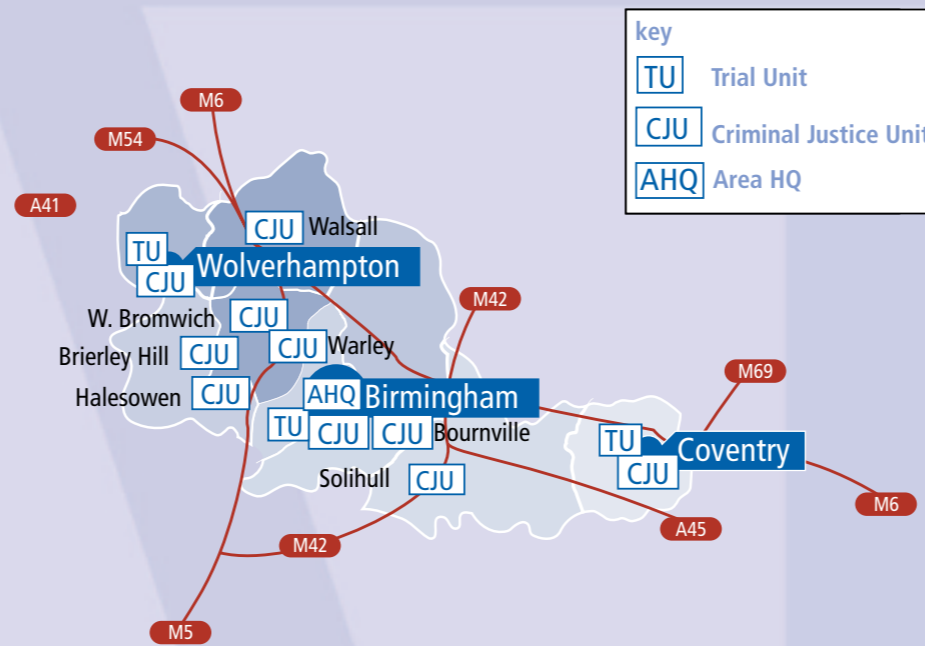


CPS WEST MIDLANDS TARGETS SET FOR 2006/7

CASEWORK TARGETS		TARGETS FOR INITIATIVES	
Offenders Bought To Justice The total number of offences brought to justice in 2006/2007	70,000	Proceeds Of Crime Act Number of Confiscation orders to be granted by the court Total value of confiscation orders enforced	185 £2,557,041
Attrition Unsuccessful outcomes (e.g. bind overs, discontinuances, acquittals, etc) Sanction detection rate (the % of recorded crime which results in a court hearing, fixed penalty, caution or Taken Into Consideration)	18% 23.9%	Hate Crime To reduce the number of unsuccessful outcomes (e.g. discontinuances and acquittals) in all hate crime cases e.g. Domestic Violence, Racist, Religious and Homophobic Crime	To 35% or below
Charging Pre charge cases which do not proceed in the crown court Pre charge cases which end in discontinuance in the magistrates' court Pre charge cases which result in a guilty plea in the crown court Pre charge cases which result in a guilty plea in the magistrates' court	21% 14% 61% 70%	Use of Designated Case Workers (DCWs) Number of court sessions to be covered by DCWs as a % of all magistrates' court sessions in 2006/2007 Magistrates Court Coverage In house coverage of Magistrates Court sessions	12.5% 70% indicative figure for 2006/07. Target for 07/08 80%. 08/09 90%
Ineffective Trials (trials which do not proceed and are adjourned to a new trial date) %of ineffective trials in the Crown Court % of ineffective trials in the magistrates' court	12% 20%	Use of Higher Court Advocates (HCAs) Fees to be generated by HCAs in 2006/2007	8% – of 2005/06 Graduated Fee Payments
Unsuccessful Outcomes No more than	18%	Absence Maximum number of sick days absence per employee per year in CPS West Midlands	7 days

CPS West Midlands



CPS West Midlands

Area HQ, 14th Floor, Colmore Gate, 2 Colmore Row, Birmingham, B3 2QA

The Crown Prosecution Service is the Government Department responsible for prosecuting criminal cases investigated by the police in England and Wales. As the principal prosecuting authority in England and Wales, we are responsible for:

- Advising the police on cases for possible prosecution.
- Reviewing cases submitted by the police.
- Where the decision is to prosecute, determine the charge in all but minor cases.
- Preparing cases for court.
- Presentation of cases at court.

