



Crown Prosecution Service Improvement Plan

March 2014

Contents

Contents

[Foreword](#)

1. [Assessment](#)
2. [Improvement Plan](#)
3. [Metrics to measure improvement](#)

[Annex Civil Service Reform Plan](#)

Foreword from the CPS Board

The Crown Prosecution Service (CPS) helps deliver justice in England and Wales through the independent and effective prosecution of crime, and by providing leadership within a criminal justice system that is undergoing significant reform.

This Improvement Plan outlines the challenging agenda we set ourselves last year, and the significant progress we have made in our continuing journey towards a new long-term operating model.

For the CPS, the capability review¹ process proved very positive. It identified scope for improvement in the way we lead and drive change, internally and across the wider criminal justice system, as well as the need for better employee engagement and more clearly accountable roles and responsibilities in sharing good practice.

The CPS occupies a focal point within the criminal justice system, between the police and the investigative process, and the courts. Building on this position and comments made in the capability review, the CPS is taking more of a leadership role in the system, most notably through the Criminal Justice Strategy and Action Plan published in June 2013 by the Minister of State for Policing, Criminal Justice and Victims, Damian Green MP. The CPS has assumed specific responsibility for large parts of the plan and many of its key actions.

The delivery of our long-term operating model enabled by streamlined digital processes, together with introducing casework hubs and the ability to manage our workload efficiently, will place us in a very strong position to meet the challenges of our financial settlement. The new casework hubs not only offer the CPS greater resilience, and embed best practice through our new standard operating practices, but also build stronger and strategic leadership roles in the process.

The CPS:

- Decides which cases should be prosecuted – keeping them all under continuous review
- Determines the appropriate charges in more serious or complex cases – advising the police during the early stages of investigations
- Prepares cases and presents them at court – using a range of in-house advocates, self-employed advocates or agents in court
- Provides information, assistance and support to victims and prosecution witnesses.

In better engaging our people, through strengthening leadership skills to a consistently high standard, our People Strategy has worked with Civil Service Learning in developing a Management Development Programme (MDP). Embracing all core elements of a CPS leader, it began roll-out in mid-May 2012 to all line managers outside the senior (CCPs/SCS) management cadre. The programme is already having a positive impact reflected by a 5 percentage point increase (from 55% to 60%) in the theme 'My manager' in our 2013 People Survey.

Improving leadership and line management is critical to delivery of future priorities, including the Civil Service Reform Plan. We will build on this further through our new Legal Development Programme, informed by our CPS Values, which codify the behaviours expected of everyone who works for the CPS.

Who we are

The CPS is the principal prosecuting authority for England and Wales, acting independently in criminal cases investigated by the police and others.

¹ http://www.cps.gov.uk/publications/research/cps_capability_review_action_plan_2012.pdf

The CPS was established in 1986 and the way in which it undertakes its role is governed by two key documents:

- » the Code for Crown Prosecutors;
- » Core Quality Standards (CQS).

The Director of Public Prosecutions (DPP) is the head of the CPS and operates independently, under the superintendence of the Attorney General. As a government minister, the Attorney is accountable to Parliament for the work of the CPS.

The CPS consists of 13 geographical Areas across England and Wales, and our CPS Direct charging service. A Chief Crown Prosecutor (CCP) leads each Area and is responsible for the provision of a high quality prosecution service in the relevant Area. In addition, there are four Casework Divisions (covering Central Fraud, Welfare Rural & Health, Special Crime & Counter Terrorism and Organised Crime) as well as our Headquarters.

At the start of 2014, the CPS had a total employed workforce of approximately 6,204² (full time equivalent), including approximately 2,209 Crown prosecutors and 3,614 paralegals/administrators. Of our people, 93% work at delivering our frontline prosecution service.

What we do

Our mission

Our mission is to deliver justice through the independent and effective prosecution of crime, fostering a culture of excellence by supporting and inspiring each other to be the best we can.

By 2015, the CPS will have delivered its strategic objectives for the spending review period 2010-15, which were:

- to inspire our **People** – through delivering our People Strategy, which promotes an inclusive culture of engagement and development of best practice, recognising individual contributions and supporting the Service’s requirement for independence, fairness and respect;
- to focus on **Quality** – through our clear and published approach to quality of service detailed in our Core Quality Standards and which set the standards which we seek to apply consistently and by which we are judged;
- to provide a streamlined and flexible service delivering greater **Efficiency** – we are moving towards a sustainable approach to efficiency, in order to reduce our resource costs and achieve improved productivity, based on a culture of continuous improvement;
- to transform our business processes through **Digital Working** – by making the most of opportunities to offer a better service that takes full advantage of the efficiencies provided by new and existing technology.

In 2014, the CPS Board set out three overarching priorities:

- To make our service to **victims and witnesses** central to everything we do – by ensuring that the way we explain our decisions and interact with victims and witnesses is less formal and defensive, and more open, transparent and direct
- To ensure the highest standards of **casework quality** – by revising the Core Quality Standards so that they place more emphasis on “core quality”, the quality that should be at the heart of the work everyone in the CPS performs
- To provide our people with the right **tools and skills for the job** to deliver the highest quality service – by having the right technology, systems and skills, with decision making in teams at appropriate levels

² The source for this data is the Trent HR database. It shows the total employed workforce (full time equivalent) as at 01/01/2014. It includes all people we employ including those not in receipt of a salary.

How we do it

Our values

We will be independent and fair

We will prosecute independently, without bias and will seek to deliver justice in every case.

We will 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.

We will treat everyone with respect

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

We will 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.

1. Assessment

Summary

Performance

Progress: CPS performance has continued to improve, during a period of significant reductions to our level of funding and whilst delivering major business change.

We have set clear standards about the service the public can expect to ensure quality is at the heart of the work everyone in the CPS performs.

We are leading work with our criminal justice partners to improve the efficiency and effectiveness of the criminal justice system (CJS). Driving change in the CJS, whilst maintaining a focus on the quality of the work that we perform, will improve quality and transparency.

Area for Improvement: Deliver quality through strong leadership and working with partners in the CJS

Efficiency and Innovation

Progress: We have made sufficient progress with refocusing so that new digital working hubs adopting standard operating practices have enabled sharing of magistrates' court casework between CPS Areas, so better matching workload to capacity.

We have increased transparency, and provided redress for victims, through the Victims' Right to Review Scheme. The roll-out of our Victim Liaison Scheme will improve the quality of service we provide to victims. We now need to look at the quality of interaction and communication with victims across the life of a case.

The 2012 Capability Review told us that we needed to develop resilient and flexible business units and a consistent and effective approach to identifying and adopting best practice. We have developed a new long-term operating model. This will provide a high performing, lean, efficient and resilient service for the future. Implementing the model, whilst equipping our people with the tools they need to operate digitally, will improve quality and consistency. We need to build on this further, implementing a national approach to workload and resource management and responding to fluctuations more effectively. We need to continue to identify new and innovative ways to improve efficiency and reduce costs.

Area for Improvement: Develop how we deliver services to victims and witnesses to improve care and satisfaction
Realise a resilient long-term business model that optimises sustained efficiency and cost reduction

Capability

Progress: The 2013 People Survey results suggest our drive to ensure all line managers go through our extensive Management Development Programme is having a positive impact, evidenced by an improved score in the 'My manager' theme (up 5 percentage points to 60%).

This contributed to an overall 3 percentage point increase in our overall Employee Engagement Index.

1. Assessment

The 2012 Capability Review told us that we needed to embed our People Strategy and 'live' the values. We are embedding a unified culture across the CPS; one that ensures our culture and behaviour are values-based.

We have developed a strategic approach to succession planning and talent management to ensure we have the right people with the right skills in the right place at the right time, with talented people ready to step into key roles.

Through delivery of our Management Development Programme and the introduction of the Legal Development Programme and Individual Learning Accounts, supported by wider Civil Service arrangements, we continue to develop and support our people. We need to do more to improve our capability by providing people with the tools and skills to deliver their job more effectively.

Area for Improvement: Lead a values driven organisation that engages our people and delivers continuous improvement

Strategic Risk and Leadership of Change

Progress: We have visibly demonstrated our commitment to victims' rights through the establishment of the Victims' Right to Review scheme. This makes it easier for victims to challenge decisions not to bring any proceedings or where we terminate all proceedings relating to them. By the end of 2013, 795 reviews had been finalised.

The 2009 Capability Review told us that we could do more to influence and lead change across the CJS by maximising our strategic impact on Stakeholders nationally. The CPS has responded to this challenge. We are the main driver of criminal justice reform, leading the transformation through the implementation of the Criminal Strategy and Action Plan. At the same time, we are playing an important part across Whitehall in leading and delivering the development of improved criminal justice aboard.

We are delivering Civil Service Reform objectives, moving the CJS to a digital by default approach. Internally we have actively sought to broaden our approach to policy making encouraging the participation of experts and interested parties.

We are working to ensure we have effective cross-agency delivery mechanisms for the long term. The CJS Efficiency Programme will realise the full benefit of digital working whilst the Common Platform will eradicate inefficiencies caused by the differing case and information management systems.

