



CPS

CPS BUSINESS PLAN 2011-12

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Attorney General's Foreword: Meeting the Challenge

The challenge to the prosecution is to deliver greater efficiency without compromise to quality or the requirements of justice. As a Government Minister, I know that the criminal justice system must play its full part in delivering the efficiencies required in the current economic climate. As Attorney General, I am determined that will be achieved without detracting from the quality of justice.

Against this background, the Crown Prosecution Service is taking a positive approach towards maintaining and improving the quality of the criminal justice system. From working closely with the Director over the past year, I know that a great deal of important work has already been undertaken towards shaping the Crown Prosecution Service to meet the challenges ahead. For example, the introduction of Core Quality Standards provides both its people and the public with clear expectations of the standards of service required. Other transforming initiatives, such as those relating to technology, will help safeguard and improve the quality of service offered to the public and enhance the way the Crown Prosecution Service works with its partners in the criminal justice system.

The regular visits I make to Crown Prosecution Service Areas enable me to see first-hand how a national prosecution service is delivered locally. The committed and professional staff I meet are well-placed to deliver the Director's plans for a modern and streamlined service, fit for the future.

This plan sets out the key priorities for the service in the coming year to build on recent achievements. I look forward to following progress closely.

Director of Public Prosecutions & Chief Executive's Introduction

The Crown Prosecution Service (CPS) for some time has been preparing for the Spending Review 2010 (SR10) outcome. We have already put in place a number of measures to reduce our costs, such as: reducing the size of Headquarters; renegotiating commercial contracts; a recruitment freeze; and merging with Revenue and Customs Prosecutions Office. All of this means that the CPS is well prepared to make the savings required.

We are also very clear about what service we need to deliver. In March 2010 we launched our Core Quality Standards and these are the bedrock on which we are building the Service. We are very clear that throughout the changes we are making, that we must continue to maintain and improve the quality of our service.

The forthcoming year will see the CPS transform the way we work and how we engage with our partners and the public. Our transforming through technology (T3) programme is fundamental to this, and the year ahead is critical.

Successful implementation of this business plan in the forthcoming year will lay solid foundations for the remaining years of this Spending Review period.

Our Vision for the CPS

We have a vision for the CPS which applies throughout 2011-12 and on to 2015.

What will we be?

A high-performing, streamlined, prosecution service relentlessly focussed on quality and respected for its professionalism.

We will be confident and strong.

Our prosecutors will be trusted, making sound prosecution decisions without unnecessary referral. They will be well prepared for court and will challenge others who are not. All our staff will be ready to solve problems and take responsibility. We will exert our influence with our justice partners to deliver whole system efficiencies and improvements.

We will be independent in our decision-making.

We will take all prosecution decisions free from improper influence and in the interests of justice. We will respect and stand-up for the rights of victims. We will engage positively with our justice partners. But our casework decisions will be our own.

We will be transparent, accountable and fair.

We will explain our decisions and account for the service we deliver.

We will treat our staff fairly and with respect and dignity, embedding a *One CPS* philosophy in all our teams.

Our staff will have clearly defined career options and the opportunity to develop to their full potential.

We will be efficient.

We will reduce expenditure through embedding a culture of cost consciousness at every level and getting best value for money.

We will simplify our policies and processes, making prosecutions as straightforward as possible.

We will deliver year on year improvements in efficiency and economy by streamlining our business processes and optimising our use of IT.

We will work with our criminal justice partners to develop and deliver an efficient and effective Criminal Justice System.

Our Strategic Objectives

To support the CPS Vision and to enable us to focus our effort and activity on the right things, we have four strategic objectives. These are:

- To provide a service of the highest **Quality**. We have a clear and published approach to quality of service in the Core Quality Standards which set the standards by which we are judged;
- To provide a streamlined and **Efficient** service. We need to deliver a sustainable approach to efficiency in order to reduce our resource costs and achieve improved productivity, based on a culture of continuous improvement;
- To digitise our business processes and **Transform through Technology (T3)** the CPS by making the most of opportunities for efficiencies that are provided by new and existing technology;
- To inspire, engage and support our **People** by delivering a new people strategy that promotes an inclusive culture that recognises individual contribution and supports the Service's aspirations of integrity, fairness, equality and diversity.

