

CROWN  
PROSECUTION  
SERVICE  
INSPECTORATE

THE INSPECTORATE'S REPORT  
*on*  
THE YOUTH BRANCH  
*of*  
CPS LONDON

BRANCH REPORT 6/99

MARCH 1999



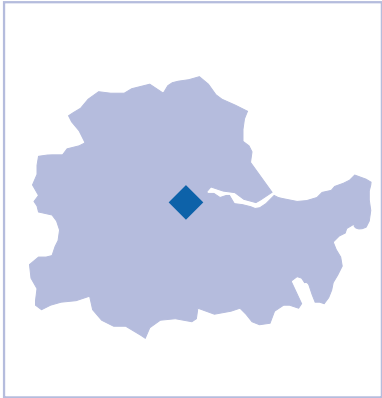
# Youth Branch



**BRANCH OFFICE**  
◆ Bermondsey

**COURTS COVERED**  
**Youth Courts**  
Balham  
Camberwell  
Thames  
West London

**Crown Court**  
Central Criminal Court  
Inner London



REPORT ON THE INSPECTION OF THE CPS YOUTH BRANCH

CONTENTS

	Paragraph		Paragraph
<b>INTRODUCTION</b>	1.1	<b>Preparing cases</b>	
		Advance information	6.1
<b>CONCLUSIONS AND RECOMMENDATIONS</b>	2.1	Unused and sensitive material	6.9
		Requesting further information from the police	6.16
<b>THE INSPECTION</b>	3.1	Summary trial preparation	6.19
		Committal preparation	6.28
<b>Providing advice</b>		Quality of indictments	6.37
Appropriateness of requests for advice	4.1	The CPS in the Crown Court	6.41
Quality of advice	4.10	Custody time limits	6.48
Timeliness of advice	4.16	File endorsements	6.56
Advice from counsel	4.21	<b>Presenting cases in court</b>	7.1
<b>Reviewing cases</b>		<b>The Branch and other agencies</b>	8.1
Quality of review decisions	5.1	<b>KEY STATISTICS</b>	9.1
Timeliness of review	5.6	<b>EXTERNAL CONSULTATION</b>	10.1
Selection of the appropriate charge and charging standards	5.13	<b>ANNEX 1:</b> Charts and tables	
Mode of trial	5.20	<b>ANNEX 2:</b> List of local representatives of criminal justice agencies who assisted in our inspection	
Bail	5.24	<b>ANNEX 3:</b> CPS Inspectorate’s Statement of Purpose and Aims	
Discontinuance	5.27		
Cases lost on a submission of no case to answer in the youth courts and discharged committals	5.38		
Judge ordered and judge directed acquittals	5.43		
Review endorsements	5.52		
Learning from experience	5.58		
Recording finalised cases	5.64		

## INTRODUCTION

- 1.1 This is the Crown Prosecution Service Inspectorate's report about the quality of casework in the Youth Branch of CPS London.
- 1.2 A good casework decision is one which results in the right defendant being charged with the right offence in the right tier of court at the right time, thereby enabling the right decision to be taken by the court. The decision must also be taken at the right level within the Crown Prosecution Service (CPS) and be prosecuted by the right prosecutor.
- 1.3 The purpose and aims of the Inspectorate are set out on the inside back cover of this report. The inspection process focuses on the core business of the Service: providing advice; reviewing cases; preparing cases; and presenting cases in court.
- 1.4 The Youth Branch is in the CPS London Area and has its office at Bermondsey. On 7 December 1998, it employed 33.4 staff (the Branch Crown Prosecutor (BCP) and 13.4 other prosecutors; a senior caseworker and 17 other caseworkers; and one administrator). It shares typing facilities and other common services with three other Branches in the same building.
- 1.5 The Branch comprises two teams. North team (7.4 prosecutors and 8 caseworkers) is responsible for prosecutions in the youth courts at Thames and West London. South team (6 prosecutors and 9 caseworkers) is responsible for prosecutions in the youth courts at Balham and Camberwell. Each team is also responsible for Crown Court cases originating from its youth courts. The senior caseworker works with both teams.
- 1.6 The team of four inspectors visited the Branch between 7 and 18 December 1998. During this period, we observed eight CPS advocates prosecuting cases in all four youth courts. We also observed CPS caseworkers and prosecuting

counsel in the Crown Court sitting at Inner London.

- 1.7 A team of inspectors previously visited the Branch in 1997, as part of an inspection of CPS London. A report on CPS London, containing 14 recommendations was published in December 1997. We refer to the report as "the CPS London report" at various points in the sections that follow. Although it contained a profile of each Branch, including the Youth Branch, the conclusions and recommendations were addressed to CPS London as a whole.

## CONCLUSIONS AND RECOMMENDATIONS

- 2.1 The Branch is unique within the CPS, because it is the only Branch which deals solely with youths. Youth offenders are the subject of a number of recent government initiatives. These require criminal justice agencies, including the courts, police and the CPS, to work together more closely, to ensure that youth offenders are dealt with effectively and expeditiously. This has led to improved liaison between the agencies.
- 2.2 The Branch deals with a relatively high number of serious and complex cases. The proportion of contested trials in both the Crown Court and youth courts is much higher than the national average. These factors, with the increasing demand to reduce the time taken to deal with persistent youth offenders, result in Branch prosecutors and caseworkers often working under considerable pressure.
- 2.3 In the majority of cases, appropriate decisions are made, and casework is prepared to a satisfactory standard. In some cases, however, more careful consideration of the evidence and the public interest factors is required. When late decisions are made to terminate cases or to accept pleas to some or lesser offences, it is essential that full reasons for the decisions are recorded to support proper accountability, and to enable lessons to be learned from these cases.

- 2.4 To assist the Branch in improving the standard of its casework, we recommend that:
- i Branch managers should ensure that the system for recording advice given to the police by telephone is used consistently, and that records of all such advice are properly maintained (paragraph 4.9);
  - ii Branch managers should review the action-dating system, to ensure that it allows prosecutors sufficient time to provide the police with pre-charge advice within 14 days (paragraph 4.20);
  - iii the BCP should ensure that effective review is carried out at all stages in the case, and that decisions to terminate cases or amend charges are taken at the earliest opportunity (paragraph 5.12);
  - iv Branch managers should regularly analyse the discontinuance rate and monitor individual decisions to terminate cases, to ensure that they are correct (paragraph 5.37);
  - v the BCP should take steps to ensure that all prosecutors and caseworkers make timely and appropriate records on the file of all reviews and decisions which are taken at court (paragraph 5.57);
  - vi the BCP should ensure that adequate systems are in place, including the preparation and proper consideration of reports on failed cases, to enable learning points from the Branch's cases to be identified and disseminated to prosecutors and caseworkers (paragraph 5.63);
  - vii the BCP should take steps to ensure that case results are correctly recorded in the Branch's performance indicators (PIs) (paragraph 5.68);
  - viii prosecutors should ensure that, in all cases where advance information is served upon the defence, a list of the material served is properly recorded (paragraph 6.8);
  - ix prosecutors should ensure that, in cases that are committed to the Crown Court, primary disclosure is undertaken immediately after committal (paragraph 6.13);
  - x the BCP should introduce an action-dating system to check the progress of summary trial preparation, to ensure that all appropriate actions have been taken and all outstanding work completed (paragraph 6.27);
  - xi prosecutors should ensure that all instructions to counsel:
    - contain concise summaries;
    - fully address the issues in the case; and
    - deal with the acceptability of pleas, where appropriate (paragraph 6.34);
  - xii the BCP should ensure that instructions to counsel are delivered within the guidelines agreed by the CPS and the Bar (paragraph 6.36);
  - xiii Branch managers, in conjunction with Area managers, should take steps to provide more effective and comprehensive coverage of the Branch's Crown Court cases by its prosecutors and caseworkers (paragraph 6.45);
  - xiv the BCP should ensure that the custody time limits (CTL) expiry and review dates are calculated correctly in every appropriate file, and that the procedures and practices in relation to the monitoring of time limits are followed (paragraph 6.55);
  - xv Branch managers should, as a matter of urgency, identify and provide any training required by prosecutors, with a view to ensuring that all prosecutors achieve the appropriate standard of advocacy (paragraph 7.6);

