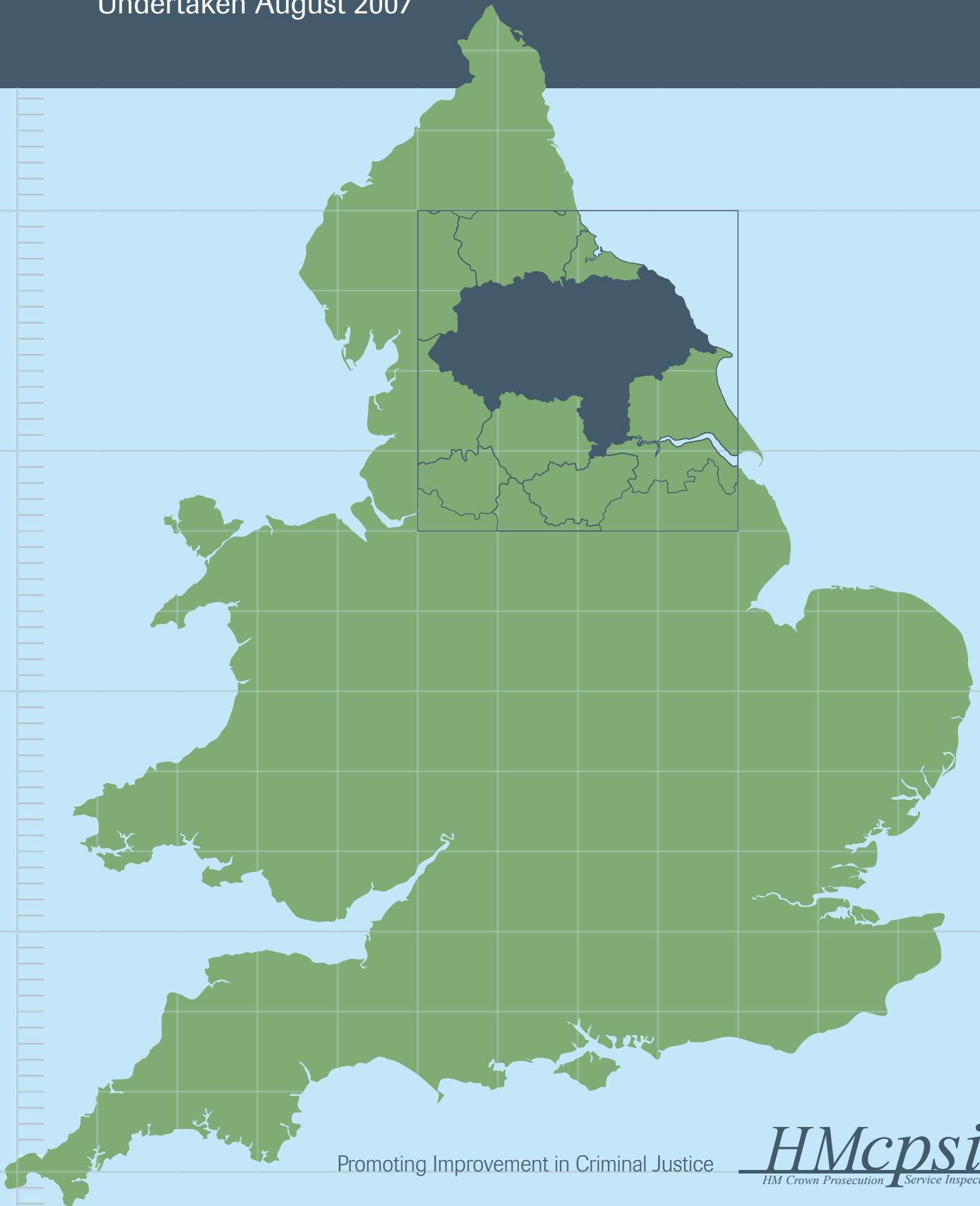


CPS North Yorkshire

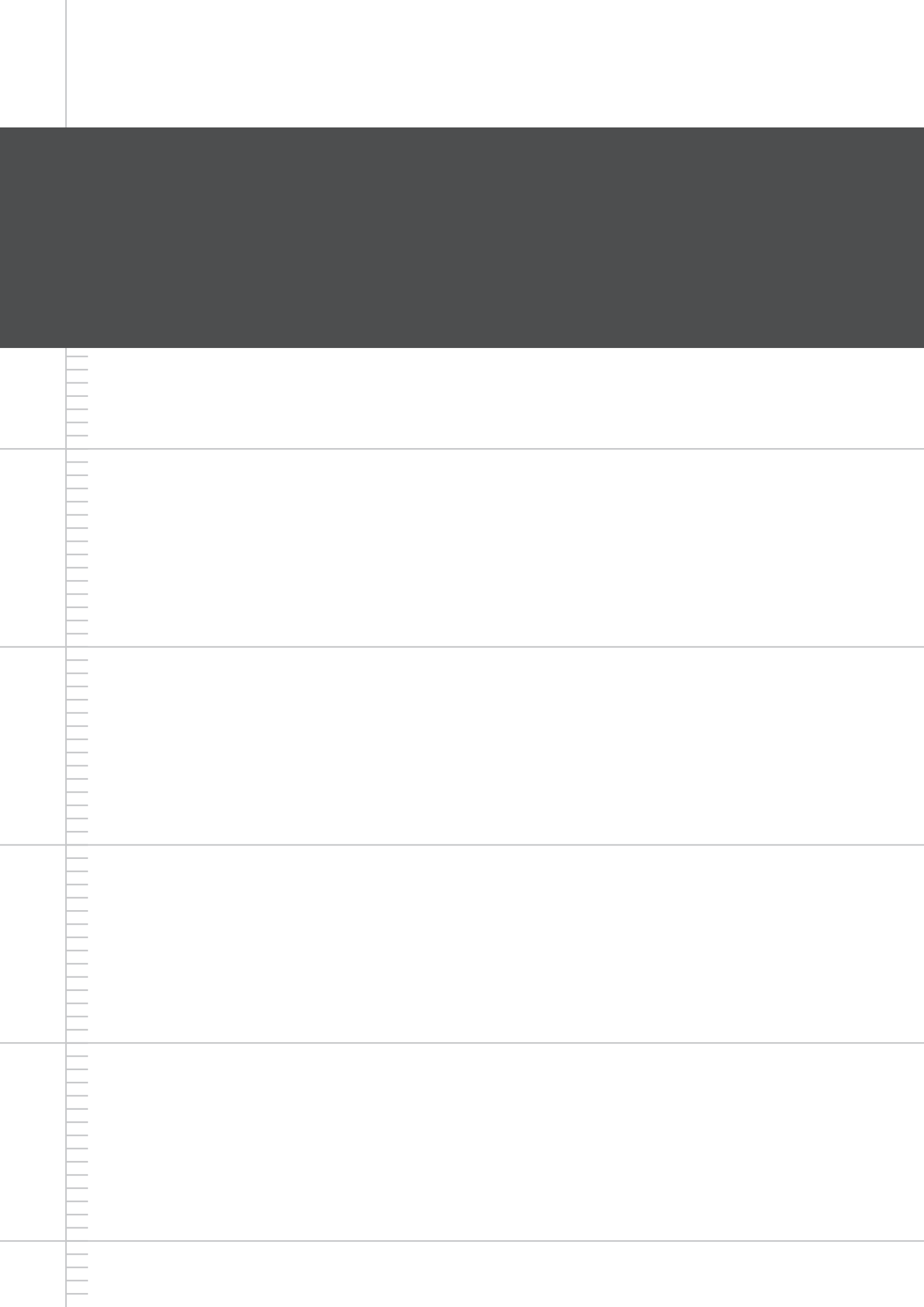
Overall Performance Assessment

