crown Prosecution Service
Area Business Plan

Vision

Our aim is to provide an excellent prosecution service for the people of the counties of Herefordshire, Worcestershire and Shropshire. We will work closely with other agencies to make the criminal justice system more efficient and effective.

We will listen to the victims of crime and engage with local communities and make a real difference to the lives of the people we serve.

Through strong leadership our staff will feel valued. Leading by example, we will provide clear direction and set high standards of behaviour and professionalism

Introduction

I have placed our vision which sets out how we will operate on the front cover as a constant reminder of how we are going to work. This vision develops locally the national vision of the Director of Public Prosecutions who is the head of the Crown Prosecution Service. All members of staff have had an opportunity to comment on it and through my leadership this year I am asking the staff to be excellent. We are paid by the people of the counties we serve; they have a right to expect excellence and nothing less will do. We will aim to learn from what we do, to seek constant improvement and to minimise the occasions when we do not get things right. When that happens, we will explain the reasons why.

Our aim is to work with other criminal justice agencies to reduce crime and the fear of crime and to increase public confidence locally in line with Crown Prosecution Service and wider national criminal justice aims and objectives. I have a seat on the Local Criminal Justice Board (LCJB) as do other criminal justice chief officers, such as the Chief Constable of West Mercia Constabulary and the Regional Director for HM Courts Service. This ensures that we work together in a coordinated way to drive through improvements and secure local satisfaction across all the relevant agencies. Locally the Crown Prosecution Service works to a performance framework; our performance is reported upon regularly and published on our web site www.cps.gov.uk. Please check it out and see how we are doing. Please contact me if you have any concerns or ideas as to how we can improve our service.

I believe that over the last three years there have been a number of developments in our local service that have strengthened our role as prosecutors and enhanced the service we provide to victim and witnesses for example. We now engage and connect better with those we serve and we plan to continue to develop this approach. As always there is more to be done which is why I wanted to make our intentions so clear. A summary of local targets has been placed at the back of this plan for information.

I believe that we are now involved effectively at the outset of a case, advising the police as they investigate and deciding on charges and we have a lawyer present in each of the major police stations in the area each day Monday to Friday. Outside normal working hours, cover is provided on our behalf by CPS Direct, a nationally based out of hours telephone based service. We are driving cases hard following charge to finalisation and are achieving good conviction rates at both the Crown and Magistrates' Courts. Obviously some cases do end in acquittal and we make no apology for that; the Code for Crown Prosecutors requires that there should be a realistic prospect of conviction and that the prosecution should be in the public interest. 'Realistic prospect' does not mean 'dead certainty'. We will continue to consider critically those cases which do not result in conviction to see what we can learn for the future.

In conclusion, the staff of CPS West Mercia have much to be proud of in the service they provide. I will build on that solid foundation over the course of the year 2007/08.

Chris Enzor
Chief Crown Prosecutor
For the counties of Herefordshire Worcestershire and Shropshire

The CPS nationally has set out the following priorities for 2007-08

- Building our prosecution strength by accelerating the delivery of the **advocacy strategy programme**;
- Responding to the most serious casework by deciding on high-profile **anti-terrorism** cases and preparing for an increase in this work;
- Ensuring we respond to public needs by delivering on **community justice, developing our responses to hate crime, violence against women and community engagement**;
- Establishing organisational resilience and efficiency by **implementing Complex Casework Units and other structural reforms; standardising casework handling and introducing Criminal Justice Simple Speedy Summary Justice Programme; maximising the seizure of assets; and improving benefits realisation processes and outcomes for Charging, No Witness, No Justice and other projects**;
- Developing our people by delivering better **performance management**, valuing diversity, redefining the **role of the caseworker** and **maximising attendance**.

Our local Area commitments

- We will work in partnership with the police in police stations giving essential advice and guidance to them to get the charge and evidence right before a case comes to court.
- We will cover many of our own cases in-house including some of the more complex cases so that the public will have advocates that have dealt with the case from the start.
- We will be engaging effectively with the community to ensure that we understand what it is they want us to do and check out what we have done with independent scrutiny panels to ensure that we develop and get better at meeting the public's` needs and increase their confidence in the criminal justice system.
- We will work with our colleagues in other areas to increase our commitment to operational casework and create effective and efficient support to improve delivery.