xvi the BCP should liaise with representatives of chambers, in order to improve the percentage of cases in which counsel originally instructed attends the plea and directions hearing (PDH), the trial and the sentencing hearing (paragraph 7.9).

## THE INSPECTION

- 3.1 In the 12 months to 30 September 1998, the Branch dealt with 8,255 defendants in the youth courts and 667 defendants in the Crown Court. In a further 206 cases, advice was given to the police before charge.
- 3.2 The inspection team examined a total of 335 cases, ranging from those where an acquittal was directed by the judge, through those where the prosecution terminated proceedings, to those where the defendant pleaded guilty. The team interviewed members of staff in the Branch and local representatives of the criminal justice agencies that directly affect, or are directly affected by, the quality of casework decisions taken in the Branch. A list of those representatives from whom we received comments is at the end of this report.

## PROVIDING ADVICE

### Appropriateness of requests for advice

- 4.1 In the 12 months to 30 September 1998, advice cases constituted 2.4% of the Branch's total caseload, which is substantially less than the national figure (4.2%).
- 4.2 We were told that the relatively low number of requests was due to a combination of factors. In general, youth offenders do not commit complex offences; for example, there are very few complicated fraud cases. The police have clear guidance on when it is appropriate to prosecute a youth offender. Additionally, where a youth offender is involved with an adult, any request for advice is sent to the Branch responsible for dealing with the adult.
- 4.3 We examined a sample of ten advice cases, all of which had been appropriately submitted by the police.
- 4.4 The Branch and the police do not have an agreement about the types of case or the quality of file that should be submitted to the Branch for advice. In Youth Branch, there is no evidence to suggest that inappropriate cases are being submitted for advice. Conversely, the BCP will wish to assure herself that appropriate cases are submitted for advice, because of the low number of advice cases and the high rate of discontinuance (see paragraph 5.27).
- 4.5 In addition to formal requests for advice from the police, prosecutors also give advice to the police over the telephone. In the CPS London report, it was recommended that all such advice should be recorded in writing.
- 4.6 In September 1998, a system was introduced whereby telephone advice is recorded in writing by the prosecutor giving the advice, and the advices are included in the Branch's statistics. The BCP will wish to ensure that the good practice commended in the Inspectorate's report on the review of advice cases (Thematic Report 3/98) is followed throughout the Branch. This will ensure that all telephone advice is properly dealt with and recorded, and that a copy of the written record is sent to the police.
- 4.7 We examined the records and found that only two telephone advices, one from each team, had been recorded in the previous three months. Branch managers considered that the police rarely requested advice by telephone, for the same reasons that lie behind the low rate of formal requests for advice.
- 4.8 Nevertheless, we were also told that general advice which did not relate to a specific case was not recorded. It is important that Branch managers are aware of the volume of advice being given by prosecutors.

**4.9 We recommend that Branch managers should ensure that the system for recording advice given to the police by telephone is used consistently, and that records of all such advice are properly maintained.**

### Quality of advice

- 4.10 Each prosecutor is responsible for cases arising from particular police stations within the inner London area. Advice files are allocated on that basis.
- 4.11 We agreed with the advice given in nine of the ten cases that we examined. In the single case with which we disagreed, further information should have been obtained before the advice was given. That information could have substantially affected the advice.
- 4.12 The remaining advices were well reasoned and properly detailed in each case. Five advice letters were typed, and the remainder were neatly and legibly hand-written. The police told us that they value the advice given.
- 4.13 The Prosecution Team Leaders (PTLs) monitor the quality of advice by examining a sample of the advice files.
- 4.14 When advice is given, it is recorded on the Branch's computer system. This enables Branch staff to identify any subsequent prosecution file which has been the subject of earlier advice. In addition, the police have been asked to mark prosecution files where advice has previously been given, to assist in linking advice and prosecution files.
- 4.15 Branch staff make particular efforts to link advice files to subsequent prosecution files, and we found examples where this had been successfully achieved.

### Timeliness of advice

- 4.16 The CPS has set a target of providing advice within 14 days of receipt of the file from the

police. Only four out of nine cases in our sample met this target, and we were unable to assess timeliness in the tenth. The delay varied from three to 13 days late.

- 4.17 One file had been wrongly submitted to another Branch, and there was significant delay in forwarding it to Youth Branch. The Youth Branch prosecutor then advised promptly, but the BCP will want to ensure that the system of referral by police and between Branches is always followed.
- 4.18 The police told us that they set the next significant date, which was often the date upon which a person had been bailed to return to the police station, as the target date for receipt of advice. Prosecutors dealt with the majority of requests for advice before that date, although, on occasion, the police had to chase outstanding advice.
- 4.19 Branch staff use the computer system to monitor timeliness, but the list of outstanding requests for advice is produced 14 days after the receipt of the file. This is too late for any remedial action to be taken.
- 4.20 We recommend that Branch managers should review the action-dating system, to ensure that it allows prosecutors sufficient time to provide the police with pre-charge advice within 14 days.**

### Advice from counsel

- 4.21 We were told that it is very rare for counsel's advice to be sought in cases before or after charge. Any such request has to be approved by the BCP or PTL.
- 4.22 In a sample of 30 Crown Court files, we found one case where a request to counsel for advice had been made. This was a serious case involving an armed robbery of a shopkeeper, and the advice related to complex evidential issues. The request for advice was appropriate.

## REVIEWING CASES

### Quality of review decisions

- 5.1 Under the Prosecution of Offences Act 1985, the CPS is required to review every case it deals with in accordance with the Code for Crown Prosecutors (the Code). It must establish whether there is sufficient evidence for a realistic prospect of conviction, and whether it is in the public interest to prosecute the matter.
- 5.2 The PTLs monitor the quality of review by sampling files on a monthly basis. Additionally, the PTLs regularly prosecute in the youth courts, and have the opportunity to see files that have been reviewed and prepared by prosecutors in their teams.
- 5.3 We examined the quality of the review decision in 80 files, covering cases in the youth courts and the Crown Court. We agreed with the application of the evidential test in 78 cases (97.5%), and with the public interest decision in all these cases.
- 5.4 In one case, the quality of identification evidence was poor. In the other, there was not enough evidence to establish that the defendant was in possession of drugs that were found at the scene.
- 5.5 We disagreed with some decisions in cases in other parts of the file sample and these are dealt with in the relevant sections of this report. Sometimes, a record of the reasons for the decision was not made. This made it difficult to assess the quality of that decision. We address this issue under 'review endorsements' (paragraphs 5.52 - 5.57).