Undertaken August 2007



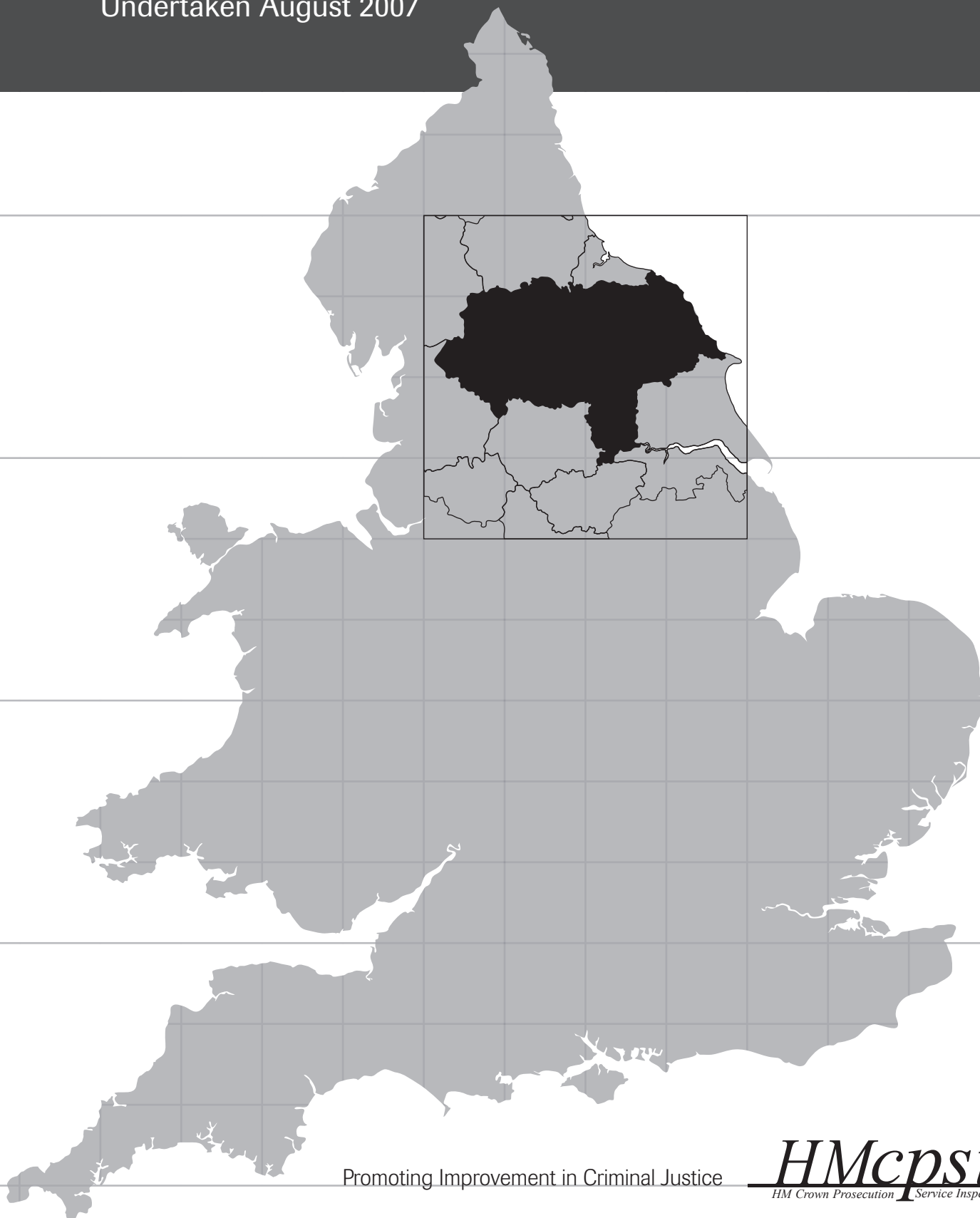
Promoting Improvement in Criminal Justice