The world in which we are operating will change significantly over the period to 2015. Our strategic objectives, taken together, provide a coherent and cohesive focus for us. Each objective is interlocked with the others and cannot be considered in isolation. For example, the delivery of a digitalised way of working cannot be successful without a shift in the ways that we work, which obviously means our people need to change the ways they work. Equally the success of our efficiency work will be limited without moves to harness the potential of digital working to provide the opportunities for new and more cost-effective processes. The need to maintain and improve the quality of our service becomes a touchstone for all other changes.

We do not work alone and the strategic objectives are consistent with the approach our partners are taking, collectively and separately, to managing the efficiency of the criminal justice system as a whole. Indeed, the digital objective will provide opportunities for our partners to improve efficiency and costs as well as ourselves. It will also form a crucial part of the overall Criminal Justice System Efficiency Programme to be published later this year.

We have used the four strategic objectives to drive our main planning outcomes and our approach to managing performance and risk.

Our Resources

The Spending Review settlement for the CPS represents a 25% real terms reduction in the net Resource Departmental Expenditure Limit (RDEL) over the four year period to 2014-15. In cash terms this represents a reduction of £107m from the 2010-11 Treasury baseline and a total reduction in resources of £39m in 2011-12.

	CPS planned expenditure over SR10				
	2010-11	2011-12	2012-13	2013-14	2014-15
	£m	£m	£m	£m	£m
CPS Provision ¹	631.9	613.1	583.8	559.5	520.9
Income	79.9	59.4	59.4	59.4	59.4
Total Available Funding	711.8	672.5	643.2	618.9	580.3
<i>¹Funding excludes AME</i>					

In preparation for the Spending Review and the inevitable pressures on public expenditure, the department had already begun to reduce costs by implementing a Service-wide recruitment freeze and introducing new procurement controls for temporary staff, consultancy and travel. During 2011-12 the department will continue to reduce costs through improved efficiency and a structured cost reduction programme that ensures the savings can be achieved without sacrificing quality in any aspect of the Service.

	CPS planned expenditure over SR10					%
	2010-11	2011-12	2012-13	2013-14	2014-15	Savings
	£m	£m	£m	£m	£m	
Areas	527.0	501.5	485.2	470.8	451.8	-14%
HQ & Business Centres	106.9	89.3	80.6	73.5	68.7	-36%
Corporate	77.9	81.7	77.4	74.6	59.8	-23%
CPS Gross Expenditure	711.8	672.5	643.2	618.9	580.3	-18%

The profile of expenditure over the Spending Review reflects the priority given to frontline delivery. The administration element of expenditure on Headquarters and corporate services, which includes staff costs, will reduce by 50% over the next four years. Overall Headquarters expenditure will reduce by 36% compared to 14% for the Areas. Newly negotiated deals will bring savings from office consumables, facilities management and professional legal services.

Our Estates Strategy will deliver a reduction in the number of small, uneconomic offices. The consolidation into larger offices will enable more flexible and effective use of resources. In May 2010 London based Headquarters staff and Casework Groups relocated to less expensive premises and introduced flexible working patterns supported by an 8:10 ratio of workstations to staff. By maximising occupancy in the London Headquarters building the department has enabled the closure of other London sites over the next four years. The 8:10 ratio is now being implemented in all CPS offices and similar benefits will accrue.

Operational efficiencies will be achieved by extending business improvement techniques, such as LEAN and our Optimum Business Model, successfully deployed in the Magistrates' Courts to the Crown Court. Further savings will be made by ensuring the most efficient deployment of independent practitioners and CPS advocates in Magistrates' Courts and the Crown Court. Productivity will continue to improve through effective performance management and the digitalisation of case file administration.

The CPS is working closely with criminal justice partners at national and local levels to develop new ways of working to deliver the best, most cost effective, service. This work includes introducing new ways of handling early guilty pleas in the Crown Court and a single case administration process with our partners, enabled by the work we are doing internally through T3, which is complementary to the wider criminal justice system digitalisation agenda.

In 2010-11, the CPS prosecuted 957,881 defendants in the courts in England and Wales: 116,898 in the Crown Court, and 840,983 in the Magistrates' Courts. In addition, it dealt with 13,961 appeals and 19,857 committals for sentence in the Crown Court. What these cases cost the CPS varies considerably, depending on the court, the type of case, and the outcome. Our SR10 settlement is based on no substantial changes to our current caseload.

Managing our Performance

CPS corporate performance is reported to the CPS Board quarterly, measuring how we meet our four strategic objectives as well as addressing Treasury requirements in respect of sustainable development and salary costs. Wider criminal justice system developments are also fed into the reporting, focusing particularly on the system-wide efficiency agenda.