### Timeliness of review

- 5.6 Branch staff aim to review every file before it is taken to court for the first time, and, in any event, within seven days of the receipt of the file from the police. Figures compiled by the Branch covering the three months ending 30 September 1998 show that the Branch reached this target in 87% of cases. The effectiveness of initial review, however, is the subject of a recommendation at paragraph 5.12.

- 5.7 We looked at a sample of 30 files which were awaiting court hearings, and found that all had been reviewed. However, we also looked at ten files which related to defendants in custody for serious offences. We found that four did not contain any evidence of review, even though the defendant had appeared before the court on at least two occasions.
- 5.8 Some local representatives of criminal justice agencies expressed concern that cases were not being effectively or continuously reviewed, and that decisions were sometimes taken at a very late stage. This is a particular concern in cases that have been fixed for trial. If the case does not proceed, court time set aside for the trial is wasted.
- 5.9 We found two cases in our sample, where trials had been fixed, but in which the prosecution offered no evidence on the day of trial. There had been no change in the circumstances since the trial date had been fixed.
- 5.10 We also observed another case in court, involving allegations of affray and criminal damage. The prosecution had accepted a plea of guilty to criminal damage by one defendant. The decision was made to proceed against the other defendant who had entered not guilty pleas to both charges. At the trial, which was five months after the pleas had originally been entered, the prosecution offered no evidence on both charges. Again, there had not been any change in circumstances.
- 5.11 We agreed with the decision not to proceed in each of these cases, but the decisions should have been taken much earlier. This would have avoided unnecessary resources being devoted to these cases by all parties, including the police, the defence and the courts, as well as the unnecessary attendance of witnesses. These late decisions support the perception of some agencies that there is not effective, continuous review of cases.
- 5.12 We recommend that the BCP should ensure that effective review is carried out at all stages in the case, and that decisions to**



**terminate cases or amend charges are taken at the earliest opportunity.**

### Selection of the appropriate charge and charging standards

- 5.13 Police charges required amendment in 24 out of 80 cases (30%) that we examined. The charge was amended appropriately in 15.
- 5.14 In one case, the reviewing lawyer identified the need for amendment, but action was not taken at the next court hearing. Of the remaining eight cases, all the amendments were relatively minor matters. Five related to the failure to add the words “by beating” where appropriate to charges of common assault. The BCP will want to discuss this particular issue with the police, with a view to reducing the need to amend charges.
- 5.15 The failure to identify the need for these amendments indicates that, in some cases, the initial review of files is cursory.
- 5.16 In addition to the cases in our sample, we examined a case involving allegations of assault and serious public disorder on a train which was referred to us by a magistrate. The case had been reviewed, and the decision made to add charges of assault occasioning actual bodily harm and affray, to the initial charge of violent disorder. Careful review should have identified the need to obtain further medical evidence. At court on the date of trial, pleas of guilty to affray from two of the defendants, and to lesser public order offences from two other defendants, were accepted, and no evidence was offered against the fifth defendant.
- 5.17 There is no record on the file why this course of action was acceptable at such a late stage. The note on the file indicated only that it had been discussed with the reviewing lawyer. On the face of it, we disagreed with the decision.
- 5.18 The CPS and the police nationally have agreed charging standards for assaults, public order offences and some driving offences, to ensure a consistent approach to levels of charging. The

police did not comply with a charging standard in only one case in our sample. There, a more serious charge under the Public Order Act 1986 was substituted for the original police charge.

- 5.19 Branch prosecutors correctly applied the appropriate charging standard at initial review in all 17 relevant cases.

### Mode of trial

- 5.20 We agreed with the prosecutor’s decision whether the case should be tried in the Crown Court or the youth court in all 30 relevant cases in our sample. Local representatives of other criminal justice agencies had varying views on the presentation of these cases by Branch prosecutors; some supported our findings.
- 5.21 However, concern was expressed about the amount of information provided to the court, in some cases. We were told that, at one court centre, magistrates increasingly had to ask the prosecutor about matters upon which they should have been addressed, without prompting.
- 5.22 Some strong criticisms were made in this area, and it is a matter that we have drawn to the attention of the BCP, who will want to address the issue urgently.
- 5.23 The reviewing prosecutor made a written record of the relevant considerations in 27 of the 30 cases (90%). Prosecutors have to make representations in a smaller proportion of cases than in other Branches, and then, only in cases of grave crimes. Prosecutors will, therefore, want to improve on this figure.

### Bail

- 5.24 We were told that prosecutors opposed bail in appropriate cases. We examined ten cases where the defendant appeared in custody or had been remanded into the care of the local authority, and an appropriate decision whether to oppose bail was made in each case. The prosecutor’s grounds for opposing bail were endorsed on the file in all cases, and the magistrates’ reasons for refusing bail were recorded in eight cases (80%).

5.25 The factors to be taken into consideration when dealing with a remand in custody in respect of a youth are different to, and often more complex than, those which apply in respect of adult defendants. Many factors relating to youth offenders are governed by statute.

5.26 Representatives of local criminal justice agencies told us that prosecutors generally pursue applications for a remand in custody appropriately and professionally, and that their expertise in these applications was apparent.

### Discontinuance

5.27 The Branch's discontinuance rate of 20.6% for the 12 months ending 30 September 1998 is considerably higher than the national average (12%).

5.28 We examined 146 cases which had been stopped by the prosecution in the youth courts in September 1998. Forty-eight (32.9%) were discontinued by notice under section 23, Prosecution of Offences Act 1985. The remainder were either withdrawn at court (45.2%), or were cases in which the prosecution offered no evidence (21.9%).

5.29 Sixty-three cases (43.2%) were terminated on evidential grounds, and 45 (30.8%) on public interest grounds, of which 16 were because a caution was considered appropriate. In two cases (1.4%), the defendant produced the necessary driving documents.

5.30 The prosecution was unable to proceed in 36 cases (24.7%). In 17 of those cases, civilian witnesses either refused to give evidence or failed to attend court.

5.31 We examined the decision to terminate in ten cases in detail, in order to assess whether the Code tests had been correctly applied. We agreed with the decision to stop the proceedings in seven cases, although in two of these, prompt review would have enabled the case to have been discontinued at an earlier stage.

5.32 We disagreed with the decision to stop three cases, and in each, the decision was made on the grounds that the prosecution was not in the public interest.

5.33 In one case of theft, it was suggested that a caution was appropriate, even though the defendant did not admit the offence. When he refused to accept the caution, the case was discontinued.

5.34 In another, the defendant, who had eight previous convictions, was charged with obstructing the highway by stopping cars to wash their windscreens, against the wishes of the car drivers. The defendant had continued his activities, despite having been warned by the police. The prosecutor withdrew the proceedings at the first hearing.

5.35 In the remaining case, a defendant had been bailed to attend court on a charge of criminal damage. He failed to attend, and was arrested on warrant. The witness to the criminal damage could not be found, and that charge was withdrawn. A separate charge of threatening behaviour was also withdrawn, despite the fact that witnesses were available.

