



# 2025



Business plan  
2020-21

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# Introduction to our 2020/21 Business Plan

## a) Foreword from the Director of Public Prosecutions and our Chief Executive Officer

We are both very proud to lead the Crown Prosecution Service (CPS). Ours is an organisation full of talented and committed people who have already achieved a great deal, and who are ready to rise to the challenge of delivering justice in a new decade.

Our new strategy, CPS 2025, is ambitious and aspirational – setting out what we want our organisation to look like in five years' time. Each year our business plans will determine how we fulfil this vision. We are pleased to present the first of these annual blueprints, which includes our specific plans for how we will work towards our 2025 aims during 2020/21. 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**.

These are not the circumstances in which we expected to launch our first business plan under CPS 2025: the coronavirus (COVID-19) emergency has brought unprecedented changes to all of us. Its repercussions will be felt for months and years to come, and good planning will prove as important as ever as we respond and recover.

CPS 2025 was developed to guide our organisation through whatever the next five years may bring, and its strategic aims are shaping our response to the current challenge. We are also thinking flexibly: this plan includes details of changes that are already being fast tracked to make sure we continue to provide the best possible service in a unique situation. As well as guiding our decision making in these extraordinary times, this plan will support us once the position settles and we re-engage with the elements of our business which have, rightly, been temporarily on hold.

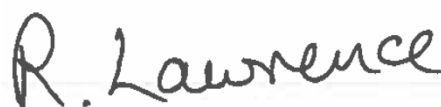
The following plan lays out priority activities – for example, a range of work to help us meet the challenges presented by the changing nature of crime; improving how we engage with victims, witnesses and defendants; and preparing for the end of the EU transition period and wider international collaboration. We will continue to support our people and adapt our systems in response to the pandemic while also making progress on social mobility, career development opportunities and a range of digital capabilities.

This plan isn't just ours – it reflects the thoughts, ideas and feedback of our colleagues and will be delivered through close working with our strategic partners and communities. It is the first practical step towards achieving the ambitions that we all share for the future of our organisation and the wider criminal justice system.

All of our staff have a role to play in implementing the steps outlined – guided, at all times, by our values. Now – perhaps more than ever – these are a timely reminder of how we must treat each other, our partners and our communities.



**Max Hill QC**  
**Director of Public Prosecutions**



**Rebecca Lawrence**  
**Chief Executive**

## b) Purpose and overview

The plan has been created in consultation with our CPS Areas, divisions and headquarters functions, and the CPS Board, within the context of our CPS 2025 strategy and the current operating environment.

The purpose of this business plan is to:

- Summarise our priorities for the year ahead and outline our longer-term ambitions
- Provide a clear, time-bound plan that can be revisited in light of Coronavirus (COVID-19)
- Demonstrate alignment between our work and the CPS 2025 aims and outcomes
- Create clear ownership and accountability for the activities that we undertake
- Share our plans with colleagues and partners, creating a clear foundation for Areas, divisions and directorates to build their own action plans
- Position us to work effectively with partners in the transformation of criminal justice

The plan is made up of three sections:

- 1) **Background, ambition and context:** Our opening section describes our strategic aims under the CPS 2025 strategy and the key challenges and opportunities that we face
- 2) **2020/21 Delivery Plan:** Our delivery plan sets out a one-year plan of time-bound initiatives, aligned to our strategic aims, outcomes and success measures
- 3) **Monitoring and Evaluation:** In the final section we describe our commitment to assuring our plan in a robust and transparent way

# 1. Background, Ambition and Context

## 1.1. Who we are and what we do

The Crown Prosecution Service (CPS) is at the heart of the criminal justice system in England and Wales, working with our partners to deliver justice through independent and fair prosecutions. Our vision is to become:

*“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.”*

We have more than 6,000 highly trained staff whose duty is to make sure the right person is prosecuted for the right offence, and that trials are fair so that offenders are brought to justice whenever possible. We are proud to be recognised as a leading employer, committed to supporting a diverse workforce that reflects the community we serve.

The CPS:

- Decides which cases should be prosecuted – every charging decision is based on the same two-stage test in the Code for Crown Prosecutors;
- Determines the appropriate charges in more serious or complex cases, and advises the police during the early stages of investigations;
- Prepares cases and presents them at court; and
- Provides information, assistance and support to victims and prosecution witnesses.

We do not investigate crime, or choose which cases to consider; our prosecutors must review every case referred to us by the police or other investigators. We provide expert legal advice early in investigations to help build strong cases, or identify where a suspect should not be charged.

We make our decisions independently of the police and of government. We must always be fair, objective and impartial to secure justice for victims, witnesses, defendants and the public. Our job is to make sure that every case which satisfies the Code test goes before the courts.

Because we review every case sent to us, our work is extremely varied and can be complex in nature. We prosecute offences ranging from burglary and terrorism to domestic abuse and multi-million pound fraud cases. What these cases all have in common is that they can have a devastating impact on victims.

International, organised and economic crime presents a serious threat to UK national security and economic wellbeing. The CPS works across borders to tackle terrorism and cybercrime, human trafficking and drug smuggling. And we use our powers to confiscate the proceeds of crime at home and abroad.



## 1.2. Our Strategic Ambitions

Everything we do, and everything in our business plan, is aligned to our new strategy: CPS 2025. 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 – to make the public safer and build the confidence of our diverse communities.

Our strategy recognises the challenges we are facing and champions our unique strengths, while also identifying where we must improve. The breadth of organisational capabilities we need to succeed are reflected across our five strategic aims, which have been informed by in-depth research examining how shifting contexts might impact our people, our work and our place in the world.

