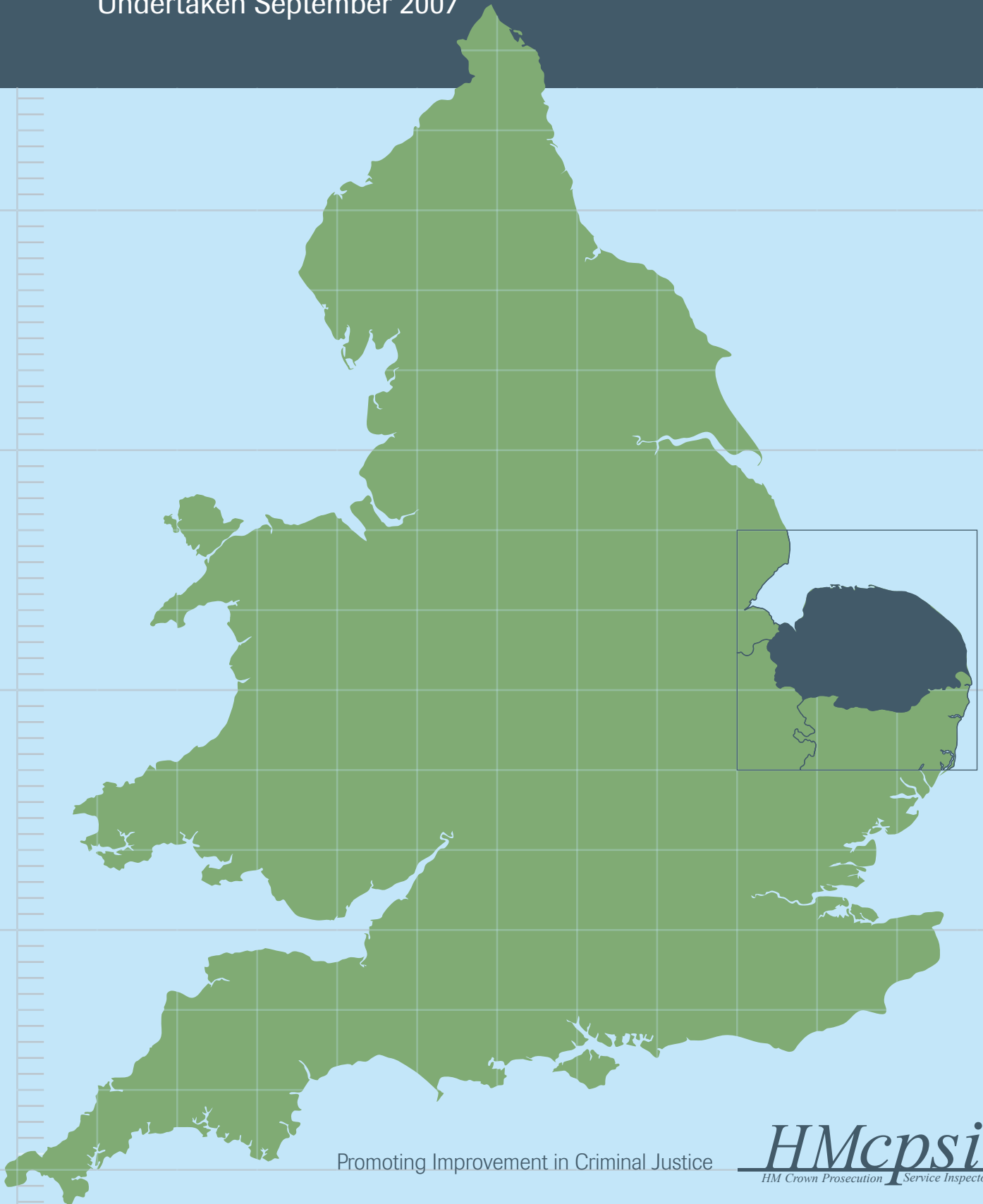


CPS Norfolk

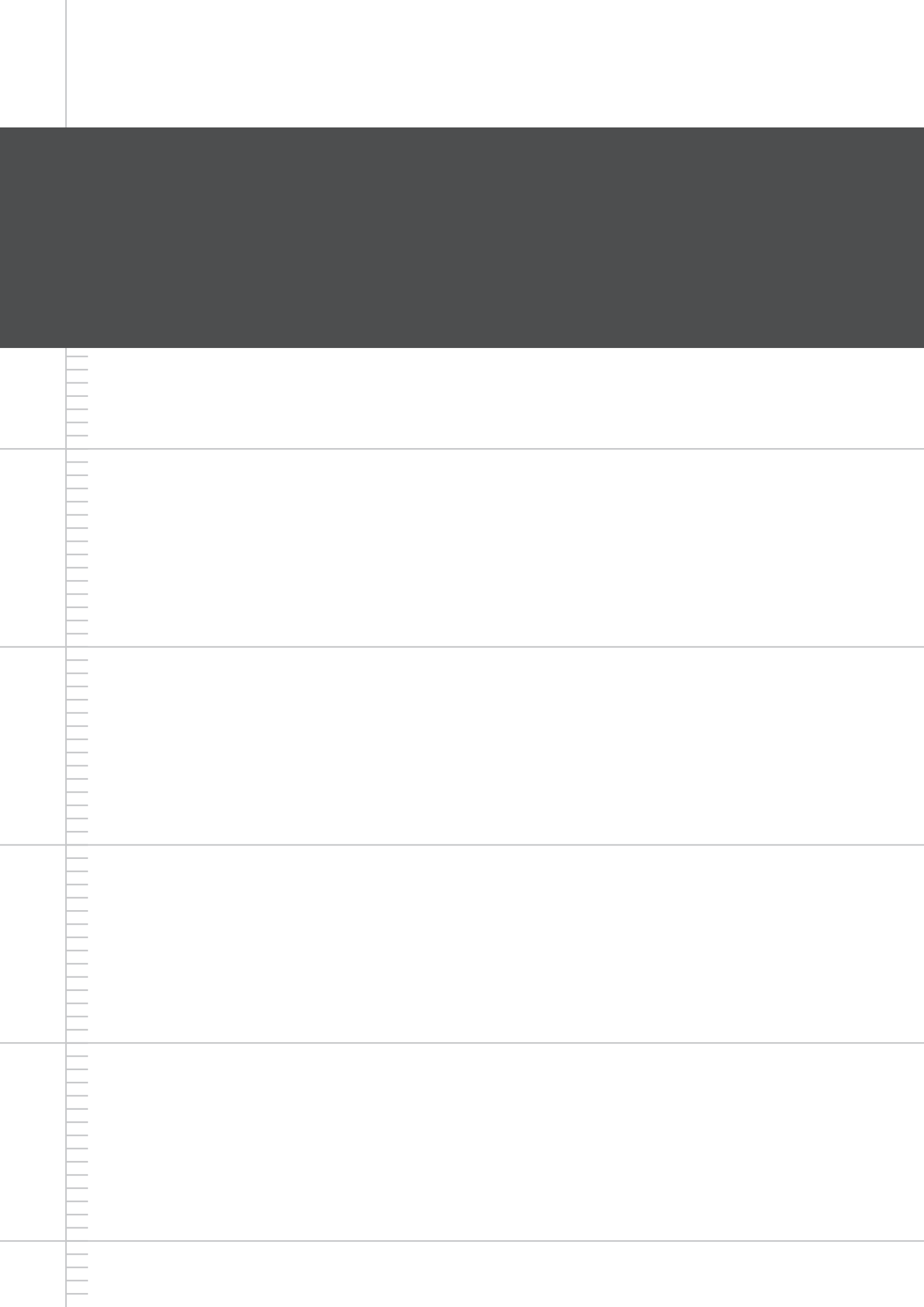
Overall Performance Assessment

Undertaken September 2007



Promoting Improvement in Criminal Justice

HMcp*si*
HM Crown Prosecution Service Inspectorate



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ABBREVIATIONS

Common abbreviations used in this report are set out below.
Local abbreviations are explained in the report.

ABM	Area Business Manager	HCA	Higher Court Advocate
ABP	Area Business Plan	HMCPSP	Her Majesty's Crown Prosecution Service Inspectorate
AEI	Area Effectiveness Inspection	JDA	Judge Directed Acquittal
AMT	Area Management Team	JOA	Judge Ordered Acquittal
ASBO	Anti-Social Behaviour Order	JPM	Joint Performance Monitoring
BCU	Basic Command Unit or Borough Command Unit	LCJB	Local Criminal Justice Board
BME	Black and Minority Ethnic	MAPPA	Multi-Agency Public Protection Arrangements
CCP	Chief Crown Prosecutor	MG3	Form on which a record of the charging decision is made
CJA	Criminal Justice Area	NCTA	No Case to Answer
CJS	Criminal Justice System	NRFAC	Non Ring-Fenced Administrative Costs
CJSSS	Criminal Justice: Simple, Speedy, Summary	NWNJ	No Witness No Justice
CJU	Criminal Justice Unit	OBJT	Offences Brought to Justice
CMS	Case Management System	OPA	Overall Performance Assessment
CPIA	Criminal Procedure and Investigations Act	PCD	Pre-Charge Decision
CPO	Case Progression Officer	PCMH	Plea and Case Management Hearing
CPS	Crown Prosecution Service	POCA	Proceeds of Crime Act
CPSD	CPS Direct	PTPM	Prosecution Team Performance Management
CQA	Casework Quality Assurance	PYO	Persistent Young Offender
CTL	Custody Time Limit	SMT/G	Senior Management Team or Group
DCP	District Crown Prosecutor	TU	Trial Unit
DCV	Direct Communication with Victims	UBM	Unit Business Manager
DCW	Designated Caseworker	UH	Unit Head
DP	Duty Prosecutor	VPS	Victim Personal Statement
ECU	Economic Crime Unit	WCU	Witness Care Unit
ETMP	Effective Trial Management Programme		

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A INTRODUCTION TO THE OVERALL PERFORMANCE ASSESSMENT PROCESS

This report is the outcome of Her Majesty's Crown Prosecution Service Inspectorate's (HMCPSI) overall assessment of the performance of the Crown Prosecution Service (CPS) in Norfolk and represents a further assessment against which improvement from the previous baseline assessment in 2004-05 can be measured.

Assessments

Judgements have been made by HMCPSI based on absolute and comparative assessments of performance. These came from national data; CPS self-assessment; HMCPSI's findings; and measurement against the criteria and indicators of good performance set out in the overall performance assessment (OPA) framework, which is available to all Areas.

The OPA has been arrived at by rating the Area's performance within each category as either 'Excellent' (level 4), 'Good' (level 3), 'Fair' (level 2) or 'Poor' (level 1) in accordance with the criteria outlined in the framework.

