



2025



Welcome to



2025



This is our strategy for the next five years – setting out what we want our organisation to look like by 2025. It puts independence and fairness at the heart of how we deliver justice, and is intentionally ambitious and aspirational. It represents a step change – a turning point in how we approach our work.

Our strategy is based on the unique contributions we bring to the criminal justice system, including our legal expertise and the leading role we play in digital transformation. As our caseload becomes more complex and the world continues to change around us, a strategy which recognises and champions our unique strengths – while also identifying where we must improve – is crucial.

The breadth of organisational capabilities we need to succeed are reflected in our five strategic aims. We need to help our **people** thrive – supported by enhanced **digital capability** and strong **strategic partnerships** – to ensure excellent **casework quality**. Together, all of these elements secure **public confidence**.

This isn't just our vision. CPS 2025 has been shaped by many and varied conversations – with colleagues, our partners across government, the wider criminal justice system and the communities we serve. We are very grateful for their feedback – much of which is reflected throughout this document. We have listened carefully, and look forward to continuing to work together to deliver justice for everyone: victims, witnesses, defendants and the wider public.

Building strong partnerships – at local, national and international levels – is a priority which underpins our entire strategy. We do not operate in a vacuum: we rely on the police, the external Bar, the courts and others, and also need strong partnerships across government, the third and private sectors. It is only together that we can build a criminal justice system fit for the future. We want these relationships to be defined by transparency as we each share our expertise and help to shape the legal and policy framework together.

Another central principle that runs throughout CPS 2025 is the importance of leadership. As leaders, it is our responsibility to guide colleagues through the next five years. We must also bring our external partners with us as we change and grow. That means continuing conversations, clearly explaining our decision making and remaining accountable in the face of challenges.

CPS 2025 is designed to be a living strategy – informing the decisions we make across the organisation every day. It lays out what we want to achieve, and each year our business plans will determine how we reach these aims. In all of this, our leaders and their teams will be guided by our values. As we evolve as an organisation, our values remain constant – reminding us how we must treat each other, our partners and our communities.

Max Hill,
Director of Public
Prosecutions



Rebecca Lawrence,
Chief Executive



A changing world



The world around us will change significantly over the next five to ten years. Understanding what this will mean for us is critical as we continue to be a leading national prosecution authority up to 2030 and beyond.

CPS 2025 is designed to help us prepare for those changes and make the most of the opportunities they create. Each of the strategic aims in CPS 2025 has been informed by in-depth research, examining how shifting contexts might impact our people, our work and our place in the world.

Our people

When it comes to our people, we want to continue to attract the best and the brightest, while harnessing the vast knowledge of existing colleagues through life-long professional development. For the first time, we will need to effectively support a workforce made up of four generations. As society becomes more diverse, we relish the prospect of our workforce continuing to reflect all communities.

We are committed to fostering the inclusive and dynamic culture we'll need to ensure everyone can be themselves and thrive here. Nurturing our people, focusing on wellbeing and investing in more agile and flexible ways of working and learning will be essential to ensuring everyone enjoys a good work-life balance – particularly as we all prepare for longer, more varied careers.