Each aim is supported by four strategic outcomes and our new success measures framework, which will allow us to monitor our progress towards 2025. The framework includes new and innovative ways to measure our performance, and will be rolled out over the coming year.

# Our Strategic Ambitions

## Aims, outcomes and success measures

### 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.

- 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.

### SUCCESS MEASURES

- % of staff who agree with "I think that the CPS respects individual differences".
- Diversity of our staff compared to national averages (for ethnicity, sexuality, disability and gender).
- % of staff attending training aligned to CPS priorities.
- % of staff who agree with "The people in my team genuinely care about my wellbeing".
- % of staff who agree with "I believe the actions of the CPS' Senior Leadership are consistent with the CPS' values".
- CPS Civil Service Employee Engagement Index.
- Further measure on Strategic Workforce Plan to be agreed in Q1.

- % of staff attending digital training.
- Red, amber, green (RAG) rating for delivery of major digital projects (to time, budget and target benefit implying value for money).
- % and # of police partners or other investigators who share multimedia evidence with us on digital systems.
- Further measure on Innovation and Emerging Technology to be agreed in Q1.

- We deliver justice across borders through effective international collaboration.
- Delivery against Strategic Partnership Strategy.
- Further measures to be agreed as work under this strategic aim develops.

- % of cases where appropriate legal decisions are made.
- % and # of charging decisions that are completed on time.
- # and % of cases dropped at 3rd or subsequent hearing.
- % and # of Judge directions that are complied with on time.
- # and % of guilty pleas at first hearing.

- The public understand our value.
- % and # of letters sent to victims that meet quality standard.
- % of victims and witnesses who agree with "I feel listened to by the CPS in court".
- % of our community panel members who agree with "The CPS responds to our feedback".
- % and # of cases for which disclosure obligations are met.
- % of the public who agree with "I am confident that the CPS is effective at prosecuting people accused of committing a crime".

Our business plan is the means by which we deliver CPS 2025. It is therefore structured in line with the 2025 strategic aims. This will make sure that all of the work we do this year creates a solid foundation, and that plans for each subsequent year can take us a step closer to achieving our overall aims. While the individual aims are addressed in separate sections, it is important to note that each aim builds on the other, and they collectively support the success of our strategy.

### 1.3. Our Operating Context and Challenges

An important part of each business planning cycle is a thorough assessment of our current operating context. As well as helping us to plan for the year ahead, this allows us to support our staff in responding to any new challenges and opportunities in the best possible way. Below is a short summary of some of the major themes identified:

#### **Coronavirus (COVID-19)**

The global coronavirus (COVID-19) pandemic represents a significant and unprecedented threat. Its impact has been felt in every part of society. Our operational response has evolved throughout the emergency, and we have been fully engaged in cross-criminal justice emergency planning work. We have played a central role in making sure that essential work to deliver justice can continue, while doing everything possible to protect our people, our partners and the public. In the short term, that meant making a series of immediate changes as the UK entered lockdown – including carefully adapting our ways of working and bringing forward certain initiatives to support our response, while rescheduling or rethinking others.

The situation continues to evolve, and we do not yet know what its full impact will be. We will continue to act on the latest information to review and adapt our operations and working practices, including as we tackle the backlog challenges to come. We have also seen a shift in patterns of crime types during the pandemic, which we will continue to monitor and work with our partners to address.

#### **A changing caseload**

Many of us increasingly live our lives online, supported by technology which is evolving rapidly – and the nature of crime is changing too. Our caseload is becoming more complex as both investigators and prosecutors contend with an explosion in digital evidence. An additional 20,000 police officers are being recruited, which we anticipate will lead to an increase in cases entering the criminal justice system.

To meet these challenges we have received an additional £85 million investment for 2019/20 and 2020/21, allowing us to mount our biggest recruitment campaign to date. This increased capacity will allow us to continue to maintain a focus on the quality of our casework, including the roll out of our National Disclosure Improvement Plan (NDIP).

#### **Rape and serious sexual offences**

Rape and serious sexual offences (RASSO) are some of the most challenging crimes that we prosecute, as well as one of the most devastating for victims. We share the deep public concern over the growing gap between the number of RASSO offences being reported and the number of criminals being convicted. The CPS is playing an active role in the ongoing cross-government review, which is looking right across the system to understand the complex reasons behind this.



Without pre-empting those findings, we have begun to work with the police on a comprehensive joint action plan to improve how we work together to tackle the challenges in bringing these cases to court. In parallel, we continue to engage openly with stakeholder groups to explain our approach, and understand how we can best build confidence that both victims and defendants will be treated fairly.

### **International cooperation**

Our casework has an increasingly international dimension – reflecting the changing nature of crime – with investigations, evidence, suspects, witnesses, victims or assets often located outside the UK. We will continue to focus on using our diverse global colleagues, cross-border relationships, and prosecutorial expertise to deliver justice in domestic cases. This will be against the challenges of the global coronavirus (COVID-19) pandemic.

We continue to prepare for the end of the UK’s transition period after leaving the European Union (EU), through close collaboration with the government and other operational partners on our future relationship with the EU. Our focus will continue to be on maintaining strong relationships with international partners, and ensuring we have the tools and capabilities we need to continue to operate effectively with the EU.

Like our CPS 2025 strategy, this business plan is a living document: we operate in a rapidly changing world, and we must balance a clear understanding of where we are heading with the willingness to adapt. Each business plan is our first opportunity to consider our context afresh – but not the last. Throughout the year ahead, we will take regular opportunities to look ahead, identifying emerging trends and adapting and evolving as needed.