- In partnership with our staff and other criminal justice agencies we will introduce new models of work to deal with cases quicker and more successfully, realising tangible benefits and savings from these changes.
- We have invested in our staff and will continue to do so to ensure that they deliver an excellent service, they will receive support and performance management to achieve this, looking at individual roles to reap the benefits of their vast skill and experience through development and change.
- We intend to communicate clearly with our staff as part of our overall people and performance approach this coming year.

We have consulted with our staff on the interpretation of these priorities and commitments and will continue to do so during the coming year. It is important to us to also gain the views of the community we serve. There is a strong commitment to engage to enable us to ensure that we have a full understanding of their needs and to provide independent scrutiny of our performance so we can gauge how well we are doing and what we need to do to improve in our delivery.

Introducing the Management Team

The area is run by a group of senior managers called the Senior Management Team. The Chief Crown Prosecutor, Chris Enzor, and Laurence Sutton the Area Business Manager are responsible for delivery and performance. They are supported by a small secretariat with its own Business Manager Sadie O'Hara who has a key responsibility for performance and quality of our overall operations. Three Districts support and deliver the work of the Area. These are split as follows:-

- **Hereford and Worcester based in Droitwich and Hereford**
- **Kidderminster and Redditch based in Droitwich**
- **Shropshire based in Shrewsbury**

Each unit is headed by a District Crown Prosecutor and District Business Manager who each have seats on the Area Management Team. They are as follows:-

<i>District</i>	<i>District Prosecutor</i>	<i>District Business Manager</i>
• Hereford and Worcester	Suzanne Llewellyn	Giles Henry
• Kidderminster and Redditch	David Elliott	Jacque Moore
• Shropshire	Claire Riley	Carol Doherty

Our staff and management consultation that has taken place as part of the planning process has identified five key priorities to ensure that CPS West Mercia can deliver against our key targets (set out in annex 1). These priorities are as follows:-

- **Advocacy**
- **Hate crime and community engagement**
- **Improving how we work to secure delivery**
- **Introduction of the Criminal Justice Simple Speedy Summary Justice programme**
- **People and performance**

These five priorities will form the strategic direction for securing the Chief Crown Prosecutor`s vision and delivery of the national targets and priorities. Each priority has a Senior Manager who owns it, who is strongly supported by a Business Manager and members of staff with a lead responsibility for a variety of themes that support each of the priorities. The detailed delivery actions will be set out in a common format, one that allows easy recognition of our key targets so that we can follow what we have done. The five detailed delivery work outlines will be progressed and evaluated on a regular basis, each priority owner reporting and accountable to the board.

The summary of planned high level actions and time scales for each are set out below. More detailed work outlines will develop these strategies and will be available later .

Advocacy Strategy *Priority owner District Crown Prosecutor Claire Riley*

Strategic objective	Milestone	Owner/ resource	CPS Target
<p><u>Advocacy strategy</u> Create robust area advocacy development strategy to co-ordinate and deliver effectively.</p>	<ul style="list-style-type: none"> By the end of May 07. 	<ul style="list-style-type: none"> Advocacy Champion. 	<ul style="list-style-type: none"> DCW. HCA. In house advocacy target. Reduce use of agents.
<p><u>Designated caseworkers</u> Develop effective deployment of Designated Caseworkers in the Magistrates` courts in partnership with the HM Courts Service.</p>	<ul style="list-style-type: none"> By the end of the first quarter and ongoing development thereafter. 	<ul style="list-style-type: none"> SRO Shropshire unit and all other units in support. 	<ul style="list-style-type: none"> DCW target. In-house advocacy target reduce agents. Maximise use of HCAs.
<p><u>Higher Courts Advocates</u> Develop a major deployment and delivery model of Higher Courts Advocates to maximise deployment in the Crown court</p>	<ul style="list-style-type: none"> By the end of the first quarter and ongoing development thereafter. 	<ul style="list-style-type: none"> SRO Shropshire unit, Advocacy champion and all other units in support . 	<ul style="list-style-type: none"> Increased counsel fee savings. Increase salary costs. Reduce attrition.
<p><u>In-house advocates</u> Reduce use of agents and recruit from bar and private practice as well as develop in house staff lawyers.</p>	<ul style="list-style-type: none"> By the end of quarter 2. 	<ul style="list-style-type: none"> AMT. District Business Managers. 	<ul style="list-style-type: none"> In house advocacy strategy. Increase satisfaction. Reduced attrition. Reduce ineffective trials.