The Inspectorate uses a rule-driven deterministic model for assessment, which is designed to give pre-eminence to the ratings for 'critical' aspects of work as drivers for the final overall performance level. Assessments for the critical aspects are overlaid by ratings relating to the other defining aspects, in order to arrive at the OPA.

The table at page 7 shows the Area performance in each category, as well as the 'direction of travel' since the previous OPA.

An OPA is not a full inspection and differs from traditional inspection activity. Whilst it is designed to set out comprehensively the positive aspects of performance and those requiring improvement, it intentionally avoids being a detailed analysis of the processes underpinning performance. That sort of detailed examination will, when necessary, be part of the wider programme of inspection activity.

Direction of travel grade

This is a reflection of the Area's change in performance between the current assessment period and the previous OPA, that is between 2004-05 and 2006-07. The potential grades are:

Improved reflects a significant improvement in the performance;

Stable denotes no significant change in performance;

Declined where there has been a significant decline in performance.

B AREA DESCRIPTION AND CASELOAD

CPS Norfolk serves the area covered by the Norfolk Constabulary. It has one office, at Norwich. The Area Headquarters (Secretariat) is based at the Norwich office.

Area business is divided on geographical lines with three prosecution units covering Western, Central and Eastern divisions and each handling both magistrates' courts and Crown Court cases.

During the year 2006-07 the Area had an average of 878 full time equivalent staff in post, and a budget of £3,675,136. This represents a 6.1% increase in staff, and a 10.5% increase in budget since 2004-05, the period covered by the Area's last overall performance assessment.

Details of the Area's caseload in 2004-05, and in the year to March 2007 are as follows:

Pre-charge work¹

2004-05		2006-07	
Written advice	3,499	Decisions resulting in a charge	4,311
Pre-charge advice (where available)	4,941	Decisions not resulting in a charge ²	3,149

Magistrates' courts proceedings	2004-05	2006-07	Percentage change
(including cases previously subject to a pre-charge decision)			
Magistrates' courts prosecutions	14,408	14,002	-2.8%
Other proceedings	7	8	+14.3%
Total magistrates' courts proceedings	14,415	14,010	-2.8%

Crown Court proceedings

(including cases previously subject to a pre-charge decision)			
Cases sent or committed to the Crown Court for determination	1,098	1,051	-4.3%
Committals for sentence ³	206	190	-7.8%
Appeals from the magistrates' courts ³	235	227	-3.4%
Total Crown Court proceedings	1,539	1,468	-4.6%

In 2006-07, 53.3% of offences brought to justice were the result of convictions.

1 No valid comparison with 2004-05 pre-charge caseload is possible as statutory charging was only fully in place in all CPS Areas from April 2006 onwards.

2 Including decisions resulting in no further action, taken into considerations (TICs), cautions and other disposals.

3 Also included in the magistrates' courts figures, where the substantive hearing occurred.

C SUMMARY OF JUDGEMENTS

Contextual factors and background

Since our last OPA in 2005, the Area has implemented statutory charging (a national scheme whereby lawyers based at police stations provide face-to-face advice on charging decisions) and completed its roll-out of witness care unit units to cover the whole county.

It has also restructured, moving from a structure based on two criminal justice units dealing with magistrates' courts cases and one trials unit handling Crown Court work to one based on three geographically based combined units. This is serving to enable greater case ownership through increased 'cradle to grave' prosecution and greater development of prosecutors' skills in support of national and local advocacy strategies. These seek to increase the deployment of designated caseworkers in magistrates' courts to present certain categories of cases that do not require a lawyer, and more CPS lawyers are trained to present cases in the Crown Court. The change took place in early 2006 and was accomplished successfully with minimal disruption to business.

Conditional cautioning (a national scheme whereby lawyers are given powers to administer conditional cautions in less serious cases in certain circumstances instead of taking the defendant to court) has recently been implemented in one division and the Area, with partners, is in the early stages of Criminal Justice: Simple, Speedy, Summary (CJSSS) implementation, a national initiative designed to cut down delays in justice.

At the time of our assessment, the Area was working hard to deal with the aftermath of a major police re-structuring earlier this year which is continuing to put pressure on file quality and case preparation. Despite this, the Area's good performance results are holding up.

Since our last OPA, the Area has experienced a small fall in both its magistrates' courts and Crown Court caseloads (by 2.8% and 4.6% respectively). Whilst the number of offences brought to justice in Norfolk in 2006-07 is not yet available, figures to January 2007 indicate that the Area will meet its target for the year. The level of offences resulting in a conviction, to which the CPS contributes, at 53.3% is above the national average (48.8%)

Summary

There is a good leadership in the Area and a clear vision and direction have been established and communicated effectively with both managers and staff involved in the development of the Area's Business Plans. In 2006-07, the focus was on realising the benefits of statutory charging, improving the proportion of effective trials i.e. those that go ahead on the day, and improving the service for victims and witnesses underpinned by improvements in efficiency and the move from functional to combined units in early 2006.

In common with other Areas generally, CPS Norfolk has undergone considerable change in recent years. Nationally driven joint projects such as statutory charging and Witness Care Units (WCUs) have been implemented successfully, albeit there are some concerns about the levels of service provided to victims and witness following a recent amalgamation of WCUs. In the case of other joint projects such as conditional cautioning and CJSSS, it is too early to judge their effectiveness. At the same time, CPS driven change, such as implementation of the national advocacy strategy has generally been handled very well. Overall change management is the responsibility of the AMT with individual managers

assigned project management roles for specific projects. The Area's recent proposal to split this into a senior management meeting, which will be more strategically focused, and an operational level management meeting may well provide for more dedicated time to be devoted to major change projects and managing the post change phase.

Statutory charging, implemented in October 2005, is well established across the Area and improvements continue to be made as the prosecution team performance management system develops. There is a good level of benefits realisation. In 2006-07, the only indicator in which performance fell short of the national target was the proportion of magistrates' courts discontinuances, but performance in this measure improved significantly in the first quarter of 2007-08 with performance well ahead of the national target. The level of written charging advice and decisions remains too high, although this issue is being addressed and the proportion of such is falling.

The proportion of cases in the magistrates' courts resulting in a successful outcome is increasing and is better than the national average. Case review is generally satisfactory and case preparation timely, and there is effective monitoring of unsuccessful outcomes. New arrangements have very recently been put in place (in August 2007) to support CJSSS, the results of which it is too early to assess. The level of discharged committals remains low and below the national average. The Area's effective trial performance continues to improve and the levels of ineffective and cracked trials are much better than national averages. There was a significant fall-off in persistent young offender performance in 2006-07, which has since been addressed and performance is back on track.

The Crown Court conviction rate has improved and in 2006-07 was one of the best in the country. The rates of judge ordered acquittals and judge directed acquittals are also significantly better than national averages. There is a good standard of case review and preparation and effective monitoring of unsuccessful outcomes. The Area's effective trial rate remains much better than performance nationally with levels of both ineffective and cracked trials below national averages. In 2006-07, the Area exceeded its Proceeds of Crime Act (POCA) target in respect of numbers of orders made but missed its value target by a wide margin. However, by the end of the first quarter of 2007-08 the Area had already exceeded its POCA value target for the year.

The Area works effectively with the police to ensure that cases are generally ready to proceed at the first hearing. Briefs to counsel were found to be timely and of good quality. Dedicated Case Progression Officers (CPOs) in the magistrates' courts help to ensure effective case progression. The practice of faxing results sheets to the Area office at the end of each court sitting helps speed up matters in a relatively rural Area, and overall timeliness of cases is good. Feedback from partners indicates that the standard of advocacy is generally very high.

Successful outcomes in sensitive and hate cases are excellent and performance has continued to improve since our last OPA. The Area has appointed champions and specialists for all categories of sensitive cases and the system of case allocation ensures that sensitive cases are handled by prosecutors with appropriate expertise, training and experience. Performance data is shared with relevant groups including the local Race Equality Council (REC) with which there are monthly meetings to discuss performance and any issues of concern. There are appropriate systems in place to ensure the effective handling of cases of local concern and high profile/media cases

The Area has been proactive in ensuring all lawyers and caseworkers have received relevant disclosure training and we found generally good compliance with disclosure provisions. There are good working

relationships with the local judiciary and departure from the Crown Court protocol on the handling of unused material is rare. The Area's disclosure champion has provided guidance and training for colleagues and the police which was positively reported on.

Prosecutors are aware of their obligations to victims and witnesses at the pre-charge decision stage through to the trial stage and generally comply with these. Good efforts have been made to improve the Area's compliance with the Direct Communication with Victims (DCV) scheme, whereby lawyers write to victims when a charge is discontinued or substantially reduced explaining the circumstances. Performance in this aspect is now very good. The level of service provided by Area's WCUs improved in 2006-07 although there are some concerns that progress has stalled as a result of the recent amalgamation of the four WCUs into a single unit. Partners surveyed were generally very positive about the service provided to victims and witnesses.

The Area has an up-to-date written system for managing custody time limit cases supported by user-friendly desktop instructions for staff. There was one failure in 2005-06 after which a detailed review of the case was conducted and lessons learnt disseminated to staff. Refresher training was also delivered to support staff later in 2006.

A clear performance culture is apparent in the Area, underpinned by good quality monthly performance reports and effective monitoring of unsuccessful outcomes and of cracked and ineffective trials. We found a clear focus on performance improvement with examples of managers at all levels taking action to improve performance. CPS managers play an active role in a range of joint performance groups with partners, and a number of joint improvement strategies are being progressed. Compliance with the casework quality assurance scheme has improved and there is an advocacy monitoring scheme in place which ensures all advocates are monitored at least annually.

The Area's non ring-fenced administration budget is well managed and more recently systems have been introduced to put the management of the prosecution budget on a sounder footing. Staff deployment is closely monitored and the Area demonstrates a strong commitment to its advocacy strategy. There is minimal use of agents in the magistrates' courts and the proportion of designated caseworkers is improving, albeit there is still scope for further improvement. Fees savings generated by Higher Court Advocates (HCAs) in 2006-07 exceeded target by a wide margin as the number of sessions undertaken by HCAs has increased significantly and advocates take on a wider range of work.

Direction of travel

Since our last OPA, when the Area was assessed as 'good', the trend is one of continuity and improvement. Performance has improved in four aspects, remained stable in eight and declined in one.

The Area's restructure into combined units has put the Area in a better position to deliver national and local priorities. Alongside this, the Area's performance record, in particular in relation to its realisation of charging benefits and its levels of successful outcomes and effective trial performance in both magistrates' courts and the Crown Court, has demonstrated the Area's ability to improve. The Area is aware of aspects of its work in which further improvement is needed and is taking action to address these.

In the light of our findings, the Area's overall performance is **EXCELLENT**.