## **2. 2020/21 Delivery Plan**

### **2.1. Overview of our 2020/21 Delivery Plan**

Our delivery plan summarises our key initiatives and outputs for this year. It is based on planning assumptions which reflect current resources and constraints, as well as our work to plan for scenarios relating to the coronavirus (COVID-19) emergency. For example, a central focus in our casework will be continuing to respond to related challenges. We will continue to closely monitor this situation, adapting our plans as necessary.

	Due by Q1	Due by Q2	Due by Q3	Due by Q4
Diversity and Inclusion (D&I)		- Gov. standards assessment - Social mobility strategy		- Regional plans
Resourcing and Recruitment		- Recruitment of key groups	- Recruitment of trainees	- New reward/progression process
Skills Development		- Prosecutor Pathways		- Apprenticeships for all professions
Employee Wellbeing	- Thrive app pilot			- Health checks
Empowering our People		- Managers' development programmes		- Respect policy review
Coronavirus (COVID-19)	- Updated HR policy - New wellbeing measures			
Digital Improvements and Enhancements	- Critical system migrations	- CMS release	- Complete roll out of new telephony	- ICT security and resilience improvement programme
Data Management				- Managers' data training and guidance - New management information system plan
Innovation	- Innovation strategy and roadmap		- Digital Platform first iteration 'go live' - Automated redaction service proof of concept	- AI analytics tool proof of concept
ICT Skills and Capability				- New operational delivery and digital training team
Digital Case File				- CMS development complete
Multimedia Evidence		- All multimedia evidence shared via digital platforms		
Common Platform		- HMCTS/CPS work stream plan		- Design/development of CPS functionality
Coronavirus (COVID-19)	- Virtual hearings - Video enablement			
Horizon Scanning		- Horizon 2030 update		- Research on five key themes
Strategic Partnerships Strategy		- NPCC consultation	- Stakeholder consultation	
Rape and Serious Sexual Offences (RASSO) and Domestic Abuse (DA) Programme	- Updated guidance for prosecutors on rape myths	- New DA public guidance	- Research on changing nature of sexual relationships - Scope DA Best Practice Framework Crown Court roll out - Joint police-CPS RASSO action plan	- Contribute to cross-Gov. rape review
Hate Crime Programme				- Action plan delivery from External Consultation Groups and National Scrutiny Panels - Victim attrition: lessons learned
Economic Crime Programme			- Strategy and Action Plan	- Contribute to Gov. and international strategies and reviews
Whitehall and Westminster	- Refresh strategy and launch action plan			
International Strategy Delivery				- Deploy, manage and support overseas prosecutors - International Criminal Board recommendations
Future EU Relationship			- Measures to cooperate with European partners	
Coronavirus (COVID-19)	- Assess impact on CPS 2025, policy and crime time			- Criminal Justice Board (CJB): next steps

		- Contribute to Criminal Justice System Strategic Command (CJSSC) and Working Groups			
	New Assessment of Legal Decision Making				- New assessment framework: legal decision making
	National Disclosure Improvement Plan (NDIP)				- Delivery against action plan
	New Charging Model				- Pilot evaluation
	Updated Director's Guidance (DG6)			- Updated guidance document	
	Case Progression				- Recommendations on cross-CJS case progression process - Joint action plan with police on charging advice/evidence
	Online Harms Programme		- Cross-CJS Tech Futures Group - Educate staff on digital evidence	- Update legal guidance - Contribute to Gov. online harms white paper	
	Changing Nature of Crime Review, including Serious and Organised Crime (SOC)				- Updated guidance - New operating model
	Serious Violence Programme				- Prepare for the Offensive Weapons Act - Contribute to the Serious Violence Bill
	Coronavirus (COVID-19)	- New custody time limit protocol - New charging guidance - New public interest guidance - Restart trials in magistrates and Crown courts	- Agree plans to restore system and tackle backlogs		
	Victims and Witnesses		- New victim communication guidance		- New communications materials
	Inclusion and Community Engagement (ICE) Strategy			- Community Conversations - The Big Community Conversation	- Conclude series of Community Accountability Forums - Local Scrutiny and Involvement Panel work
	Managing Complaints	- New complaints app training			- Training on complaint responses
	Defendants: a person centred approach	- Policy statement on rights of defendants with additional needs			- Public Sector Equality Duty training completed - Policy on fitness to plead and insanity - Research on disproportionality and decision making
	Communications Strategy		- Capability development in line with Gov. standards - Evaluation/expansion of digital communications	- Additional training	- Products which explain the role of the CPS - Strategies to support priority policy programmes/ organisational objectives
	Coronavirus (COVID-19)	- Proactive communications on response - Tailored communications to specific groups			

## 2.2. Delivering our strategic aims in 2020/21

### 2.2.1. Our People

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

Our people are our greatest asset. Every single one of our colleagues across all of our professions 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 and business planning. We will continue to deliver our most ambitious recruitment campaign to date in order to attract and retain talent from a broad range of backgrounds. We have been recognised as an attractive place to work<sup>1</sup> that focuses on inclusion and diversity<sup>2</sup> and we will continue to build on our successes in this area.

To help all of our staff to continue to thrive, we will continue to invest in supporting them to develop – at every level and in every profession, including apprentices. We will also expand the portfolio of our Central Legal Training Team (CLTT) to offer an end-to-end personal development strategy across the entire legal profession.

We will continue to prioritise our colleagues’ wellbeing, including launching new initiatives – such as a health and wellbeing app, Thrive. We will continue to build a culture of positive leadership, inclusion and respect, where everyone can be themselves and thrive in a values-driven workplace.

#### **What this will mean for our staff**

We want to become one of the most inclusive and supportive employers in the UK, and will continue to listen to our staff in order to do so. All the work we do aims to make our organisation a diverse, supportive and inspiring place to work. We will continue to engage proactively across Area, directorate and division boundaries, as well as supporting and encouraging our staff networks.