Hate crime and community engagement in support

Priority owner Chief Crown Prosecutor Christopher Enzor

Strategic objective	Milestone	Owner/resource	CPS Target
<p><u>Develop a new structured approach to community engagement</u> to improve our performance on crimes related to:-</p> <ul style="list-style-type: none"> • Race, Religion and Age • Disability • Domestic violence and Rape • Homophobic and Gender <p>Co-ordinated by a team of champions(Hate Crime Co-ordination Group) with community consultation and scrutiny at the heart of the approach</p>	<ul style="list-style-type: none"> • Quarter 1 and ongoing with regular monthly reporting and quarterly effectiveness evaluation. 	<ul style="list-style-type: none"> • SRO. • AMT. • District Crown Prosecutors and Business Managers. • Hate Crime Champions. • Hate Crime co-ordinator. 	<ul style="list-style-type: none"> • Community Engagement. • Hate Crime. • Improved internal communication. • Secure improvement service delivery.
<p><u>Hate Crime Champion approach</u> Appointment of hate crime champions with clear job descriptions to ensure staff understand their role as well as their own responsibilities</p>	<ul style="list-style-type: none"> • Start of quarter 1 and reviewed and developed ongoing. 	<ul style="list-style-type: none"> • SRO. • Area Hate Crime and Community Engagement Champion. 	<ul style="list-style-type: none"> • Hate crime targets. • Community Engagement. • Improved learning and development.

<p><u>Community engagement programme</u> Redefine our community engagement programme to focus and link what engagement we do to performance improvement and business delivery Hate crime co-ordination group to determine detailed strategy/ work plan to</p> <ol style="list-style-type: none"> 1. Programme of work and learning and development required including Homophobic and RARA leads 2. Sustain the focus on improving performance against Community Engagement measures. 3. Establish scrutiny panels from existing and new networks using case study approach to learn and develop performance. 4. Prepare single equality plan. 5. Monitor and report on progress against key targets including work force representation and homophobic crime plans. 	<p>By the end of April.</p> <ol style="list-style-type: none"> 1. End of April. 2. Monthly ongoing. 3. September 07. 4. September 07. 5. End of quarter 2 and 4. 	<ul style="list-style-type: none"> • Area Communications and Community Engagement Officer • Area community and Hate Crime Champion. • Priority owner. 	<ul style="list-style-type: none"> • Community engagement. • Work force representation target. • Hate Crime targets. • Change and improvement service delivery.
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<p><u>Annual hate Crime theme</u> To prepare and deliver a clear local strategy on Domestic violence as part of our locally adopted year of <i>Domestic Violence and offences against women</i> launched with partners at a major event.</p>	<ul style="list-style-type: none"> • Quarter 1 and ongoing development to achieve the target and reduce the problem. 	<ul style="list-style-type: none"> • SRO. • Domestic violence champion and leads. • District Business Managers. 	<ul style="list-style-type: none"> • Hate Crime targets, • Community Engagement, • Change and improvement in service delivery,
<p><u>Single equality scheme</u> Produce a local single equality scheme and Launch disability statement</p>	<ul style="list-style-type: none"> • End of September 07. 	<ul style="list-style-type: none"> • CECM. 	<ul style="list-style-type: none"> • Community Engagement. • Hate Crime targets.
<p><u>Robust charging decision approach</u> Review and develop our decision making approach to reduce retraction and late discontinuance through the guidance and advice given at charging stage. To work with the police partners to maximise use of evidence to reduce attrition</p>	<ul style="list-style-type: none"> • Quarter 1 and ongoing with regular monthly reporting and quarterly effectiveness evaluation. • Priority owner. 	<ul style="list-style-type: none"> • SRO. • AMT. • Hate Crime Champions. 	<ul style="list-style-type: none"> • Charging benefits. • Hate Crime. • Reduce need for DCV letters and lower our target figure. • Victim code target.
<p><u>Review use of COMPASS</u> To ensure that cases are flagged and monitored and cases managed effectively, through a quality assurance/peer assessment in line with proposed changes</p>	<ul style="list-style-type: none"> • Quarter 1 and ongoing with regular monthly reporting and quarterly effectiveness evaluation. • Priority owner. 	<ul style="list-style-type: none"> • AQ&PM. • CMS champion. 	<ul style="list-style-type: none"> • CMS targets. • Hate crime targets. • CE measures.