We need to continue to review business strategies and identify opportunities for improvement in light of the changing environment.

Area for Improvement: Understand and adapt to the environment to set future priorities

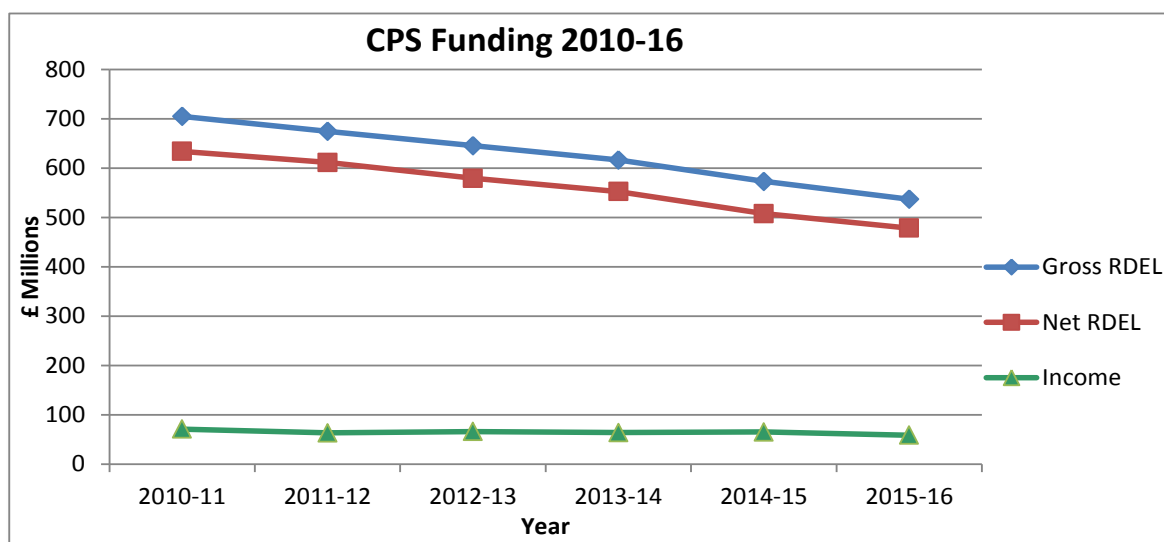
1. Assessment

Assessment of Performance

Performance Measures and Trends

Financial performance

The 2010 Spending Review (SR10), subsequent Budgets and autumn statements, have resulted in a significant reduction to our level of funding. At the start of the SR10 period (2010-11), our net funding was £633.9m. By 2014-15, it will be £507.8m; this is a cash reduction of 19.9% and a reduction in real terms of 28.3%. A further reduction in net funding for 2015-16, to £478.4m, will equate to an overall cash reduction of 24.5% and a reduction in real terms of 31.4% as compared to 2010-11.



This challenging funding environment motivated us. We wanted to seek new and better ways to deliver the best possible service to the public. Our boldness led us to fundamentally examine our priorities, business model and the way we were organised, implementing business change to optimise productivity; while reducing costs through improvements in IT utilisation, process, performance management and organisational structure. Fundamental to our approach to achieving efficiency savings has been the maximisation of resources to frontline delivery.

Payroll costs represent over 50% of CPS expenditure. Since March 2011, our paid workforce has fallen by 19.9%³. Based on current plans, by March 2016 we anticipate our workforce to have reduced by an additional 8.9%. This means an overall reduction of 28.8% compared to March 2011. It is critical that the workforce reductions do not adversely affect operational delivery. Our robust performance management framework enables us to monitor this closely.

Core Quality Standards and Monitoring

Providing the best possible service in an efficient manner means we need to do more than just measure our performance in terms of financial management. We need to ensure that quality is at the heart of the work that everyone in the CPS performs. This is an absolute priority. Through our Core Quality Standards (CQS), we have set clear standards about the service the public can expect

³ The source for this data is the Corporate Information System. It shows the total employed workforce (full time equivalent) as at 31/12/13. It excludes those not in receipt of a salary payment at the end of December 13.

1. Assessment

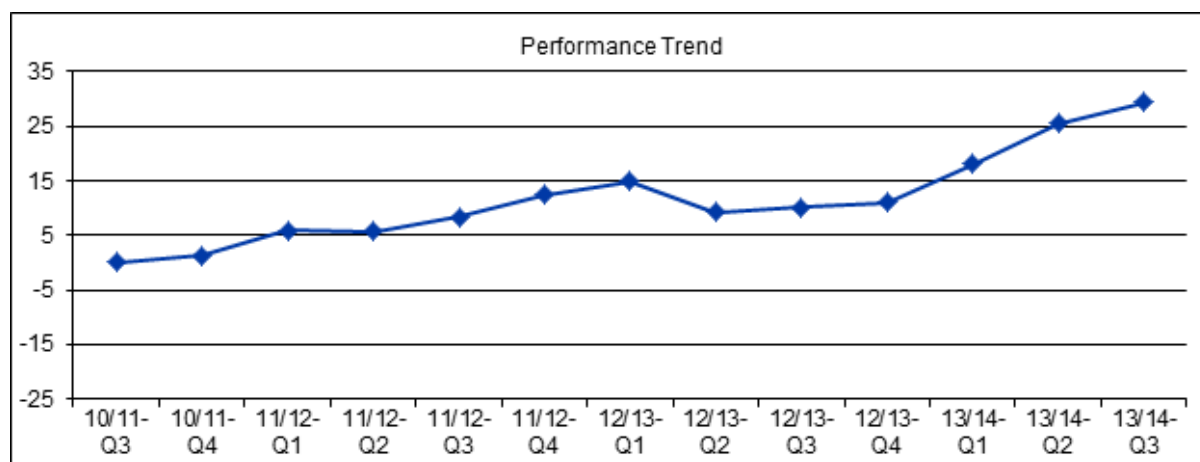
from us and have robust assurance processes and systems to monitor performance, capture best practice and deliver continuous improvement.

Delivery of CQS is assessed against a basket of key performance measures (validation measures). Validation measures are objective performance indicators sourced from existing corporate databases and presented through a series of standard reports. In addition to measures for overall casework outcomes, other measures have been developed to monitor performance on Finance and Efficiency; Violence against Women and Girls; Hate Crime; and People issues. Performance is considered at both CPS Area and police force level, with CPS Areas measured on the actual change in performance from one period to the next.

We also monitor the qualitative aspects of delivery, working in partnership with HM Crown Prosecution Service Inspectorate (HMCPSP) to develop and deliver Core Quality Standards Monitoring (CQSM). This requires Areas to undertake monthly reviews of a sample of cases, supported by peer review. We recognise that there are issues with consistency of the application of CQSM, which we are currently addressing by providing additional training to our managers.

While CQS has been vital in our move to greater accountability, encouraging us to look closely at the quality of what we do and giving us a framework within which we can drive improvements, we recognise the importance of ensuring its effectiveness in these changing times. During 2013-14, we took the opportunity to review our CQS. In consultation with our people, involving them in the decision making process, we developed a revised CQS and monitoring process that we plan to launch in spring 2014.

Performance Trends



National performance trend data indicate that over the past twelve quarters performance has improved in ten quarters, remained unchanged in one, and declined in only one. We have achieved this whilst making significant reductions in expenditure and delivering major change.

Our 2013 Corporate Governance Review highlighted the frequency of performance reporting as an area for improvement. We have addressed this by embedding our performance management regime into our governance framework.

Outcomes

Since 2010, conviction rates in the magistrates' court have been constant at around 86% and are about 10% higher than they were ten years ago. The conviction rates in the Crown Court have been constant at about 80% and are around 6% higher than ten years ago.

1. Assessment

	Outcome	2010-11	2011-12	2012-13
Crown Court (CC)	Successful	93,706	87,785	79,391
	Unsuccessful	23,948	20,762	19,072
	Total	117,654	108,547	98,463
	Conviction Rate	79.6%	80.9%	80.6%
Magistrates' Court (MC)	Successful	727,625	682,872	610,362
	Unsuccessful	113,555	105,086	97,633
	Total	841,180	787,958	707,995
	Conviction Rate	86.5%	86.7%	86.2%

In line with our value of openness, we publish a range of performance information, including data on the outcome of CPS proceedings in magistrates' courts and in the Crown Court. We realise that we need to build on this and increase the level of data we publish. During 2014-15, we will publish a suite of key performance indicators capturing changes in performance across all significant areas of operational activity.

Other Key Priorities

Improving performance in cases involving hate crime and violence against women and girls (VAWG) continue to be priorities and this commitment features in our current Business Plan and performance indicators.

Since 2010-11, we have seen a fall in police referrals for charging decisions as well as in completed prosecutions for both VAWG and hate crime. This fall coincides with a fall in the conviction rates for hate crime in the last year. In the context of hate crime, we are undertaking an exercise with national policing leads and CPS Areas, to understand the data better and to consider what joint action we should take. In the meantime, we have identified and disseminated examples of what works and are developing ways to make expertise available to the benefit of the organisation as a whole.