#### **How we will work with our partners**

We will work with a range of organisations, both inside and outside government – including the Cabinet Office, Investors in People and our independent diversity partners – to establish independent benchmarking as we continue to push ourselves further. We will seek support from experts on priority initiatives where required, managing those relationships for maximum impact.

#### **Coronavirus (COVID-19)**

The wellbeing of our employees has been at the heart of our response to this crisis. We will continue to work closely with our Departmental Trade Unions to implement new policy and wellbeing initiatives that support the physical and mental wellbeing of our staff. We will find ways to deliver many of our training programmes, and our recruitment and induction processes, virtually.

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<sup>1</sup>United Kingdom’s Most Attractive Employers for Law, 2019, Universum

<sup>2</sup>Examples include recognition as a Disability Confident Leader by the Department for Work and Pensions; a top employer for race by Business in the Community; and a top employer for social mobility in the Social Mobility Index.

## Our People 2020/21 Delivery Plan

Strategic outcome	Initiative	Scope	Key outputs	Due by
All parts of our workforce are diverse and inclusive	Diversity and Inclusion (D&I)	Programme of work to become one of the most inclusive and diverse employers.	Assessment using Government Diversity and Inclusion (D&I) standards	Q2
			Social mobility strategy	Q2
			Regional D&I plans	Q4
Our people have the skills and tools they need to succeed	Resourcing and Recruitment	Ensuring our organisation has the talent it needs to meet demand and deliver its strategy.	Recruitment of key groups e.g. lawyers, paralegals and managers	Q2
			Recruitment of trainees	Q3
			New fair and transparent reward and progression process	Q4
	Skills Development	Equipping our staff with the skills they need to succeed.	Prosecutor Pathways	Q2
			Apprenticeships for all professions	Q4
Our supportive culture promotes wellbeing	Employee Wellbeing	Continuously working to support the health and wellbeing of our staff.	Thrive app pilot	Q1
			Third year of optional employee health checks	Q4
Our people lead with our values	Empowering our People	All development and activities that empower our colleagues to lead with our values.	New and experienced managers development programmes	Q2
			Review and evaluation of our Respect policy and approach	Q4
	Coronavirus (COVID-19)	All activities related to coronavirus (COVID-19) response	Updated HR policy to ensure staff are supported	Q1
			New wellbeing measures to support physical and mental wellbeing	Q1

### Success Measures

- % of staff who agree with “I think that the CPS respects individual differences”
- Diversity of our staff compared to national averages (for ethnicity, sexuality, disability and gender)
- % of staff attending training aligned to CPS priorities
- % of staff who agree with “The people in my team genuinely care about my wellbeing”
- % of staff who agree with “I believe the actions of the CPS’ Senior Leadership are consistent with the CPS’ values”
- CPS Civil Service Employee Engagement Index
- Further measure on Strategic Workforce Plan to be agreed in Q1

## 2.2.2. Digital Capability

*“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 and continuously meet the needs of our staff, partners and the public, we will continue to invest in our digital capability. We are already recognised as a leader in digital innovation within the criminal justice system, and have shared our expertise with prosecution services from around the world.

We will continue to build on our strong digital capabilities to maintain systems that are modern, secure and reliable. This includes further investing in security so that we continue to meet our cyber security objectives. We will also publish a new Innovation Strategy, setting out how we will trial emerging technology to improve the way we work and deliver justice.

We will continue to work closely with staff to develop their digital skills and knowledge, so that they feel confident using new tools and are able to use data to drive change. Our proactive and innovative approach will extend to our strategic partnerships as we adapt to the rapidly changing nature of crime – including the growth in digital evidence – and work together to improve the way justice is done.

### **What this will mean for our staff**

Our staff can expect simple-to-use, secure and high-performing digital tools, as well as effective training and support to equip them with the skills they need. We want to continue to change the way we work, and to make sure that our staff are confident in embracing those changes. We will need to continue to act responsibly when handling data – a shared responsibility, in which every colleague has a part of play.

### **How we will work with our partners**

To deliver our new and improved management programme, we have chosen an external provider that will deliver a high-quality and innovative training experience while representing good value for money. We will continue to design and build shared digital solutions with key strategic partners, including the police and HM Courts and Tribunals Service (HMCTS). In particular, we will focus on delivering the next stages of the Digital Case File and Common Platform initiatives. We are an active member of the government Technology Leaders Network, and will continue to work with the National Cyber Security Centre to ensure our technology is fit for purpose.

### **Coronavirus (COVID-19)**

The strength and resilience of our existing digital capability has supported our rapid response to coronavirus (COVID-19), allowing us to effectively support our people as they adapt to new ways to working. We will continue to make the most of our digital tools, while accelerating the delivery of a number of our planned digital projects. For example:

- Further embedding new virtual ways of working, having more than doubled the number of colleagues working remotely in the first week of the crisis
- Continuing to work with partners to increase volumes of multimedia evidence;
- Providing ongoing support for colleagues using new tools to support digital-enabled courts, including remote video hearings.