5.36 We disagreed with the decisions in these cases. In none did the factors tending against prosecution clearly outweigh those in favour, as required under the Code. In further support of our conclusions, we found a perception that some prosecutors, in certain circumstances, placed undue weight on the defendant's interests, rather than considering the case as a whole. In future, prosecutors will also need to bear in mind the new statutory, principal aim of youth justice which is to prevent offending by children and young persons, set out in section 37, Crime and Disorder Act 1998, which came into force on 30 September 1998.

**5.37 We recommend that Branch managers should regularly analyse the discontinuance rate and monitor individual decisions to terminate cases, to ensure that they are correct.**

## Cases lost on a submission of no case to answer in the youth courts and discharged committals

5.38 In the year to 30 September 1998, 72 trials were recorded as being stopped by the magistrates at the close of the prosecution case. This is 1.3% of the Branch's caseload, which is above the national average (0.2%). We examined 14 such cases, and found that five of them were cases involving charges which had been dismissed after a full trial, and were wrongly categorised. We deal with this issue at paragraph 5.68.

5.39 Eight of the remaining nine cases were stopped because of difficulties with witnesses during the prosecution case. These difficulties could not have been foreseen by the reviewing prosecutor.

5.40 The remaining case related to the theft of a woman's handbag. Three defendants were jointly charged. The case against one defendant was strong, but the case against the other two was stopped on the basis that the prosecution had failed to show that they had participated in a joint enterprise. The evidence against those two defendants raised suspicions about their involvement, but there was insufficient evidence to support the charges, and these should have been dropped when the full file of evidence was received from the police, if not earlier.

5.41 In the same period, the Branch PIs record 15 defendants as having been discharged after the magistrates decided that there was insufficient evidence to commit them to the Crown Court for trial. We examined five cases listed in this category, and they were all discharged because they were not ready for committal, and no evidence had been tendered at court. They were, therefore, all wrongly categorised. Again, we deal with this issue at paragraph 5.68.

5.42 Our findings support the comments of representatives of the youth courts that such cases are rare.

## Judge ordered and judge directed acquittals

5.43 In the 12 months to 30 September 1998, 36 cases were not proceeded with in the Crown Court. This represents 6.8% of the Branch's Crown

Court caseload, which is below the national average of 8.8%. The great majority were stopped by the judge at the request of the prosecution before the trial started (judge ordered acquittals).

5.44 We examined five such cases, and agreed with the decision to prosecute in four of them (80%).

5.45 The remaining case involved an allegation of robbery of a woman's handbag. Two defendants were charged and committed to the Crown Court for trial. On the morning of trial, the decision was taken to drop the case against one defendant, because there was insufficient evidence to prove that he had participated in the offence.

5.46 Although this decision was correct, it should have been taken earlier. It is very similar to the case discussed at paragraph 5.40. Both cases support the concern that effective continuing review is not always undertaken.

5.47 We examined another judge ordered acquittal connected to a file from another part of our sample. In this case, two youths had been charged with causing grievous bodily harm with intent. On the morning of the trial, a plea to the lesser offence of causing grievous bodily harm was accepted from one defendant, and no evidence was offered against the defendant who instigated the attack.

5.48 There was no reason for the decision on the file, and there was a note that the judge was very critical of the decision. On the information available, there was clearly sufficient evidence to proceed. The case supports the perception that some decisions are made with a less than objective view of the merits of the prosecution (see paragraph 5.36).

5.49 In the same period, there were 25 cases in which the judge directed an acquittal after the trial had started. This represents 5.1% of the Branch's caseload, which is considerably higher than the national average of 2.2%.

5.50 We examined four cases, and found that two were wrongly categorised (see paragraph 5.68). We agreed with the original decision to prosecute the two cases which were correctly categorised.

5.51 One case was stopped by the judge at the invitation of prosecuting counsel, when information came to light which cast serious doubt on the reliability and integrity of the main prosecution witness. In the other case, the main prosecution witness gave evidence which was inconsistent with his statement, and this undermined the prosecution case. The prosecutor could not have foreseen the outcome in either instance.

### Review endorsements

5.52 Effective review must be supported by good review endorsements. Such endorsements ensure that other prosecutors and caseworkers who deal with the file are aware of the relevant factors taken into consideration by the reviewing prosecutor.

5.53 The endorsements should also be written at the time of the review. We found examples where the endorsement had been made more than a month after the review. We were not offered any explanation about why these endorsements were not made at the appropriate time. Prosecutors will want to ensure that their review endorsements are written contemporaneously.

5.54 The evidential factors were fully evaluated and recorded in 77 out of 80 cases (96.3%), and the public interest factors in 69 cases (86.3%). In our experience, these figures are very good.

5.55 We are concerned, however, that, in some cases, important decisions were taken and the reasons were not recorded on the file. We have referred to examples at paragraphs 5.16 - 5.17 and 5.47 - 5.48.

5.56 We found other files where decisions had been taken, without any review endorsement being made. This lack of information makes it very

difficult for Branch managers to assess the quality of review, and undermines accountability.

**5.57 We recommend that the BCP should take steps to ensure that all prosecutors and caseworkers make timely and appropriate records on the file of all reviews and decisions which are taken at court.**

### Learning from experience

5.58 Caseworkers at the Crown Court should complete adverse case reports where the proceedings result in judge ordered or judge directed acquittals. These reports should be forwarded to the reviewing prosecutor for comment, and then to the PTL and BCP for their consideration. A summary, in the form of a schedule, is prepared for CPS London Area headquarters.

5.59 There were eight cases in the three month period to 30 September 1998 in respect of which adverse case reports should have been compiled, but we were only able to find two reports. Prosecutors told us that they rarely saw these reports. We are concerned that prosecutors and caseworkers are losing opportunities to learn from these cases, and that Branch managers are not obtaining a full picture of the quality of the decisions taken in the Branch's cases.

5.60 We have commented already on a case, at paragraph 5.47, where decisions were taken without any reasons being recorded. The back-sheet from counsel's instructions recorded that the decision was taken after discussion with a named Branch prosecutor. The strong criticism of the decision by the judge should have been reported to the BCP, and a full enquiry undertaken by Branch managers. When advising CPS London Area headquarters about the case, Branch managers could only comment that the reason for the adverse result was not clear.

5.61 Team meetings are held in the Branch, and casework issues and notable cases in the Branch are discussed.

5.62 There are no other formal systems within the Branch to disseminate information about cases, whether heard in the Crown Court or in the youth court. Branch prosecutors are not told, as a matter of course, the results of their Crown Court cases if they result in an acquittal by the jury or a conviction.

**5.63 We recommend that the BCP should ensure that adequate systems are in place, including the preparation and proper consideration of reports on failed cases, to enable learning points from the Branch's cases to be identified and disseminated to prosecutors and caseworkers.**

### Recording finalised cases

5.64 When a file is completed, the result is recorded for Branch statistics, which are used as PIs.

5.65 The PIs are a useful tool for managers, helping to give an overall picture of the Branch's performance, including its strengths and weaknesses. It is essential that the PIs are accurate, otherwise their usefulness is diluted.

5.66 Branch staff were asked to provide files in various categories for examination, based on Branch statistics over a three month period. We found that several files in important categories were wrongly categorised (see paragraphs 5.38 and 5.41). This is not acceptable.