Our work

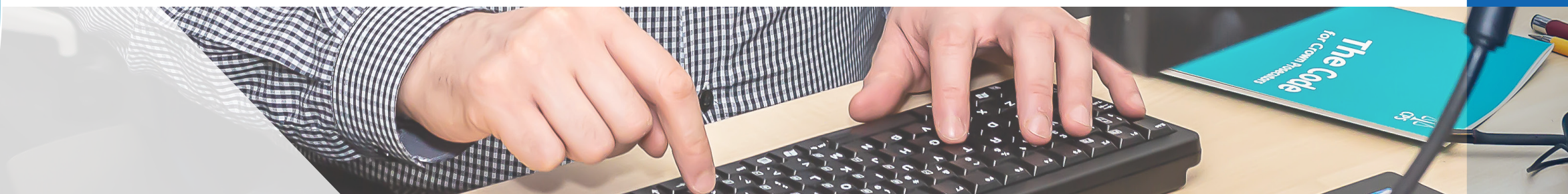
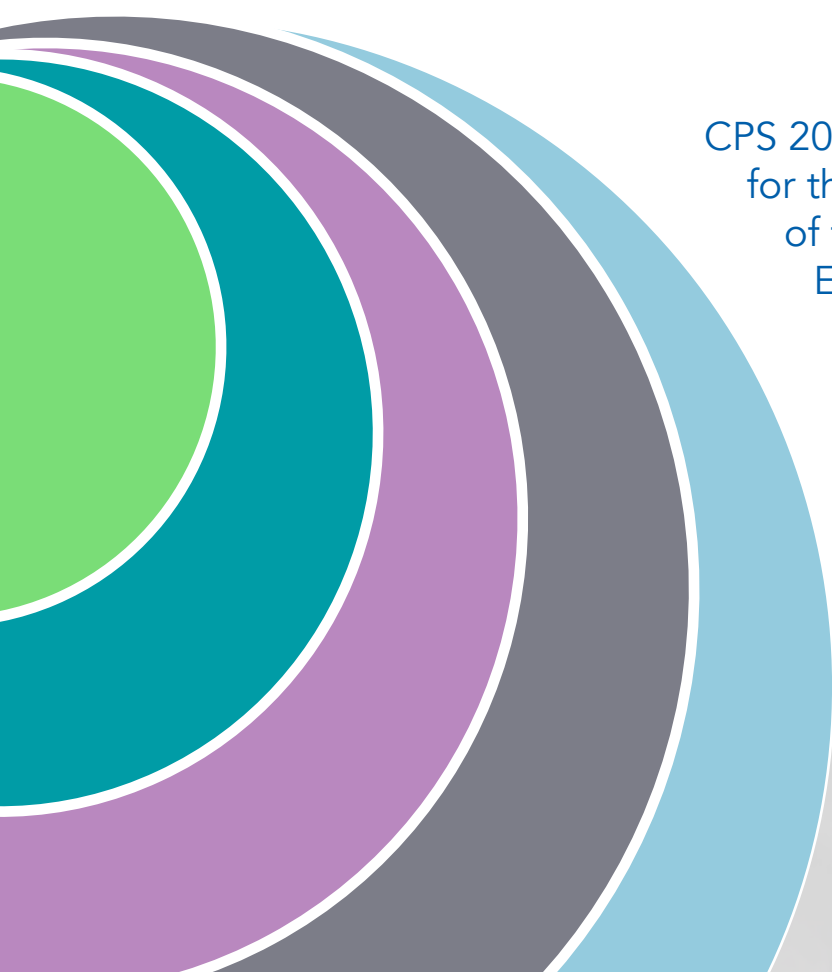
When considering the future of our work, we are excited about how artificial intelligence and automation could improve our handling of both the explosion in digital evidence and the increasingly technological nature of crime. We recognise though that many skills are – and always will be – uniquely human.

Our legal decisions will always be made by our expert prosecutors. We want to lead the way in making sure that technology is always used ethically, recognising the particular complexities of culpability and vulnerability within criminal justice. We are determined that our investment in digital capability will improve the way justice is done, freeing up our people to do what really matters: serving and supporting victims, witnesses and defendants.

Our place in the world

Our place in the world is changing. The public will rightly expect more and more from us. They will expect more transparency and more personalised services that meet the needs of different communities – whether based on geography or protected characteristics.

We will need to collaborate across the criminal justice system to transform the end-to-end service we deliver, making sure it is fair and understood by all communities. We know that crime will have an increasingly international dimension in the years ahead, and we will need to work creatively with partners around the globe to continue delivering justice across borders.





OUR VISION: We are a leading voice in transforming the criminal justice system, using our legal expertise and digital capability to make the public safer and build the confidence of our diverse communities

The kind of organisation we want to be

What we do

OUR MISSION

We deliver justice through independent and fair prosecutions

Treat everyone with respect – we will respect each other, our colleagues and the public we serve, recognising that there are people behind every case.

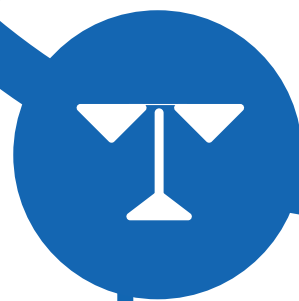


OUR VALUES

Behave professionally and strive for excellence – we will work as one team, always seeking new and better ways to deliver the best possible service for the public. We will be efficient and responsible with taxpayers' money.