## Digital Capability 2020/21 Delivery Plan

Strategic outcome	Initiative	Scope	Key outputs	Due by
We have confidence in the security of our systems	Digital Improvements and Enhancements	Range of projects to continue developing our technology systems and tools.	Critical system migrations	Q1
			Next case management system (CMS) release	Q2
			All telephony conducted via new telephony solution	Q3
			Delivery of ICT security and resilience improvement programme	Q4
We use data to drive change	Data Management	Equipping managers to use data to better manage workflow and make decisions.	Data training and guidance for managers	Q4
		Shaping the future management information system – alongside the introduction of Common Platform.	Plan for new management information system	Q4
We innovate, including with emerging technology	Innovation	Creating a strategy and roadmap to drive innovation throughout our organisation, including the development of a Digital Innovation Platform.	Innovation strategy and roadmap	Q1
			Digital Platform first iteration 'go live'	Q3
			Automated redaction service proof of concept	Q3
			AI analytics tool proof of concept to support end-to-end prosecution process, including disclosure obligations	Q4
We are proactive in investing in our digital capability	ICT Skills and Capability	Initiatives and training to raise overall digital skills across the CPS.	New operational delivery and digital training team	Q4
	Digital Case File	Working with police to replace computerised versions of paper forms with true digital-native structured data.	Case management system (CMS) development complete	Q4
	Multimedia Evidence	Continue the elimination of discs by sharing multimedia evidence via digital platforms.	Sharing of all multimedia evidence via digital platforms	Q2
	Common Platform	Design and development for the CPS elements of the future CJS-wide case management system.	Plan for HMCTS and CPS additional work streams	Q2
			Design and development of CPS	Q4

			functionality	(continuing in 2021/22)
	Coronavirus (COVID-19)	All activities related to coronavirus (COVID-19) response.	Virtual hearings	Q1
			Video enablement	Q1

### Success Measures

- % of staff attending digital training
- Red, amber, green (RAG) rating for delivery of major digital projects (to time, budget and target benefit implying value for money)
- % and # of police partners or other investigators who share multimedia evidence with us on digital systems
- Further measure on Innovation and Emerging Technology to be agreed in Q1



### 2.2.3. Strategic Partnerships

*“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 and want to lead on futures thinking to understand cross-system issues. We must build effective, trusted strategic partnerships across government, the third and private sectors – working together to build a criminal justice system fit for the future. This strategic aim represents a step change for our organisation, and will be informed by our Strategic Partnership strategy.

We will proactively engage with Parliamentarians and other elected officials to build a better understanding of what we do, in line with our Whitehall and Westminster Strategy. We will work closely with officials, helping to shape law and policy frameworks that will enable us to deliver justice effectively and efficiently. We will collaborate with international partners to successfully deliver justice across borders.

#### **What this will mean for our staff**

We will continue to play a pivotal role in the criminal justice system, including developing new ways of working that support the fair delivery of justice in the public interest. Our staff will play an important role in developing our strategic partnerships – in particular, sharing their experiences at a local level to inform strategic engagement at a national level.

#### **How we will work with partners**

Our independence is a vital part of our role. However, to deliver justice we need to collaborate effectively with a number of key partners – including the Home Office, police, the Ministry of Justice, HMCTS, the Criminal Bar and the Judiciary. Many of the challenges that we face as an organisation are reflected across the criminal justice system and beyond: they require a whole-system solution.

We will give fresh thought to how we work with our partners – for example, considering how we can work more closely with the third sector. We will work with partners across Whitehall to achieve our international objectives, and ensure ongoing cooperation with the EU. We will continue to play a key role in national security, working to make sure our voice is heard in international criminal justice conversations.

#### **Coronavirus (COVID-19)**

Effective collaboration is more important than ever in times of national emergency, and working together with a range of partners has underpinned our response so far. We will prioritise the launch of those policy programmes which will help manage the impact of the coronavirus (COVID-19) pandemic. For example, responding to increasing incidents of domestic abuse with a renewed focus in this area. We will work to learn lessons from the wider criminal justice response to the crisis – including the impact on individuals with different protected characteristics – to support improved resilience in future.

## Strategic Partnerships 2020/21 Delivery Plan

Strategic outcome	Initiative	Scope	Key outputs	Due by
We lead on futures thinking to understand cross-CJS issues	Horizon Scanning	Horizon scanning work on identified themes and priorities.	Horizon 2030 annual update	Q2
			Research on five themes (technology, society, public services, world of work and the environment)	Q4
We influence cross-CJS change through trusted relationships	Strategic Partnerships Strategy	Stakeholder engagement function to enable the strategic integration of cross-CJS, parliamentary, third sector and community engagement activities	Consultation with NPCC to develop approach to police relationship in our Strategic Partnerships strategy	Q2
			Consultation with broader internal and external stakeholders to develop and scope our Strategic Partnerships strategy	Q3
	Rape and Serious Sexual Offences (RASSO) and Domestic Abuse (DA) Programme	Initiative to narrow the disparity between reports of RASSO and DA offences and criminal justice outcomes, thereby restoring public confidence in the CJS response.	Updated guidance for prosecutors on rape myths and stereotypes	Q1
			Develop new domestic abuse public guidance to ensure that victims, witnesses and offenders are clear on the process and how they can be supported	Q2
			Social research on the changing nature of sexual encounters and relationships to inform advocacy strategies	Q3
			With CJS partners, develop and scope model for rolling out the Domestic Abuse Best Practice Framework to the Crown Court	Q3
			Joint police-CPS RASSO action plan	Q3
			Contributions to cross-Government rape review	Q4 <sup>3</sup> (continuing in 2021/22)
	Hate Crime Programme	Activities to position the CPS as a key partner in the fight to tackle all forms of hate crime and to build the confidence of diverse communities.	Action plan delivery from External Consultation Groups and National Scrutiny Panels	Q4
			Understanding of user experience and lessons learned for victims attrition	Q4