	Hate Crime			Violence Against Women and Girls		
	Prosecuted	Convictions		Prosecuted	Convictions	
2010- 11	15,284	12,651	82.8%	95,257	68,154	71.6%
2011- 12	14,196	11,843	83.4%	91,466	66,860	73.1%
2012- 13	13,070	10,794	82.6%	82,165	60,853	74.1%

The wider pattern of VAWG conviction rates is increasing and, in 2012-13, the conviction rates for domestic violence and rape were at their highest rate for the second year running. These successes are down to prioritising VAWG at the highest levels as well as drawing on the expertise of third sector organisations to inform our overall approach and support our prosecutors on a range of issues including child sexual abuse and female genital mutilation. Her Majesty's Inspectorate of Constabulary is considering falls in the volume of domestic violence cases referred by police to the CPS, as part of its investigation into the police handling of domestic violence and abuse. In addition, the DPP has committed to hold a joint National Scrutiny Panel with the National Policing lead on rape, to gain a clearer understanding of falling case referral numbers.

The CPS is committed to fulfilling our responsibilities under the Equality Act 2010 and our obligations under the public duties in particular. We agreed an equality data strategy in September 2012 at the Community Accountability Forum. This aims to address data gaps or shortcomings. Our Equality and Diversity Objectives 2012-15 set out specific actions.

1. Assessment

Caseload and Complexity

We have experienced an increase in the overall number of cases in our Casework Divisions and Complex Casework Units. They are responsible for the most complex, resource intensive and sensitive cases. We anticipate that the introduction of the National Crime Agency will further increase the number of serious and complex cases referred for prosecution.

The creation of a single in-house Fraud Investigation Service – comprising the Department for Work and Pensions, Local Authority and HM Revenue and Customs (tax credit) investigators – during 2014-15 will have an impact on us. As the prosecutor in England and Wales, this will increase our caseload.

We are monitoring changes in caseload and complexity, assessing the impacts on delivery and performance.

Joint Performance Measures

We realise that we cannot improve the efficiency and effectiveness of the criminal justice system alone. We have established a joint Board with HM Courts and Tribunals Service (HMCTS). This works to improve the delivery of justice by identifying new and innovative ways to improve efficiency and effectiveness by working together.

The Civil Service Reform Plan recognises the need for common sets of data to ensure consistent reporting and to enable comparisons. The CJS Strategy and Action Plan also cites the misalignment of performance measures as a key cause of inefficient practices across agencies. In the past the CPS and HMCTS have monitored different aspects of performance in different ways. A joined up approach is crucial in establishing where in the process performance is at its best or worse and working together to develop improvement strategies. We have achieved this by developing a joint CPS/HMCTS Combined Performance Summary tool. This gives operational leaders an overview of joint performance across the whole process. Whilst this has been achieved despite differing data sets across organisations, we must not lose sight of the opportunity presented by the Common Platform⁴ to integrate common data sets.

⁴ A shared CPS/HMCTS IT and business systems and processes for case management that will enable the capture, storage and sharing of information common to both agencies (and potentially the wider criminal justice system).

1. Assessment

Assessment of efficiency and innovation

Continuing to deliver the best possible service for the public at a time of significantly diminishing resources has required us to look beyond short-term efficiency measures. We had to undertake a fundamental examination of our approach, with a longer term, and more radical look at our priorities, business model and the way we were organised. Ultimately, we had to seek new and better ways to deliver the best possible service to the public. We had already begun the process, pooling resources and expertise as part of consolidating public service prosecutions, rationalising our Area structure and centralising skills into specialised units. Yet the scale of the financial challenge meant reductions to our overall payroll costs were inevitable. Anticipating a smaller workforce, we had to ensure that we planned to eliminate inefficiency or duplication. Essentially, we had to develop and introduce a new long-term operating model designed around standardised digital working that would provide a high performing, lean and efficient service.

Refocusing Programme

The Refocusing Programme commenced in July 2012 to redefine the CPS' business model and ways of working, and to complement existing activity on digital working and estates in order to make the CPS more efficient and effective. It asked our leaders and their teams to design new business processes predicated on what we understand as our best practice in order to maintain and improve quality, while increasing efficiency with fewer resources. In this way, it has sought to address previously identified inefficiencies. They resulted from varying Area structures; an inability to shift work routinely to match capacity; and the development of local practices that gave rise to less consistency and anomalies in Area performance.

Through Refocusing, we have addressed the recommendation of our 2012 Capability Review to develop resilient and flexible business units, and develop a consistent and effective approach to identifying and adopting best practice. We have created fewer, larger, more resilient, office hubs. These will increase our flexibility, enabling us to absorb pressures and cope more effectively with peaks in demand. Our Continuous Improvement Team has designed and implemented Standard Operating Practices (SOPs) for our magistrates' casework, systems and procedures. Built on best practice and standardised digital working practices, these SOPs have resulted in a simplified and standardised approach and thereby achieved greater consistency. We are now applying the same approach to the development of SOPs for Crown Court casework.

That we have accomplished so much is testament to the commitment and professionalism of our people through this period of unprecedented change. The challenges we now face are:

- ensuring that a culture of continuous improvement is embedded throughout the organisation;
- ensuring SOPs are adopted universally and consistently;
- implementing a national approach to workload and resource management;
- responding to fluctuations more effectively by moving caseload routinely between locations based on robust resource management calculations.

Estate

Historically our organisational structure, technology and working practices have influenced the size and shape of our estate. We maintained dispersed offices housing comparatively small numbers of people. Technology and individual working practices meant assets were underutilised, allocated on a 1:1 ratio. The full benefit of accommodating people and functions at other sites (police stations and courts) was not realised as equivalent space and assets was frequently duplicated on the main estate.

1. Assessment

In 2010	
Estate Operating costs	£50m per annum
% of budget spent on estate	7%
Building to employee ratio	95
Rate of occupancy	15 m ² per person

By 2010, this position was not economically sustainable. The extent of our funding reductions meant we had to consider radical changes to our size, shape and structure that had to deliver real, year-on-year, savings. Not only did we have to reduce the cost of our estate but we also had to maximise its efficiency. We achieved savings by maximising quick win opportunities and used the design of our re-located London HQ as the blueprint for all future accommodation moves. By December 2012, we had reduced the annual cost of our estate to £47.3m (2012-13) but our dependence on office lease expiries for office closures, coupled with our headcount reductions, resulted in our occupancy level increasing to 15.5 m² per person. We knew it was essential to quicken the pace of change, especially given the further reductions to our funding following the 2012 Autumn Statement. With the added impetus of our Refocusing Programme, we moved to close offices that did not form part of our long-term plans, relocating people to buildings now identified as Area hubs.

We estimate that estate related savings between January 2010 and March 2013 are approximately £10m in total. Our Estates team have projected further savings of £9.1m in total to April 2016.

Digital

Advances in digital technology provide the opportunity to transform the way we, and our criminal justice partners, work. How far working practices are revolutionised depends on the extent to which we embrace technology and adopt technological innovations.

A key objective for the CPS is to ensure our people have the tools to do their jobs. In the 2013 People Survey, 57% of our people responded positively to the question 'I have the tools to do my job effectively'. Improving this percentage is a priority and our Digital Business Programme is at the forefront of giving our people the tools they need. We have already achieved significant progress. We are replacing our mobile devices and are developing new solutions for providing remote electronic access to legal reference materials. We will supplement these improvements by empowering teams locally to decide for themselves, and buy, some of the items that their team requires.

Improving our efficiency, and that of our suppliers, has seen a transformation in the delivery of transactional services. Moving to a digital by default approach, as outlined in the Civil Service Reform Plan, has seen us launch a new on-line employee expenses system (Click and Claim) thereby eliminating approximately 30,000 paper claims per annum. We have automated and accelerated counsel fee payments through the Procure to Pay (P2P) system thereby generating savings in administration for the CPS and Chambers. In the 12-month period from December 2012 to November 2013, we made over 100,000 electronic counsel fee payments within 31.6 days of the date of last hearing.

Victims and Witnesses

Communicating with victims

2013-14 has seen us focus on improving the quality of service we provide to victims and witnesses, with the DPP and the Board identifying this as a key priority. Building on the Direct Communication with Victims scheme, we have developed a new Victim Liaison Scheme. This moves away from a "one size fits all" service to a more tailored approach, using electronic forms of communication

1. Assessment

where suitable to do so, providing a personalised service from our people in roles dedicated to those victims and witnesses identified as in greatest need, and a more responsive and empathetic service for all. The new Victim Liaison Scheme is due to be rolled out by the end of June 2014.

We recognise that we need to look beyond improving how CPS explains what it has done to victims. We also need to look carefully at the quality of interaction and communication with victims across the life of a case, making sure we always respond quickly, authoritatively and empathetically. During 2012-13, we prosecuted 211,000 cases with an identifiable victim; 34,000 of these were discontinued with over 14,000 being because of victim issues. These figures demonstrate that we need to do more to secure the support of victims and witnesses. We need smarter engagement, working with our criminal justice partners to implement clear strategies, as well as actions to address the concerns that victims and witnesses have during the progress of their case, so that they are able to come to court and give their best evidence. It will mean ensuring victims and witnesses know what is likely to happen at each stage of the process, keeping them updated on important case events and meeting with them face-to-face where necessary.