Be independent and fair – we will prosecute independently, without bias and will seek to deliver justice in every case.



Be honest and open – we will explain our decisions, set clear standards about the service the public can expect from us and be honest if we make a mistake.



Our strategic approach



CPS 2025 will guide everything we do and help focus our work where it really matters. The five strategic aims represent the organisational capabilities that will support us to fulfil our core role and have a truly positive impact, building on our progress each year. There is no hierarchy between the strategic aims – each is equally important if we are to achieve our vision.



Our people are at the heart of everything we do.



Our **digital capability** enables our success.



Through our **strategic partnerships**, we shape a legal, policy and operating framework that facilitates our core role: independent and fair prosecutions.



High standards of **casework quality** are essential to delivering justice. We work with partners across the criminal justice system to make the public safer.



Everyone at the CPS plays their part in delivering every strategic aim. Everything we do contributes to our ultimate goal of building **public confidence** through delivering services that are fair and understood by all communities.



Our aims and outcomes

AIMS



Support for the success and wellbeing of our people enables everyone to thrive.



Our investment in digital capability helps us adapt to the rapidly changing nature of crime and improve the way justice is done.



The CPS is a leading voice in cross-government strategies and international cooperation to transform the criminal justice system.



CPS legal expertise, casework quality and collaboration across the criminal justice system keep the public safer.



We work with partners to serve victims and witnesses and uphold the rights of defendants in a way that is fair and understood by all communities.

OUTCOMES

- All parts of our workforce are diverse and inclusive.
- Our people have the skills and tools they need to succeed.
- Our supportive culture promotes wellbeing.
- Our people lead with our values.

- We have confidence in the security of our systems.
- We use data to drive change.
- We innovate, including with emerging technology.
- We are proactive in investing in our digital capability.

- We lead on futures thinking to understand cross-CJS issues.
- We influence cross-CJS change through trusted relationships.
- We advise Parliamentarians and Ministers on the operational implications of law and policy.
- We deliver justice across borders through effective international collaboration.

- The right person is prosecuted for the right offence.
- Cases are progressed in a timely manner.
- Cases are dealt with effectively.
- The quality of our casework is enhanced through partnership working.

- Victims and witnesses have a fair experience interacting with us, regardless of outcome.
- We understand how best to serve our diverse communities.
- We are a leading voice in ensuring defendants are treated fairly by the CJS.
- The public understand our value.



OUR GREATEST ASSET

Support for the success and wellbeing of our people enables everyone to thrive.

Our people are our greatest asset. Every single one of our employees contributes to delivering justice through independent and fair prosecutions.

Support for the success of our people continues to be at the heart of our strategy. We must attract and retain talent from a range of backgrounds, investing in continuous development and helping our people progress in whatever profession they choose.

We will prioritise colleagues' wellbeing and support our people to work flexibly. We will create a culture of positive leadership, inclusion and respect – where everyone can be themselves and thrive in a values-driven workplace.

All parts of our workforce are diverse and inclusive.

We will continue to lead the public sector in terms of the equality and diversity of our workforce. The communities we serve should see themselves reflected in us, so we will embrace a wide-ranging definition of diversity – one that includes senior leaders, new recruits and applicants.

Being truly inclusive also means diversity of thought and valuing different perspectives. We will find ways to listen carefully to staff, making sure they feel comfortable to speak up and that their voice is heard.

Our people have the skills and tools they need to succeed.

As the world – and the nature of crime – changes around us, our colleagues need to be properly equipped with the skills and tools they need to succeed.

We will make sure that learning is prioritised, recognising that taking time away from day-to-day responsibilities can be challenging and finding ways to mitigate this. We know that sometimes the skills and experience people need might sit outside their teams, or outside the CPS.

We will encourage colleagues to make the best of our place in the wider Civil Service and legal sector through shadowing, secondments and building strong professional networks.

Our supportive culture promotes wellbeing.

Success and wellbeing are equally important in allowing our colleagues to thrive. We will continue to protect everyone's wellbeing – whether they work in a court, an office or at home.