<sup>3</sup> Dependency on government

	Economic Crime Programme	Activities to enable the CPS to prosecute economic crime efficiently, respond effectively to the changing landscape be a key partner in reducing the economic crime threat.	Economic Crime Strategy and Action Plan	Q3
			Input into Government and International Organisation strategies or reviews	Q4 (ongoing)
We advise Parliamentarians and Ministers on the operational implications of law and policy	Whitehall and Westminster	Delivery of the Whitehall and Westminster strategy.	Refresh strategy and launch action plan	Q1
We deliver justice across borders through effective international collaboration	International Strategy Delivery	Review and development of our international justice capability.	Deploy, manage and support overseas prosecutors	Q4
			Contribute to the development and delivery of International Criminal Board recommendations	Q4
	Future EU Relationship	Programme of work to ensure the CPS can continue to operate successfully as Britain leaves the EU.	All required measures in place to be able to continue to cooperate effectively with European partners.	Q3
	Coronavirus (COVID-19)	All activities related to coronavirus (COVID-19) response.	Paper on immediate, medium- and long-term implications of COVID-19 on CPS 2025 and policy (including impact on types of crimes)	Q1
			Work with partners through the Criminal Justice System Strategic Command (CJSSC) and Working Groups to coordinate and respond to the coronavirus (COVID-19) crisis (for example, conduct the listening exercise)	Q1
			Work with partners through the Criminal Justice Board (CJB) and appropriate groups to learn from the crisis and rebuild the future model	Q4

### Success Measures

- Delivery against Strategic Partnership Strategy
- Further measures to be agreed as work under this strategic aim develops

## 2.2.4. Casework Quality

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

Casework quality is the responsibility of everyone in our organisation, no matter their grade or profession. Strong teamwork is essential to ensuring the right person is prosecuted for the right offence and keeping the public safer.

We are continuously improving the way we deliver our casework to keep pace with the changing nature of crime. One of our key focuses this year will be to conduct a review of different crime types, to better understand how they are evolving and how we can better respond to them.

We will provide support to our prosecution teams, building on their expertise while empowering them to take difficult decisions and be accountable for them. It is important that we continue to collaborate with both local criminal justice partners and our communities to develop and meet shared local and national standards. For example, this year we will continue to collaborate with our partners to deliver pilots of a new digital charging model.

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.

### **What this will mean for our staff**

Our staff should see, and contribute to, continued efforts to improve the quality of our casework: from charging decisions through to the effective disclosure of data, early investigative advice, case progression and our response to the changing nature of crime. We want our staff to be empowered to make the right decisions and keep quality decision making at the heart of everything we do.

### **How we will work with our partners**

We will continue to work with a range of criminal justice partners to drive improvements in the quality of our casework. For example, we will work closely with police to provide early investigative advice and to drive the right cases through the system; to pilot a new charging model and act on the outcome of those pilots; and to continue improving disclosure.

### **Coronavirus (COVID-19)**

We have implemented a range of measures and policies to help us maintain essential public services and to maintain the confidence of our users during this crisis.

We will build on the successes we have had in our response to the challenges of coronavirus (COVID-19) to drive further improvements in how we work, to manage any backlog of cases and to find a sustainable return to normal ways of working.

## Casework Quality 2020/21 Delivery Plan

Strategic outcome	Initiative	Scope	Key outputs	Due by
The right person is prosecuted for the right offence	New Assessment of Legal Decision Making	Review of our approach to measuring the quality of legal decision making across the CPS.	A new framework and approach to assess the quality of legal decision making	Q4
Cases are progressed in a timely manner;  Cases are dealt with effectively	National Disclosure Improvement Plan (NDIP)	Focused local partnerships with the police, upskilling investigators on disclosure, and trialling innovative technology solutions.	Delivery against the National Disclosure Improvement Plan (NDIP) action plan	Q4 (ongoing)
	New Charging Model	Devolution of all "in-hours" pre-charged disclosure activity to Areas and complex casework Divisions to improve the current process.	Evaluation of the charging pilot	Q4
The quality of our casework is enhanced through partnership working	Updated Director's Guidance (DG6)	Provide earlier investigative advice (working closely with the police) to drive the right cases through the system and improve quality of evidence submissions.	Updated guidance document	Q3
	Case Progression	Work to improve the effectiveness of existing case progression models in line with short and long term priorities.	Recommendations paper on a more effective pan-CJS case progression process	Q4
			Joint action plan with police to drive improvements in charging advice and submitted evidence	Q4
	Online Harms Programme	Activities to position the CPS as leading digitisation of the CJS, effectively adapting to the rapidly changing nature of crime and use of digital evidence.	Cross-CJS Tech Futures Group to learn best practice from leading OGDs and private tech companies	Q2
			Identification of resources to build CPS staff's understanding of digital evidence	Q2
			Update legal guidance and casework hub	Q3
			Input into Government's online harms white paper	Q3 <sup>4</sup>

<sup>4</sup> Dependent on government timings

	Changing Nature of Crime Review, including Serious and Organised Crime (SOC)	Programme to assess CPS readiness to deal with the changing nature of crime	Reviewed and updated guidance on all serious and organised crime issues	Q4
			New operating model for the management of serious and organised crime	Q4
	Serious Violence Programme	Programme to maintain public confidence in prosecution of serious violence and building partnerships which ensure that government initiatives are informed by CPS insight.	Preparation for the Offensive Weapons Act	Q4
			Contribution to the Serious Violence Bill	Q4
	Coronavirus (COVID-19)	All activities related to coronavirus (COVID-19) response.	New custody time limit protocol	Q1
			New charging guidance	Q1
			New public interest guidance	Q1
			Work with partners to restart trials in both the magistrates' and Crown Courts	Q1
			Agree plans to restore system-wide stability and tackle backlogs	Q2

### Success Measures

- % of cases where appropriate legal decisions are made
- % and # of charging decisions that are completed on time
- # and % of cases dropped at 3rd or subsequent hearing
- % and # of Judge directions that are complied with on time
- # and % of guilty pleas at first hearing

## 2.2.5. Public Confidence

*“We work with our 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 our diverse communities understand the decisions we make.