*HMcp*si**
HM Crown Prosecution Service Inspectorate



CPS North Yorkshire Overall Performance Assessment

Undertaken August 2007



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

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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 (HMCPPI) overall assessment of the performance of the Crown Prosecution Service (CPS) in North Yorkshire 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 HMCPPI based on absolute and comparative assessments of performance. These came from national data; CPS self-assessment; HMCPPI'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 6 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 North Yorkshire serves the area covered by the North Yorkshire Police. It has three offices, one each in York, Harrogate and Scarborough. The Area Headquarters (Secretariat) is based at the Athena House office in York.

Area business is divided on geographical lines mirroring the three police districts; Eastern, Western and Central. There is a combined unit for each District covering both magistrates' and Crown Court casework, and each is collocated with the police.

During the year 2006-07 the Area had an average of 71.1 full time equivalent staff in post, and a budget of £3,289,028. This represents a 4.7% increase in staff, and an 10.5% increase in budget since 2004-05, the period covered by the Area's last overall performance assessment.

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

Pre-charge work¹

2004-05		2006-07	
Written advice	4,350	Decisions resulting in a charge	3,911
Pre-charge advice (where available)	2,618	Decisions not resulting in a charge ²	3,812

Magistrates' courts proceedings (including cases previously subject to a pre-charge decision)	2004-05	2006-07	Percentage change
Magistrates' courts prosecutions	11,689	10,776	-7.8%
Other proceedings	116	2	-98.3%
Total magistrates' courts proceedings	11,805	10,778	-8.7%

Crown Court proceedings

(including cases previously subject to a pre-charge decision)			
Cases sent or committed to the Crown Court for determination	877	1,081	+23.3%
Committals for sentence ³	215	181	-15.8%
Appeals from the magistrates' courts ³	89	82	-7.9%
Total Crown Court proceedings	1,181	1,344	+13.8%

In 2006-07, 61.9% 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

CPS North Yorkshire has undergone significant structural changes since the last OPA, including reorganisation into combined units from its previous functionally-based model, and the co-location of the Harrogate office with the police. This was the last Unit to become co-located. Staffing levels and budget have increased, whilst caseload changes have been more varied, with those in the magistrates' courts falling by nearly 9% and those in the Crown Court rising by 14%. The Area commits cases to four different Crown Court centres, and prosecutes at six magistrates' courts across the largest geographical county in England, which presents difficulties in allocating resources, and to some extent, determines the Area's structure of three relatively small units; this carries a risk of lack of resilience.

Summary

Confidence in the criminal justice system in North Yorkshire grew in 2006, in the face of a national trend of falling confidence. The CPS has contributed by its growing visibility in the county, its increased use of local media to publicise its successes, particularly in sensitive cases and hate crimes, and by contributing a higher than national proportion of convictions to the target for offences brought to justice (OBTJ). Senior managers are committed to community engagement, but it has yet to become core business, although some service delivery changes have resulted. Equality and diversity are mainstreamed, and values and behaviours are instilled in the Area's culture, with inappropriate conduct tackled where necessary. The leadership is embedded and visible, with an inclusive approach, good communication and regular feedback of key messages.

Most change has been well planned and driven forward using formal project methodology, with clear accountability and criteria established for success. The structural changes, and new initiatives such as a specialist domestic violence court, conditional cautioning and Criminal Justice: Simple, Speedy and Summary (CJSSS), have been delivered or are on track. Aims and objectives are made clear, and the Area has recently developed a system for monitoring progress towards targets and key objectives in the business plan. A stronger performance culture is developing, with senior managers being held more firmly to account. But the Area still lacks a robust and systematic approach to analysing its own performance in order to deliver improvements. Although during 2006-07 the Area developed stronger financial controls, it still had a substantial overspend.