Area, Casework Group and HQ Directorate level performance objectives and measures are also aligned with CPS strategic objectives.

In 2010-11 we introduced a new performance and assurance framework, built on qualitative and quantitative data. In 2011-12 we will build on that framework with a more sophisticated approach than in previous years, which will encompass:

- the quality of the service we provide being measured against our Core Quality Standards by a new Core Quality Standards Monitoring process;
- the outcomes of over 900,000 cases prosecuted each year as assessed through a suite of validation measures;
- our management of budgets and delivery of cost reductions;
- the results of our staff survey and other people measures; and
- the views of the Crown Prosecution Service Inspectorate and other key criminal justice partners.

At a national level, we will report under the Government's transparency agenda by publishing data in line with Government policy.

We also have a duty to report against a number of measures in respect of sustainability, covering:

- Greenhouse gas emissions;
- Waste minimisation and management;
- Finite resource consumption;
- Biodiversity action planning; and
- Sustainable procurement.

Finally, we will also report on the representation of our workforce in respect of equality and diversity issues, including ethnicity, gender and disability.

Our Planning Priorities in 2011-12

These are our main priorities under each of the Strategic Objectives. They do not include the work we routinely do to prosecute the cases we receive, or the work done to support those prosecutions.

Strategic Objective	Quality	
Planning Priority & Owner	Description	2011-12 Milestones
<p>Core Quality Standards</p> <p>Mike Kennedy, Chief Operating Officer</p>	<p>Following the launch of our Core Quality Standards in March 2010 a system of Core Quality Standards Monitoring was implemented in 2010-11. The monitoring process provides an assessment of the quality of our performance against 34 commitments set out in the Core Quality Standards.</p> <p>Monitoring results are validated against a range of key performance measures drawn from the casework management system and other corporate databases.</p> <p>The results of both the monitoring assessments and the key performance measures are discussed in quarterly Area Performance Review meetings.</p> <p>In 2010-11, we will build on the Area Performance Reviews by evaluating Core Quality Standard Monitoring and refining as necessary. We will also introduce a system for ensuring we comply with court orders.</p>	<p>Implement court direction monitoring system October 2011</p> <p>Evaluation of CQSM By December 2011</p> <p>Ongoing quarterly Area Performance Assessments Quarterly ongoing</p>
<p>Advocacy</p> <p>Mike Kennedy, Chief Operating Officer</p>	<p>Implement the first CPS Advocate Panel scheme to establish Panels of advocates who have the necessary ability, knowledge and experience to undertake the highest quality prosecution advocacy for the benefit of the CPS and the wider criminal justice system. The Panels will complement the in-house advocacy resource already available to the CPS.</p>	<p>Scheme launched 31 March 2011</p> <p>Closing date for applications 31 July 2011</p> <p>Results announced 31 October 2011</p> <p>Provisional Panels commence</p>

Strategic Objective	Quality	
Planning Priority & Owner	Description	2011-12 Milestones
		By 1 December 2011
Victims & Witnesses Nick Hunt, Director Strategy & Policy	<p>Quality support to victims and prosecution witnesses is central to ensuring that they are willing to attend court and are able to give their best evidence.</p> <p>Work to streamline and clarify the service we give to victims and witnesses is already well underway. We now need to finalise and publicise the new service.</p>	<p>Research into Special Measures provision published October 2011</p> <p>Agreement for a revised service to victims and witnesses, based on proportionality and greatest need November 2011</p> <p>New delivery model for victim and witness care in place across England and Wales (working with police partners). April 2012</p>
Violence Against Women And Girls (VAWAG) Nick Hunt, Director Strategy & Policy Dale Simon, Director Equality & Diversity	<p>To improve the quality of our response to a range of crimes that fall under the umbrella of Violence Against Women and Girls, including: domestic violence, harassment; so-called honour crimes; rape and sexual offences; and human trafficking, with a focus on trafficking for sexual exploitation.</p>	<p>Deliver the CPS commitments outlined in the cross-government action plan on Violence Against Women and Girls published 8 March 2011. Including:</p> <ul style="list-style-type: none"> • Publish an annual Violence Against Women and Girls report December 2011 • Bi-annual assessment of Violence Against Women and Girls prosecutions April 2011 & October 2011 <p>We will also implement actions on rape prosecutions outlined by the Director of Public Prosecutions in December 2010 including:</p> <ul style="list-style-type: none"> • Finalised CPS guidance on perverting the course of justice in respect of rape allegations