We are reliant on the participation of victims and witnesses to deliver justice, so we must work with partners to ensure that everyone receives a quality service throughout every case. This year, we will deliver a new programme of work across our organisation to ensure all victims and witnesses feel properly supported by the CPS. The fair treatment of defendants is also central to our role in upholding the rule of law, and will continue to be a focus for the year ahead.

We will continue to lead by example on inclusion and equality, working to identify and eradicate disproportionality in decision making. We will continue to build on a strong foundation of community engagement by refreshing our Inclusion Community and Engagement (ICE) Strategy in line with CPS 2025. This will ensure that our diverse communities continue to actively participate in our work, hold us to account and help shape our plans.

As part of educating the public and our partners on our role and our value, we will encourage a broader range of voices to represent the CPS. We will align ourselves with the standards set out in the Modern Communication Operating Model to ensure our communication is clear, targeted and delivered in ways that are accessible to our audiences.

### **What this will mean for our staff**

We want to empower our staff to feel confident in acting as ambassadors for the CPS. Colleagues can expect to see a broad range of our people promoting and explaining the work we do, and sharing our successes. We will undertake a number of communications campaigns this year to provide greater understanding of our work and our strategic priorities.

### **How we will work with our partners**

We will work together to build our understanding of the experience of victims, witnesses and defendants, and to work to overcome the challenges that matter to our community. We will collaborate with partners in our communications campaigns. For example, working with the police to embed the updated Victim’s Code and improved disclosure standards. Our work with the third sector, including academics, will give us greater insight into how we can improve our engagement with both our partners and the public.

### **Coronavirus (COVID-19)**

We have been recognised in the UK and abroad for our swift action on charging cases relating to coronavirus (COVID-19), including fraud and aggression. To maintain the confidence of victims, we will continue to work with our partners to ensure that high-threat, high-risk or high-harm cases are prioritised. We will provide regular reassurance to the public through tailored messaging across media and social media about the work we are doing in response to the pandemic. We will continue to deliver our wide range of community engagement meetings virtually.

## Public Confidence 2020/21 Delivery Plan

Strategic outcome	Initiative	Scope	Key outputs	Due by
Victims and witnesses have a fair experience interacting with us, regardless of outcome	Victims and Witnesses	Programme of work to ensure all victims and witnesses are supported and engaged throughout our casework.	New victim communication guidance (in writing, in person and via telephone) for all staff	Q2
			New suite of communications materials that are accessible to all victims and witnesses	Q4
We understand how best to serve our diverse communities	Inclusion and Community Engagement (ICE) Strategy	Refresh and delivery of the ICE Strategy under CPS 2025.	Community Conversations in CPS Areas linked to our ten priority programmes	Q3
			The Big Community Conversation, a conference that brings together senior leaders and community stakeholders to inform future CPS priorities	Q3
			Conclude series of Community Accountability Forums linked to priority programmes	Q4
			Improved understanding of the CPS from Local Scrutiny and Involvement Panel work	Q4
	Managing Complaints	Support and guidance following the redesign of our complaints process and launch of a new complaints app, Contact.	Training on our new complaints app, Contact	Q1
			Training to improve the quality of our responses to complaints	Q4
We are a leading voice in ensuring defendants are treated fairly by the CJS	Defendants: a person centred approach	Programme of work to understand and improve how we work with defendants.	Policy statement to support prosecutors in ensuring that the rights of defendants with additional needs are upheld	Q1
			Public Sector Equality Duty Training completed by all prosecutors	Q4
			Develop policy on fitness to plead and insanity	Q4
			Academic research on disproportionality and decision making	Q4
The public understand our value	Communications Strategy	Definition of objectives and initiatives on how we interact with users, partners and the wider public and how we equip our colleagues with the skills they	Communications capability development in line with revised government Communication Service Operating Model	Q2
			Evaluation and expansion of digital communications capability	Q2



		need to be strong ambassadors for our organisation.	Expanded programme of communications training for colleagues across the CPS	Q3
			Suite of communications products which explain the role of the CPS	Q4
			Communications strategies to support priority policy programmes and effective delivery of organisational objectives	Q4 (ongoing)
	Coronavirus (COVID-19)	All activities related to coronavirus (COVID-19) response.	Proactive media and social media communications on our response to the crisis	Q1
			Tailored communications to community groups and target user groups	Q1

### Success Measures

- % and # of letters sent to victims that meet quality standard
- % of victims and witnesses who agree with "I feel listened to by the CPS in court"
- % of our community panel members who agree with "The CPS responds to our feedback"
- % and # of cases for which disclosure obligations are met
- % of the public who agree with "I am confident that the CPS is effective at prosecuting people accused of committing a crime."

## 3. Monitoring and Evaluation

### 3.1. Our Financial Summary

The following section is a brief financial summary to support our business plan. It provides an indication of our overall financial parameters, as well as an overview of our main areas and levels of expenditure.

Our expenditure for 2020/21 is financed from centrally agreed budgets administered by HM Treasury. The budget allocation is expressed net of relevant income, and any shortfall in projected income will need to be offset by savings in expenditure.

Summary of CPS funding	
Net resource spending (RDEL)	£622.2m
Capital (CDEL)	£2.8m
Annually Managed Expenditure (AME)	£6.0m

Resource spending (RDEL) is money that is spent on day-to-day resources and administration costs. It includes the hire of agents; prosecution costs; costs of confiscating the proceeds of crime; capacity building in the criminal justice system; providing advice and assistance to support the United Kingdom's exit from the EU; support of voluntary sector organisations within the criminal justice system; and depreciation. The RDEL funding is shown net of income, including that arising from costs awarded to the CPS in court or received through the Recovered Assets Incentivisation Scheme. We use a detailed activity based costing model to accurately assess required resources to meet projected demands.