Victims' Right to Review

The CPS has visibly demonstrated its commitment to victims' rights, independence and fairness through the establishment of the Victims' Right to Review scheme. This scheme makes it easier for victims to challenge decisions where we decide not to bring any proceedings or where we terminate all proceedings relating to them. The scheme has been subject to public consultation and we are reviewing the responses we have received. From June to December 2013, we received 853 requests for review, 795 reviews were finalised and, of these, 108 (13.5%) decisions were overturned. Where decisions have been overturned, action to bring or reinstate charges has been recommended in all cases where it is possible to do so. As well as providing redress for victims, the scheme has enabled us to monitor local performance taking targeted action to improve performance where trends and patterns have been identified, for example by providing additional training.

At the same time, we have streamlined and improved our approach to handling complaints generally, with a particular emphasis on improving the way we engage with complainants and victims. In 2013, we introduced an Independent Assessor of Complaints (IAC). His role is to review those cases where the complainant remains dissatisfied after our complaints procedure is concluded. Reporting to the CPS Board, the IAC routinely audits a proportion of complaints to help identify issues and provide scrutiny and assurance on the system.

Advocacy

Providing a professional service on behalf of the public and wider criminal justice system requires high quality advocates representing the prosecution in court. The CPS achieves this by using a mixture of in-house and external advocates. In 2012, the CPS implemented an Advocate Panel of quality-approved advocates selected through a fair and open competition where advocates (barristers and solicitors) were assessed against a range of competencies. The CPS Advocate Panel has four levels of general criminal advocate and lists of specialist advocates. The Panel is time-limited, running until the next review in 2016.

To ensure continuing quality the CPS monitors the quality of advocates through an advocacy assessment programme. Over the last two years, we have made more than 1,300 advocacy assessments and over 96% of advocates assessed have been marked as being competent. Where necessary, advocates are provided with further training and development in order to develop their skills. As part of the Refocusing Programme, each CPS Area has established a dedicated Advocacy Hub to focus on the delivery of high quality advocacy.

In 2012, the CPS also implemented new fee schemes following a period of consultation with the Bar Council. The new schemes are simpler and easier to administer than previous arrangements and

1. Assessment

achieve savings in both cost and administration. These savings directly benefit both the CPS and barristers' chambers.

Asset Recovery

Seeking to deliver justice in every case does not just mean securing a conviction; it also means making sure crime does not pay by depriving criminals of the assets of their crimes and criminal lifestyles. In 2012-13, the total amount of assets recovered across the criminal justice system was £152.2m, of which £90m relates to confiscation orders in CPS cases. It is clear that CPS performance in the arena of asset recovery has a significant bearing on overall CJS performance.

Following internal and external scrutiny, we have concluded that, whilst there is much to be proud of, we could do more. The programme of work that we have already started will build on the good work we have done to date. More widely, our Asset Recovery Strategy sets out how we will deliver an improved, more effective and sustainable asset recovery regime. Crucial to improving our performance will be the introduction of a new national proceeds of crime service, with a strong central resource and nine regional hubs. People with expertise in asset recovery activity, operating SOPs, will ensure consistency across the CPS. In tandem, we will make changes to the Casework Management System to provide prompt and accurate performance data. We will also improve knowledge and awareness amongst all our people through a range of interventions, including a link lawyer system to provide support and expertise to prosecutors in the Areas.

Recovering more assets hidden overseas will continue to be a challenge. As part of our strategy, we will build on our partnerships, working with domestic and international colleagues to improve joint investigations at home and abroad, to secure the best evidence needed to confiscate assets and enforce confiscation orders in foreign states. We are developing a cross-Whitehall international asset recovery strategy based on the deployment of dedicated Asset Recovery Advisors to work across disciplines, jurisdictions and UK agendas. We are working with our criminal justice partners to address the findings of the NAO report on cross-government Confiscation Orders that highlighted the lack of a coherent joined-up cross government approach. We already enjoy close working relationships with law enforcement agencies but we need to strengthen these relationships and align our asset recovery strategies, both nationally and internationally.

Shared Services

The Civil Service Reform Plan recognises that as departments reduce in size they may no longer be able to maintain high quality services in many expert and advisory services and will need to share services with others.

Responding to this challenge, we have developed a Service Level Agreement (SLA) with the Ministry of Justice, for the provision of Internal Audit Services. The transfer of the CPS internal audit team to MoJ will commence in April 2014. Our Human Resources (HR) team has forged links with HMCTS to derive efficiencies and deliver HR more effectively. Next Generation HR2 have agreed the approach to deliver improved centralised services and we are working with the Ministry of Justice, the Treasury Solicitors Department and the Serious Fraud Office to develop a proposal that shares Departmental HR expertise and grows capability. The CPS has been providing a shared procurement service to the Treasury Solicitor's Department, the Attorney General's Office and HMCPsi since August 2012. The arrangement has enabled the sharing of procurement resources across four of the Law Officers' Departments (LODs), ensuring greater resilience and the sharing of best practice. It has also facilitated the sharing of contracts between the LODs, reducing the need to conduct multiple procurement exercises and the administrative burden on departments and suppliers. In respect of shared transactional services, we continue to explore proposals from our criminal justice partners to create shared services provisions.

1. Assessment

Assessment of capability

People Strategy

The People Strategy was part of our overall response to previous People Survey results and Capability Reviews. It aims to promote an inclusive culture that recognises individual contribution and team working and that supports the service's values. The focus is on creating a working environment in which we retain experienced people and attract high quality individuals, developing the capability and skill profile of our people at all levels to help us cope with change and deliver ever improving services and securing a motivated, engaged and representative workforce.

The 2012 Capability Review told us that we needed to embed our People Strategy and 'live' the values and behaviours so that it delivers real change in culture, improved engagement and working. The increase in our Employee Engagement Index (EEI) demonstrates sustained progress in achieving the aims of the People Strategy. This is encouraging given the context of substantial change and reducing resources but we know we must do more to improve our EEI. We will do this by developing, energising and engaging our people, delivering in an efficient and effective manner, improving the quality of service we provide. The HR and Public Accountability and Inclusion Directorates continue to work together to support this area of our work.

People Survey	EEI	Response Rate
2011	49%	66%
2012	51%	58%
2013	54%	48%

The People Survey response rate has declined and it is clear we need to do more to encourage our people to have their say in future People Surveys, as they have through our internal "You Said, We Did" initiative. This initiative encourages engagement with our people, seeking their contribution and feedback on local priorities. We must continue to demonstrate to our people that they are listened to, valued and respected if we want to encourage their contribution and harness their enthusiasm.

Ensuring our people display the qualities we desire is crucial. Of our people, 78% believe they demonstrate CPS values and 67% feel their manager does too. We need to do more to embed a unified culture across the CPS; one that ensures our culture and behaviour become one based on our values.

In relation to the nine themes, the three most significant improvements have been in those areas with the lowest scores. This includes 'Leadership and managing change' (up 7 percentage points to 36%). There is still more work to do as, even with this increase, it remains the lowest positive score. Particularly encouraging is the response to 'I get the information I need to do my job well' (up 7 percentage points to 60%). This confirms that the introduction of the national briefing document, which provides team leaders with key information to share with their employees, is having a positive impact.

The results of the 2013 People Survey are a welcome step in the right direction, but there is more to do. Our HR Strategy team will carry out a more detailed analysis, both internally and in comparison with other Government Departments, to identify where future action might be targeted. Locally based Values and People Champions and employee focus groups will help us determine the key areas for action arising from the survey results and we have clear governance arrangements in place. While we will carry through most of the future activities locally as business as usual, we will maintain a central focus on those in the lower quartile for EEI.

1. Assessment

CPS Capability Plan

The Civil Service Capabilities Plan sets the capabilities agenda in the context of Civil Service Reform and prioritises what is needed to improve Civil Service capabilities, including specific interventions to tackle urgent learning needs. The People Strategy currently focuses on three key themes: Personal Development; Communications; Performance and Efficiency. Underneath these are 17 programmes of work for 2013-14 including talent management and succession planning, mentoring and shadowing and the Management Development Programme. Eleven of these programmes have been completed, with the remainder due to complete by the end of March 2014. These all link with the capability theme.

During the summer of 2013, we undertook the Annual Skills Review (ASR). This helped us gain a more detailed understanding of the impact and nature of Civil Service current and emerging capability priorities within the CPS. We are analysing the ASR results, other technical and business specific information and the results of the 2013 People Survey to produce the CPS Capability Plan. This will focus on the four Civil Service capability plan priorities alongside four CPS technical and business specific development areas, a format being used across other government departments. The CPS Capability Plan will be integral to us moving forward in 2014-15.