Some aspects of magistrates' courts and, to a lesser degree, Crown Court casework, particularly adverse case results, have yet to be analysed properly, and lessons identified and shared with staff or the police effectively. Discontinuances in the magistrates' courts continue to be problematic, with very high rates for public interest discontinuances and bindovers. Only pre-charge cases (which account for less than half the discontinuances) are monitored, and the monitoring processes are not fully complied with. The handling of unused material continues to be satisfactory, although challenges caused by exposure of less experienced lawyers to more complex disclosure matters, and problems with case progression generally, have led to a dip in performance. Where there are clear processes for identifying barriers to improved performance, strong performance is the result, for example in cases involving persistent young offenders (PYOs) or Proceeds of Crime Act (POCA) orders and domestic violence allegation. Clear Area systems and structured checks have led to continued good management of custody time limits (CTLs), with no failures since 2004.

Successful outcomes in all cases, including sensitive cases and hate crime, and the results in statutory charging, apart from discontinuance rates, are better than national averages. A focus on the ineffective trial rate has led to significant improvements in the magistrates' courts and Crown Court, although blockages in casework in the magistrates' courts in particular have caused the rate to worsen of late. There has also been better performance in the use of the case management system (CMS) although here, too, there is still work to be done.

Local Criminal Justice Board (LCJB) work on performance is collaborative and the Area is seen as driving forward delivery of key aims, but this approach has yet to be mirrored consistently between the Area and the police. Work needs to be undertaken to ensure strong gatekeeping, monitoring of action plans, and analysis of failed cases so that sound arrangements for the delivery of statutory charging are not undermined. Police file quality and timeliness contribute to the problems with case progression and timely preparation of cases for court hearings, problems which are causing concern to partner agencies. Yet the Area has relied for most of the year on exception reporting by lawyers, and only with the introduction of CJSSS has a formal process been developed. CJSSS is seen as the panacea for a number of ills in casework, and planning has been careful to include each of the main processes. However a pre project pilot in Northallerton Magistrates' Court was not evaluated, and recommendations from independent reviews of the cracked and ineffective trial rates and of the effective trial management programme have not been implemented or revisited formally.

Productive working relationships are developing with the courts, and a listing protocol has recently been reinvigorated to assist tCPS North Yorkshire in its efforts to improve readiness for trial. Advocates are selected for their expertise, with more work being covered by in-house advocates, and the standard of advocacy is viewed as usually satisfactory or better, with Designated Caseworkers (DCWs) being uniformly well-regarded. Their deployment, and savings from the deployment of Higher Court Advocates (HCAs), met the Area's targets. Where concerns have been raised about in-house or external advocates, the Area has acted on them appropriately. The service to victims and witnesses is good. The Area has successfully embedded consideration of their needs, and the requirements of the various initiatives relating to victim and witness care, although more work needs to be done to ensure that special measures applications are timely.

Direction of travel

Despite major structural changes, the Area maintained or strengthened its position on most of the aspects assessed, but there are aspects of decline. Key measures, such as ineffective trial rates, successful outcomes and public confidence show improvement. There are concerns regarding case preparation and progression, which threaten to jeopardise performance gains, but the Area is aware of the blockages and is endeavouring to resolve them, although with insufficient robustness in some instances. Improved joint working and a structured approach to change and project management should assist in ensuring that improvements are maintained. Steps taken during the year to try to improve the Area's financial management must be maintained.

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

OVERALL ASSESSMENT		FAIR		
Critical aspects	Assessment level			
		OPA 2005	OPA 2007	Direction of travel
Pre-charge decision-making	Fair	Fair	Stable	
Ensuring successful outcomes in the magistrates' courts	Fair	Fair	Stable	
Ensuring successful outcomes in the Crown Court	Fair	Good	Improved	
The service to victims and witnesses	Good	Good	Improved⁴	
Leadership	Good	Good	Stable	
Overall critical assessment level		Good		
Progressing cases at court	Good	Fair	Declined	
Sensitive cases and hate crime	Good	Good	Stable	
Disclosure	Excellent	Good	Declined	
Custody time limits	Good	Good	Stable	
Delivering change	Good	Good	Stable	
Managing resources	Fair	Poor	Declined⁵	
Managing performance to improve	Good	Fair	Declined	
Securing community confidence	Good	Good	Improved⁴	
OVERALL ASSESSMENT	GOOD	FAIR		

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

⁵ This is an overall assessment. Recent performance suggests that sustainable improvement is now achievable.