5.67 We were told that Branch managers had been monitoring PI recording, and had been assured that it was accurate. As a result, the monitoring had ceased earlier in 1998. Our findings show that mis-recording continues to occur.

**5.68 We recommend that the BCP should take steps to ensure that case results are correctly recorded in the Branch's PIs.**

## PREPARING CASES

### Advance information

6.1 National guidelines require advance information to be provided within seven days of the Branch

being in receipt of the file from the police and knowing the identity of the defence solicitor. Branch records show that, in September 1998, advance information was served within these guidelines in 92% of cases. We found that advance information had been served promptly in 43 out of 50 relevant cases (86%) in the file sample.

6.2 Branch staff aim to serve advance information before the first hearing, if there is sufficient time. We were told that, in practice, advance information is served at the first hearing in the majority of cases, and later in some cases.

6.3 A proportion of the Branch's cases are the subject of 'fast tracking'. The system involves bringing offenders before the court within a very short period after charge. Prosecutors usually receive the fast track file at court. To ensure that the case progresses, the police have agreed to supply two copies of the evidence and other information, to enable advance information to be given immediately.

6.4 We observed a number of such cases in the youth courts, but did not see any cases where the appropriate copies were supplied. This agreement was reached recently, and Branch managers will wish to ensure that it is properly implemented.

6.5 The Branch receives requests for advance information in cases in which the law does not require the prosecution to provide it. The Branch policy is that advance information will be given in all cases where there is a request, because of the high proportion of serious cases.

6.6 When advance information is prepared, a self-carbonating pro-forma letter should be completed. This has space so that the material that is served may be listed. The original letter is attached to the material, and the copy is retained on the file.

6.7 We found that a large proportion of letters did not contain a list of the material served. As a result, in many instances, it was unclear what

information had been served on the defence. This can lead to difficulties as the case progresses.

**6.8 We recommend that prosecutors should ensure that, in all cases where advance information is served upon the defence, a list of the material served is properly recorded.**

### Unused and sensitive material

6.9 All prosecutors and caseworkers have received training on the disclosure provisions of the Criminal Procedure and Investigations Act 1996.

6.10 We were pleased to note that, in general, unused material is prepared properly in respect of cases dealt with in the youth court. We found that the appropriate schedule had been correctly completed in 61 out of 62 cases (98.4%), and was served in a timely manner in 52 cases (83.9%). In our experience, these figures are good.

6.11 In cases which are committed to the Crown Court, the prosecutor should undertake primary disclosure immediately after committal, and endorse the file to this effect. The date of primary disclosure is significant, because it activates statutory time limits relating to disclosure by the defence.

6.12 We found that, in a number of cases, primary disclosure was not made immediately after the committal proceedings, and in two cases in the sample, disclosure had not been made before the PDH at the Crown Court. In one case, a direction was given at PDH for primary disclosure to be undertaken.

**6.13 We recommend that prosecutors should ensure that, in cases that are committed to the Crown Court, primary disclosure is undertaken immediately after committal.**

6.14 The Branch has to deal with sensitive material in some cases, although less than many other CPS London Branches. The PTLs are responsible for

monitoring and recording the progress of cases which involve such material.

6.15 We inspected the records kept by the Branch, and found that the standard was variable. Some records were properly completed and up-to-date; others were not. We were told that this variation in standard may be due to uncertainty during the recent change in PTLs. Nevertheless, they will wish to ensure that they properly record and monitor the progress of cases which involve sensitive material, and that the BCP is fully involved in the decision-making process in particularly sensitive cases.

### Requesting further information or material from the police

6.16 As cases progress, Branch staff often need to ask the police for further information or evidence. In respect of up-graded files for summary trial or committal, the Branch has a system whereby an initial request is faxed to the police within one working day of the need arising.

6.17 The police told us that there were occasions when there was a delay in the receipt of such requests, although we did not find any examples in our sample. Any such delay may have been as a result of the shortage of caseworkers in the Branch, and Branch managers will want to ensure that the target is met.

6.18 There was also concern about the timeliness of requests for further information. We consider that this stems from the timeliness of effective review, which we have discussed at paragraphs 5.6 - 5.12.

### Summary trial preparation

6.19 The Branch has a high proportion of summary trials (19.5% of its caseload, compared with 7.4% nationally). This creates a heavy burden.

6.20 Additionally, a significant number of cases set for trial do not proceed. Many courts, to a greater or lesser extent, list more trials than there is time to accommodate, on the basis that a proportion of them will not proceed. We have discussed this

issue at paragraphs 5.9 - 5.11. This places pressure on the prosecutors, who have to prepare all the trials listed, even though a proportion will not be heard. Branch staff and the local criminal justice system would benefit if all cases that should not proceed were stopped at the earliest opportunity. We dealt with this at paragraph 5.12.

6.21 We found that Branch staff had sent requests to the police to warn witnesses in a timely manner in all 33 relevant cases in the sample. Youth court representatives told us that there were occasions when it appeared that the prosecution had failed to warn witnesses, or had warned them late, but that the situation had improved considerably.

6.22 Pre-trial reviews are fixed for cases which are listed for trial and estimated to last for half a day or longer. This system was introduced in 1998, and the benefits have yet to be evaluated fully.

6.23 In a sample of 32 relevant cases, Branch staff had correctly identified and served under section 9, Criminal Justice Act 1967, the statements of all witnesses whose evidence was likely to be agreed. Prosecutors are aware of the procedure for agreeing admissions of fact under section 10, Criminal Justice Act 1967, but we were told that it is rarely used. Prosecutors told us that this was because defence solicitors often found it difficult to obtain appropriate instructions from their clients in respect of these issues, due to their age and, often, because of the short time between the plea being entered and the trial date.

6.24 Prosecutors are familiar with the provisions of section 23, Criminal Justice Act 1988. Subject to certain conditions, this enables a witness' statement to be read if the witness is outside the United Kingdom, or is mentally or physically unfit to attend court, or is too frightened to attend court. We saw one case where the prosecution proposed to make an application under this section, on the basis that the witness was unfit to attend court. The prosecutor had considered the situation carefully, and had ensured that appropriate evidence had been obtained to support the application.

6.25 The system in place for monitoring the progress of summary trial preparation is not fully effective. Not all the files are checked before the trial date, to ensure that outstanding work has been completed; that witnesses have been properly warned; and that unused material has been appropriately considered. The opportunity should be taken to carry out a final review of all cases before trial.

6.26 We consider that this is particularly necessary because of the concern of other agencies about late decision-making (paragraph 5.8), and late requests for further information (paragraph 6.18).

**6.27 We recommend that the BCP should introduce an action-dating system to check the progress of summary trial preparation, to ensure that all appropriate actions have been taken and all outstanding work completed.**

#### Committal preparation

6.28 Caseworkers generally prepare committals, using the CPS Crown Court Case Preparation Package, under the supervision of prosecutors. We found evidence that a prosecutor had checked the committal preparation in 28 out of 30 relevant cases (93.3%) in the sample.

6.29 We also found that, in all 30 cases, the service of the committal papers had been timely.

6.30 The youth courts adjourn cases for six weeks for committal preparation, (four weeks if the defendant is in custody), which is less than the time given to some other Branches. Nevertheless, we were not told of any concern about the timeliness of the service of committal papers by local representatives of any of the other criminal justice agencies.