Skills for the Job

Ensuring we have the right people with the right skills in the right place at the right time with talented people ready to step into key roles is crucial to achieving our business objectives and creating an inclusive and supportive work environment. The launch of new learning campaigns demonstrates our commitment to offer our people appropriate training and development opportunities. Whilst the results of the 2013 People Survey show a significant increase in the 'Learning and development' theme (up 8 percentage points to 41%) and 87% of people responded positively to 'I have the skills I need to do my job effectively', only 40% said they had a development plan. This shows we need to do more to ensure our people are properly developed.

Management Development Programme

We have prioritised improving the capability of our line-managers. We launched a Management Development Programme (MDP) to support their development and to ensure they have the ability to meet the essential needs of their critical leadership role. To date 919⁵ managers are enrolled on the programme and 835⁶ managers have already completed it. There is an accreditation process and we are supporting managers through this.

The MDP is embedding the professional and consistent approach to line-management that we need to enable us to meet the challenges that lie ahead. The results of the 2013 People Survey suggest the MDP is having a positive impact, evidenced by the increase in the theme 'My manager' (up 5 percentage points to 60%). Within this theme, the 7-percentage point increase to the question 'Poor performance is dealt with effectively in my team' is noticeable, which confirms we are addressing the finding of the 2012 Capability Review. We remain committed to the MDP, as an enabler to maintaining and improving our management skills and we will ensure all new line-managers enrol. The MDP will continue during 2014-15 with a commitment to continuing professional development of our line managers being a key feature.

⁵ This reflects the position as at 6 January 2014. Enrolment figures vary as people leave the line manager role or the CPS

⁶ This reflects Managers who have completed the 12-month knowledge input part of the programme and are in accreditation mode

1. Assessment

Legal Development Programme and Individual Learning Accounts

During 2014-15, we will introduce the Legal Development Programme (LDP). Aligned to our core priorities and tailored to the different casework roles, this will set out clear levels of expectations in terms of training. We will also provide those people not involved with casework with the specialist training that they need for their role. We will introduce funded Individual Learning Accounts (ILA) for all our people, allowing people to determine their own learning and development needs, not only to enable them to do their current job more effectively but also to prepare them for their future career development. We will support this by using the Civil Service Learning programme of 'Learning Teams' to ensure line managers continue the commitment to addressing team development needs.

Talent Management

The 2012 Capability Review told us that our approach to identifying and developing talent from within the organisation has not always represented the structured talent management and succession plan envisaged through Civil Service Reform. To ensure a strategic approach to succession planning and talent management we have designed a three-phase Talent Management Programme.

We have already appointed thirteen people to the Senior Business Critical Roles programme and we will offer 60 places on the Level D/E Leadership Roles programme that launched in January 2014. At the end of each 12-18 month programme, we will have nurtured and developed our most talented, skilled and high potential people, ensuring resilience and capability for the future through a visible talent and succession pipeline. We will launch the Level B leaders programme during 2014-15.

Continuing our commitment to developing talent across the business, we have implemented Positive Action programmes for our Women, Disabled, and Black and Minority Ethnic workforce. Thirty people are participating in the Coaching Squared Programme and we have collaborated with Stonewall to develop a bespoke programme for developing LGBT Talent.

Wider opportunities to develop capability

As well as our own talent management programme, we have welcomed the opportunity to participate in wider Civil Service arrangements, such as the Civil Service Fast Track Apprenticeship Scheme. Of the 100 18-21 year olds recruited, nine joined the CPS in January 2014. We have re-launched our Legal Trainee Scheme, which will help to ensure we continue to have the high quality legal capacity we need for the future. We have launched our own Apprenticeship Programme as a proven way for existing and new employees to develop skills, fill skills gaps and gain a nationally recognised qualification. It builds on the Civil Service apprenticeship scheme.

Diverse Workforce

In 2014, the Stonewall Workplace Equality Index recognised our commitment to recruiting, retaining and developing a diverse workforce, by rating the CPS at number 35, a significant increase of 20 places on last year. Women (66.4%) and BME groups (15.6%) are currently well represented throughout our workforce. We are aware that only 5.9% of the workforce has declared a disability. We have positive action initiatives in place to support the Access to All Action Plan, aimed at improving representation and employee experience of those with disabilities. Other positive action initiatives ensure full representation for women, LGBT and BME employees at all levels. Work is ongoing to increase the number of people declaring sensitive data, so we have an accurate picture of our workforce make-up. We continue to participate in suitable cross government initiatives and work with other agencies and equality champions to progress our equality and diversity agenda.

1. Assessment

Assessment of strategic risk & leadership of change

Leading and Responding to Change across the CJS and Wider Environment

The 2009 Capability Review recommended that we could do more to influence and lead change across the CJS by maximising our strategic impact on stakeholders nationally. The CPS has responded to this challenge through being a main driver of criminal justice reform. Over the past decade Charging, Advocacy and No Witness No Justice had enhanced the role of the prosecutor and improved the performance of the CJS. More recently, the CPS-led Digitisation and broader CJS Efficiency Programme have begun the transformation from a paper-based business to a CJS fit for the 21st Century. All of our efforts so far have demonstrated the CPS values and, in particular, our professionalism and willingness to strive for excellence.

Criminal Justice Strategy and Action Plan

In June 2013, the Government launched the Criminal Justice Strategy and Action Plan. The CPS was influential in the drafting of the strategy and the framing of the actions. Of the plan's 64 actions, the CPS has responsibility (either solely or jointly) for 25, meaning we will lead on much of the next stage in CJS transformation.

There are five main areas of the plan where we will lead reform:

- develop and introduce a new, fully integrated digital file;
- simplify the summary justice system;
- improve performance in the Crown Court;
- improve our service to victims and witnesses;
- realise a properly digital CJS.

Digital File

A fully integrated digital file is more than just using IT to do what we do currently; it allows us to redesign the process. Rather than receiving information separately in instalments that the CPS then has to collate into a file, we will receive an immediately useable file from the police. The file build will also be tailored to specific offences that guide police officers through key information needed to prosecute. It ensures a more efficient and effective prosecution process with built-in quality-assurance from the start.

Summary Justice

Following the digital file comes simplifying the summary justice system. Over years, and for many good reasons, processes for cases in the magistrates' courts have become more complex. We need to return to a situation where the complexity of the process reflects the type of offence in question, allowing less weighty matters to be dealt with quickly and fairly without needless bureaucracy. We are working on some key actions:

- enabling the police to present more guilty plea cases in court for traffic offences and some low level criminal offences where the CPS can add little value, by working with the police to ensure that all forces have a police-led prosecutions and single traffic court system in place by the end of March 2014;
- supporting the Senior Presiding Judge in refreshing the "Stop Delaying Justice" Initiative, where all parties work together to manage cases effectively and minimise the number hearings (a Chief Crown Prosecutor leading development of cross-CJS proposals on Transforming Summary Justice that now embody this);

1. Assessment

- contributing to the review of the Criminal Procedure Rules and to disclosure in the magistrates' courts.

Crown Court and Early Guilty Pleas

We are also continuing to improve performance in the Crown Court by embedding the Early Guilty Plea (EGP) Scheme. Led by the Senior Presiding Judge this seeks to reduce the proportion of Crown Court cases that are eventually disposed of, late in the day, by guilty plea, thereby:

- preventing unnecessary police and CPS file build and preparation;
- releasing resources to concentrate on contested hearings;
- reducing unnecessary anxiety for victims and witnesses;
- making more efficient use of Court and advocacy time;
- minimising the cost of the case.

During February 2014, the number of successful Early Guilty Pleas entered as a percentage of the overall guilty plea rate rose to 34% (from 26% in June 2013). We will continue to monitor the EGP rate to ensure continued improvement and we will review our approach to EGP following the outcome of the Senior Presiding Judge's 'A Way Ahead' consultation.

The next stage - through cooperation with judges, the Courts and defence – is to take a more proactive approach to cases where a not guilty plea is entered and reduce the number of hearings and time taken for Crown Court trials. A key tool here will be using trial plans more often and to better effect. With the aim of reducing the number of occasions where trials crack because of a guilty plea on the first day, we are also considering a process of pre-trial plea reviews involving CPS and the defence as a way of ensuring that, once a clear picture of evidence is available, only appropriate cases proceed to full trial. Finally, we are already testing revised arrangements for disclosure in document-heavy cases as part of this move to improve Crown Court Case Management further. Again, the changes will allow Crown Court work to be managed more effectively - by targeting resource where it is needed and adding value, rather than using our time and effort to complete, rework and prepare for trials that never go ahead.

Victims and Witnesses

We will look to improve our service to victims and witnesses by improving the consistency and take up of special measures, whilst simplifying the processes for putting these in place. We will also be pressing for change in the treatment, for example, of victims of serious sexual offences.

In implementing the revised Victims' Code, we are taking a leading role in the planning to allow the victim's voice to be heard in court. The decision has been taken to allow victims to read their own personal statements in court before sentencing. We are working with the police and the courts to ensure that the support given to victims in cases that go to trial is extended to those who attend guilty plea hearings. The Director of Strategy and Policy is the CJS victims champion in the National Group on Sexual Violence against Children and Vulnerable People. This reflects the leadership role the CPS is playing. More broadly, we are leading on cross-CJS efforts to:

- drive up the identification and use of special measures where appropriate;
- establish what more can be done to support victims of sexual violence in their interactions with the CJS;
- reduce distress caused to victims by multiple cross-examination;
- use digital technology to reduce the impact of crime on victims.