D DEFINING ASPECTS

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

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

- The Area introduced statutory charging in September 2005. Timely face to face advice is provided in five charging centres across North Yorkshire, at:
 - York and Scarborough – Monday to Friday
 - Harrogate – Monday, Tuesday, Thursday, Friday
 - Northallerton – Monday
 - Skipton – Wednesday
- On days when a Duty Prosecutor (DP) is not at a charging centre, telephone advice is available to the police. Advice is provided face to face in over 67% of cases.
- All sites are covered between 9am and 5pm with varying arrangements for lunchtime cover. Appointments are listed at 45 minute intervals, with some left free for custody cases. There are no backlogs in obtaining appointments for bail cases, although there is sometimes insufficient prosecutor time to deal with custody cases in the afternoon. Reality checks indicated that this can result in hurried consultations and poorer decision making.
- The system for dealing with complex cases is effective. Officers are asked to contact the charging centre well in advance, explaining the type of case and complexity. An appropriately skilled DP is then in attendance to provide advice. Complex and serious cases likely to take more than 45 minutes are dealt with outside the normal Pre-Charge Decision (PCD) system, and are allocated to specialists with the appropriate skill and experience to deal with the case.
- A strong prosecution team ethos has been developed in the Area which encourages the police to seek early advice in appropriate cases. Police gatekeepers check that only appropriate files are forwarded to the DP and that the appointment system is effective. Inappropriate cases are nevertheless being referred to DPs. The current charge to no further action (NFA) ratio is improving but remains at approximately one charge for every NFA case, which is significantly below the national average of between two and three charges to every NFA. If results are to improve, DPs need to be more robust in refusing to deal with inappropriate cases. DPs and gatekeepers now produce daily reports as to both good performance and issues raised during the course of the charging session. These are then discussed at joint police and CPS meetings

- Occasionally a matter is charged by the police without obtaining the necessary advice. These cases are reviewed by prosecutors or DCWs at or prior to the first hearing. Those that can be rectified are; those that cannot, are discontinued. There is no formal monitoring of such cases. It is vital that cases that are charged in breach of the Director's guidance are monitored.
- The Area has an effective appeals procedure in place in circumstances where the police disagree with the decision. There have been a limited number of appeals in the Area since statutory charging was introduced. The number of appeals and their success rates should also be monitored for quality assurance purposes.
- Ongoing cases are monitored through CMS but this is difficult to manage effectively because of inconsistencies with file reference numbers and a lack of dated action plans which set out further work needed. Gatekeepers are to be made responsible for chasing outstanding police actions, although to date this has not taken place. This impacts on the Area's ability to finalise cases and the numbers of PCDs which were subsequently administratively finalised stood at 8.8%, worse than the national figure of 6.4%. Our reality checks also showed no chasing of actions and no full code test reviews following threshold test decisions.
- Advices and decisions are generally properly recorded on the electronic form (an MG3) and accurately counted on CMS. A reality check of ten PCDs indicated that in all cases the defendant's ethnicity and gender were properly recorded. But the check also showed that not all CPS Direct (CPSD) MG3s or Area MG3As (the follow up form) had been added to CMS.
- The Area monitors CPSD cases by reviewing reports provided by CPSD and by the Chief Crown Prosecutor (CCP) monitoring CPSD MG3s resulting in unsuccessful outcomes. Results are then fed back to CPSD through the local liaison lawyer.
- The conditional cautioning scheme was rolled out across the Area in June 2007. The scheme although in its early stages, appears to be effective. By the end of July 2007, nine conditional cautions had been issued and 31 by mid August.

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 ensures that all lawyers providing charging advice and decisions have a full understanding of the operation of the Area scheme. The majority of DPs have undertaken the first section of the Proactive Prosecutor Programme (PPP) training. The second part of the PPP training is to be delivered locally in the near future.
- There is consideration of witness reliability and appropriate issues at the PCD stage. Reality checks showed that the quality of charging decisions is generally satisfactory and that ancillary orders and domestic violence issues were properly considered, with thought being given to the early use of witness summonses. Police feedback is that the level of file-build is generally appropriate.
- The Area assesses performance in relation to the quality, appropriateness and timeliness of pre-charge advice and decisions through the casework quality assurance (CQA) system. The Area has no other formal monitoring systems in place and no formal system to quality assure cases

that result in an NFA decision. Although figures are included in the PTPM report, no in depth analysis is carried out at joint PTPM meetings. There is no formal quality assurance system in place in relation to decisions resulting in the imposition of a conditional caution.

- All PCD cases require a Unit Head's consent prior to discontinuance. The reviewing lawyer is responsible, in all unsuccessful outcome cases, for submitting a report to the CCP. The CCP then looks at the reasons and the standard of initial advice. The Area accepts that not all forms are submitted to the CCP. Feedback is provided to lawyers following this process.

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%	19.5%	16.6%	11.0%	13.1%	14.1%	13.1%
Guilty plea rate	52.0%	69.2%	70.9%	72.7%	68.0%	66.5%	67.1%	66.7%
Attrition rate	31.0%	22.0%	23.4%	21.1%	23.0%	22.2%	23.4%	21.2%

- Area performance against the expected benefits of pre-charge decision making shows mixed results. The combined PCD conviction rate is better than the national average. Concern remains, however, in relation to PCD discontinuances. The rate for magistrates' court cases at 16.6% is worse than the national average and that for Crown Court cases is below the national target, although slightly better than the national average of 13.11%. Guilty plea rates were better than national average and, in magistrates' courts cases, also better than national target.
- A Post Implementation Review (PIR) which took place in June 2006 was positive about the operation of the scheme within the Area. It found a close working relationship with the police and a positive prosecution team approach at both practitioner and strategic level, but identified two key issues. First, not all threshold test decisions led to an action plan and a follow-up full test under the Code for Crown Prosecutors. Secondly, DPs needed to be more pro-active in the further gathering of evidence. Our reality checks confirmed that both of these shortcomings remain.
- A full range of Prosecution Team Performance Management (PTPM) statistics are kept and the Area Performance Manager (APM) produces a monthly in-depth summary of PTPM data which is circulated to the Area Management Team. No effective process has been developed with the police to ensure that this report is circulated to all police divisions. The report is detailed, yet easy to read and provides relevant performance comments.
- District PTPM meetings are scheduled to be held on a monthly basis but until recently these took place irregularly or not at all. When meetings have taken place there is no joint in-depth analysis of the PTPM report that has been minuted. The meetings tend to focus on practical difficulties within the charging centre rather than an analysis of the data and outcomes provided.