Strategic Objective	Quality	
Planning Priority & Owner	Description	2011-12 Milestones
		October 2011
<p>Hate Crime</p> <p>Nick Hunt, Director Strategy & Policy</p> <p>Dale Simon, Director Equality & Diversity</p>	<p>Safety and security, and the right to live free from fear and harassment, are fundamental human rights. Hate crime undermines the sense of safety, security and confidence in society of the individuals affected by it. Such crimes are based on ignorance, prejudice and discrimination and they have no place in an open and democratic society.</p> <p>Securing the confidence of those affected by hate crime because of who they are is critical to the fulfilment of our duty to ensure that all people have equal access to justice.</p>	<p>Roll-out local involvement and scrutiny panels and a national scrutiny panel June 2011</p> <p>Develop a disability hate crime thematic review work plan June 2011</p> <p>Respond to the recommendations of the Equality and Human Rights Commission inquiry September 2011</p> <p>Publish an annual Hate Crime report December 2011</p>

Strategic Objective	Efficiency	
Planning Priority & Owner	Description	2011-12 Milestones
Cross-Criminal Justice System Efficiency Programme Nick Hunt, Director Strategy & Policy	Co-ordinate the CPS contribution to the cross-criminal justice system efficiency plan and ensure maximum benefits gained from all efficiency work done in the system whilst maintaining the interests of justice. Work areas include: <ul style="list-style-type: none"> • Creating a digital criminal justice system; • Streamlining case administration; and • Reforming summary justice. 	This work is currently being finalised and will be ongoing through 2011-12.
Modernising Charging Nick Hunt, Director Strategy & Policy	With the Association of Chief Police Officers and the Home Office, we will consider any further offences that could be returned to the police to charge under the Director of Public Prosecution's guidance and the risks and impacts this may have. We will develop a proposal to pilot the preferred options and undertake further pilots as necessary.	Rollout across all CPS Areas of the revised charging arrangements (4 th Edition of the Director of Public Prosecution's Guidance for Charging) <p style="text-align: right;">30 June 2011</p> Consideration of further offences to be rolled out <p style="text-align: right;">April – June 2011</p> Piloting of further offences if roll out agreed <p style="text-align: right;">July 2011 – June 2012</p>
Area Restructuring Mike Kennedy, Chief Operating Officer	The introduction of new structures with a move from 13 Groups to 13 Areas each led by a Chief Crown Prosecutor and Area Business Manager. These changes will provide much more opportunity for Areas to manage and match their resources to their business. The breaking down of geographic boundaries in the old structure will add greater efficiency and flexibility.	New Area senior management structure in place <p style="text-align: right;">October 2011</p> Complete Equality Impact Assessment for each new Area structure <p style="text-align: right;">By end May 2012</p>

Strategic Objective	Efficiency	
Planning Priority & Owner	Description	2011-12 Milestones
<p>Reducing Costs</p> <p>Paul Staff, Director Finance</p>	<p>As a public service, our duty is to work to the highest standard at the lowest possible cost. We will constructively and energetically engage with the Spending Review to make sure that we have explored every opportunity to deliver our service in the most cost effective way.</p>	<p>Implement our Estates Strategy to deliver:</p> <ul style="list-style-type: none"> • savings in estates costs of £1.1m in 2011/12; • 10% reduction in CO2 emissions from the departments estate by May 2011; and • Cut our paper usage by 10% in 2011/12. <p style="text-align: right;">By end March 2012</p> <p>Counsel fees - negotiate and agree a revised structure for the graduated fee scheme</p> <p style="text-align: right;">By 1 July 2011</p> <p>Implement the procurement strategy, including:</p> <ul style="list-style-type: none"> • Adopt e-procurement systems for at least 50% of counsels fees payments under the “GFS” scheme; • At least 75% of transactions for general goods and services to be completed electronically <p style="text-align: right;">By end March 2012</p> <p>Undertake a full Equality Impact Assessment (EIA) on Spending Review outcomes</p> <p style="text-align: right;">By end March 2012</p>