1. Assessment

A digital CJS

All of this is supported by the continuing move to a Digital CJS and we are redoubling our efforts to make courtrooms digital for all parties; increase the use of video links in suitable cases; and develop a Common Platform (i.e. shared IT and business systems and processes) for case management with HMCTS.

Common Platform

Leading digital working across the CJS will continue to be a priority for 2014-15 and beyond through the development of a Common Platform. For a long time the effective delivery of justice has been hampered by the different case and information management systems in operation. Valuable resources were consequently spent entering, re-entering and replicating information on numerous different systems. Such inefficiencies invariably create delay. Working with the Ministry of Justice we will develop a single case management system (the Common Platform) allowing the sharing of evidence and case information across the CJS. For the first time ever it will mean that information kept on cases going through our courts will be together in one place, with all relevant parties able to access common data. Though this project is at a very early stage, a joint CPS/HMCTS team is in place, the business case has been approved and development will begin in 2014-15. The challenge for the programme is to ensure the Common Platform meets business needs and delivers on time to budget.

CJS Efficiency Programme

The CJS Efficiency Programme, in which we are a lead agency, has created a guiding coalition with our CJS partners to ensure delivery of benefits across the system and that we have an effective cross-agency delivery mechanism for the long term. The programme has already begun to transform the CJS from a paper-based business to a digital business through the electronic transfer of digital case files, increased use of video technology and digital in-court presentation. Working with HMCTS, the police and defence firms we have piloted a concept court. This allowed us to set up a range of new technological tools, such as use of wi-fi enabled tablets at court. They were put to the test at real trials. This has helped to inform digital working in the courtroom, by testing equipment available to the concept court and how it can be used for presenting cases, as well as liaising with the other agencies and optimising CPS systems to facilitate this.

Leading Change Internationally

Serious crime and terrorism is international in its nature. It does not start, or end, at our borders but occurs worldwide and affects Britain and our citizens. Invariably these crimes occur, or are facilitated, where the rule of law is weakest and the capacity of jurisdictions to detect and prosecute crime is poor. UK law enforcement and Government work to protect the public involves significant effort abroad to ensure crime is either prevented or is successfully prosecuted. Increasingly, building Rule of Law is central to wider Government agendas such as prosperity, development, anti-corruption and 'legal diplomacy' reaps huge domestic and international benefit. It is described as 'the golden thread' that runs through justice, security and foreign policy.

The CPS is increasingly playing an important part across Whitehall in leading and delivering the development of improved criminal justice abroad. Working strategically with the Home Office, Foreign and Commonwealth Office and Cabinet Office to improve local criminal justice systems in priority countries in support of the UK national security strategy and regional agendas, we advise on CJS solutions and lead delivery. Local diplomatic and law enforcement agendas benefit from the deployment, in-country, of CPS specialists able to take a dedicated and focused approach to tactical and strategic needs in partnership with local political and practitioner partners. Our ability to engage with judicial, legal practitioners as well as ministerial and official policymakers creates new and

1. Assessment

significant opportunities for access and influence on matters of local and UK priority. Our international network is embedded in the UK and international approaches to counter terrorism, organised crime, cyber-crime and counter piracy. We also have strategic alliances with the National Crime Agency, the police, HM Revenue and Customs, and other agencies and work immediately and longer term in support of operational needs. We are aligned with the US Department of Justice and Canadian Department of Justice international network and work with multinational organisations such as the UN Office on Drugs and Crime, the EU, the Global Counter Terrorism Forum (GCTF) and the Financial Action Task Force (FATF).

Engagement with Others

Open Policy Making

The Civil Service Reform Plan recognises that the basis for policy making is often on too narrow a range of inputs and is not subject to rigorous external challenge prior to announcement. We realise that we have been guilty of such an approach in the past and in recent years have actively sought to broaden our approach by encouraging the participation of experts and interested parties in the policy development process. Through visibly demonstrating our openness, being willing to seek input from others and by respecting their knowledge and experience, we have ensured our policy making is better informed, fairer and more representative.

Joint working to tackle human trafficking, social media abuse, female genital mutilation (FGM) and child sexual abuse (CSA) are recent examples where our collaborative approach has informed our policy. Strengthening the investigation and prosecution of human trafficking offences, and informing the prosecution approach, has seen us meet with criminal justice partners, interested parties and experts in this area. Roundtable meetings have also featured to progress action on FGM and in the largely uncharted territory of social media. In addition to encouraging the contribution of our CJS partners and key individuals in policy development, we have widened the remit even further and subjected our guidelines to public consultation. Following the review into the handling of allegations made against the late Jimmy Savile, we developed new guidance for the Police and prosecutors in child sexual abuse cases in close collaboration with ACPO and the College of Policing, along with a joint CPS-Police panel to review related complaints made in the past not pursued at the time.

Working with Police and Crime Commissioners

We are keen to encourage a strong partnership between the CPS and Police and Crime Commissioners (PCCs). A number of stocktakes have confirmed the level of Area engagement with PCCs and a number of benefits have started to emerge particularly where priorities align. These include violence against women and girls, file quality, service to victims and witnesses, greater efficiency and digital working. We will continue to monitor the impact of PCCs particularly in relation to targets, accountability or divergence of priorities. Local protocols are being developed.

Community Engagement

Effective engagement is central to the success of our prosecutions in upholding public confidence and trust. Our commitment to engagement with communities is enshrined in our Core Quality Standards and CPS Areas are held to account in respect of their engagement. Through our Community Accountability Forum and Local Scrutiny and Involvement Panels, we have actively encouraged greater community involvement in the CJS, increased transparency, provided scrutiny and enabled a clear mechanism to ensure that local concerns are identified and prioritised. At a national level, the National Scrutiny Panel and Community Accountability Forum provide us with the opportunity to consult on key CPS policies, strategies and performance issues. These forums ensure we have insight from those communities that are under-represented or most vulnerable.

1. Assessment

Strategic Risk Management

The CPS has a structured approach to risk management based on Cabinet Office and HM Treasury best practice guidance. Everyone in the CPS has responsibility for risk management. At present, there are eight corporate / strategic risks and each one has an owner who is a member of the Executive Group (EG). The risk management process has been significantly enhanced over the course of the current financial year. We now have a framework for articulating risk appetite and the Audit and Risk Committee has provided constructive challenge that has resulted in a new robust process. During 2013-14, we conducted an in-depth evaluation of our corporate risks, in terms of alignment with strategic objectives, tolerance and ranking, and appropriateness of associated mitigating action. They reflect the consequences of a significant reduction in resources across the criminal justice system extending into 2015-16, and they identify how we should engage with our criminal justice partners to face these challenges.

Risk has also featured prominently on the CPS Board agenda this year. The Board has considered the corporate risk register to ensure that risks and associated mitigating action is reflected appropriately by providing sign off. The Board has also considered appropriateness of CPS risk appetite and the basis of evaluating it. The risk management process is now being embedded throughout the organisation. To ensure compliance, and to assess effectiveness, risks are now formally reported on a quarterly basis via a standard risk return. These are reviewed centrally and individual feedback provided to each Area for them to consider with a view to strengthening the risk management process. Senior management engagement in the process has increased considerably and risks are now discussed at Area Board meetings. Using the newly introduced formal quarterly reporting cycle to evaluate the process, and outcomes of independent reviews of the CPS risk management system by Internal Audit, NAO and HMCPSI, we will continue to strengthen and enhance this process.

Change Management

Improving the delivery of major projects is a priority for the Government and wider Civil Service. Seeking new and better ways to deliver services means projects must have clear objectives, realistic timetables and professional planning. Without these, implementation can be hindered with time and money subsequently wasted. Within the CPS, we have an established process for change management, including standard documentation, all available to our people on our intranet. To build capability and usage of the process our Continuous Improvement Team are developing a Managers' Toolkit to include a change management module.

Our Change Portfolio Office co-ordinates and oversees progress across the CPS' portfolio of change initiatives, providing assurance on effective delivery. We have identified opportunities to be more proactive by:

- continually reviewing the effectiveness of the process;
- rigorously monitoring compliance with the process;
- implementing corrective action where necessary;
- providing practical advice and support to Project Managers.

We have already begun to strengthen areas of the business change process, introducing a Benefits Management Board to ensure a more systematic benefits co-ordination process across the change portfolio. We will establish a Change Network, enabling us to identify practitioner needs and provide them with appropriate support. Reviewing the current process and seeking feedback from the Network will enable us to identify further improvements and we are committed to implementing these in 2014-15.

2. Improvement Plan

Improvement Planning

Building on this assessment the CPS Board has concluded that the CPS needs to focus improvement in the areas below, building on progress made on our 2012 Capability Review actions and 2013-14 Business Plan whilst continuing to deliver on the Criminal Justice Strategy and Action Plan and wider Civil Service Reform Plan.