- There is evidence of co-operative working with the police at all levels on PCD cases. Regular liaison meetings with senior officers are being recommenced with the intention of resolving any difficulties and tackling issues using evidence from individual cases.

2 ENSURING SUCCESSFUL OUTCOMES IN THE MAGISTRATES' COURTS	OPA 2005	OPA 2007	Direction of travel
	Fair	Fair	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%	12.1%
No case to answer	0.2%	0.1%
Dismissed after trial	1.9%	1.6%
Discharged committals	0.2%	0.0%
Warrants	2.6%	1.7%
Overall conviction rate	84.3%	84.5%

- Overall, the successful outcome rate is slightly better than the national average, and has improved since 2004-05 and across 2006-07, save for a dip in the third quarter. In each of the categories making up unsuccessful outcomes, there has been better performance than nationally, save for discontinuances. In this category, the Area performs worse than nationally, and data shows that a large proportion of these cases are bindovers or discontinuances on public interest grounds.
- The Area system requires a formal adverse case report to be completed only for those cases where a committal is discharged or which ends in a submission of no case to answer. The adverse case reports are submitted to the Unit Head (UH) who will discuss any omissions or errors with individuals. In cases which received a PCD, a discontinuance should be sanctioned in advance by a UH unless circumstances do not allow for prior approval. In all discontinued PCD cases, a report ought to be submitted to the CCP. The CCP reviews the reports and will feed back any lessons identified in team meetings or briefings, although there is no formal record of such briefings, making any trends harder to identify and follow-up action more difficult.
- Despite the regime for PCD cases having been in place for at least nine months, compliance remains patchy; UHs do not always check that there is a report for every discontinuance or other failed case, and some of the reports are too brief or insufficiently robust to permit meaningful analysis. The reporting system does not apply to non-PCD cases (where the police make the decision to charge) and the Area conducts no separate analysis of these cases, which make up over half of the Area's total number of discontinuances. The monthly performance reviews between UHs and the CCP and Area Business Manager (ABM) include figures for the number of cases discontinued, but the reasons are not provided for all the cases, and there is little evidence of remedial action arising. The CQA is also used to monitor cases, and there is ad hoc

monitoring by UHs when covering court sessions, although neither look specifically at failed cases. Taken together, the various shortcomings mean that there are significant gaps in the monitoring system for unsuccessful outcomes.

- There are regular meetings with the police to discuss operational matters, and unsuccessful outcomes, or lessons to be learned. However, since they are frequently not minuted, there is no formal record of actions agreed, which lessens the Area's ability to follow up actions in a structured way so as to ensure improved performance in both PCD and non-PCD cases.
- The target for offences brought to justice (OBTJ) is a shared one set by reference to the criminal justice agencies. The ability of the CPS to influence it is limited because the target includes offences dealt with by non-prosecution disposals. The CPS contribution should come through managing cases to keep discontinuance low, good decision-making and case management. In North Yorkshire, the proportion of OBTJ made up of convictions is much higher than nationally, although the criminal justice area has not met its target for 2006-07. The rates for cautioning and taking offences into consideration are much lower than nationally, which may go some way to explain the high rate for discontinuance on public interest grounds. The LCJB has been looking at ways to increase the number of offences taken into consideration.
- The Area has consistently performed well on the timeliness from arrest to finalisation of cases involving persistent young offenders (PYOs) and, at 54 days on average, is comfortably within both the 71-day target and the 65-day stretch target. Where a drop in performance occurred late in 2006, it was identified and measures taken to rectify the problem, including reinstating specific persistent young offender case progression meetings and the use of a tracker to monitor the cases.

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%	48.1%
Cracked trial rate	37.3%	35.5%
Ineffective trial rate	18.9%	16.4%
Vacated trial rate	22.5%	28.3%

- The effective trial rate is better than the national average, as are the cracked and ineffective trial rates. The vacated trial rate is worse than nationally by nearly 6%. The ineffective trial rate has improved since 2004-05, but worsened from February to May 2007. Fewer trials crack or are ineffective because of witness-related problems than nationally and than in 2005-06, but more trials than nationally crack upon acceptance of pleas or a bindover which had previously been rejected. The Area's rate for trials which are ineffective because the prosecution is not ready is worse than the national average and deteriorating.