6.31 The instructions to counsel contained a summary of the case prepared by Branch staff in 25 out of 30 cases (83.3%), but some summaries did not analyse the issues. The instructions addressed acceptability of pleas in four of the ten relevant cases (40%).

6.32 Some instructions to counsel were poor. One set of instructions failed to inform counsel that the committal proceedings had involved consideration of the evidence by the magistrates. Another case, involving serious sexual offences dealt with at the Central Criminal Court, did not have any summary or reference to the acceptability of potential pleas in the instructions.

6.33 Failing to inform counsel about these matters can make it difficult for counsel to prepare and present the case at the Crown Court. It is particularly important that counsel is properly instructed, because there are occasions when there is no representative from the Branch in court when the case is being heard.

**6.34 We recommend that prosecutors should ensure that all instructions to counsel:**

- **contain concise summaries;**
- **fully address the issues in the case; and**
- **deal with the acceptability of pleas, where appropriate.**

6.35 In 16 out of 25 cases (64%) that we examined, counsel's instructions were delivered within the agreed timescales set out in the CPS/Bar Standard. In a further five cases, we were unable to assess the timeliness of service.

**6.36 We recommend that the BCP should ensure that instructions to counsel are delivered within the guidelines agreed by the CPS and the Bar.**

**Quality of indictments**

6.37 Branch staff draft indictments when the committal papers are prepared. In 29 out of 30 relevant cases (96.7%), the indictments were lodged with the Crown Court within 28 days of the committal proceedings.

6.38 Amendments to indictments were made in seven of the 30 cases (23.3%). One was amended following acceptable pleas being entered by the lead defendant to other offences, and another, because additional evidence had been received after the committal.

6.39 Four indictments were amended to deal with minor errors, such as the defendant's name being wrongly spelt in one count. Prosecutors will wish to ensure that indictments are properly drafted and checked, so that errors of this nature do not occur.

6.40 The remaining indictment had to be amended to add counts, some of which had been identified before the committal. The counts should have been included in the indictment lodged with the Crown Court. Instead, prosecuting counsel had to make an application to the court to add the additional counts. Prosecutors will wish to ensure that any amendment to an indictment, is made at the earliest opportunity.

**The CPS in the Crown Court**

6.41 Youth offenders may only be committed to the Crown Court in respect of certain types of case, defined as grave offences. Despite this, 7.9% of the Branch's caseload is Crown Court work. This is only just below the national average (8.8%). A high proportion of the cases are contested trials (45.1%), compared with the national average (24.4%).

6.42 We have concerns about the extent to which the Branch's cases are adequately covered in the Crown Court. Branch caseworkers attend the Central Criminal Court and Inner London Crown Court, as part of a pool of caseworkers from a number of Branches. They are allocated courtrooms to cover, but do not necessarily deal with cases from the Youth Branch. In addition, we were told that it is proposed that the Branch should send a caseworker to the Middlesex Crown Court, to which the Branch does not commit cases.



6.43 Prosecutors attend the Crown Court for key days of complex or serious cases, and they deal with appeals under the provisions of the Bail (Amendment) Act 1993, although these are rare. However, they do not attend PDHs, nor do they deal with bail applications at the Crown Court.

6.44 It is important that prosecutors are responsible for their Crown Court cases, in principle and practice. We refer to factors which prevent prosecutors and caseworkers gaining full experience from their cases at paragraphs 5.58 - 5.63. We doubt whether the present (and future) arrangements support the concept of case ownership in the Crown Court.

**6.45 We recommend that Branch managers, in conjunction with Area managers, should take steps to provide more effective and comprehensive coverage of the Branch's Crown Court cases by its prosecutors and caseworkers.**

6.46 The senior caseworker usually attends PDHs at the Inner London Crown Court. However, we noted that the caseworker present when we attended these hearings was also responsible for a case listed for trial in another courtroom.

6.47 In two out of 12 relevant cases (16.7%), the prosecution failed to comply with directions made at PDHs. Both cases related to the service of unused material, and failure was not as a result of fault on the part of Branch staff. Nevertheless, the cover of PDHs which we observed is not conducive to ensuring that PDHs are dealt with properly, and it increases the risk of the prosecution not complying with any orders made.

#### Custody time limits

6.48 CTL provisions regulate the length of time during which an accused person may be remanded in custody in the preliminary stages of a case.

6.49 Failure to monitor the expiry date, and to make any application to extend the time limits, would, in normal circumstances, result in the immediate

release of the defendant from custody. We were told that there have been no such failures in the 12 months up to 30 September 1998.

6.50 Branch staff monitor CTL cases, using the office computer system and a diary. A caseworker carries out daily checks of both the computer and the diary, and prepares a weekly report for the PTLs.

6.51 In the CPS London report, the monitoring of CTLs was a cause for concern, which led to a recommendation being made. We examined ten relevant files, and noted that there were some errors in recording the CTLs.

6.52 In one case, the existing CTL had been extended for one day, but this date was not noted in the diary, and in another, a 70 day expiry date had not been entered in the diary or endorsed on the file. In a third case, expiry dates relating to some offences were not entered in the diary or endorsed on the file, although later expiry dates for other offences had been.

6.53 In a fourth case, the defendant had been remanded in custody from one court to another. The file had been forwarded from the Branch dealing with the first hearing, but Youth Branch staff had calculated the CTL expiry date from the date of appearance at the second court. The custodial period had, in fact, commenced five days earlier.

6.54 This could have resulted in a failure to make the appropriate application to extend the CTL within time. These errors are not acceptable. They also suggest that there are no effective monitoring systems in place in the Branch to identify incorrectly calculated CTL dates.

**6.55 We recommend that the BCP should ensure that the CTL expiry and review dates are calculated correctly in every appropriate file, and that the procedures and practices in relation to the monitoring of time limits are followed.**

## File endorsements

6.56 We have already commented on the standard of review endorsements (paragraphs 5.52 - 5.57). We found that court endorsements in youth court files were generally good. They were satisfactory in 73 out of 80 cases (91.3%), and out-of-court endorsements were satisfactory in 78 of the files (97.5%).

6.57 In Crown Court files, court endorsements were particularly good, with all 30 of the files that we examined having a comprehensive record of case progress. The out-of-court endorsements were clear in 28 (93.3%) out of these 30 cases.

## PRESENTING CASES IN COURT

7.1 We observed eight CPS advocates presenting cases in the youth courts. The standard was variable. Most advocates were good. Some were very good; they were obviously well prepared and able to present complicated cases, involving a number of defendants and numerous offences, clearly. Others appeared unprepared and were difficult to follow. The variation in standard did not appear to be a reflection of experience. Local representatives from the youth courts supported our view that the advocacy was good or very good with some particular exceptions.

7.2 The two PTLs have only recently been appointed. They propose to monitor the advocacy of prosecutors by observing each advocate once every six months.

7.3 We observed one advocate who presented cases by reading, apparently word for word, from police reports or statements. The advocate was continually looking down, and it was clear that the court was having difficulty in following what they were being told. When challenged by the defence about relevant issues, the prosecutor withdrew some allegations. Proper preparation would have avoided this. Furthermore, this was a case which had been reviewed by the advocate, a number of days before.