- Lead a values driven organisation that engages our people and delivers continuous improvement
- Develop how we deliver services to victims and witnesses to improve care and satisfaction
- Deliver quality through strong leadership and working with partners in the CJS
- Realise a resilient long-term business model that optimises sustained efficiency and cost reduction
- Understand and adapt to the environment to set future priorities

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric and details of who undertakes the review	Trigger that will signal mitigating action needs to be taken
Lead a values driven organisation that engages our people and delivers continuous improvement			
Delivery of Civil Service Reform, focusing on building an engaged workforce with the tools and skills for the job to deliver efficiently and effectively on core priorities	Improve employee engagement to match/exceed the Civil Service average: <ul style="list-style-type: none"> • This equates to a minimum of 4 percentage points in 2014 	People Strategy check and challenge matrix review reporting to the People Strategy Programme Board <ul style="list-style-type: none"> • Interim review – March/April 2014 • Full review November 2014 	Management information shows a decline in performance Bi-annual matrix review, feeding into quarterly APR process, identifies performance issues.
	Reduce AWDL to achieve average: <ul style="list-style-type: none"> • 8.5 by Oct 14 • 7.7 by Oct 15 • 6.9 by Oct 16 	Quarterly Assurance Reports to the CPS Board Quarterly reviews by People Strategy Programme Board Quarterly Assurance reports to the CPS Board	
	Successful accreditation of line managers completing MDP: <ul style="list-style-type: none"> • 95% by June 2015 	Quarterly reviews by People Strategy Assurance Group Quarterly reviews by People Strategy Programme Board	Amber rating in highlight reports
	Take up of 5 days learning and development: <ul style="list-style-type: none"> • all CPS people by March 2015 	Quarterly review by People Strategy Assurance Group	As above Management information shows an increased gap in performance
	Design, develop and monitor uptake of legal development programme <ul style="list-style-type: none"> • by end Q2 2014-15 	Monthly review by the Tools and Skills for the Job Board and quarterly reporting to the People Strategy Programme Board	Amber rating in highlight reports Delay in design and uptake of course
	Develop and monitor uptake of individual learning accounts, backed with team accounts <ul style="list-style-type: none"> • launch by April 2014 	As above	Amber highlight report rating Delay setting up accounts and development of team plans
	Deploy Casework Knowledge Hub <ul style="list-style-type: none"> • by Q3 2014-15 	Monthly reporting to Refocusing SRO Group, informed by the Operational Delivery Group	Amber rating in highlight reports
	Roll-out new Evidence Management System <ul style="list-style-type: none"> • by Q2 2014-15 	Quarterly Change Portfolio Reports to Executive Group	Amber rating in Change Portfolio Report
	Develop how we deliver services to victims and witnesses to improve care and satisfaction		
Improved quality to victims and witnesses	Reduce the number of unsuccessful outcomes owing to witness issues <ul style="list-style-type: none"> • to 23% by March 2015 	Quarterly Assurance Reports to the CPS Board, informed by quarterly Operational Delivery Group monitoring	Management information shows a decline in performance

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric and details of who undertakes the review	Trigger that will signal mitigating action needs to be taken
	Victim and Witness Satisfaction Survey <ul style="list-style-type: none"> the methodology and approach agreed by end Q2 the mechanics and process agreed by end Q3 the first results, with some initial analysis and evaluation, by end Q4 	Quarterly monitoring Victim Liaison Project Board Quarterly Change Portfolio Reports to Executive Group	Amber rating in highlight reports Amber rating in Change Portfolio Report
	Introduce Victim liaison Units <ul style="list-style-type: none"> in all Areas by Q2 2014-15 	As above	As above
	Independent Assessor of Complaints reviews performance <ul style="list-style-type: none"> twice a year 	CPS Board in February and September 2015	Report identifies weaknesses
	Review of Victims Right to Review Scheme (decisions upheld following request) <ul style="list-style-type: none"> Quarterly 	Quarterly Assurance Reports to the CPS Board, informed by Operational Delivery Group monitoring	Management information shows a decline in performance
Deliver quality through strong leadership and working with partners in the CJS			
Develop our performance framework to drive improvements in casework quality and advocacy	Increase the number of Crown Court Directions completed on time <ul style="list-style-type: none"> to 90% by March 2015 	Quarterly oversight by Executive Group and Operational Delivery Group and quarterly reporting to the CPS Board	Management information shows declining performance
	Launch new Casework Quality Standards and monitoring process <ul style="list-style-type: none"> by Q2 2014-15 	Quarterly oversight by Operational Delivery Group and quarterly reporting to the CPS Board	Delay in implementation
	Publish key performance indicators <ul style="list-style-type: none"> by Q2 2014-15 	Quarterly oversight by Executive Group and Operational Delivery Group and quarterly reporting to the CPS Board	Delay in implementation
Realise a resilient long-term business model that optimises sustained efficiency and cost reduction			
Simplified more resilient structures predicated on standardised digital working practices	Overall conviction rates <ul style="list-style-type: none"> each Area to achieve above 80% by March 2015 	Quarterly oversight by Executive Group, Operational Delivery Group and quarterly reporting to the CPS Board	Management information shows declining performance
	We will have resource and efficiency information on 90% of magistrates' court activity <ul style="list-style-type: none"> 6 mths data by Q4 2014-15 	Monthly oversight by Refocusing SRO Group, informed by the Operational Delivery Group	Management information shows declining performance

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric and details of who undertakes the review	Trigger that will signal mitigating action needs to be taken
	Continued delivery of our Refocusing Programme <ul style="list-style-type: none"> • introduction of SOPs in the Crown Court by Q3 2014-15 • transfer of work protocol established (between Areas) by March 2015 	Monthly oversight by Refocusing SRO Group, informed by the Operational Delivery Group	Amber rating in monthly highlight reports
		Quarterly Change Portfolio Reports to Executive Group - exceptions via the quarterly Assurance Report to the CPS Board.	Amber rating in Change Portfolio Report
	Implementation of Resource and Efficiency Model <ul style="list-style-type: none"> • magistrates' courts by Q3 2014-15 • Crown Court by Q4 2014-15 	As above	As above
	Digital working in Court (receipt and preparation) <ul style="list-style-type: none"> • 90% magistrates' court cases by March 2015 • 75% Crown Court (non-contested) cases by March 2015 	Quarterly oversight by Digital Business Programme Board and quarterly reporting to Technology Strategy Board	Management information shows declining performance
Strengthen approach to Asset Recovery	National Asset Recovery service <ul style="list-style-type: none"> • Roll-out of 9 regional hubs by 30 June 2014 	Monthly updates to Operational Delivery Group, with exceptions reported via the quarterly Assurance Report to the CPS Board.	Delay rolling out service
	Introduction of SOPs for asset recovery activity <ul style="list-style-type: none"> • all 13 Areas by 1 April 2014 		Delay in introduction of SOPs
	Specialist asset recovery advisors to particularly important nations <ul style="list-style-type: none"> • deploy up to 6 advisors over 2014-15, starting June 2014 		Lower than expected deployment of specialist asset recovery advisors
Joined up service	Transfer Internal Audit to Ministry of Justice <ul style="list-style-type: none"> • by Q1 2014-15 	Quarterly updates to Audit and Risk Committee	Delay in implementation
	Merger of CPS Central Fraud and Welfare Rural & Health Divisions <ul style="list-style-type: none"> • Complete by Q4 2014-15 	Quarterly updates to Strategic Board	Delay in implementation
	Roll-out of an in-house Single Fraud Investigation Service <ul style="list-style-type: none"> • from June 2014 to March 2016 	Quarterly Change Portfolio Reports to Executive Group, with quarterly Assurance Report raising exceptions to the CPS Board.	Amber rating in Change Portfolio Report

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric and details of who undertakes the review	Trigger that will signal mitigating action needs to be taken
Drive efficiencies through Procurement and Rationalisation of Estate	Achieve Government occupancy standard <ul style="list-style-type: none"> • 10 m² per person by April 2016 	Quarterly reporting to the Estates Steering Group	Management information shows declining performance
	Number of occupied buildings <ul style="list-style-type: none"> • reduce by 59% over 5 years 2010-2015 		
	Estate savings <ul style="list-style-type: none"> • deliver approx. £19m savings Jan 2010 - Apr 2016 	Monthly updates to the Technology Strategy Board	Amber rating in highlight reports
	New ICT services provider <ul style="list-style-type: none"> • Procure by Q2 2014-15 		
Understand and adapt to the environment to set future priorities			
Lead in developing a successor case management system with HMCTS	Common Platform <ul style="list-style-type: none"> • Move to development stage from April 2014 	Monthly updates to the Technology Strategy Board	Amber rating in highlight reports
		Quarterly updates to Executive Group, linked to quarterly reporting on the Change Portfolio	Amber rating in Change Portfolio Report
Delivery of Criminal Justice System Reform, focusing on digital, transparent and responsive working to improve the experience for victims and witnesses	Increase the number of CC Guilty pleas before PCMH <ul style="list-style-type: none"> • to 40% by 31 March 2015 	Quarterly reporting to Operational Delivery Group and CPS Board	Management information shows declining performance
	MC cases finalised <ul style="list-style-type: none"> • Increase to 3 per session by 31 March 2015 		As above
	Lead and support delivery of actions within the CJS Strategy and Action Plan, specifically:	Quarterly Reviews of performance by the Criminal Justice Board	
	a) introduce digital files across all Areas	April 15	Amber rating in performance updates
	b) improve take-up of victim and witness special measures	April 15	Amber rating in performance updates
	c) Introduce improved magistrates' courts first hearing arrangements	Q2 2014-15	Amber rating in performance updates
	d) improve effective trial rates in the Crown Court with HMCTS	Q3 2014-15	Amber rating in performance updates
e) increase percentage of Early Guilty Pleas in the Crown Court	Quarterly oversight by Operational Delivery Group and quarterly reporting to the CPS Board	Management information shows declining performance	
		Quarterly updates to Executive Group, linked to quarterly reporting on the Change Portfolio	Quarterly APR meetings identify performance issues

Implementation of Civil Service Reform Plan

The CPS Board acknowledges that its independent status and not being a ministerial department means we have responded to some actions accordingly.