- There is some work within the Area to capture the reasons for ineffective trials, notably in Unit performance reports. However, these could be more robust in identifying aspects where the Area could have done more to avoid the trial being ineffective, and they do not draw out lessons or identify trends. The LCJB and local delivery boards discuss ineffective trial rates, and the possible causes; these include multiple-listing of trials which still took place until recently, in breach of a long-standing protocol with the court.
- Partner agencies, particularly the courts, have concerns about drift in the preparation of cases by the Area. They report late service of papers, late applications to admit bad character or hearsay evidence, lack of compliance with court orders, and lack of readiness for pre-trial hearings and trials. These reports are borne out by the reality checks carried out on a small number of the Area's files, which also showed poor performance in responding in a timely manner to defence representatives' correspondence. Data shows that the rate for service of papers on the defence for committals is erratic, and that the proportion of cases discontinued which are not dropped until the 3rd or subsequent hearing is over 10% higher in CPS North Yorkshire than nationally. Youth cases are dealt with by youth specialists, but, other than those involving PYOs, are subject to the same short comings as adult cases.
- The Area is aware that there are blockages in both the legal and administrative processes, and there has been some work to tackle these, both in-house and with partner agencies through the LCJB's local delivery groups. Although there remains room for further improvement both in identifying remedial actions, and in disseminating those to staff. Two reviews were carried out in early 2006, the effective trial management programme post-implementation review, and an external consultant's review of ineffective trials, commissioned by the LCJB, both of which identified many of the same problems, but neither led to structured implementation of the recommendations made or to effective dissemination to the relevant members of staff of the actions needed to rectify the problems.
- There was limited evidence from the reality checks of any vetting to ensure that everything was in order on trial files, and there is no consistent system for case progression across the Area. York has one Case Progression Officer (CPO) for all its cases, who is a member of police staff. Scarborough has one CPO, also a member of police staff, who deals with just magistrates' court cases. There has been no CPO in Harrogate since the last CPO was promoted and the police decided not to replace the postholder. As a result, there is no designated point of contact for some of the magistrates' courts, and in none of the Units is there a structured system for regular liaison with the court and police on case progression. The CPOs themselves appear to be lacking a clear picture of what their role is or what is expected of them.
- Police file quality may be impacting on the timeliness and quality of the Area's case preparation, but the system for monitoring the police's performance has been entirely based on exception reporting by lawyers and DCWs, and any themes which emerge are based on anecdotal evidence rather than formal data. Some changes have been brought about by these means, such as improvements in the standards of records of interviews, and a new formal evaluation system has been devised with the introduction of Criminal Justice: Simple, Speedy, Summary (CJSSS) in one part of the Area very recently. Planning for CJSSS is structured, and has been undertaken by the Area with partners in a joined-up and effective manner in York. CJSSS has been seen for some time as the vehicle to bring

about many of the systemic changes needed to improve case preparation. However, there has been insufficient action taken outside the CJSSS preparation in York, or prior to its implementation, to address the problems that existed. An earlier pilot in Northallerton was not so well executed, and there does not appear to have been an evaluation subsequently.

- Usage of the CMS for recording full file reviews has improved from a low starting point in April 2006, but there continues to be poor performance for recording hearing outcomes and finalising cases within one day. There have been considerable efforts to improve usage of CMS, including repeated reminders to staff, identification of training needs, discussions at office manager and other meetings and at Unit performance reviews, dip-sampling, and updates on CMS in the Area's newsletters. Despite these endeavours, the Area was worst of all 42 CPS Areas in 2006-07 for the combined usage rate. The reality checks showed that none of the magistrates' court cases had full file reviews recorded on CMS or the file. The Area's CQA returns show 100% compliance in each of the Units for the first six months of 2007 for use of CMS, which indicates a less than robust approach to CQA.
- The Area endeavours to check that finalisation codes are accurately entered by administrators, although lawyer endorsements hamper this where they are not clear. Managers take steps each month to ensure that the data is accurate, but during reality checks, two files were found that had been wrongly finalised and not corrected by subsequent checks.

3 ENSURING SUCCESSFUL OUTCOMES IN THE CROWN COURT	OPA 2005	OPA 2007	Direction of travel
	Fair	Good	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%	12.2%
Judge directed acquittals	1.4%	1.2%
Acquittals after trial	6.5%	5.6%
Warrants	1.3%	1.3%
Overall conviction rate	77.7%	79.6%

- The successful outcome rate is better than nationally, and in each category of unsuccessful outcomes performance is better than the national average apart from the number of warrants, which is the same. The rate for 2006-07 is an improvement on both 2004-05 and 2005-06, and the Area's successful outcomes increased across 2006-07 apart from a dip in the third quarter.
- The regime for analysis of unsuccessful cases is more developed for Crown Court cases than for magistrates' courts casework. All cases which received a PCD have to have the approval of a Unit Head (UH) before being discontinued, except where it is impracticable. In Crown Court cases, adverse case reports are required in any failed case, such as a Judge directed or jury acquittal and these are then collated and analysed by the Special Casework Lawyer (SCL). Specific failings are reported to the relevant UH for discussion with the member of staff concerned. The CCP and SCL have drawn some aspects for improvement from the reports, which have been fed back to lawyers at briefings.
- There are regular meetings with the police to discuss matters arising from cases, but the lack of a record of meetings, and of a formal file monitoring system make it hard to follow up any agreed actions, or to hold the police to account for failings in file quality or timeliness. There is limited evidence of discussion at the LCJB or its local delivery sub-groups of adverse case outcomes.
- The Area has performed well on the targets relating to the Proceeds of Crime Act (POCA), meeting both the number and value of orders targets in 2006-07. There is an Area POCA champion, and each Unit also has a champion, with other lawyers and caseworkers being trained to increase the expertise available, especially at the charging stage. Relevant matters are regularly discussed at team and management meetings, and at performance reviews. There is effective liaison with police financial investigators and court enforcement officers, and a service level agreement, which will encompass enforcement of orders, was being considered by the LCJB at the time.