7.4 Another advocate made an application for an adjournment, amongst other reasons, because certain material was still outstanding from the police. The material was already on the file. This advocate was also the reviewing prosecutor in the case, and had presumably missed the material through lack of thorough preparation.

7.5 Proceedings in the youth courts, because of the age of the defendants appearing before them, are less formal than in adult courts. The majority of advocates, including some with the least experience in the Branch, displayed the appropriate manner. Nevertheless, in some cases, we observed inappropriate casualness on the part of a small number of prosecutors.

**7.6 We recommend that Branch managers should, as a matter of urgency, identify and provide any training required by prosecutors, with a view to ensuring that all prosecutors achieve the appropriate standard of advocacy.**

7.7 The BCP does not prosecute regularly in the youth courts. She played a key role in negotiating a service level agreement between agencies in relation to reducing delays in the youth justice system, which came into effect on 1 October 1998. She has undertaken a continuing role in monitoring the implementation of its provisions. In due course, the BCP will wish to consider the balance of her work, in order to gain deeper insight into the standard of casework in the Branch, in terms of the review, preparation and presentation of cases at court.

7.8 There are a significant number of cases in which counsel originally instructed are not available, and substitute counsel appear instead. These are known as returned briefs. Our examination of Crown Court cases showed that counsel originally instructed dealt with 20 out of 30 PDHs (66.7%); only two out of 15 trials (13.3%); and five out of 20 sentencing hearings (25%). This high level of returns, particularly in contested cases involving youths, is a cause for concern.

**7.9 We recommend that the BCP liaise with representatives of chambers, in order to improve the percentage of cases in which counsel originally instructed attends the PDH, the trial and the sentencing hearing.**

## THE BRANCH AND OTHER AGENCIES

- 8.1 Many local representatives of other agencies appreciated the expertise within the Branch, and were supportive of its existence as a specialist unit.
- 8.2 There appears to be a good working relationship with other agencies, and, as we have commented, the introduction of fast track cases has enabled all the agencies to improve the level of liaison.
- 8.3 The court user group meetings provide a valuable liaison function in which Branch managers play a full part. A working group, involving the Justices' Clerks and the BCP, is tackling some of the difficult working issues implicit in busy inner city courts and the fulfilment of the new youth crime initiatives.

## KEY STATISTICS

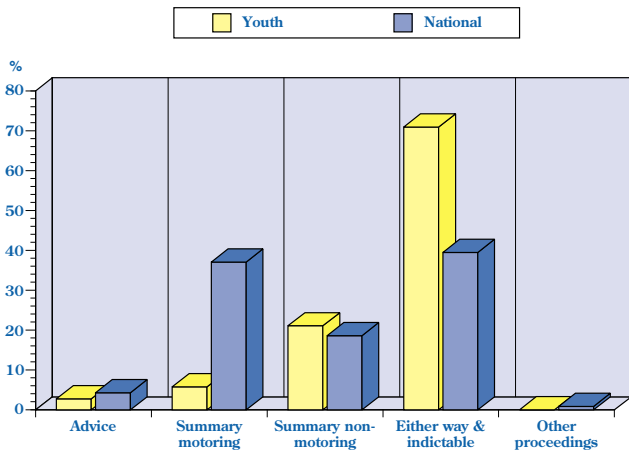
- 9.1 The charts which follow this page set out the key statistics about the Branch's casework in the youth courts and the Crown Court for the year ending 30 September 1998.

## EXTERNAL CONSULTATION

- 10.1 On page 20, there is a list of the local representatives of criminal justice agencies who assisted in our inspection.

MAGISTRATES' COURTS

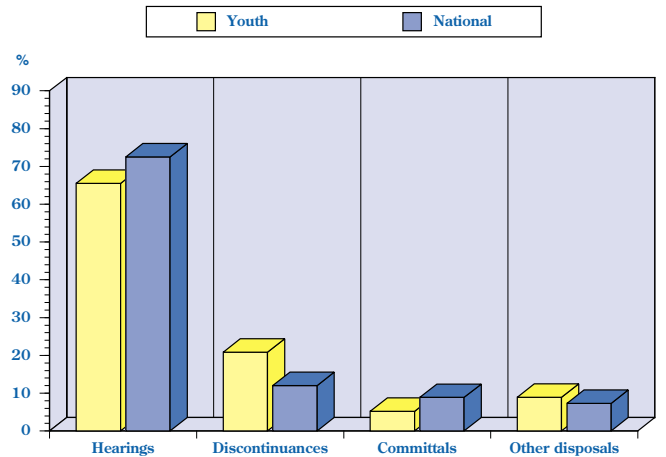
1 - Types of case



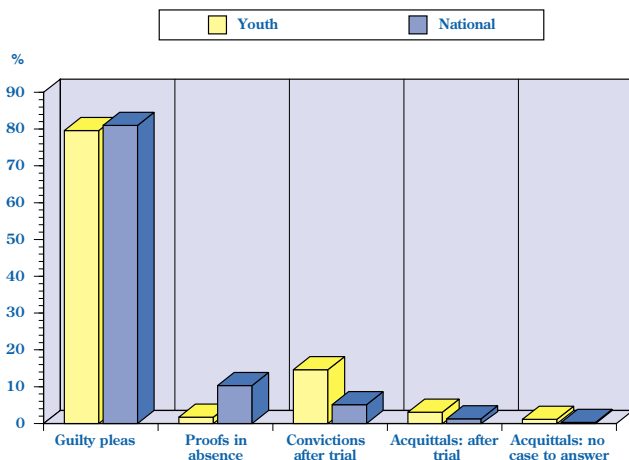
	Youth		National	
	No.	%	No.	%
Advice	206	2.4	60,220	4.2
Summary motoring	487	5.8	530,379	37.0
Summary non-motoring	1,784	21.1	263,469	18.4
Either way & indictable	5,983	70.7	567,549	39.6
Other proceedings	1	0.0	11,512	0.8
<b>Total</b>	<b>8,461</b>	<b>100</b>	<b>1,433,129</b>	<b>100</b>

2 - Completed cases

	Youth		National	
	No.	%	No.	%
Hearings	5,436	65.9	983,826	72.3
Discontinuances	1,698	20.6	163,707	12.0
Committals	407	4.9	116,529	8.6
Other disposals	713	8.6	97,335	7.1
<b>Total</b>	<b>8,254</b>	<b>100</b>	<b>1,361,397</b>	<b>100</b>