OVERALL ASSESSMENT	EXCELLENT
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Critical aspects	Assessment level		
	OPA 2005	OPA 2007	Direction of travel
Pre-charge decision-making	Good	Good	Stable
Ensuring successful outcomes in the magistrates' courts	Good	Good	Stable
Ensuring successful outcomes in the Crown Court	Good	Excellent	Improved
The service to victims and witnesses	Good	Good	Stable
Leadership	Fair	Good	Improved
Overall critical assessment level		Good	
Progressing cases at court	Good	Good	Stable
Sensitive cases and hate crime	Good	Good	Stable
Disclosure	Good	Good	Stable
Custody time limits	Fair	Fair	Stable
Delivering change	Fair	Good	Improved
Managing resources	Good	Good	Stable
Managing performance to improve	Good	Good	Improved⁴
Securing community confidence	Good	Fair	Declined
OVERALL ASSESSMENT	GOOD	EXCELLENT	

⁴ Although the assessment for this aspect remains unchanged there has been significant improvement within the range of performance covered by the band.

D DEFINING ASPECTS

1	PRE-CHARGE DECISION-MAKING: MANAGEMENT AND REALISING THE BENEFITS	OPA 2005	OPA 2007	Direction of travel
		Good	Good	Stable

1A The Area ensures pre-charge decision-making operates effectively at police charging centres, and is accurately documented and recorded

- The Area implemented the statutory charging scheme in October 2005. Pre-charge advice and decisions are provided at three main charging centres; Norwich, Kings Lynn and Great Yarmouth between the hours of 9.00am and 5.00pm. The level of staffing has not changed since the scheme was implemented. Advice in respect of complex/serious cases is provided face-to-face at the CPS office on an appointments basis.
- The statutory charging scheme is built on the principle of face-to-face advice provided by lawyers to police officers. Historically, and given the rural nature of much of the county, there has been a high reliance on written advice dating back to before statutory charging. However, since the introduction of statutory charging, the level of written advice remains too high at 62.2% in 2006-07 compared with 19.6% nationally. The prevailing culture whereby written advice was requested largely continued through the implementation phase but agreement was reached with the police in 2006 for police officers from most police stations to attend in person (exceptions are made in the case of police officers from some of the furthest outlying stations) and duty prosecutors (DPs) now refuse to accept written requests from these stations. As a result, there has been a substantial fall in the level of written advices during the first quarter of 2007-08, to 28.9% in July (compared with a national average of 17.2%). There remains though, scope for further improvement in this respect. In support of this change, appointment systems have been introduced in Central and Western divisions. There is not yet an appointments system in Eastern division, at the request of the police, although arrangements have been put in place to provide some additional DP resource when needed. The Area will need to keep the resourcing of its charging centres under review as the level of face-to-face advice provided increases.
- Early advice is sought in appropriate cases and there are processes in place to ensure pre-charge consultation on all relevant files. Any non compliant files are brought to the attention of unit heads (UHs) and raised at prosecution team performance management (PTPM) meetings.
- Evidence review officers, who act as gatekeepers, are now in place across the Area, although their effectiveness varies. The level of cases where no further action (NFA) is authorised by the CPS fell from 41.8% in 2005-06 to 33.9% in 2006-07, but this is still above the national average (31.9%). The level of pre-charge decisions with more than one consultation is also above the national average which may partly be attributed to the high level of written advices and variation in gate-keeping effectiveness. These aspects are closely monitored at PTPM meetings.
- A high level of re-bailing was identified as an issue requiring attention in the post implementation review (PIR) conducted in May 2006. The police have since introduced more rigorous control systems to reduce bail back though requiring police officers to seek supervisors consent, and as a result this aspect is improving.

- There is an escalation procedure in place in cases of disagreement between police and lawyers, but any disagreements are generally resolved at local level and the formal procedure is rarely implemented.
- A check conducted on case management system (CMS) identified a relatively high number of inactive cases sitting on the system (274 in total) including many where a charge had been authorised and others where further action was required before a decision could be made. In most of the latter cases, return dates had been set by the CPS but not complied with. Managers were well aware of this issue which has been raised with the police but, as yet, without resolution. Concerted action is needed to ensure old cases are cleared from the system and systems put in place to ensure that cases where further work is needed are monitored in future.
- Good use is made of CMS for recording pre-charge decisions. The percentage of decisions with an MG3 created on CMS has improved and in the last quarter of 2006-07 was 99%. There is effective monitoring of MG3s by administrative staff to ensure that all fields are entered accurately including the ethnicity of suspects. As a result, the level of undefined outcomes at 2.8% in 2006-07 was much better than the national average of 10.1%. The level of cases marked where certain information is 'not available' was also better than the national average (3.0% compared with 4.8%).
- There are effective arrangements in place to manage the interface between the Area and CPS Direct. The Area provided examples of where good practice from CPS Direct (CPSD) had been introduced into the Area by lawyers returning from secondments to CPSD.
- The implementation of Conditioning Cautioning in the Eastern division was delayed from March to April as the Police were not ready. To date just seven cautions have been administered. Current plans are to roll out the scheme across the remainder of the Area in December 2007, although this has yet to be confirmed with partners.

1B The Area ensures that pre-charge advice and decisions are in accordance with the Director of Public Prosecutions' guidance, the Code for Crown Prosecutors, charging standards and policy guidelines

- The Area deployed only its most experienced lawyers in charging centres when statutory charging was implemented but has since widened its DP pool to include almost all its lawyers. Lawyers providing pre-charge advice are well trained. All have completed the proactive prosecutor programme and the follow-up programme. Managers ensure that any new developments are communicated to charging lawyers face-to-face at team meetings or by email.
- Training provided to lawyers emphasises the need for prosecutors to consider all appropriate issues at the pre-charge decision stage including disclosure, POCA, and victim and witness issues. The PIR in May 06 and our file sample showed that this is generally the case.
- There is a high level of monitoring of the quality and timeliness of charging advice and decision making through regular dip sampling of MG3s, analysis of all unsuccessful outcomes and also via the casework quality assurance scheme.

- There is monthly dip sampling of NFAs to ensure the appropriateness of cases referred and the decision to NFA, the results of which are fed back to charging lawyers and discussed at PTPM meetings. The level of NFA cases fell from 41.8% in 2005-06 to 33.9% in 2006-07, although this is still above the national average (31.9%) and continued work is needed.

1c The Area is able to demonstrate the benefits of their involvement in pre-charge decision-making

	Magistrates' courts cases				Crown Court cases			
	National target March 2007	National performance 2006-07	Area performance		National target March 2007	National performance 2006-07	Area performance	
			2005-06	2006-07			2005-06	2006-07
Discontinuance rate	11.0%	15.7%	14.7%	12.6%	11.0%	13.1%	11.6%	6.3%
Guilty plea rate	52.0%	69.2%	72.5%	71.8%	68.0%	66.5%	76.2%	74.8%
Attrition rate	31.0%	22.0%	20.8%	18.7%	23.0%	22.2%	17.4%	13.4%

- There is a good level of benefits realisation. Performance in relation to discontinuance and attrition rates improved in both the magistrates' courts and Crown Court between 2005-06 and 2006-07.
- In 2006-07, the Area performed better than national averages in all six of the key indicators and exceeded the national targets in five of the six. The only indicator in which performance fell short of the national target was the proportion of magistrates' courts discontinuances (12.6% compared with the target of 11%). However, more recent data for the first quarter of 2007-08 shows that performance has improved in all six measures including the rate of magistrates' courts discontinuances which at 9.2% was well ahead of the national average (15.2%). In this quarter, the Area was one of the only two to receive a green assessment rating across all measures.
- The Area is performing very well in relation to the level of pre-charge decision cases that result in a successful outcome. In 2006-07, the level of successful outcomes in the magistrates' courts at 81.3% was better than the national average (76.5%) and an improvement on the previous year. In the Crown Court, the rate was 86.6% which again was better than the national average and an improvement on the previous year.
- The Area's monthly performance report sets out overall performance across key charging performance indicators on a month by month basis, while the monthly PTPM report, prepared by the CPS's Performance Officer, provides detailed analysis of charging performance by division. The PTPM report has evolved over time and is now both comprehensive and very well presented with a developing level of narrative. Most recently, cumulative figures have been added giving year to date figures in addition to the monthly performance. The report provides a sound basis for analysis and improvement planning at PTPM meetings.

- Operational level PTPM meetings in the three divisions are well established. Meetings are held regularly and minutes indicate a clear focus on analysis and improvement planning. In view of a number of important issues that the CPS needs to continue to progress with the police county wide, the Area has recently started a more strategic level PTPM meeting to address these.
- Joint analysis of the statutory charging scheme is undertaken through the PTPM meetings with constructive working relationships between the CPS and police apparent at the operational level. The action plan arising from the PIR was implemented jointly and has since been signed off by the national team.

2 ENSURING SUCCESSFUL OUTCOMES IN THE MAGISTRATES' COURTS	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

2A Successful outcomes are increasing

Case outcomes in the magistrates' courts	National performance 2006-07	Area performance 2006-07
Discontinuance and bindovers	10.8%	9.2%
No case to answer	0.2%	0.1%
Dismissed after trial	1.9%	2.0%
Discharged committals	0.2%	0.0% (5 cases)
Warrants	2.6%	2.5%
Overall conviction rate	84.3%	86.2%

- The proportion of successful outcomes has increased in each of the last three years and at 86.2% in 2006-07, is above the national average. Managers undertake regular checks of cases including analyses of all unsuccessful outcomes, dip sampling of all categories of cases and casework quality assurance. These together provide a robust performance management regime and contribute to the Area's high percentage of successful outcomes.
- The level of discharged committals remains very low with only five discharged committals in 2006-07, representing significantly less than 0.1% of caseload, compared with the national average of 0.2%. All discharged committals are reviewed by unit heads (UHs), and where appropriate cases are reinstated when all the evidence has been received
- The number of findings of no case to answer (NCTA) has fallen in each of the last three years and at 0.1% is better than the national average of 0.2%. The level of acquittals after trial has increased slightly over the last three years from 1.6% in 2004-05 to 2.0% in 2006-07 compared to the national average of 2.0%.
- The discontinuance rate improved from 12.5% in 2004-05 to 9.2% in 2006-07 which is better than the national average of 10.8%. Cases that have received pre-charge advice require the approval of a UH before a decision to discontinue is made.
- The Area conducts a full review of all unsuccessful outcomes. All acquittals are the subject of a report by the advocate and are considered by the UH. A monthly report on cases with unsuccessful outcomes is compiled within each unit. Performance is reviewed internally at regular AMT meetings, and with criminal justice partners at PTPM meetings and Norfolk Criminal Justice Board performance meetings. The Area has not identified any trends contributing to the increase in acquittals after trials.