CPS West Midlands

Our targets and objectives for April 2006 – March 2007

This year we are confident that we will significantly improve our performance both in the magistrates' and crown courts.

Improvements will occur through our advising the police on both the evidence and charges before a defendant is charged (pre charge decisions), through providing high levels of support to victims and witnesses and through the provision of information to victims and witnesses within 24 hours of decisions being reached, court appearances etc.

Because of pre charge decisions we are confident that we will secure higher levels of guilty pleas, fewer adjournments and fewer trials. Where trials do take place, in the magistrates' court, we aim to complete the trial within 6 weeks from first appearance.

In short, we will deliver better quality decisions as well as better and speedier justice.

Our vision is to be a world class prosecuting authority, at the heart of the Criminal Justice System, providing a valued public service that meets the needs of victims and communities, makes a real difference to the lives of local people and helps to build a fairer and more decent society.

The CPS has an ambitious change programme underway to become a world-class prosecution authority and has made considerable progress, earning a reputation for delivery and contributing to reform of the criminal justice system.

This document sets out the main objectives contained in our Business Plan for 2006 / 2007. This plan itself contains a number of actions built around the 14 Aspects of Performance, which formed the basis of Her Majesties Crown Prosecution Service Inspectorate (HMCPIS) Overall Performance Assessment (OPA) of the Area, which was carried out in 2005/2006



David Blundell
Chief Crown Prosecutor



Mike Grist
Area Business Manager

OBJECTIVES

What do they mean to me?

What do we expect to achieve as an Area during 2006/2007

STRENGTHEN THE PROSECUTION PROCESS TO BRING OFFENDERS TO JUSTICE – Developing Core Business

- Role out of the Proactive Prosecutor Programme in order to improve the quality of the decision making at the point of charge.
- Introduce a culture of management, mentoring and support to improve performance in the prosecution process.
- Use our own Designated Case Workers and Higher Court Advocates to do more casework in the Magistrates' and Crown courts in the West Midlands
- Work to improve successful outcomes through the Prosecution Team Performance Management programme.

CHAMPIONING JUSTICE AND THE RIGHTS OF VICTIMS – Developing local justice and witnesses in the West Midlands.

- Produce a template on the Victims Code, which will be provided to all the Local Delivery Teams to raise staff awareness on this.
- Improve public confidence by demonstrating CPS commitment in all cases, but in particular, in relation to cases of Domestic Violence, Rape, Homophobic, Racist and Religiously Aggravated Crime.

INSPIRING THE CONFIDENCE OF THE COMMUNITIES WE SERVE – Developing the confidence of our local community.

- Support all staff to actively engage with their local community via attendance at local community events.
- Listen to community needs, develop meaningful links and raise public confidence by using the local media and Black Minority Ethnic press
- Develop an Area Workforce Representation Action Plan to promote CPS West Midlands as an employer of choice, with a workforce which is representative of the local community.

DRIVING CHANGE AND DELIVERY IN THE CRIMINAL JUSTICE SYSTEM – Developing meaningful multi-agency partnership.

- Take the lead on providing a better service to Victims and Witnesses in the West Midlands.
- To continue to work with our partners in the local Criminal Justice System
- Drive forward change in the CPS towards becoming a world class prosecution service by getting cases right from the start, being proactive and undertaking in-house advocacy in both the Magistrates' and Crown courts
- We will improve the throughput of cases by implementing the "from first appearance to summary trial in six weeks" policy, with the support of the police and court. In addition we are one of four pilot Areas to take forward this specific initiative (Coventry Magistrates' Court). This will be rolled out across the Area by October 2006.

RENOWNED FOR FAIRNESS, EXCELLENT CAREER OPPORTUNITIES AND COMMITMENT AND SKILLS OF ALL OUR PEOPLE – Developing a culture where CPS West Midlands staff feel valued

- Tackling poor performance through the Performance Development Report and the Invest programme.
- Improving internal communication so that each member of staff has a voice.
- Develop staff to reach their full potential via schemes like the CPS Sponsorship and Legal Trainee Scheme, Diploma in Public Leadership and Training Programme for Managers
- Promote Dignity at Work, ensure the local Race Equality Scheme is in place and deliver this.

HAVING A STRONG CAPABILITY TO DELIVER – Developing cost effective core business.

- Encourage value for money in all areas
- Providing the necessary tools for the staff to deliver through IT and other equipment.