Improving how we work to secure delivery

Priority owner District Crown Prosecutor Suzanne Llewellyn

Strategic activity	Milestone	Owner/resource	CPS Target
<p><u><i>Developing area structure to improve service to victims and witnesses</i></u> Post NWNJ to appoint new area champion and Victim and Witness Champions in each of the three districts to form the witness care co-ordination and performance group.</p>	<ul style="list-style-type: none"> • April 07. 	<ul style="list-style-type: none"> • NWNJ champions area and units. • Police partners. 	<p>?????????</p>
<p><u><i>Victim and Witness commitments</i></u> Co-ordination group with police partners to:-</p> <ol style="list-style-type: none"> 1. Implement programme of work 2. Review systems and management controls to assure CCP that all witness care commitments are met including <ol style="list-style-type: none"> a) Delivering on DCV b) The prosecutors pledge c) Code of practice for victims and witnesses d) special measures e) NWNJ minimum requirements/ post implementation action plan 	<ul style="list-style-type: none"> • By quarter 1 and ongoing quarterly thereafter. <ol style="list-style-type: none"> 1. End April. 2. End of quarter1. • All by end of quarter 1 and ongoing thereafter. 	<ul style="list-style-type: none"> • Co-ordination group. • Area and District Champions. • Police partners. • District Crown Prosecutors. • Managers and staff. 	<ul style="list-style-type: none"> • Witness attendance. • Crown Court. • Magistrates Courts cracked and ineffective due to witness non attendance. • Victim and witness code pre charge volume. • Victim and witness code pre charge 1 day . • Victim and witness code pre charge 5 days. • Victim and witness

<p>f) Hate crime g) Children and young people</p> <p><i>These will be assessed through a peer assessment approach with co-opted staff to ensure sharing best practice and continuous improvement</i></p>			<p>code DCV letters per month.</p>
<p><u>Strengthen CPS links to Witness care units</u> District champions and CPOs to have tighter links to WCUs to ensure that:-</p> <ol style="list-style-type: none"> 1. Area monitoring data/WAVES and benefits data evidence improvements accuracy and set direction for performance improvement. 2. Minimum requirement handover review action plans to be monitored and progressed. 3. Review of learning and development needs for WCU staff 4. Effective use of WMS and the introduction of effective usage protocols 5 District Crown Prosecutors through CQA and dip checks to 	<ul style="list-style-type: none"> • By end of first quarter. <ol style="list-style-type: none"> 1. End of April 07. 2. End of April 07. 3. End of quarter 1. 4. End of May. 5. End of quarter 1 and ongoing. 	<ul style="list-style-type: none"> • Co-ordination group. • Area and District Champions. • Police partners. • District Crown Prosecutors. • Managers and staff. • AQ&PM. • Area customer service manager and Logica representative. 	<ul style="list-style-type: none"> • Witness attendance. • Crown Court. • Magistrates Courts cracked and ineffective due to witness non attendance.