Flexibility is pivotal to both delivering an agile public service and allowing our staff to find a work-life balance that works for them. We want a range of options to be available for everyone. It is important that leaders and managers create a culture and environment grounded in proactive support for wellbeing. A supportive, healthy workplace is vital in helping people to achieve their best.

Our people lead with our values.

Our values sit at the core of our ethos as a public service. They are important to all of our staff, at every grade and in every role.

We expect everyone to work and to lead with our values in mind. Living by these values must be at the heart of our leadership principles, so that a clear and visible expectation is set for everyone.



OUR PEOPLE



INVEST IN THE FUTURE

Our investment in digital capability helps us adapt to the rapidly changing nature of crime and improve the way justice is done.

To be fit for the future, we need to invest in our digital capability. This includes improving our digital tools so that our IT systems are modern, secure and reliable. It also means working closely with staff to develop their digital skills and knowledge so that they feel confident and ready for change.

Taking a proactive and innovative approach to digital capability will help us work effectively with our partners, adapting to the rapidly changing nature of crime and improving the way justice is done.

We have confidence in the security of our systems.

It is critical that our systems are secure and trusted by both our staff and our partners.

Recognising that cyberattacks are a growing risk, we will closely monitor the results of regular security reviews; make sure that all staff use data ethically and in compliance with data protection regulations; and develop a cyber security strategy that ensures our systems are resilient and futureproofed.

We use data to drive change.

Making good decisions in an increasingly data-driven world is impossible without high-quality evidence.

Collecting useful and trustworthy data on our own work and the shifting demands and challenges we face – and analysing it effectively – is vital. Insight will help us to lead evidence-based conversations across the criminal justice system and beyond, as we use our expertise to drive change.

We will continue to build a high-functioning data analytics capability so we can make the most of our data – whether it is supporting strategic decision-making, helping us to work more effectively or driving new ways of working.



We innovate, including with emerging technology.

If we want to innovate, we must be bold and experimental. That means embracing a variety of existing and emerging technology to quickly and flexibly solve existing issues.

We must also increase our internal capability for the future, while building and sustaining those wide-ranging partnerships that offer us the best technological solutions. We already lead the way in digital transformation across the criminal justice system and will continue to do so over the next five years.

We are proactive in investing in our digital capability.

Technology is rapidly changing how we live and work. It is also changing the nature of criminality, the cases we prosecute and the volume of evidence we receive.

It is vital that colleagues have the tools and skills they need to operate effectively in this increasingly digital environment.

We will make sure that our IT systems work reliably for all staff and that any training meets their needs, so that no one is left behind.



WORKING TOGETHER

The CPS is a leading voice in cross-government strategies and international cooperation to transform the criminal justice system.

We work at the heart of the criminal justice system in England and Wales. We must build effective strategic partnerships across government, the third and private sectors – working together to decide how best to build a criminal justice system fit for the future.

We will develop understanding of our work through increased transparency and proactive engagement with Parliamentarians and other elected officials. We will leverage these relationships to make sure that the law and policy framework enables us to deliver justice effectively and efficiently. International collaboration will underpin successful delivery of justice across borders.

We must invest in both national and local strategic partnerships. Positive local partnerships are critical for delivering high-quality casework, but they also form a crucial feedback mechanism about what's working – or not – on the front line. Insights from our prosecutors and local criminal justice partners, as well as feedback from our communities, will help develop an evidence base for national law and policy reform. In turn, these partnerships will help us to understand the local impact of any national changes.

We lead on futures thinking to understand cross-CJS issues.

Developing our futures capability will help us to better understand the opportunities and threats we are likely to face in the future, anticipating changes to the crime, public policy and legislative landscape.

Undertaking this work with criminal justice partners will allow us to build a shared view of the future, working collaboratively to develop necessary preventions and effective monitoring. We need to avoid surprises so we can keep the public safer.

We influence cross-CJS change through trusted relationships.

We interact with all other parts of the criminal justice system, putting us in a unique position to understand the potential for system-wide change. We must invest in our relationships across government and the criminal justice system, serving as both a critical friend and trusted partner. We will continue to jointly own major change initiatives – such as the Common Platform – which contribute to cross-cutting criminal justice priorities.

We advise Parliamentarians and Ministers on the operational implications of law and policy.