Strategic Objective	Transforming through technology	
Planning Priority & Owner	Description	2011-12 Milestones
<p>Transforming through technology (T3)</p> <p>David Jones, Chief Information Officer</p>	<p>Implementing a digital CPS through enhanced technology. A digital CPS is a paperless one, where bureaucracy and inefficient tasks are replaced with flexible and more mobile ways of working. There are various strands to the programme, most involving cross-criminal justice system work:</p> <ul style="list-style-type: none"> • Digital receipt of police information; • Digital file as primary file in the office; • Digital service of advanced information on courts, defence and National Offender Management Service; • Digital service of sendings and committals; • Use of secure email for all correspondence with CJS partners; • Digital records management and archiving; • Prosecution from a laptop or similar device; • Electronic presentation of evidence in complex Crown Court cases; and • Digital witness care. <p>T3 also supports the CJS efficiency programme through:</p> <ul style="list-style-type: none"> • Modernising Charging – Using technology to allow the police and CPS to share charging information; • Exploiting video technology – Enabling court appearances via video link. 	<p>Early Adopter Sites testing and development of the 9 digital working components completed April 2011</p> <p>All products published April 2011</p> <p>Area implementation planning completed May 2011</p> <p>IT changes to allow full digital working released October 2011</p> <p>Early Adopter sites working fully digitally October 2011</p>

Strategic Objective	People	
Planning Priority & Owner	Description	2011-12 Milestones
<p>People Strategy</p> <p>Mark Summerfield, Director Human Resources (HR)</p>	<p>The People Strategy will create the platform for changes in workforce and organisational culture. It is based on:</p> <ul style="list-style-type: none"> • Personal Leadership • Skills and Capability • Performance Improvement • Managing Resources • Business and Inclusion • Getting Involved 	<p>People Strategy launched July 2011</p> <p>People measures included in performance framework including Increase Employee Engagement Index (EEI) to 56% April 2011 onwards</p> <p>People Survey (measures employee engagement) October 2011</p> <p>People Survey results December 2011</p> <p>Achievement of Workforce Capacity Plan outcomes March 2012</p> <p>Migration of some human resources services to larger government departments under the Next Generation HR programme. Ongoing</p>
<p>Equality</p> <p>Dale Simon, Director Equality & Diversity</p>	<p>To meet our obligations under The Equality Act 2010. Section 149 of the Act imposes a 'general duty' on all public bodies covered by it to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups.</p>	<p>Develop an Equality & Diversity training programme to ensure that staff understand and have the capability to fulfil their duties under the Equality Act September 2011</p> <p>Publish sufficient information to demonstrate CPS compliance with Equality Act. This information must include:</p>

Strategic Objective	People	
Planning Priority & Owner	Description	2011-12 Milestones
		<ul style="list-style-type: none"> • the effect that policies and practices have had on people who share a relevant protected characteristic; • evidence of the analysis that has been undertaken to establish whether policies and practices have or would further the aims of the general equality duty; • Details of the information considered when carrying out the analysis; • Details of the engagement that has been undertaken with people considered to have an interest in furthering the aims of the general equality duty. <p style="text-align: right;">July 2011</p> <p>Prepare and publish equality objectives that are specific, measurable and must address how a public authority will meet the aims of the general equality duty, and how progress towards the objectives will be measured.</p> <p style="text-align: right;">April 2012</p> <p>Work with staff networks to identify and address the causes of differential staff experiences for disabled, black and minority ethnic and lesbian, gay, bisexual and transgender staff.</p> <p style="text-align: right;">December 2011</p>

CPS Corporate Risks

The Corporate Risk Register was updated during 2010-11 to be more forward looking and to align with the four strategic objectives. The risks reflect the outcome and consequences of the Spending Review and the significant reduction in resources across the criminal justice system for the next four years. The CPS Board is responsible for ensuring that there are appropriate risk management arrangements and that corporate risks are properly managed and includes a risk management champion. The Directors Group, on behalf of the Board, undertakes regular and detailed oversight of the risk management capability and the management of key corporate risks. All corporate risk owners are Board or Directors Group Members.

Strategic Objective	Corporate Risk
Quality	<p>Managing our commitments to victims and witnesses with reducing resources and changing priorities</p> <p>Inconsistent application of the Core Quality Standards across the operational areas, affecting our overall delivery</p> <p>Managing the local commitments of community prosecuting against national priorities and standards</p>
Efficiency	<p>The more demanding financial environment stretches our financial management capability</p> <p>The effects of financial constraints on criminal justice partners and other stakeholders limits their engagement with CPS and impacts upon our ability to deliver our key priorities</p>
Transform through Technology	<p>Our ability to respond effectively to changing patterns of crime, disposal and volumes, and the needs of those whom come into contact with the criminal justice system</p>
People	<p>Our ability to identify poor performance trends and intervene in a timely fashion where necessary to maintain the correct skills base for staff</p>

More Information

More information about the CPS can be found at <http://www.cps.gov.uk/index.html> .