Action	Implementation to date
Action 1: Implementing new models to deliver public Services	<ul style="list-style-type: none"> • Refocusing Programme progressing • Introduce new Business Models – at least one fully digital magistrates’ court hub per Area • CPSD national charging service launched • Magistrates’ court SOP published • Early guilty plea SOP testing commences • Crown Court SOP testing commences • Digital charging testing commences • Alignment of WRH and CFG Casework Divisions • Progress towards one way of working between CCUs and Casework Divisions • Revised Victim’s Code published • Victim Liaison Scheme pilot commences • 39 Areas have implemented dedicated traffic courts and 34 have implemented postal requisitions • Streamlined digital traffic file, and end to end digital process, roll-out plan developed • Full adoption of EGP arrangements • Minimum standards for RASSO units agreed • CJ Strategy and Action Plan • Wider work to strengthened assurance regime and consider future delivery models
Action 2: Becoming digital by default, moving more services online	<ul style="list-style-type: none"> • Digital Business Programme progressing • Digital Business Strategy developed • Evidence Management System for our most complex cases • Defining proposal for common platform with HMCTS • Initial testing of Digital File commences • Streamlined e-Procurement process extended to all remaining counsel fees • Digital process for employee expenses introduced • Pay administration and HR processes fully digitalised • CJ Reform Action Plan
Action 3: Creating shared transactional services centres for government	<ul style="list-style-type: none"> • Service Level Agreement (SLA) with Ministry of Justice, for the provision of Internal Audit Services. The transfer of CPS internal audit team to MoJ will commence in April 2014.
Action 4: Executing plans to share expert services across government	<ul style="list-style-type: none"> • CPS HR has forged links with HMCTS HR to derive efficiencies and deliver HR more effectively. Next Generation HR2 have agreed the approach to deliver improved centralised services and we are working with the Ministry of Justice, the Treasury Solicitors Department and the Serious Fraud Office to develop a proposal that shares Departmental HR expertise and grows capability • CPS has provided a shared procurement service to the Treasury Solicitor’s Department, the Attorney General’s Office and HMCPSP since August 2012 • Establishing a joint CPS/MoJ team, which will be co-located, to support delivery of the common platform

Action	Implementation to date
Action 5: Opening up the policy development process to external sources	<ul style="list-style-type: none"> • CPS Roundtables - Human Trafficking, Social Media and Female Genital Mutilation. • Consultation on guidelines - Social Media, Child Sexual Abuse, Victims Right to Review, handling cases where the jurisdiction is shared, deferred prosecution agreement.
Action 6: Ensuring administrative resources match the Government's priorities	<ul style="list-style-type: none"> • CPS Business Plans aligned to Civil Service/CJS priorities • CPS Business Change Portfolio aligned to Civil Service/CJS priorities • Proceeds of Crime Project commissioned
Action 7: Ensuring our people have up-to-date policy skills and tools	<ul style="list-style-type: none"> • Director of Strategy and Policy, as head of the policy profession in the CPS, is part of the heads of policy profession network and has participated in the recent review • Information on the policy profession cascaded to relevant CPS people and two new members of Strategy and Policy Directorate to attend policy profession sponsored courses • We are keen users and supporters of open policy making. We have used roundtables with a range of stakeholders from the start of the policy process in recent policy initiatives including human trafficking, child sex abuse, social media and FGM.
Action 8: Improving delivery of major projects	<ul style="list-style-type: none"> • New approach to managing the CPS Business Change Portfolio • Change network established • Benefits Management Board established
Action 9: Improving corporate management information (MI)	<ul style="list-style-type: none"> • Agreement to increase level of data published • Work linked to CJ Reform Action Plan to develop CJS Scorecard • Joint HMCTS/CPS magistrates' court and crown court datasets agreed • Our work for CQS has been identified as good practice by Cabinet Office • Implemented new Performance Management and Reporting regime for 2013-14 • Strengthening MI for Casework Divisions • Development of real time MI • PTPM performance framework and measures reviewed
Action 10: Sharpening the accountability of Permanent Secretaries	<ul style="list-style-type: none"> • Accounting Officer gives sign-off of implementation plans and gateways reviews [e.g. CJS Efficiency Programme, Common Platform joint programme with HMCTS, departmental pay proposals and workforce restructuring, commercial agreements for the exit from the CPS ICT PFI contract
Action 11: Strengthening Ministers' role in appointment of Senior Civil Servants	<ul style="list-style-type: none"> • For the recent DPP selection Sir David Normington, as Chair, kept the Attorney General informed throughout the Cabinet Office-run process
Action 12: Establishing a Capabilities Plan to fill Government's skills gaps	<ul style="list-style-type: none"> • Capability Plan in development • Core Competency Framework self-assessment mandated • Target Your Learning and 5 a year initiatives launched • Plan-Learn-Grow briefing issued to Managers • Skills audit completed focusing on capability across the four priority areas for the civil service • Digital Training Teams formed to assist with training in business specific applications • Commercial Capability Review • Continued roll-out of the Management Development Programme including accreditation • Recruiting skills we need to progress the digital business programme

Action	Implementation to date
Action 13: Developing and managing future leadership of the Civil Service	<ul style="list-style-type: none"> • Talent Management Programme developed • Two of the three phases launched • 13 candidates appointed to the business critical role succession programme • Recruitment underway for the Level D and E succession programme
Action 14: Increasing secondments and interchange with the private sector	<ul style="list-style-type: none"> • Key to Talent Management Programme is the utilisation of the inter-departmental secondment / placement scheme to broaden development opportunities in areas unavailable, whilst exposing and sharing our talent with the wider Civil Service, beyond the CJS. These opportunities are being further explored with the CS HR Talent and Capability Team, Whitehall and Industry Group and CS Learning.
Action 15: Increasing commercial and operational experience amongst Permanent Secretaries	<ul style="list-style-type: none"> • New DPP was drawn from an operational background, having spent some 25 years prosecuting in the CPS
Action 16: Introducing a new model of Departmental Improvement Planning	<ul style="list-style-type: none"> • Final draft sent to Cabinet Office 29 January 2014 • Challenge session 7 February 2014 • DIP published 27 March 2014
Action 17: Creating a modern workplace and a modern employment offer	<ul style="list-style-type: none"> • New terms and conditions of employment introduced for April 2013 to include service related benefits in accordance with Cabinet Office models • Revision of trade union facility time in accordance with Cabinet Office policy • Pay and grading review of prosecutors to modernise career development pathways • Negotiations with trades unions around ending automatic pay progression for 2015-16 • People strategy progressing with 2013 EEI improvement of 3 percentage points • Digital Business Programme progressing • Health Wellbeing and Attendance Strategy (2013-2016) launched
Action 18: Improving the Civil Service culture and behaviours	<ul style="list-style-type: none"> • CPS values launched following employee consultation • People Strategy progressing, particularly embedding the values and delivery of the MDP and accreditation we have identified, linked to Capability Review, as key to driving improved Employee Engagement. • Performance Management Policy and Managing Poor Performance Policy operational since 1 April 2013 • Managing disability related absence guidance issued • Revised and simplified e-Performance Development Review process deployed • People Week introduced to recognise good performance and celebrate success • Volunteering Strategy launched • Revised Feedback and Complaints guidance published • Independent Assessor of Complaints appointed • Victims Right to review scheme launched

Departmental Improvement Team
Cabinet Office
1 Horse Guards Road
London
SW1A 2HQ

Telephone: 020 7270 5000

E-mail: departmentalimprovementplans@cabinet-office.gsi.gov.uk

Web address: <https://www.gov.uk/government/organisations/cabinet-office/series/departmental-improvement-plans>

Publication date: 27 March 2014

© Crown copyright: 27 March 2014

All rights reserved by the Cabinet Office, United Kingdom. No part of this publication may be copied or reproduced or stored or transmitted in any form without the prior written consent of the Cabinet Office.

For permission please contact departmentalimprovementplans@cabinet-office.gsi.gov.uk

Prepared for the Cabinet Office by the Crown Prosecution Service