Capital spending (CDEL) is money that is spent on assets that will be utilised for more than one financial year.

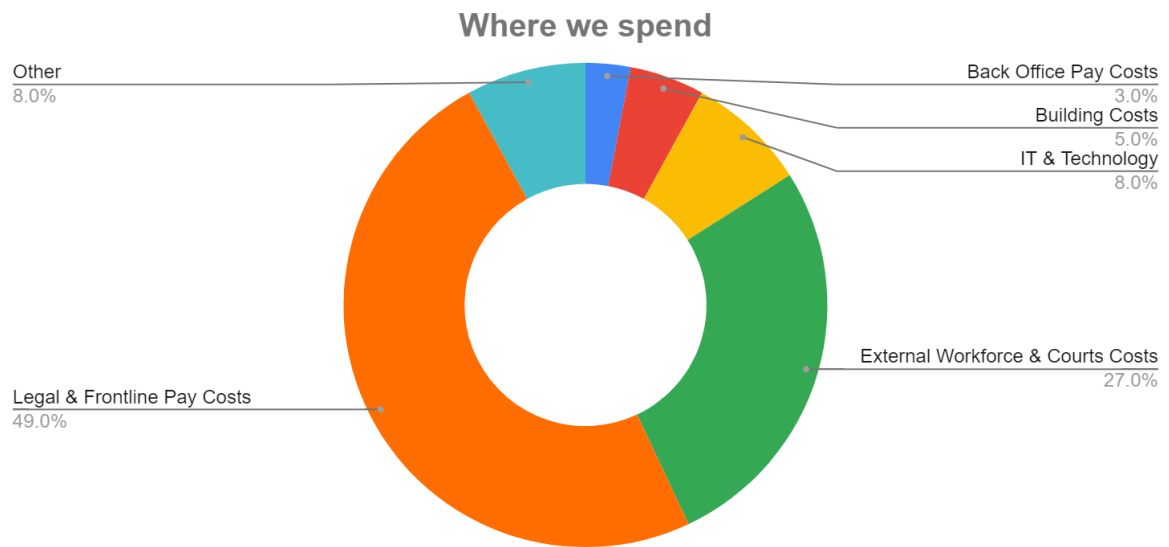
Annually Managed Expenditure (AME) covers movements in provisions such as write-offs and changes in allowance for irrecoverable debts; and provisions for dilapidations on buildings.

The summary below outlines the types of costs that make up our total spend as an organisation and provide a sense of the proportion of spend in each area.

The majority of our spend goes towards our internal workforce, in particular Legal and Frontline pay. This spend has increased following the investment we received from HM Treasury, which is allowing us to deliver the most ambitious recruitment campaign in our history. We are also making decisions to determine the future workforce capability and capacity needed to effectively manage our increasingly complex casework and to keep building confidence in our services.

We highly value the work done each day by the external Bar, and require a fee scheme for the future which is fair and affordable. Our 2020/21 spend under External Workforce and Courts reflects the uplift in the payments agreed following the 2019 review of our fee schemes. The other part of this spending goes towards supporting victims and witnesses attending court.

As outlined in CPS 2025, we are continuing to invest in IT and Technology to deliver our ambitious journey of digital transformation. By remaining at the cutting edge of digital capability and innovation within the criminal justice system, we will be well placed to address the changing nature of crime and improve the way justice is done.



## 3.2. Governance of our Business Plan

As part of building trust in our work, we want not only to share our plans for 2020/21, but also to explain how we intend to measure and report on our progress.

Effective governance of the 2020/21 business plan will be crucial to monitor delivery and maintain accountability within our executive team, while keeping our Board, the public and our partners up to date on progress against our organisational strategy.

Through existing governance arrangements, we will regularly report on relevant management information as well as progress against timelines, strategic outcomes and our new success measures. We will focus on outcomes – not just outputs – to maintain an accurate understanding of the wider impact of our work. Our reporting structure will also help us to identify and understand risks, opportunities and shifting demands at an early stage, regularly reassessing the best way forward. During the coronavirus (COVID-19) crisis, our Executive Group will also track progress against all activities related to our response.

This plan is a national vision, but it is also intended to provide a clear framework for local planning. Local leaders will develop targeted action plans – taking the aims expressed in the business plan and specifically considering how they can be achieved at a local level. We also hope that, wherever possible, individuals will align their personal and career development goals with the priorities outlined above.

### Business plan governance structures:

Forum	Summary of accountabilities	Role in governing the business plan	Reporting frequency
<b>Executive Group (EG)</b>	Responsible for making decisions which underpin business-as-usual activity, with a focus on maintaining efficient and effective core processes and procedures – including performance management. Overall responsibility for compliance with CPS policies.	Tracking progress of initiatives and reporting against timelines, budget and outcomes. The EG will also monitor the business plan risks and progress on our coronavirus (COVID-19) crisis response.	Monthly
		Success Measures	Quarterly
<b>CPS Board</b>	Functions at a strategic level to oversee the CPS' progress against the CPS 2025 strategy and long-term vision	Tracking progress against CPS 2025, Success Measures and our coronavirus (COVID-19) crisis response.	Quarterly
<b>Regional (Areas and Divisions) Leadership</b>	Monitor progress against local action plans as part of Area Performance Review forums.	N/A (governing their own plans)	Quarterly

*You can find further information on our organisation and long-term vision in our CPS 2025 Strategy, 2019/20 Annual Report or on the CPS website.*

# 2025