It is our responsibility to advise Parliamentarians and Ministers on the operational implications of law and policy proposals that impact criminal justice, making sure that any future changes assist in prosecuting cases effectively and efficiently.

We will be proactive in this engagement, building open and productive relationships with Parliamentarians – including inviting them to learn more about what we do. This closer working will not affect our prosecutorial decisions, which will remain independent of political influence.

We deliver justice across borders through effective international collaboration.

Criminality is increasingly borderless. The rise of cybercrime and organised, international criminal networks represent an increasing threat to both our national security and economic wellbeing.

We already excel in international engagement and cooperation, and will continue to identify emerging patterns of international crime and their impact on the UK. As well as building international relationships to effectively detect and prosecute this offending, we will use the expertise of our prosecutors around the globe to support criminal justice reform.





EXCELLENCE IN PROSECUTION

CPS legal expertise, casework quality and collaboration across the criminal justice system keep the public safer.

CASEWORK QUALITY

Casework quality is the responsibility of everyone at the CPS, no matter their grade or profession. Strong teamwork is essential to delivering justice, as is keeping pace with the changing nature of crime.

We need to build expertise and empower our prosecution teams to take difficult decisions and be accountable for them. We do not operate in a vacuum, and we must collaborate with both local criminal justice partners and the communities we serve in order to deliver justice.

We will work collaboratively with criminal justice partners to develop shared local and national standards, holding each other to account for achieving them. We will consistently communicate our casework outcomes through a range of platforms to help the public understand how our work helps to keep them safe.

The right person is prosecuted for the right offence.

Prosecuting the right person for the right offence is at the very heart of what we do. We must continue to carefully scrutinise all of our decisions. That means being honest and transparent when we make mistakes, so that we can continue to learn and improve as a service.

We cannot do this work alone: effective collaboration with investigators from an early stage in complex cases will ensure the right evidence is collected to build a strong case from the outset. We will also make sure that guidance for our prosecutors reflects legal and legislative developments – as well as the changing nature of crime and our society.

Cases are progressed in a timely manner.

Cases are sometimes slow to progress through the criminal justice system. This can have a profound impact on everyone involved – including victims, witnesses and defendants. We have a responsibility to speed up the processes that are within our control.

We will find ways to track and improve each stage of a case while it is within our remit, making sure that all of our correspondence is accurate, timely and empathetic.



Cases are dealt with effectively.

We must drive and track improvements across all aspects of case file quality. This means being fully compliant with the Code of Practice for Victims of Crime (Victims' Code) and The Witness Charter.

It also means making sure that all judge's orders are complied with on time, and that our casework – including disclosure – meets our quality standards. This will reduce the trials which are cracked or ineffective, and will drive efficiency across the entire system.

The quality of our casework is enhanced through partnership working.

Our success as a prosecution service lies partly in the quality of the relationships we have with our operational partners. All criminal justice agencies must communicate quickly and clearly if we are to reduce the time taken for cases to move through the system.

We must all continue to prioritise the criminal justice-wide ambition to deliver swift but effective justice, investing in our local partnerships to lead improvements and deliver change.



SERVING EVERYONE



We work with partners to serve victims and witnesses and uphold the rights of defendants in a way that is fair and understood by all communities.

We represent the public interest in the criminal justice system. If we are to build public confidence, then we must treat everyone fairly and – importantly – in a way that helps people to understand the decisions we take.

We are reliant on the participation of victims and witnesses to deliver justice, so we must work with partners to ensure victims and witnesses receive a quality service throughout every case. Ensuring defendants are treated fairly is also central to our role in upholding the rule of law.

We lead by example on inclusion and equality, identifying and eradicating disproportionality. We will continue to build on our good practice in community engagement, ensuring diverse groups help shape the way we work and can hold us to account.

Victims and witnesses have a fair experience interacting with us, regardless of outcome.

Not every victim or witness will agree with the decisions we make or the eventual outcome of a case. This shouldn't mean that they feel they have been treated unfairly. All of us – regardless of our position – need to listen carefully to members of the public, and provide clear and effective explanations of our decision making.

We will work hard to make sure that the public – across all of the diverse communities we serve – know they will be treated fairly by our organisation.

We understand how best to serve our diverse communities.