measure performance against the Prosecutors pledge to ensure compliance with our statutory requirements.			
<u>Reviewing systems</u> Review effectiveness of systems to ensure that they are fit for purpose developed as appropriate with introduction of “Optimum business models”	<ul style="list-style-type: none"> • Quarter 1 ongoing. 	<ul style="list-style-type: none"> • District Business Managers and Area Quality and Performance Manager. 	<ul style="list-style-type: none"> • All targets. • Increased staff satisfaction. • Efficiency savings.
<u>Ensuring crime doesn't pay</u> To work closely with the police and courts in relation to POCA to ensure orders are made and money taken from them	<ul style="list-style-type: none"> • Beginning of quarter 1 carried over from 06-07. 	<ul style="list-style-type: none"> • POCA champions. • District Crown Prosecutors. 	<ul style="list-style-type: none"> • POCA target • Increased resources.
<u>Getting the charge right</u> To review and revise approach to charging to develop performance and realise the benefits	<ul style="list-style-type: none"> • End of quarter 1 with monthly reporting and bi-monthly evaluation thereafter. 	<ul style="list-style-type: none"> • SRO. • AMT. • Line managers and everyone else.???? 	<ul style="list-style-type: none"> • Charging benefits. • Hate crime targets. • Advocacy targets.
<u>Tackling anti social behaviour and Conditional cautioning</u> To evaluate our successes to date in relation to ASBO's and roll out of condition cautioning across West Mercia building on the success of the pilot sites	<ul style="list-style-type: none"> • End of quarter 2 review re-fix date for final roll out when known. 	<ul style="list-style-type: none"> • ASBO champion. • SRO. • District Crown Prosecutors. 	<ul style="list-style-type: none"> • Reduced contested case load.
<u>Restructure special casework and area support</u> Working with colleagues in Midlands region to re-engineer	<ul style="list-style-type: none"> • Quarterly ongoing. 	<ul style="list-style-type: none"> • CCP and ABM. 	<ul style="list-style-type: none"> • Improved utilisation level 1 crime. (Level 2 and 3 I think)? • Efficiency savings.

approach to special casework and area support			
<u>Persistent and youth offending</u> To develop protocols to manage caseload more effectively	<ul style="list-style-type: none"> • Carry over 06-07. • Quarter 1 and ongoing. 	<ul style="list-style-type: none"> • SRO. • Champions. • District Crown Prosecutors. 	<ul style="list-style-type: none"> • PYO. • J Track up to date. • Premium service.
<u>Quality assurance</u> To create and implement a quality assurance and governance approach programme to ensure that we proactively monitor and evaluate delivery against annual certificate of assurance	<ul style="list-style-type: none"> • End of April. 	<ul style="list-style-type: none"> • AQPM. • BRT. • AMT. • Quality performance and assurance group(CCP,ABM, AQ&PM). 	<ul style="list-style-type: none"> • Secure all targets and certificate of assurance. • Performance improvement.
<u>Overall performance assessment</u> To create an internal OPA liaison and lead to liaise with the inspectorate preparing the area for the next review To review and evaluate progress against our current action plan and their recommendations with a view of securing improvement of overall rating from fair to good or better	<ul style="list-style-type: none"> • End of April. 	<ul style="list-style-type: none"> • ABM/CCP. 	<ul style="list-style-type: none"> • OPA rating.

Simple Speedy Summary Justice *priority owner District Crown Prosecutor David Elliott*

Strategic activity	Milestone	Owner/resource	CPS Target
<p><u>Planning</u> Create an area internal and external implementation team with District level representation</p>	<ul style="list-style-type: none"> • By end of March 07. 	<ul style="list-style-type: none"> • SRO. • District management. 	<ul style="list-style-type: none"> • Reduce volume. • Speed up and reduce lead in times.
<p><u>Implementing</u> Create effective model and implement with CJS partners using a project management approach to create efficiency savings to assist with future budget challenges</p>	<ul style="list-style-type: none"> • First pilot in by end of first quarter. • The remaining in by start of the 3 quarter. 	<ul style="list-style-type: none"> • SRO. • Implementation group. • Area and district management. 	<ul style="list-style-type: none"> • Reduce lead in times. • Increase guilty pleas. • Reduce trials and ineffective. • Efficiency savings.
<p><u>Securing buy in</u> Ensure that staff and partner communications are effective to improve successful delivery and development</p>	<ul style="list-style-type: none"> • Immediate and ongoing through CJSSS bulletins created and issued by implementation team. 	<ul style="list-style-type: none"> • SRO. • Implementation group. 	<ul style="list-style-type: none"> • Reduce lead in times. • Increase guilty pleas. • Reduce trials and ineffective. • Efficiency savings.
<p><u>Preparation</u> Work with the Courts to reduce current backlogs to give the implementation support</p>	<ul style="list-style-type: none"> • Immediate and ongoing. 	<ul style="list-style-type: none"> • ABM. • AMT. • District management. 	<ul style="list-style-type: none"> • Reduce lead in times. • Increase guilty pleas. • Reduce trials and ineffective.
<p><u>Link to optimum operating model</u> To ensure that the introduction of the project links in with the development work on the optimum operating model to create efficiency savings</p>	<ul style="list-style-type: none"> • Upon the role out of the model. 	<ul style="list-style-type: none"> • Area champion. 	<ul style="list-style-type: none"> • Reduce lead in times. • Increase guilty pleas. • Reduce trials and ineffective. • Efficiency savings.

