

CPS Response to HMCPSI Inspection of CPS International Justice and Organised Crime Division



29/01/2019

HMCPSI has today [29/01/2019] published a report into the work of CPS International Justice and Organised Crime Division (IJOCD). The Inspection focused on governance, leadership, and management.

The CPS is pleased that Inspectors found much to commend. Inspectors recognised the strong leadership of the Division, noting that senior managers were both visible and approachable, and that they are continuing to build on this as they work to deliver a 'one Division' ethos.

Inspectors also found that the Division has been pro-active and taken steps to address concerns about staff welfare in the International Unit, including making structural changes to increase support for overseas staff. The report also acknowledges that there is work underway to improve performance.

The Inspectorate have recognised the complex nature and breadth of work covered by the Division, and acknowledge that work is underway to improve performance, finance, and risk management systems. We accept however, that the Division needs to share their casework knowledge more effectively, and that more could be done to publicise the good work of the Division.

It is encouraging that Inspectors found a number of aspects of good practice, including bespoke training and short-term secondments for members of the Bar, use of individual quality assessments for casework staff, and Disclosure Gateway peer reviews. Inspectors also reported positive stakeholder engagement, particularly in respect of matters that cross international borders.

Inspectorate's Issues to Address for CPS:

1. The Division needs to develop an overarching communication and staff engagement strategy that is inclusive and ensures all staff are informed of key messages and that manages knowledge effectively within all teams, across the Division and the CPS nationally.

CPS Response: This is accepted. The Head of Division and Area Business Manager (ABM) will review the Division's engagement and communication strategy to ensure that it is inclusive, and creates a 'one Division' identity.

2. The Division needs to ensure that the CPS smarter working policy is implemented consistently and effectively across all teams and the Division

CPS Response: This is accepted. The ABM will review the application of the CPS Smarter Working Policy to ensure it is consistent across all IJOCD teams.

3. The Division needs to ensure there is a comprehensive and coherent risk management strategy which encompasses all strategic, operational, casework and project risks within the teams and makes all the relevant links across the Division.

CPS Response: This is accepted. The ABM will undertake a review of the Division's approach to risk management, and ensure that a coherent risk management strategy and plan is in place by April 2019.

4. The Division needs to ensure that the approach to knowledge management is effective by the introduction of a repository that captures knowledge, learning, and good practice and is accessible to all across the Division and as a source of expertise for the wider CPS.

CPS Response: This is accepted. The Division will review its approach to the way in which it captures knowledge, learning, and good practice, and where appropriate develop systems and processes for the sharing of information across the Casework Divisions and CPS Areas.

5. The Division needs to develop a comprehensive divisional performance framework that encompasses relevant measures for the teams that can drive performance improvement and provides a sound foundation to understand performance across the Division as a whole.

CPS Response: This is accepted. The Head of Division and the ABM will continue work to develop and implement a comprehensive performance framework, by April 2019.

6. The CPS needs to develop an effective mechanism of performance review to provide senior oversight at Board level of the International Justice and Organised Crime Division.

CPS Response: This is accepted. The Directors of Legal and Business Services have developed a high level performance regime for the Casework Divisions, which will be subject to regular performance reviews led by the Director of Legal Services (DLS).

7. The Division needs to satisfy itself that the financial management and controls for the International team budget ensure the veracity of the financial governance and processes and that reporting to external funding providers is accurate and timely.

CPS Response: This is accepted. The ABM is currently reviewing all financial controls in the International team, and where appropriate, changes to systems and processes will be in place by end March 2019.

8. The de-brief mechanism undertaken at the conclusion of a case needs to be used effectively and shared with the National Crime Agency (NCA) and at all the CPS Organised Crime (OC) unit locations to identify learning and good practice in order to drive improvement.

CPS Response: This is accepted. The Deputy Head (Organised Crime) will ensure that debriefs are held in all relevant cases, and that where appropriate, the NCA are engaged in the debrief meetings. Learning from the debrief sessions will be shared with the NCA and across OC, and the Division will also alter its approach to knowledge management, to ensure that knowledge is effectively shared across the Division and CPS nationally.