- There is currently a backlog in the police inputting data which means the offences brought to justice figures for 2006-07 are not yet available. Figures to the end of January 2007 indicate that the Area is likely to have met its target for the year. The percentage of offences brought to justice as a result of convictions to the end of January was 53%, better than the national average of 49.0%.
- Area persistent young offender (PYO) performance in three of the four quarters in 2006-07 was significantly worse than the national target (83, 94 and 80 days respectively). There was an IT issue with the calculation of the time period where arrest and charge were on the same day which resulted in an additional 23 days being added to the calculated time period. This issue has now been resolved but as the data has not been revised retrospectively, it paints a gloomier picture of performance in 2006-07 than was actually the case. The Area also discussed arrangements for handling PYO cases with the police and arrangements were made to speed up the identification and processing of PYO cases. These changes, together with the correction of the data problem have helped improve performance which in the first quarter of 2007-08 was 51 days, significantly better than the national target (71 days) and the national average of 67 days.
- Lessons learned are communicated to staff at training days or via e-mail. Where issues are identified relating to a specific member of staff they are addressed on an individual basis. UHs adopt an open door policy and regularly communicate informally with staff on performance and other issues.

2B Effective case management and decision-making enables cases to progress at each court appearance

Trial rates	National performance 2006-07	Area performance 2006-07
Effective trial rate	43.8%	56.6%
Cracked trial rate	37.3%	29.6%
Ineffective trial rate	18.9%	13.8%
Vacated trial rate	22.5%	22.7%

- The standard of police files is monitored pre and post charge to ensure compliance with the Manual of Guidance. At pre-charge, any deficiencies are identified by duty prosecutors who are instructed not to authorise a charge unless all the necessary evidence has been received. At the beginning of September 2007, the police appointed a case manager to review the content of all Criminal Justice: Simple Speedy Summary (CJSSS) files prior to their submission to the CPS. All files received from the police are reviewed by a lawyer and any issues are immediately raised with the police criminal justice unit (CJU).
- Initial file reviews are carried out as part of the MG3 completion at the time of the pre-charge decision (PCD). Files that do not go through PCD are reviewed by a lawyer immediately upon receipt. UHs carry out regular casework quality assurance (CQA) reviews and provide feedback to lawyers where appropriate. The business managers also carry out reviews on a sample of files

each month to ensure that cases have been prepared and the file endorsed accordingly. In our reality check, all five magistrates' court case files had been the subject of an initial review either at the PCD stage or, where no PCD had taken place, before the initial hearing.

- Each of the three units has its own dedicated case progression officer (CPO) who liaise regularly with both the court CPOs and the police to ensure cases are ready to progress. Feedback from partners indicates that there are effective arrangements for case progression, albeit both the Area and partners agree that more could be done to improve case progression. The court and CPS CPOs meet monthly to review data and identify trends which are referred to senior managers for action. The percentage of ineffective trials due to prosecution reasons (25.4%) is considerably better than the national average of 35.5%.
- CJSSS was rolled out across the Area from the beginning of August 2007. It is too early to assess if its implementation has been a success, although early figures are encouraging, for example adjournments where pleas have not been entered are down to 9%. However, there are still issues with attendance of defendants at court with around 10% of cases culminating in an arrest warrant.
- All units have youth specialists and associates, who review and prosecute youth cases ensuring consistency of approach regarding case progression. Following the changes introduced along with the police, the timeliness of PYO cases has improved in the first quarter of 2007-08.
- The Area's performance in respect of cracked and ineffective trials is good, and it has improved since the last OPA. The effective trial rate in 2006-07 was 56.6% which is better than the national rate of 43.8%. The ineffective trial rate of 13.8% was also better than the national average and has improved since the last OPA when it was 19.3%. The cracked trial rate was 29.6% (national average 37.3%) an improvement since the last OPA when it was 31.6%. The vacated trial rate of 22.7% was slightly worse than the national rate of 22.5%.
- Reasons for cracked and ineffective trials are analysed thoroughly both within individual units, at AMT level and by the Norfolk Criminal Justice Board. In addition to the Area preparing its own analysis, the magistrates' courts prepare monthly reports on cases where there is a cracked or ineffective trial attributable to the CPS. These are then cross checked. Cracked trials in 2006-07 due to the prosecution at 21.5% were better than the national average (39.6%) as were ineffective trials due to the prosecution (25.4% compared to 35.5%).
- Lessons learned are communicated to staff at training days and via e-mail. Where issues are identified relating to a specific member of staff they are addressed on an individual basis. UHs adopt an open door policy and regularly communicate informally with staff on performance and other issues.
- The percentage of cases with a magistrates' courts review on the case management system (CMS) improved in 2006-07 to 81.1% overall, although there is still scope for improvement. There is also a need to improve the timeliness of case finalisation and recording hearing outcomes on CMS. In 2006-07 only 55.1% of hearing outcomes and 57.2% of finalisations were recorded within a day of the hearing.

3 ENSURING SUCCESSFUL OUTCOMES IN THE CROWN COURT	OPA 2005	OPA 2007	Direction of travel
	Good	Excellent	Improved

3A Successful outcomes are increasing

Case outcomes in the Crown Court	National performance 2006-07	Area performance 2006-07
Judge ordered acquittals	13.1%	6.7%
Judge directed acquittals	1.4%	0.8%
Acquittals after trial	6.5%	4.7%
Warrants	1.3%	1.3%
Overall conviction rate	77.7%	86.5%

- Performance in relation to successful outcomes has improved since our last OPA and was 86.5% in 2006-07, one of the best outcomes in the country.
- The rate of judge ordered acquittals (JOAs) at 6.7% is significantly better than the national average of 13.1% and has improved since the OPA when it was 7.0%. The rate of judge directed acquittals (JDAs) has reduced to 0.8% from 1.1% at the time of the last OPA and remains better than the national average of 1.4%.
- Under the pre-charge arrangements, no case can be discontinued without consultation or referral to a unit head (UH). All unsuccessful outcomes in the Crown Court are reviewed by UHs and as a result they are able to monitor those cases which have been discontinued.
- Detailed adverse outcome reports are prepared by the reviewing lawyer and caseworker for all cases which do not result in a conviction. Performance is reviewed at unit level and at AMT meetings as well as at Norfolk Criminal Justice Board.
- In 2006-07, the Area exceeded its POCA target in respect of numbers of orders made. The Area obtained 27 orders against a target of 18 although the value of the orders was only £240,870 against a target of £877,648. Already in 2007-08, the Area has obtained 35 orders against a target of 52 and a value of £1.4 million against a target of £1.2 million for the whole year. The Area has a POCA champion and all lawyers and caseworkers have had training to help identify potential cases.
- Where there are lessons to be learned, they are disseminated to the appropriate staff through team meetings, by e-mail or on an individual basis.

3B Effective case management and decision-making enables cases to progress at each court appearance

Trial rates	National performance 2006-07	Area performance 2006-07
Effective trial rate	48.2%	55.9%
Cracked trial rate	39.5%	33.5%
Ineffective trial rate	12.4%	10.6%

- UHs allocate all committals and sent cases to the lawyer who made the charging decision if within the unit. If the charging decision was made by a prosecutor outside the unit or a CPSD decision, UHs allocate cases according to specialism or other expertise and workload. The quality of casework preparation is monitored by the UHs through the CQA process and review of unsuccessful outcomes. Our reality check of files showed timely reviews to a good standard.
- Unit business managers act as lead case progression officers (CPOs) supported by caseworkers working to their directions. There is regular contact with Crown Court CPOs primarily by e-mail and supplemented by telephone contact. Feedback from partners indicates that case progression arrangements generally work very well and effective, ineffective and cracked trial rates are all better than national average.
- There are relatively few youth cases dealt with in the Crown Court but the Area is aware of the negative impact a few long running cases can have on overall performance. Youth cases are monitored by a dedicated lawyer. Any PYO targets are specifically flagged in briefs to counsel. The timeliness of youth cases is discussed in general terms at AMT meetings but the volume of youth cases is not sufficient to generate reliable performance data.
- The Area continues to perform well in respect of ineffective trials; the ineffective trial rate in 2006-07 was 10.6% (national average 12.4%) and had improved since the last OPA when it was 12.2%. The cracked trial rate at 33.5% and the effective trial rate at 55.7% were also better than national averages (39.5% and 48.2% respectively).
- The Area undertakes a thorough analysis of all cracked and ineffective trials. A detailed report is prepared outlining the reasons why the case did not proceed and highlighting any issues to be taken forward. This is provided to the Norfolk Criminal Justice Board's Case Management Working Group and considered by them as well as by the Crown Court and within the CPS by the AMT. Where there are lessons to be learned, they are dealt with accordingly.
- Lessons learned are communicated to staff at training days or via e-mail. Where issues are identified relating to a specific member of staff they are addressed on an individual basis. UHs adopt an open door policy and regularly communicate informally with staff on performance and other issues
- Use of the case management system (CMS) for full file reviews over the year was 85.6%, falling short of the Area's and national target of 90%. In our reality check, all five files had full file reviews undertaken and recorded on CMS.

4 PROGRESSING CASES AT COURT	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

4A The Area ensures that cases progress at each court appearance

- The Area works effectively with the police to ensure cases are generally ready to proceed at the first hearing. Advance information is available to the defence and probation service at court one week before the first CJSSS hearing. Prior to the introduction of CJSSS, advance information was provided at the first court hearing. The Area has dedicated case progression officers (CPO) for magistrates' court cases while in the Crown Court, this role is carried out by the unit business managers.
- Papers are provided to prosecution advocates in advance of the hearing date to ensure cases can be prepared and presented effectively. Higher court advocates (HCAs) generally conduct advocacy on the cases they have reviewed. In 2006-07, briefs to counsel were timely in 94.68% of cases compared to the national average of 78.7%. Our reality check of Crown Court cases showed good quality instructions with analysis of the case including the acceptability of pleas where appropriate.
- Selection of prosecution advocates is based on their level of experience, and sensitive cases in the Crown Court, such as rape cases, are allocated to specialist lawyers and counsel. The Area seeks to use its own HCAs where appropriate, including for trials. Prosecutors in the magistrates' courts are expected to undertake six to seven half day sessions on average per week and UHs prepare rotas to try to ensure all lawyers have sufficient time in the office to review cases. Formal monitoring of CPS advocates is undertaken by UHs at least once per annum and feedback from this is provided to lawyers.
- Prosecutors are expected to attend court at least half an hour before the court sits in order to allow time for appropriate liaison with court staff, police, and witnesses and defence solicitors. Attendance is monitored by UHs attending court and through feedback from legal advisers as well as through an electronic logging in system. Feedback we received from partners indicated a very high level of satisfaction with CPS advocates in terms of their timeliness and preparation.
- At the end of every court sitting, the lawyer faxes back to the office a results sheet indicating the outcome, the next hearing date (if any) and what action is to be taken. This helps speed up matters in a largely rural Area where some files can take 48 hours to get back to the office. CPOs review all adjourned hearings and bring to the attention of UHs cases where they believe progress should have been made. UHs also regularly undertake CQA assessments of files.
- Since the commencement of CJSSS, cases are generally listed 10 days after charge and advance information is provided by the police at least seven days before the first hearing. Arrangements are in place at all courts so that any urgent papers can be provided by fax or e-mail to the lawyer at court. Listing arrangements in the Crown Court are discussed between the unit business managers and the court CPOs. The Area regularly discusses listing practices with the magistrates' courts and no problems have been encountered either in initial listing of cases or transferring of cases between court rooms.