For the public to be confident that we are fair and effective, we must be able to demonstrate that we understand the needs of local communities. Some crimes disproportionately affect individuals with protected characteristics, and we will work to understand how best to support those victims and witnesses by listening to communities and third sector representatives.

As our society becomes ever more diverse, we will develop new relationships by involving new communities in our work. This insight will improve the quality of our policies, legal guidance and casework.

We are a leading voice in ensuring defendants are treated fairly by the CJS.

Our decision making has generally been found to be proportionate in relation to defendants with different protected characteristics, but carefully examining our work remains important. This will allow us to quickly identify any disproportionality in CPS plea and charging decisions.

To be a leading voice we also need to be aware of disproportionality elsewhere in the system and collaborate with partners to understand its root causes. The equality data that is collected and shared between criminal justice partners must be robust and properly analysed. We need to build a systemic picture of disproportionality and drive change where needed.

The public understand our value.

The more the public understand our role and trust the decisions we make, the more likely they are to support prosecutions as victims or witnesses. We will keep working to understand what drives trust in our organisation.

We will build on engagement with communities, local and strategic partners as well as Parliamentarians and other elected officials to create a more detailed public understanding of our unique role within the criminal justice system.



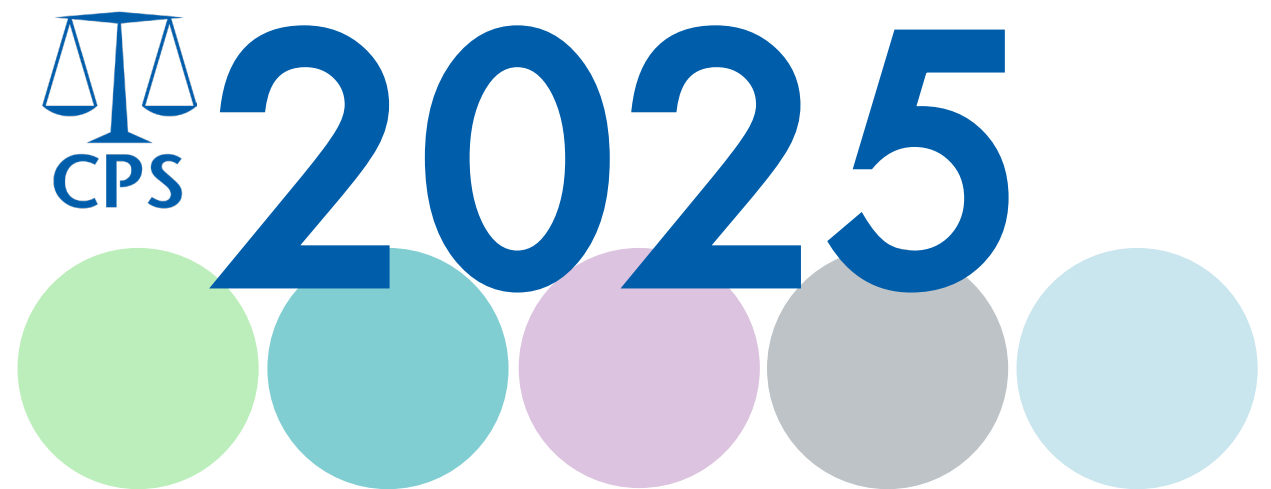
PUBLIC CONFIDENCE

What's next?

Our strategic aims are ambitious and aspirational. They are designed to be used by our colleagues every day – informing the decisions we make at every level across the organisation. We hope this strategy is also helpful for our many and varied partners – providing a clear summary of what we are aiming to do by 2025, and the importance we attach to working with them.

This strategy defines what we want to achieve, and each year our business plans will determine how we reach these aims. Each business plan will set out exactly what we plan to do, with clear budgets and timeframes against each activity.

We will use success measures aligned to CPS 2025 to track our progress against both each overarching strategic aim, and the strategic outcomes which underpin them. Regularly checking our progress in this way will make sure we continue to move steadily towards achieving our strategic aims by 2025.





Alternative formats

This publication will be available in Welsh and an Easy Read version at www.cps.gov.uk. For information on accessing a CPS publication in an alternative format, please contact: enquiries@cps.gov.uk

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.

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