3 - Case results

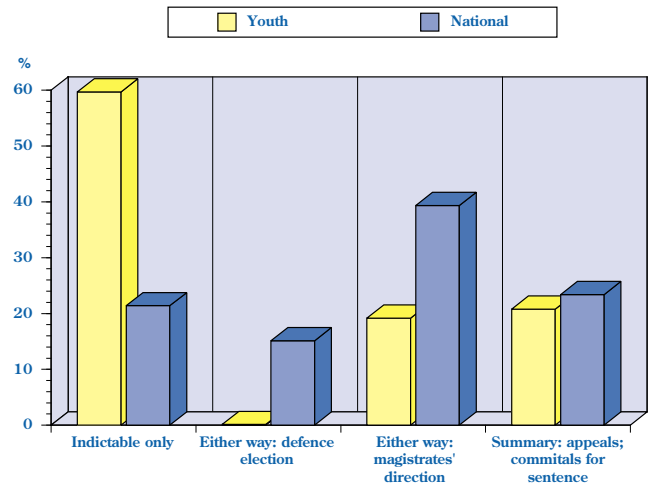


	Youth		National	
	No.	%	No.	%
Guilty pleas	4,365	79.7	799,819	81.3
Proofs in absence	92	1.7	115,102	11.7
Convictions after trial	782	14.3	50,910	5.2
Acquittals: after trial	169	3.1	15,609	1.6
Acquittals: no case to answer	72	1.3	2,386	0.2
<b>Total</b>	<b>5,480</b>	<b>100</b>	<b>983,826</b>	<b>100</b>

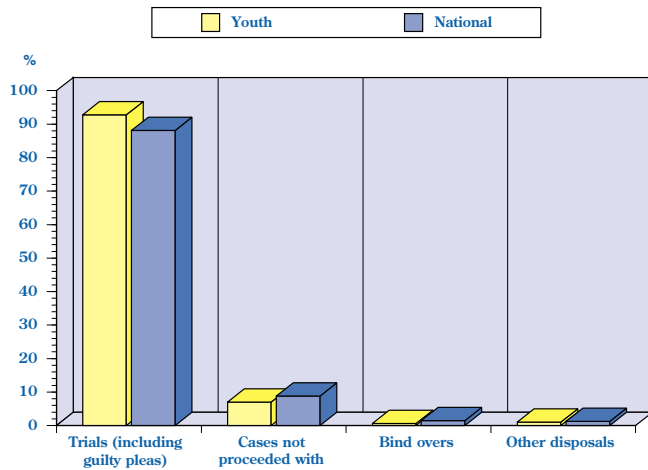
CROWN COURT

4 - Types of case

	Youth		National	
	No.	%	No.	%
Indictable only	399	59.8	27,122	21.4
Either way: defence election	-	0.0	19,354	15.3
Either way: magistrates' direction	129	19.3	50,075	39.5
Summary: appeals; committals for sentence	139	20.8	30,203	23.8
<b>Total</b>	<b>667</b>	<b>100</b>	<b>126,754</b>	<b>100</b>



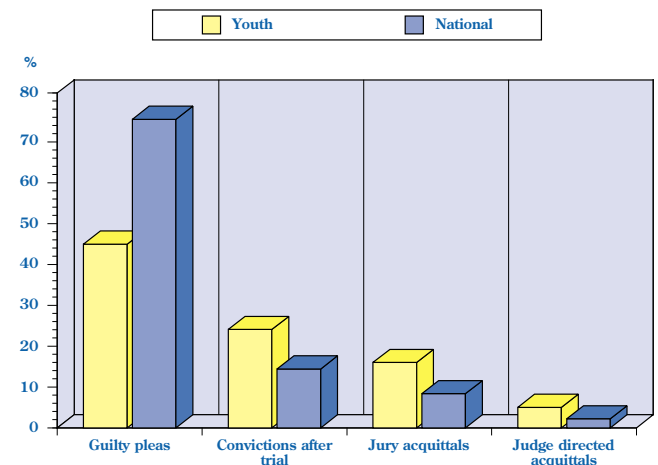
5 - Completed cases



	Youth		National	
	No.	%	No.	%
Trials (including guilty pleas)	487	92.2	85,158	88.1
Cases not proceeded with	36	6.8	8,526	8.8
Bind overs	2	0.4	1,596	1.7
Other disposals	3	0.6	1,351	1.4
<b>Total</b>	<b>528</b>	<b>100</b>	<b>96,631</b>	<b>100</b>

6 - Case results

	Youth		National	
	No.	%	No.	%
Guilty pleas	272	54.9	65,701	75.6
Convictions after trial	119	24.0	12,226	14.1
Jury acquittals	79	16.0	7,083	8.1
Judge directed acquittals	25	5.1	1,924	2.2
<b>Total</b>	<b>495</b>	<b>100</b>	<b>86,934</b>	<b>100</b>



LIST OF LOCAL REPRESENTATIVES OF CRIMINAL JUSTICE AGENCIES WHO ASSISTED IN OUR INSPECTION

<b>Crown Court</b>	Mrs P Hochfelder, Chief Clerk, Inner London Crown Court
<b>Magistrates' courts</b>	Mr J Coleman, Metropolitan Stipendiary Magistrate Mr M Read, Metropolitan Stipendiary Magistrate Mr D Simpson, Metropolitan Stipendiary Magistrate Lady Philippa Astor, Justice of the Peace, Chair, Inner London Youth Court, Centre 2 Mrs R Bray, Justice of the Peace, Chair, Inner London Youth Court, Centre 4 Mrs M Everard, Justice of the Peace, Chair, Inner London Youth Panel Mrs J Harris, Justice of the Peace, Chair, Inner London Youth Court, Centre 1 Mr K Griffiths, Justices' Clerk, Thames Miss B Morse, Justices' Clerk, Camberwell Mr J Mulhern, Justices' Clerk, South Western Miss H Parry, Justices' Clerk, West London Ms J Bishop, Deputy Chief Clerk, Thames Miss D Duncan, Deputy Chief Clerk, South Western Mrs O Omotosho, Deputy Chief Clerk, Camberwell Miss C Thompson, Deputy Chief Clerk, Camberwell
<b>Police</b>	Commander B Luckhurst, QPM Chief Superintendent B Wade Chief Superintendent B Younger Chief Inspector T Deacon Chief Inspector J Kirkby Inspector B Dowling Police Sergeant K Arnott Police Sergeant G Eaton Ms B Smewing, Higher Executive Officer
<b>Defence solicitors</b>	Mr M Ashford Miss L Keddie Miss N Tempia
<b>Counsel</b>	Ms N Merrick
<b>Probation Service</b>	Mr K Barry, Assistant Chief Probation Officer

## CROWN PROSECUTION SERVICE INSPECTORATE

### STATEMENT OF PURPOSE

To promote the efficiency and effectiveness of the Crown Prosecution Service through a process of inspection and evaluation; the provision of advice; and the identification and promotion of good practice.

### AIMS

- 1** To inspect and evaluate the quality of casework decisions and the quality of casework decision-making processes in the Crown Prosecution Service.
- 2** To report on how casework is dealt with in the Crown Prosecution Service in a way which encourages improvement in the quality of that casework.
- 3** To carry out separate reviews of particular topics which affect casework or the casework process. We call these thematic reviews.
- 4** To give advice to the Director of Public Prosecutions on the quality of casework decisions and casework decision-making processes of the Crown Prosecution Service.
- 5** To recommend how to improve the quality of casework in the Crown Prosecution Service.
- 6** To identify and promote good practice.
- 7** To work with other inspectorates to improve the efficiency and effectiveness of the criminal justice system.
- 8** To promote people's awareness of us throughout the criminal justice system so they can trust our findings.



**Crown Prosecution Service Inspectorate  
50 Ludgate Hill, London EC4M 7EX**

**Produced by Publications & Design Unit, CPS Communications Branch,  
CPS Headquarters, 50 Ludgate Hill, London EC4M 7EX.**

**Tel: 0171 273 8117.**