- The timeliness of both adult and youth cases are very good and are consistently better than the national average for both guilty pleas and for trials in the magistrates' court and the Crown Court.
- There have been five wasted costs orders made in the magistrates courts and none in the Crown court. The orders were for nominal amounts. The main reason for the wasted costs orders were due to the CPS not having received a full file of papers to enable progress to be made.

5 SENSITIVE CASES AND HATE CRIMES	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

5A The Area identifies and manages sensitive cases (including hate crime⁵) effectively

- All charging lawyers have been trained in relation to hate crimes and those sensitive cases investigated by specialist police teams are generally the subject of face-to-face consultations by a specialist lawyer outside the normal charging arrangements. All sensitive and hate cases require the consent of the Unit Head (UH) before a case can be discontinued or the hate element dropped. All unsuccessful religiously or racially aggravated cases are reviewed by the CCP. Additionally, all unsuccessful outcomes are reviewed by unit heads (UHs).
- The Area has appointed champions for all categories of sensitive cases, albeit there is no individual specifically covering child abuse (although such cases are handled by prosecutors with relevant experience). Champions provide training and guidance to other prosecutors both formally and informally and also undertake performance analysis of cases within their remit. They also engage with the appropriate community groups and criminal justice partners and undertake analysis of performance data. They have objectives relating to their specialisms within their forward job plans.
- The Area also maintains lists of specialists and ensures that specialists handle sufficient cases to maintain their specialism. Sensitive cases and hate crime cases are not handled exclusively by specialists, but where appropriate, specialists are consulted. All prosecutors have had proactive prosecutor training which includes training on handling hate crimes. When allocating cases, Unit Heads (UHs) take into consideration the lawyers experience and the complexity of the case.
- The CCP, who has received media training, is involved in all cases of local or national concern. The remaining members of the AMT have not received media training. The Area has good relations with the local press and television.
- Unit business managers carry out a dip sample of at least 15 cases per month and checks conducted on these include whether or not cases are properly flagged on the case management system (CMS). UHs also check that cases are appropriately flagged on CMS as part of the regular casework quality assurance (CQA) system. In our reality check we found that all cases were flagged on CMS as appropriate.
- HMCPSI thematic reviews and CPS policies are discussed at AMT meetings and Area champions have responsibility to identify any changes required to Area processes and make recommendations to the AMT.
- Performance data in sensitive and hate cases is considered monthly. Failed cases are individually scrutinised as part of the overarching reports on all unsuccessful outcomes which are reviewed

⁵ For the avoidance of doubt all references in this aspect to sensitive cases includes all those involving hate crime (disability hate crime, domestic violence, homophobic, racist and religious crime) child abuse/child witnesses, rape, fatal road traffic offences and anti-social behaviour orders (ASBOs).

by the AMT. Performance data is shared with local groups. For instance, meetings take place monthly with the Norfolk Race Equality Council (REC) where hate crime performance data is shared and the handling of hate crime prosecutions considered.

- Successful outcomes in relation to sensitive cases are generally excellent and performance has continued to improve since the last OPA. The overall successful outcome rate in 2006-07 of 76.8% was significantly better than the national rate of 67.2%. The successful outcome rate for domestic violence cases at 76.6% was the fourth best in the country and significantly above the national average of 65.2% while the successful outcome rate for homophobic cases at 87.5% was also significantly above the national average of 73.5%. At the same time, the successful outcome rate for racially and religiously aggravated cases at 76.0% was slightly below the national average of 77.0%. Managers have been unable to identify any specific reasons for this in their case reviews.
- Whilst the Area is not a member of the Local Safeguarding Children's Board, the CCP liaises with the police representative and ensures relevant information is acted on as appropriate. The Area recognises the need for special allocation of cases involving child abuse or where children feature as witnesses.

6 DISCLOSURE	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

6A There is compliance with the prosecution's duties of disclosure

- Prosecutors are generally complying well with the provisions of the Criminal Prosecution and Investigations Act 1996 (as amended by the Criminal Justice Act 2003), the Attorney General's Guidelines and the expert witness protocol. Our reality checks of ten files showed that initial disclosure was dealt with properly in eight files. Continuing disclosure was dealt correctly in all Crown Court files and in three out of five magistrates' court files. Feedback is provided to the police on individual files where the necessary disclosure schedules or material is not provided to the Area.
- There is a high degree of awareness of the Crown Court protocol on the handling of unused material amongst lawyers and caseworkers. The Area has good links with the local judiciary and has been working with them to ensure compliance with the protocol and departure from the protocol is rare. Feedback from partners reveals that whilst disclosure is generally handled well, there have been instances of initial disclosure being provided late and a small number of cases where continuing disclosure was not provided.
- The Area is currently dealing with a number of motoring cases where the defence have made wide ranging requests for disclosure. The Area is currently co-ordinating all such requests with a view to ensuring a consistent approach is taken to all such cases. This co-ordination work is being undertaken by the disclosure champion.
- Senior managers monitor the handling of unused material through the casework quality assurance scheme and the analyses of unsuccessful outcomes and of cracked and ineffective trials. Feedback and guidance are provided by unit heads to individual lawyers where appropriate. Disclosure schedules and unused material are kept in separate folders within the main file. Disclosure record sheets (DRSs) are used; we found such completed sheets on seven of the ten files in our sample. The quality of entries compared favourably with those seen elsewhere.
- Sensitive unused material is kept separate from the main file and stored securely within locked cabinets within each unit. The need to store sensitive material is rare as such material is usually retained by the police.
- The Area has an effective disclosure champion in place who provides training and guidance to lawyers within the Area and acts as the Area's liaison point with CPS headquarters on disclosure issues.
- Training has been delivered to all prosecutors and caseworkers on the disclosure provisions of the Criminal Justice Act 2003 and the CPS/ACPO Disclosure Manual. Full day courses were provided by the Area in January 2006 and again in February 2007 as part of the Area's training days. The police were invited to attend these training sessions. Feedback we received indicated that the police appreciated these training sessions and would wish to have more joint training sessions.

- In addition to the monitoring and training set out above, performance has also been enhanced by the deployment of higher court advocates (HCAs) in presenting Crown Court cases. Whilst it is the reviewing lawyer who is primarily responsible for initial and continuing disclosure, the introduction of HCAs has provided additional feedback.

7 CUSTODY TIME LIMITS	OPA 2005	OPA 2007	Direction of travel
	Fair	Fair	Stable

7A Area custody time limit systems comply with current CPS guidance and case law

- The Area has an up to date written custody time limit (CTL) system which complies with CPS guidance. It incorporates some elements from national good practice guidance but more could be incorporated. The system is readily available to staff and is supported by user friendly desk top instructions. There are some instances where these do not tally with the written system which needs to be addressed. There is a good level of staff training to ensure staff understand and comply with the system.
- Our reality check as part of this OPA found that CTL cases were all clearly flagged with a red stamp which contained relevant dates. Dates were correctly calculated, there was good use of the manual diaries for recording both review and expiry dates and file endorsements concerning CTLs were generally very clear. However, we also found that while staff confirmed that expiry and review dates recorded on files and in manual diaries were all double checked, these were not always initialled by the person undertaking the checks, and in one case where the defendant had been bailed the CTL expiry date had not been crossed through as required by the system. We also found one or two variations in practice between teams although these were not material.
- The Area has a designated CTL monitor in each of its three units who fulfil the role of CTL champion and oversee the operation of the CTL system in their respective units. Since our last OPA in 2005, the Area has conducted CTL refresher training for administrative staff. The Area has seen no need to make any major changes to its system although it was informally reviewed following a CTL failure in another CPS Area that managers heard about and also as a result of a CTL failure in the Area.
- The Area had had no reported CTL failures at the time of our last OPA, but a failure occurred in late 2005-06. This was at the time of the Area's restructure into combined units and was due to the caseworker and advocate not noticing the need to apply for an extension. When the failure was brought to the attention of the Unit Head (UH), prompt action was taken to bring forward the trial date demonstrating a high level of co-operation between the judiciary, courts, defence and CPS. Following the failure, a detailed review of the case was undertaken, checks of all other CTLs in the unit carried out and staff reminded of the procedures to be followed. There have been no failures since.
- The Area has an agreed protocol with the magistrates' courts. Its main provisions are that when a defendant is first remanded in custody, the CTL should be determined and endorsed on both the CPS and court file on or by the second hearing, and that reference to the CTL should be made on each court appearance. Whilst our file check indicated that CTLs are referred to at each hearing, as CTL expiry dates are not routinely calculated in the courtroom, it is not clear if expiry dates are endorsed on court files. The Area needs to review the operation of the protocol. The Area has not agreed a similar protocol with the Crown Court, although given good timeliness performance in the Crown Court extensions are rarely required.

- CTL monitors conduct weekly checks of CTL diaries to check that any applications for extensions in respect of forthcoming expiries are being dealt with. The CTL system specifies 'regular' line manager checks of the system and reports of such to UHs. In practice, the administration manager in each unit conducts detailed annual audits whereby they review all CTL cases live at the time of the audit, the results of which are reported on and findings disseminated to staff. Senior managers assure themselves of the soundness of the system through these annual CTL audits, their prosecution work in courts and through the casework quality assurance scheme. The Area should consider specifying in its system, the frequency of checks expected to be carried out by line managers as well as the role of senior managers in assuring themselves of the soundness of the CTL system.
- The CTL system specifies that monitors will produce CTL reports from CMS to identify any CTL problems. In practice, these reports are used in two of the units as a double check to the diary system. The Area should consider specifying the frequency of such checks within its written system and ensure they are used in all units in accordance with the system.

