



2017/18 BUSINESS PLAN AND CPS 2020

Crown
Prosecution
Service

2020
Delivering justice



Last year we set out new priorities that underpin all of our work and provide a clear focus in [CPS 2020](#). Our priorities uphold our values of being respectful, independent, fair, honest, open and professional. We have done a lot of work on our 2020 commitments over the past year and will continue this in the year to come. We will work internally to continue to deliver an excellent prosecution service and externally to play a leading part in the reform of the criminal justice system.

To further secure public confidence we will continue to work with victims and witnesses, building on the success of the speaking to witnesses at court guidance we introduced last year.

Having refreshed our advocacy strategy we will now implement it. We will work more closely with the police and other partners to produce high quality casework and make timely decisions, supported by the best possible evidence.

In 2016/17 we began a programme of major upgrades to our IT and we will continue to improve the way we work digitally. We will introduce new technology and adapt existing systems to manage cases, share evidence and work with our partners.

To support the development of our people we have offered more opportunities for loans and secondments – for every profession. We will now refine our recruitment strategy to ensure we attract the right people to the CPS, continue to nurture talent and provide the tools our staff need to map out their career, wherever that may be.

We would like to thank everyone in the CPS for their dedication to delivering justice and working enthusiastically on our 2020 commitments over the past year. This plan reflects what we have already achieved and serves as a framework for how we will deliver more of those commitments in 2017/18.

Alison Saunders CB
Director of Public Prosecutions

Nick Folland
Chief Executive



WE SUPPORT THE SUCCESS OF OUR PEOPLE

2020

2017/18 PLAN

WE WILL:

- Create a new recruitment strategy that attracts talented people from all backgrounds to the CPS.
- Build expertise across all the specialist professions through targeted development programmes.
- Create accessible tools that support career planning for people in all roles.
- Invest in the next phase of the development programme that will equip our managers with the skills to provide visible and engaging leadership.
- Run pilots to inform future operational planning for extended court hours.

MEASURED BY:



employee engagement index from People Survey



apprenticeships to meet Civil Service ambition promoting social mobility



vacancies against the resource plan



increase in the number of people on cross-government talent programmes

EVERYONE IN THE CPS CONTRIBUTES TO HIGH QUALITY CASEWORK

2020

2017/18 PLAN

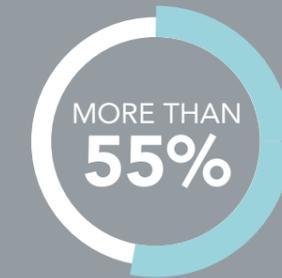
WE WILL:

- Implement our advocacy strategy, building in-house capacity and ensuring the right advocate is used in every case.
- Review our disclosure manual and provide timely training to clarify changes.
- Work collaboratively with police to improve file quality.
- Continue to improve compliance with judges' orders.
- Continue to improve the quality and timeliness of RASSO decisions.
- Roll out pre-recorded cross-examination of vulnerable witnesses nationally.
- Revise public policy statements and legal guidance covering hate crime, and take action to drive up hate crime sentence uplifts.

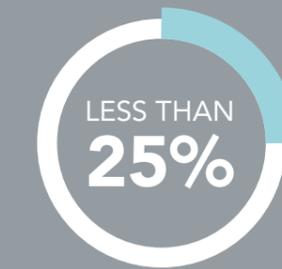
MEASURED BY:



timely compliance with court directions



of sentence uplifts in finalised hate crime convictions recorded



magistrates' court cases dropped at third or subsequent hearing



quality of files through working with the police

WE WILL CONTINUOUSLY IMPROVE THE WAY WE WORK

WE WILL:

- Work with police to design and introduce a new charging model.
- Upgrade our case management system to support the new charging model, improve how we manage evidence, and make it easier to use.
- Adapt our national approach to handling fraud cases to respond to the changing nature of the threat.
- Work with criminal justice partners to support court reform, including the evaluation of extended court sessions and virtual hearings.
- Continue to support the development of a common platform that works across the criminal justice system.
- Introduce digital systems to allow disc-free transfer of multimedia evidence.

MEASURED BY:



availability of core business IT infrastructure



remote access service users enabling smarter working



of investigative agencies sending multimedia evidence via shared systems



charging decisions*

*metric unavailable until Q2

THE PUBLIC HAS CONFIDENCE THAT THE CPS IS FAIR, EFFECTIVE AND INDEPENDENT

WE WILL:

- Create engaging social media campaigns that explain our work, and build public understanding of our role in tackling hate crime, domestic abuse and fraud.
- Refresh our victim and witness strategy to improve the service we provide.
- Implement an inclusion strategy that builds strong partnerships between the CPS and the wider community, informing and promoting understanding of our work.
- Introduce new standards to ensure that all correspondence with victims is high quality, clear and timely.
- Ensure every domestic abuse case is handled according to national guidance and best practice.