People and performance *priority owner Area Business Manager Laurence Sutton*

Strategic activity	Milestone	Owner/resource	CPS Target
<p><u>Staff engagement</u> Create a staff engagement and development group to facilitate consultation and evaluation of people and performance issues to oversee learning and development</p>	<ul style="list-style-type: none"> • End of Quarter 1. 	<ul style="list-style-type: none"> • SRO and staff survey group champion. 	<ul style="list-style-type: none"> • Help improve delivery and staff satisfaction.
<p><u>Leadership and development</u> Create and implement a staff investment learning and development strategy through staff engagement and consultation to improve delivery and change</p>	<ul style="list-style-type: none"> • By Quarter 2 and ongoing. • Evaluation quarter 3. 	<ul style="list-style-type: none"> • SRO and staff engagement and development group (SEDG). • District Prosecutors and Business Managers. 	<ul style="list-style-type: none"> • CQA, POCA, PYO, CMS, Charging benefits, victims code, hate Crime DCW HCA and community engagement.
<p><u>Building staff capability</u> To build up staff capability to ensure that they are able to use the tools and have the skills to do the job required of them effectively</p>	<ul style="list-style-type: none"> • From quarter 1 and ongoing. • Reporting quarterly with links to improved performance. 	<ul style="list-style-type: none"> • All line manager. • All staff. • SRO. 	<ul style="list-style-type: none"> • All above and increased staff confidence.
<p><u>Communications strategy</u> Create and implement improved internal and external communications strategy through consultation.</p>	<ul style="list-style-type: none"> • By Quarter 2 and ongoing. • Evaluation quarter 3. 	<ul style="list-style-type: none"> • SRO and (SEDG). • District Prosecutors and Business managers and face to face staff consultation. 	<ul style="list-style-type: none"> • Raise public awareness and increase confidence and satisfaction internally and externally.
<p><u>Valuing staff</u> Engaging effectively with staff using a face to face is best approach</p>	<ul style="list-style-type: none"> • Quarter 1 ongoing. 	<ul style="list-style-type: none"> • SRO. • AMT. 	<ul style="list-style-type: none"> • Increased confidence. • Motivation. • All targets.

<p><u>Performance development</u> Embed performance management approach through introduction and development of the INVEST programme linking peoples effort to data and key targets.</p>	<ul style="list-style-type: none"> • Quarter 2 and ongoing. • Evaluation quarter 3. 	<ul style="list-style-type: none"> • SRO. • AMT. • All line managers. • HR business partner. • All staff. 	<ul style="list-style-type: none"> • CQA, POCA, PYO, CMS, Charging benefits, victims code, hate Crime and CE
<p><u>Match resources to the work</u> Create human resource plan linked with budget to ensure that staff are recruited and deployed effectively to enable performance delivery.</p>	<ul style="list-style-type: none"> • End of quarter 1 and ongoing. • Evaluation quarter 2. 	<ul style="list-style-type: none"> • SRO. • Performance and resources group. 	<ul style="list-style-type: none"> • CQA, POCA, PYO, CMS, Charging benefits, victims code, hate Crime and CE.
<p><u>Improving the culture</u> Develop a positive culture which encourages openness, respect and honesty, motivates and inspires staff, increases confidence and appreciates difference allowing staff to achieve their maximum potential.</p>	<ul style="list-style-type: none"> • Linked with all above and to be externally reviewed by learning and development manager through facilitated self assessment process. 	<ul style="list-style-type: none"> • SRO. • CCP and ABM. • District Crown Prosecutors and Business managers and face to face staff consultation. • Learning and development manager. 	<ul style="list-style-type: none"> • Raise public awareness and increase confidence and satisfaction internally and externally.