8 THE SERVICE TO VICTIMS AND WITNESSES	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

8A The Area ensures timely and effective consideration and progression of victim and witness needs

- The Direct Communication with Victims (DCV) scheme, which requires a letter to be sent to a victim when a charge is discontinued or substantially reduced, is embedded throughout the Area. Cases are marked on the case management system (CMS) to show if there is an identifiable victim and it is this flagging that is used to identify which discontinued cases require a DCV letter. HMCPSI's recent DCV audit of CPS Norfolk found that the flagging of files on CMS was good when compared to other Areas audited. As part of the dip sampling of files by business managers, the flagging of cases on CMS is monitored.
- The Area is set a proxy target by CPS centrally, which is based on a prediction of the number of DCV letters that the Area would need to send if all required letters were sent. The proxy target figure is based on the assumption that every discontinued Crown Court case requires one letter, and that magistrates' courts discontinued cases (excluding motoring) require four letters for every five cases. The total numbers of discontinued cases in the Areas are taken from the management information system (MIS) and may not reflect recent changes in caseload. The proxy target for the Area has been successively reduced from 76 letters per month in 2005-06 to 52 letters in the final quarter of 2006-07, which is a contributing factor to improving performance in the Area. Monthly performance, whilst variable, has improved from 51% in March 2006, when it was below the national average (60.8%) to 154% in March 2007, well above the national average (85.1%). This apparent level of compliance suggests that the proxy target may be unrealistic and needs to be addressed. The proportion of DCV letters sent within the national target of five days improved from 64% in 2005-06 to 75% in 2006-07, just above the national average of 73%.
- DCV systems were reviewed in 2006 following the Area's restructure to ensure they fitted with the new unit structures and as a basis for performance improvement. More recently it has responded to the DCV audit conducted by HMCPSI and managers confirmed that all improvement actions recommended in the report have been accepted and put in place. The Area conducts six monthly dip sampling checks to check that all DCV cases are identified and regular reviews of the quality of DCV letters are conducted by unit heads (UHs).
- The statutory charging post inspection review in May 2006 indicated a good level of awareness of and response to victim and witness needs at the pre-charge stage. The Area recently implemented a review form that charging lawyers complete which encourages specific consideration of the needs of victims and witnesses. Charging lawyers are instructed not to provide advice unless the police have provided sufficient details to enable the needs assessment to be completed. This instruction needs to be monitored to ensure that charging decisions are not unduly delayed especially where vulnerable victims and witnesses are involved. In non pre-charge decision cases, the file is reviewed when received by the Area and the reviewing lawyer considers at that stage the needs of victims and witnesses.
- The Area endeavours to ensure that prompt special measures applications are made and in general this appears to be the case. There are, though, situations where late applications are

made in relation to additional witnesses whose identity was not known at the time of the PCD. The Area attributes this to the late arrival of some trial files from the police. The Area has a special measures champion who is responsible for up-dating staff in relation to special measures.

- The witness care unit (WCU) in Norfolk is now centralised in one location, but is split between Crown Court and magistrates' court functions, having been previously split on a geographic basis. It is staffed by both police and CPS staff. In each case, a single point of contact is identified in the WCU for victims and witnesses and she or he is responsible for keeping victims and witnesses updated on the progress of their cases. The WCU operates in accordance with a multi-agency protocol agreed by the Norfolk Criminal Justice Board.
- There are generally effective systems in place to ensure witnesses are warned in a timely and appropriate manner. On one occasion problems occurred due to staff sickness in the WCU when it was discovered that witnesses had not been warned in 30 cases due to commence the following month. Although the Area in this case took prompt remedial action it needs to ensure that systems are sufficiently robust to cope with unexpected staff absence.
- All prosecutors have been supplied with a copy of the Prosecutor's Pledge and have completed the Proactive Prosecutors Programme. Lawyers and caseworkers meet with all witnesses at court and allow sufficient time for witnesses to familiarise themselves with their environment and are fully prepared to give evidence. Compliance with the Prosecutor's Pledge is monitored by UHs undertaking advocacy assessments and from feedback from partners. There is regular, formal and informal discussion between UHs and the Witness Service and courts which helps ensure that the level of service provided remains high. Feedback from partners indicates the Area consistently provides a high standard of service to victims and witnesses at court.

8B The Area, with its criminal justice partners, has implemented the No Witness No Justice scheme (NWNJ) effectively

- The No Witness No Justice (NWNJ) sign over review by the national team indicated that the Area's witness care units were fully meeting seven of the fourteen minimum requirements. The CPS, jointly with partners, implemented an action plan following the sign over to meet the remaining requirements. Progress has since been made on some of the outstanding requirements, but there has not yet been a follow up assessment to quantify the progress made. The Norfolk Criminal Justice Board commissioned a gap analysis of all agencies' commitments under the victim's code. This indicated that the CPS is generally meeting its obligations. However, there are concerns that the recent amalgamation of the Area's four witness care units into a single unit based in Norwich has stalled the good progress made.
- There is a good level of joint analysis of performance data including primary and secondary measures. For example, cracked and ineffective trial data is reviewed by Norfolk Criminal Justice Board's Victims & Witness Sub Group, at PTPM and at AMT meetings. In 2006-07, the ineffective trial rate in the both the magistrates' courts and Crown Court attributable to the absence of prosecution witnesses at 2.0% and 1.2% respectively, were better than nationally (3.2% and 2.3% respectively). The cracked trial rates due to witness issues in both the magistrates' courts and Crown Courts were also better than national averages (1.8% compared with 5.3% and .6% compared with 2.2% respectively).
- Joint analysis of the operation of NWNJ is primarily via Norfolk Criminal Justice Board's Victims & Witness Sub Group meetings. Any issues of concern in relation to trends, systems or individual cases are brought to the attention of the AMT and disseminated to staff as appropriate.

9 DELIVERING CHANGE	OPA 2005	OPA 2007	Direction of travel
	Fair	Good	Improved

9A The Area has a clear sense of purpose supported by relevant plans

- The Area has a good sense of what it wants to achieve and how it will go about this. Both managers and staff have been involved in the development of the Area Business Plans (ABPs) through business planning events held early in the year, and plans are disseminated to staff.
- The 2006-07 ABP reflected national CPS priorities and made links to national and government targets. It set out objectives with broad accountabilities supported by milestones and outcomes. Some of the latter could have been more specific and focused. This year's plan is improved with accountabilities, milestones and targets generally more specific.
- The AMT now reviews its position against the ABP on a quarterly basis and action is taken as a result of this. For instance, as a result of one review it was deemed necessary to introduce a HCA clerk to support the implementation of the Area's HCA strategy. Reviews focus primarily on performance outcomes in each of the priority aspects and there is scope for more emphasis and documentation as to the extent to which progress against individual actions and milestones have been achieved and the identification and follow up of outstanding activities.
- Area aims and objectives are followed through into team plans which are in place in each unit, including a separate team plan for support staff and the secretariat. The new INVEST system of performance management was put in place in 2006 and individual objectives are clearly set out in individual forward job plans (now called performance and development reviews) for 2007-08. There are clear links between these and the priorities and objectives set out in ABP. The 2006 staff survey demonstrated that Area staff generally have a good understanding of what is expected of them and how this relates to team and Area objectives, with most scores in this section at or better than the national average despite a slight fall off in scores since 2004, which senior managers attribute to the restructuring that took place shortly before the staff survey.
- There is a good level of joint planning with criminal justice partners to meet long and medium term objectives including in particular the migration to statutory charging and implementation of NWNJ, and more recently conditional cautioning and CJSSS. The CCP has been chair of Norfolk Criminal Justice Board for the last two years and CPS managers hold the criminal justice system project leads for charging, NWNJ, CJSSS and conditional cautioning.

9B A coherent and co-ordinated change management strategy exists

- There are arrangements in place for implementing change. Strategic direction and overall change management is the responsibility of the AMT with individual managers assigned project management roles for specific change projects. Whilst in a relatively small Area, this is an appropriate arrangement and progress in key change projects is reported on and discussed at AMT meetings, as the AMT agenda covers both strategic and operational matters there can be limited

time to focus on the strategic change issues. The Area's recent proposal to split its AMT into a senior management meeting, which will be more strategically focused, and an operational management meeting may well provide for more dedicated time to be devoted to major change projects.

- Nationally driven projects have been reviewed by the respective national teams and the Area has ensured that action plans developed as a result of these have generally been implemented. In respect of locally driven change, the Area has informally reviewed its new structure and is satisfied that it has met the objectives set out for it. A more formal review may well identify further learning points and refinements for example in identifying learning and development needs.
- There is evidence that some nationally driven joint change projects have been successfully implemented in the Area. Statutory charging was implemented in October 2005 and is now well embedded with good benefits realisation, albeit there remain some important issues to be addressed with the police, including the need to ensure a higher proportion of face-to-face consultations and improved monitoring of police compliance with CPS advice and case action plans. The roll out of the Area's four witness care units (WCUs) was completed by the end of 2005 and the Area received a positive sign off from the national team in August 2006. However, earlier this year, the four WCUs were amalgamated into one, a move that the CPS opposed. Senior managers are concerned that this has stalled the good progress that was being made and this issue needs addressing. CJSSS was very recently implemented across the Area (in August 2007), a little later than planned and although still early days, initial performance data is encouraging. The implementation of conditional cautioning was slightly delayed, due to police restructuring, going live in Eastern division in April 2007. Although initial plans were for this to be rolled out across the county by the end of December, joint plans for this have yet to be finalised.
- In terms of CPS driven change, the Area demonstrates a strong commitment to taking forward its advocacy strategy which is progressing well with increasing trials coverage by its higher court advocates. Internally an important change has been the Area's restructuring from a structure based on two criminal justice units that handled magistrates' courts cases and a single trials unit which dealt with Crown Court cases to three combined units. This took place in February 2006 and was accomplished with minimal disruption to business and performance. Managers identified important benefits from this including specifically the potential for greater file ownership and the re-skilling of lawyer staff.
- The AMT manages the interface between projects and good links are made between Area priorities and development projects and staff training. For instance, a good level of training was provided in support of statutory charging and more recently lawyers were trained in preparation for the conditional cautioning pilot.
- Risk management processes are improving with more pertinent risks identified in 2007-08. Existing and proposed counter measures for each risk are identified with a risk status assessment. The Area commits to quarterly risk reviews but in practice reviews are undertaken more regularly and well documented.