MEASURED BY:



unsuccessful outcomes due to witness issues



potential impressions for campaign hashtags on Twitter



of communication with victims meets Victims' Charter standards



RASSO* cases waiting more than 28 days for pre-charge advice or decision

*Rape and serious sexual offences



**CPS 2020
DELIVERING JUSTICE**

Our duty is to prosecute the right people for the right offences. The CPS works with our partners at the heart of the criminal justice system to protect the public and create a safe society.

We will be independent and fair and will deliver justice in every case, acting professionally and striving for excellence. We will treat people with respect and will be honest and open about our work.





DELIVERING JUSTICE

supporting the

SUCCESS OF OUR PEOPLE

We will attract the best people and be recognised for our investment in staff, training and skills

everyone contributing to

HIGH QUALITY CASEWORK

We will deliver justice through excellent, timely legal decision-making, casework preparation and presentation

OUR VALUES

Our new strategic priorities reflect our commitment to being a flexible, trusted prosecution service. That commitment is underpinned by our existing values:

- Treat everyone with respect
- Be independent and fair
- Be honest and open
- Behave professionally and strive for excellence

ensuring

PUBLIC CONFIDENCE

that we are fair, effective and independent

Our decisions will be open and transparent and the public will trust that we are fair and deliver justice

CONTINUOUSLY IMPROVING

how we work

We will continue to digitise and modernise the way we work and support a flexible workforce. We will deliver swifter justice, fewer hearings and more effective trials



DELIVERING JUSTICE BY ENSURING
PUBLIC CONFIDENCE THAT WE ARE
FAIR, EFFECTIVE AND INDEPENDENT

Our decisions will be open and transparent, and the public will trust that we are fair and deliver justice. We will:

- Positively influence the criminal justice landscape and deliver justice with our partners.
- Provide a professional service to everyone we work with.
- Treat victims and witnesses with respect and care, and respond to their individual needs.
- Be open, listen, explain our decisions and learn from our successes and our mistakes.
- Anticipate and adapt to new and emerging criminal trends.
- Work with and learn from communities to build confidence in the criminal justice system.
- Create engaging campaigns that explain our work.
- Develop effective policies and guidance that reflect changes in society.
- Deal promptly and thoroughly with enquiries and complaints.

2020

DELIVERING JUSTICE BY SUPPORTING THE SUCCESS OF OUR PEOPLE

We will attract the best people and be recognised for our investment in staff, training and skills. We will:

- Behave according to our values, creating a culture of respect where it's safe to speak up.
- Nurture and grow our talent, offering everyone a clear path for career development.
- Empower leaders to foster a culture of learning where everyone takes responsibility for their own development, and progression is based on merit.
- Broaden our expertise by supporting career moves in and out of the CPS, and between teams.
- Equip our people with the skills to excel in a changing environment.
- Support social mobility, and invest in apprenticeships, scholarships, legal and professional training.
- Set high expectations for individual performance, and be clear how this is managed.
- Develop a diverse workforce that reflects the society we serve.



SUCCESS OF OUR PEOPLE



DELIVERING JUSTICE WITH EVERYONE CONTRIBUTING TO HIGH QUALITY CASEWORK

We will deliver justice through excellent, timely legal decision-making, casework preparation and presentation. We will:

- Give early advice to investigators so that the right cases progress, or are quickly stopped.
- Take the right decisions, treating every case fairly and equally, and bringing the correct charges according to the evidence and the Code for Crown Prosecutors.
- Deliver swifter justice through timely case preparation, encouraging appropriate early guilty pleas.
- Build and progress strong cases.
- Provide first class advocacy in every case.
- Build effective partnerships, nationally and internationally, to ensure excellence across the criminal justice system and to prevent harm to the UK.

2020

DELIVERING JUSTICE BY CONTINUOUSLY IMPROVING HOW WE WORK

We will continue to digitise and modernise the way we work, supporting a flexible workforce and delivering swifter justice, fewer hearings and more effective trials.

We will:

- Look forward, identifying opportunities to reform and improve.
- Work flexibly across geographic boundaries to drive up quality across the CPS.
- Rapidly redeploy resources to respond to changing crime patterns.
- Co-create a shared, digital system that works for all partners in the criminal justice system.
- Design new ways of working informed by the expertise of our frontline staff.
- Invest in our IT, giving people the tools they need to do their best, wherever they work.
- Adapt business processes that support efficiency and cut bureaucracy.



CONTINUOUSLY IMPROVING

About the Crown Prosecution Service

The CPS is responsible for prosecuting most cases heard in the criminal courts in England and Wales. It is led by the Director of Public Prosecutions and acts independently on criminal cases investigated by the police and other agencies. The CPS is responsible for deciding the appropriate charge in more serious or complex cases and provides information, assistance and support to victims and witnesses.

cps.gov.uk

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