9c The Area ensures staff have the skills, knowledge and competences to meet the business need

- The Area demonstrates a clear commitment to training and developing its staff with monthly updates on training activities provided to AMT. An Area Training Plan is drawn up annually and this reflects the priorities in the ABP. The Area has a Training Committee which was reconvened and invigorated in January 2007 having not met for much of 2006-07. The Committee now meets regularly and assists in the formation of the Area's Training Plan and reviewing training needs and issues.
- There is a good level of training provision for both legal and administrative staff and regular training days are held on Magistrates' courts closure days of which there are four to six every year. Although the majority of training provided is for legal staff, efforts are made to provide some development opportunities for administrative staff. For example, five members of staff completed their Certificate in Criminal Prosecution in April 2007. Despite this, the level of staff satisfaction with training opportunities provided to them as measured by the staff survey fell from 65% in 2004 to 57% in 2006, which was below the national average (60%). Managers attribute this to the Area's restructure that took place shortly before the survey when staff were adjusting to new roles which required considerable re-skilling.
- All new starters are required to complete the Prosecution College's equality and diversity training module. There has been no dedicated equality and diversity training for existing staff for some time and the Area should consider if there are any Area wide needs in this respect. The Area takes steps to ensure that as far as reasonably practical there is equality of access to training, for instance in delivering most training locally and ensuring that training days are held on different days of the week.
- Induction training has been improved since our last OPA. The Regional Training and Development Officer's report for January 2007 confirmed that all relevant staff had attended induction. It also gave green ratings for other aspects of training assessed. Mandatory training including that for designated caseworkers, the proactive prosecutor programme, domestic violence and disclosure training and the 'Invest' performance management training for managers is up to date with further courses arranged for any staff unable to attend the earlier courses.
- Training and development courses are evaluated by participants and the results of these discussed within the reconstituted Training Committee.

10 MANAGING RESOURCES	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

10A The Area seeks to achieve value for money and operates within budget

- Since our last OPA, the Area has improved its budgetary out-turn performance each year and in the last two years non ring fenced administration costs have been within budget. In 2005-06, the spend was 99.5%, and in 2006-07 was 99.7%, which was better than the national average of 100.5%.
- Managers are accountable for achieving value for money and the Area has continued to demonstrate value for money principles primarily in its low use of agents and improved designated caseworker (DCW) and higher court advocate (HCA) usage, but also in effective management of contracts to ensure maximum value.
- The Area's budget continues to be systematically monitored and controlled. Sound systems for forecasting and recording actual and committed expenditure and for monitoring and reconciling these are in place. Developments include closer scrutiny of expenditure and pro-active management of invoices. There is very limited delegation of budget which is reasonable in a small Area and allows the ABM to ensure a tight rein on expenditure.
- The Area has continued to overspend on its prosecution budget and in 2006-07 the budget outturn was 109%, representing an overspend of £123,000, compared with a national average of 101%. A key contributor to this was timing differences between the Area passing invoices for payment and these being processed by the national payments system. The Area's system did not factor in this time lag with the result that the Area repaid an apparent surplus of approximately £190k to the centre just before the year end, whereas in practice only around £90k was in fact surplus. The Area recognises that its system at the time was inadequate and has since put in place a system whereby it reconciles invoices passed for payment with payments actually made, which should avoid a reoccurrence of this situation.
- The proportion of graduated fee scheme payments made within four months is generally higher than the national average and the Area has recently achieved 100% of payments within three months. The proportion of fees paid within a month is more variable.
- The Area has received no additional funding other than for No Witness No Justice which has been used as intended to employ additional staff in its witness care unit.

10B The Area has ensured that all staff are deployed efficiently

- In preparation for the Area's restructure into three combined units in early 2006, senior managers undertook a review of workloads and staffing resources across the Area as a basis for determining how staff were to be allocated across the new units. Staffing levels have been kept under review since and some change made as a result. For example, there had been a part time

case progression officer (0.6) allocated to the Eastern team but in practice this was found to be insufficient and as a result this position was increased to a full time role. The Area is attempting to develop its own workforce planning tool based on typical patterns of business in each unit. However, the resource commitment needed to do this effectively may well prove considerable. It may be beneficial for the Area to consider assessing its staffing allocations in each unit against the standard activity based costing (ABC) model.

- There is a strong culture of in-house advocacy coverage and the Area is regularly the best performer nationally in respect of the level of in-house coverage in the magistrates' courts. In 2006-07, agents were only used for 2.7% of magistrates' courts sessions compared with a national average of 19.6%.
- DCW usage has increased each year since our last OPA and although usage in 2006-07 at 15.8% was better than the national average (14.7%), the Area missed its target of 17%.
- The number of sessions conducted by HCAs increased by nearly 50% to 432 sessions in 2006-07, and the Area exceeded its savings target by a wide margin, achieving 150% of target. In total, HCAs were involved in the prosecution of 16 trials. Despite this, the value of savings per session remained relatively low (£297 compared with £339 nationally) and there remained scope for HCAs to extend the range of their activities. However, a detailed strategy for the allocation of HCAs to trial cases has been agreed for 2007-08 and in the period from April to September 2007, HCAs were involved in 29 trials, well above the level achieved in the previous year.
- The Area has done well to reduce sickness absence levels from an average of 11.4 days per employee at the time of our last OPA to 5 days in 2006. This was better than the Area's target and the national average (8.5 days). The rate of long term absence similarly reduced to a relatively low level in 2006 (28.4% of absence compared with 52.8% nationally). In achieving this, senior managers have been more proactive in managing any sickness absence and there has been a good level of dialog between the Area and its HR Business Partner. However, the rate of sickness absence in the current year is increasing.
- Any requests for alternative working patterns come through the CCP who ensures that these are considered in the light of business needs. The Area is content that current flexible working arrangements harmonise with the business needs.

11 MANAGING PERFORMANCE TO IMPROVE	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Improved

11A Managers are accountable for performance and performance information is accurate and timely

- The AMT considers performance at each meeting supported by a monthly performance report. Performance is addressed at team meetings although the extent of coverage varies. Staff are provided with relevant performance data on an ad hoc basis there being no standard performance report provided to staff. There may be benefit in developing a concise performance bulletin for staff highlighting key trends and issues which would also potentially support more regular discussions of overall performance at team meetings.
- The Area's monthly performance report shows performance against all key performance indicators and the cumulative position against targets in a concise document. There is some scope for improvement in presentation to illustrate trends and performance against targets more clearly (data is provided in tabular form) and in the narrative provided to accompany the data. A separate document provides a detailed breakdown of data by team. The Area has developed a good quality prosecution team performance management (PTPM) report that supplements the Area's monthly performance report. This is comprehensive and breaks down performance by team. It is considered by the AMT and at PTPM meetings. These reports are not static and continue to evolve as refinements are made. Together they provide managers with a clear and up to date picture of Area performance. All managers are provided with a hard copy of the quarterly resources and performance report produced nationally which enables them to make comparisons with other Areas.
- The combination of reports analysing all unsuccessful outcomes and cracked and ineffective trials combined with regular dip sampling of files and casework quality assurance (CQA) provides for a robust performance management regime.
- Steps are taken to ensure that the quality of data entry is assured. All failed cases finalisations are checked monthly and earlier this year dip sampling of all files was put on a more formal footing with 10-15 random files now checked monthly in each unit. Specific action was taken at the end of 2006 to address PYO data accuracy as part of the Area's plans to improve performance in this aspect.
- We found good examples of managers at all levels taking action to improve performance. For instance a recent review of higher court advocate (HCA) usage has led to changes resulting in wider HCA deployment and continued close monitoring of cracked and ineffective trials has contributed to good trial performance. There were also examples of improvements to systems such as the case progression systems and introduction of a spreadsheet to track the progress of files and specifically compliance with court directions.
- Managers are clear as to their responsibilities for operational effectiveness and continuous improvement and these are set out in the Area's Business Plan and individual forward job plans.

The Service's new INVEST performance management system was put in place in late 2006, and the Area confirmed that all staff had received a performance appraisal for 2006-07 and currently have an up to date forward job plan. A sample of these was examined and found to be well constructed with clear links to the Area's performance objectives. Whilst a high level of staff in the 2006 survey confirmed that they had had a performance appraisal review in the preceding year (89% compared with 81% nationally), a lower proportion of staff than nationally (28% compared with 36%) considered that they received regular and constructive feedback. Managers need to ensure that feedback is given on a regular basis and keep this aspect under review. The Area has also been proactive in tackling poor performance citing a number of examples of such.

11b The Area is committed to managing performance jointly with CJS partners

- CPS managers play an active role in a range of joint performance management groups with partners. These include groups that fall under the umbrella of Norfolk Criminal Justice Board, such as the performance and victim and witness care sub-groups, and others such as regular meetings with the courts to address cracked and ineffective trials performance, case progression meetings and PTPM meetings with the police at divisional level.
- Relevant performance information is exchanged with partners including cracked and ineffective trial data, hate crime data and more recently Criminal Justice; Simple Speedy Summary (CJSSS) data. Secure e-mail is in place and is now used by all partners, including more recently defence solicitors. There was concern expressed by one partner to the effect that the witness care unit is not always notified promptly of cracked trials, which should be addressed to ensure witnesses can be informed accordingly.
- A number of joint improvement strategies are being progressed which have or are continuing to lead to improvement. For example, there is detailed scrutiny of the reasons for ineffective trials that has contributed to continued improvements in the rate of effective trials, the level of which is now very good. Joint work via PTPM on discontinued and failed cases has contributed to marked improvements in benefits realisation and in the first quarter of 2007-08, the Area was one of only two nationally to receive a green rating across all six key indicators. More recently joint work with the courts has helped improve HCA usage and improve PYO performance, the latter being poor in 2006-07.

11c Internal systems for ensuring the quality of casework and its prosecution at court are robust and founded on reliable and accurate monitoring and analysis

- Since the start of 2007-08, levels of compliance with the CQA system have been monitored as part of the Area's monthly performance monitoring system. Overall compliance increased from 46% in 2005-06 to 83% in 2006-07. This improvement has been sustained in 2007-08 with compliance in excess of 95% in each of the first four months.
- Inspectors were unable to examine any CQA forms as these are not retained once the electronic record is complete. However, some examples of written feedback were seen and these indicated a good standard of analysis. Feedback tends to be at the individual level with no evidence found of any overall review and analysis of any trends emerging at team or AMT meetings. Managers see the value of CQA to be primarily in highlighting the critical role that charging plays.

- The Area has a systematic advocacy monitoring scheme in place which ensures that all advocates are monitored at least annually. This comprises a thorough appraisal which draws out strengths and aspects for improvement. Feedback is discussed with individual advocates and followed through in the annual performance review. In 2006 the assessment focused on victim and witness considerations and in 2007 on proactive case management skills. Feedback from partner agencies indicates that the standard of advocacy is generally very high as is the professionalism and conduct of CPS staff in court.

12 LEADERSHIP	OPA 2005	OPA 2007	Direction of travel
	Fair	Good	Improved

12A The management team communicates the vision, values and direction of the Area well

- The AMT has set out a clear vision and direction for the Area in its Area Business Plan (ABP) which reflects the CPS national strategy and priorities. In 2006-07, the focus was on realising the benefits of charging, trial management and No Witness No Justice (NWNJ) underpinned by improvements in efficiency and the move from functional to combined units in early 2007. As part of the ABP for 2007-08, the Area set out a brief statement of individual Area values to underpin Area activity and behaviours, as opposed to re-stating those of the CPS nationally as in the previous year.
- Whilst the 2006 staff survey indicated a high level of awareness of the CPS strategy 'Building a World Class Prosecution Service', a smaller proportion of staff than nationally were positive about the changes it described. Managers consider that there was a degree of staff cynicism at that time, exacerbated by uncertainties around the Service's new INVEST performance management programme and what this would mean for staff, but this has since dissipated. The fact that in the last month the Area has received 12 more applications from lawyers wishing to train as higher court advocates was cited as evidence of staff sign up to the new vision.
- Managers are clear as to their responsibilities for implementing management decisions. Whilst accountabilities were set out in the 2006-07 ABP, these are more specific and detailed in the current plan. Managers at all levels are involved in business planning and review and forward job plans are clear and set out where managers take lead roles.
- There is a good sense of corporacy evident within the AMT and managers understand the need to take a unified approach to implementing decisions reached especially where individual views may differ. Managers cited their unified approach to any reallocation of staffing resources between teams and approach taken to the use of agents as examples of this.
- The Area runs an annual focus day for all staff early each year to discuss the year ahead which is well attended. Since our last OPA it has made efforts to ensure that team meetings are more regular including incorporating a slot on each of the Area's training days (of which there are around five a year held on magistrates' courts closure days) for team meetings. It has proved more difficult to arrange meetings of caseworkers at times when all can attend as there are no Crown Court closure days, but the team leader provides caseworkers with a weekly update bulletin. In the 2006 staff survey, the proportions of staff who considered their team had regular meetings and that that these were effective were above the national average (75% compared with 59% and 68% compared with 55% respectively). There is scope to incorporate more overall performance updates in team meetings and improve the quality of meeting minutes including highlighting of action points to ensure those who are unable to attend can quickly up date themselves.
- Relationships with most criminal justice partners are positive and constructive at both the strategic and operational level and senior managers demonstrate a proactive approach in their work with partners and taking joint initiatives forward. The CCP has been chair of Norfolk

Criminal Justice Board for the last two years and CPS managers hold the criminal justice system project leads for charging, NWNJ, CJSSS and conditional cautioning.

- However, early in 2007 Norfolk Constabulary underwent a major restructuring. This is continuing to impact on the CPS, particularly in relation to file quality and timeliness, and relationships at strategic level in the run up to and during the restructure and its aftermath have become strained. To the Area's credit, performance in key measures has generally been sustained but work is needed to rebuild relationships at the strategic level and address issues of concern, particularly in the light of the recent roll out of CJSSS and the pressures this places on all partners.
- A number of examples were found of where senior managers demonstrate a willingness to learn from reviewing both success and failure, seen for instance in the Area's constructive response to issues raised in the last staff survey and the recent calling in of headquarters for advice on managing prosecution costs.

12B Senior managers act as role models for the ethics, values and aims of the Area and the CPS and demonstrate a commitment to equality and diversity policies

- Senior managers make good efforts to acknowledge good performance by staff. The proportion of Area staff who consider the CPS values its staff increased in the 2006 staff survey from 23% to 36% from 23% in the previous survey, which is better than the national average (26%). At the same time the proportion of staff who consider there is an effective system for recognising people who perform effectively fell from 14% to 7% (national average 14%). Managers attribute this to the lack of any facility for performance related pay.
- Senior managers promote an office ethos of fair treatment and, in support of this, have demonstrated that they are not afraid to tackle inappropriate behaviour. A number of examples of such were provided to Inspectors. The proportion of staff who considered they were treated with fairness and respect rose in the 2006 survey to 67%, from 56% in the previous survey, which is better than the national average (63%). There have been no substantiated complaints made by staff about their treatment by managers.
- The Area has integrated equality within its ABP, which covers its strategies in relation to hate crime prosecution, community engagement and workforce representation. It has not made the progress it would have wished in all planned actions, for instance, it has yet to draft its Single Equality Scheme action plan or produce a progress report on the workforce representation action plan. Some actions such as the setting up of a community involvement panel and hate crimes scrutiny panel have been postponed until new CPS Group arrangements are clear. The Area has continued to operate without a senior champion for equality issues and this may be a contributory factor.
- The composition of staff broadly reflects that of the local community. The latest workforce figures available (30 June 2007) show that women are better represented in the workforce overall (62%). The proportion of black and minority ethnic (BME) staff has increased to 4.9% compared with a local BME working population of 3.0%, and the proportion of disabled staff at 4.6%, which whilst lower than the percentage of people declaring themselves disabled in the local population (20.3%), was just higher than the national CPS average (4.2%). There have been no complaints made in the Area under the Service's Equality and Diversity Complaints Procedure.

13 SECURING COMMUNITY CONFIDENCE	OPA 2005	OPA 2007	Direction of travel
	Good	Fair	Declined

13A The Area is working proactively to secure the confidence of the community

- Senior managers express a clear commitment to engaging with and securing the confidence of the local community. Actions to improve community confidence supported by accountabilities are built into the Area's Business Plan (ABP). Planned actions in 2006-07 were relatively limited, and there are a wider range of actions included in the current business plan which are also more measurable than previously.
- For the first time in 2007-08, the Area has developed a Community Engagement Strategy, although in developing this it missed the opportunity to involve community representatives which would have been appropriate.
- Many staff have an objective about contributing to community engagement within their forward job plans and a range of staff are involved in community engagement activities from the most junior to senior staff. In support of this training for support staff was undertaken in November 2006 to develop staff awareness of community engagement and how individuals could contribute.
- The Area maintains a log of community engagement activities but this is not comprehensive with many events not captured. The log includes a column in which to detail any feedback or further action required, although in practice there are few entries in this respect. These issues need to be addressed. In 2006-07, staff at various levels were involved in a range of events but there is scope for further engagement, particularly with the majority population, and greater emphasis on consultative and participative activities. For instance in 2006, the Area sent a letter out to all community groups on its database saying that it would be willing to send a representative to talk to the group but received little response. The Area needs to consider following up some of the community groups where as yet there has been limited contact although with limited resources it would need to carefully prioritise these.
- There has been some good work with groups at the greatest risk of exclusion and discrimination. One of the unit heads meets with the local Race Equality Council (REC) on a monthly basis to share data on hate crime and discuss general concerns and issues. He has also met with one of the county's disability forum to discuss the Service's new policy in relation to prosecution of cases with a disability element. The Area's homophobic crime champion meets bi monthly with a local group that represents gay and lesbian people to discuss relevant issues.
- The Area has up to date information on the demographics of the Area and maintains a database of local community groups. The latter has recently been updated.
- The Area is aware that it needs to further develop its evaluation processes as a basis for improving the quality and outcomes of its engagement. In terms of impact on service delivery, regular discussions with the REC have led to increased awareness of black and minority ethnic community concerns on the part of lawyers and in one case and through CPS presence at its Annual Conference

- The Area has a positive relationship with local press. The Area was able to provide some examples of proactive action to promote successful outcomes of particular public interest despite the absence of a press officer. Most press enquiries are dealt with by the CCP and unit heads. Whilst the CCP has received media training, other senior managers have not and may benefit from such.
- The level of public confidence in bringing offenders to justice in Norfolk was below the national average in 2006-07 and fell from 44.1% in June 2006, just below the national average of 44.2%, to 39.7% in December, compared with the national average of 42.3%.

ANNEXES

A PERFORMANCE DATA

Aspect 1: Pre-charge decision-making

	Magistrates' courts cases				Crown Court cases			
	National target March 2007	National performance 2006-07	Area performance		National target March 2007	National performance 2006-07	Area performance	
			2005-06	2006-07			2005-06	2006-07
Discontinuance rate	11.0%	15.7%	14.7%	12.6%	11.0%	13.1%	11.6%	6.3%
Guilty plea rate	52.0%	69.2%	72.5%	71.8%	68.0%	66.5%	76.2%	74.8%
Attrition rate	31.0%	22.0%	20.8%	18.7%	23.0%	22.2%	17.4%	13.4%

	National performance 2006-07	Area performance 2006-07
Charged pre-charge decision cases resulting in a conviction	78.0%	82.5%

Aspect 2: Ensuring successful outcomes in the magistrates' courts

	National performance 2006-07	Area performance 2006-07
Successful outcomes (convictions) as a percentage of completed magistrates' courts cases	84.3%	86.2%

Trial rates	National performance 2006-07	Area performance 2006-07
Effective trial rate	43.8%	56.6%
Cracked trial rate	37.3%	29.6%
Ineffective trial rate	18.9%	13.8%
Vacated trial rate	22.5%	22.7%

Overall persistent young offender (PYO) performance (arrest to sentence)

National target	National performance 2006	Area performance 2006
71 days	72 days	85 days

Offences Brought to Justice

	CJS area target 2006-07	CJS area performance 2006-07
Number of offences brought to justice	15,165	18,728 (to Jan 2007)
Percentage make up of Offences Brought to Justice	National 2006-07	Criminal justice area 2006-07
Offences taken into consideration (TICs)	8.5%	7.8% (to Jan 2007)
Penalty notices for disorder (PNDs)	10.3%	7.2% (to Jan 2007)
Formal warnings	5.8%	5.4% (to Jan 2007)
Cautions	26.5%	26.4% (to Jan 2007)
Convictions	48.8%	53.3% (to Jan 2007)

Aspect 3: Ensuring successful outcomes in the Crown Court

	National performance 2006-07	Area performance 2006-07
Successful outcomes (convictions) as a percentage of completed Crown Court cases	77.7%	86.5%

Trial rates	National performance 2006-07	Area performance 2006-07
Effective trial rate	48.2%	55.9%
Cracked trial rate	39.5%	33.5%
Ineffective trial rate	12.4%	10.6%

Proceeds of Crime Act orders	Area target 2006-07	Area performance 2006-07
Value	£877,648	£240,870
Number	18	27

Aspect 10: Managing resources

	2005-06	2006-07
Non ring-fenced administration costs budget outturn	99.5%	99.7%

Staff deployment	National target 2006-07	National performance 2006-07	Area performance 2006-07
DCW deployment (as % of magistrates' courts sessions)	17.2%	14.7%	15.8%
HCA savings against Area target	100%	138.4%	150.2%
Sickness absence (per employee per year)	7.5 days	8.5 days	5 days

Aspect 13: Securing community confidence

Public confidence in effectiveness of criminal justice agencies in bringing offenders to justice (British Crime Survey)

CJS area baseline 2002-03	2004-05 (last OPA)	Performance in 2006-07
33.0%	40.0%	39.7% (Dec 2006)

B CRIMINAL JUSTICE AGENCIES AND ORGANISATIONS WHO ASSISTED WITH THIS OVERALL PERFORMANCE ASSESSMENT

Police

Norfolk Constabulary

HM Courts Service

Norwich Crown Court and magistrates' courts

Victim Support

Victim Support Norfolk

Community Groups

Norfolk and Norwich Muslim Association

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