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%	40.8%
Cracked trial rate	39.5%	48.3%
Ineffective trial rate	12.4%	10.9%

- The effective trial rate is not as good as nationally, but this is due to the high rate of cracked trials; the ineffective trial rate is better than the national average and has improved markedly since the last OPA in 2005, when it was over 20%. The proportion of trials which crack due to prosecution fault is better in CPS North Yorkshire than nationally, whereas for ineffective trials, it is worse. As with magistrates' court cases, late acceptance of a plea or bindover which the prosecution had previously rejected makes a larger contribution to cracked trials than nationally. For ineffective trials, the rate where the reason is late service of additional evidence is almost twice the national average (6.7% compared to 3.5%), which tends to support concerns raised by the courts about timeliness of case preparation.
- Unit performance reports include reasons for ineffective trials, but there is limited analysis of individual cases to identify trends or common themes or steps that the Area could have taken to avoid the ineffective hearing. Again, there are regular meetings with the police, although not minuted. The LCJB and local delivery groups regularly consider cracked and ineffective trial data, and some matters arising have been identified and fed back, although these have often been around magistrates' courts listing practices.
- There is one Case Progression Officer (CPO) dealing with Crown Court cases, in the York combined unit, who also covers magistrates' court casework. In the other Units caseworkers and lawyers are largely responsible for carrying out the CPO role, and there is no formal case progression liaison with the Crown Court. Concerns raised by the Crown Courts regarding case preparation and progression have been addressed in team meetings by way of discussion of such matters as late preparation of committals, failure to prioritise work, and blockages in administrative processes. These appear to be raised less often at the Area Management Team meetings, although the Unit Heads are aware of the matters affecting their units. The Area's caseload in the Crown Court has risen by 14% since the last OPA.
- A Resident Judge raised with the Area the quality of drafting of indictments, which has led to a review by the SCL and efforts to ensure that the defects are remedied. The steps taken included disseminating the problems identified to lawyers and caseworkers, and there has been some improvement as a result. There is less evidence of systematic dissemination of other, more general, failings in case progression, or of improvements resulting.
- There are few youth cases in the Crown Court; they are dealt with by specialists and are fast-tracked. PYO cases are dealt with appropriately.

- The use of CMS has been problematic for some time, and has often been the subject of management checks, reminders to staff, and training where appropriate. The rate for recording full file reviews in the Crown Court cases has improved significantly from 56.4% in April 2006 to 71.7% in March 2007. However, a reality check showed that only 3 out of 5 Crown Court files had a full file review recorded on the file, and in only one of those was the review on CMS.

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

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

- Readiness for the first hearing is generally good. The problems with readiness for pre-trial hearings and trial are largely as a result of difficulties in the office-based case preparation, and are discussed in Aspects 2 and 3, above. Advocates generally try to work with the courts to progress cases at each hearing, and a lack of willingness to take decisions on other lawyer's cases, which had led to delays in the past, has improved.
- All cases are reviewed prior to the first hearing, and the Area closely monitors the rate of guilty pleas at first hearings, which is high. The timeliness of adult guilty plea cases overall is better than nationally. Adult trial timeliness was better than the national average in September and December 2006. The timeliness of youth guilty pleas is worse than nationally. Data for other youth cases is unreliable because of the small number of cases.
- The Area monitors the number of adjournments per case, which are better than national levels for Crown Court cases. In magistrates' courts and committal cases it is worse than the national average, but the average time taken for a case from charge to completion is better than nationally.
- Selection of advocates takes account of expertise and experience. Generally, youth courts are prosecuted by in-house youth specialists, and the domestic violence court in Scarborough is covered by the local champion. HCAs are allocated cases according to their relevant skills and experience. Records are kept of the specialisms and abilities of some but not all Counsel, and their performance is monitored for re-grading purposes.
- The Area is now using fewer agents in the magistrates' courts, but when necessary, will use a regular agent as far as possible. In one of the units, regular agents receive their papers 48 hours in advance, and other agents will be briefed weeks in advance. In another unit, essential papers are faxed in advance, with the file itself being available at court. However, there are some concerns that agents are choosing not to review their papers in advance and are arriving at court ill-prepared.
- Counsels' instructions in Crown Court cases are less timely than the national average (65% against 78.7% nationally). The Area's CQA has not identified any problems with the quality of instructions to Counsel. A reality check showed that there was a proper summary of the evidence and issues in the case in 4 out of 5 cases, but that acceptance of pleas was dealt with adequately in none of the 3 cases where it ought to have been addressed.
- There is an agents' pack which provides all the information an agent would reasonably be expected to need, and which is updated with key developments. Any updates in practice or procedure, such as the changes being introduced by the CJSSS initiative, are covered either in each brief or file sent to an agent, or in updates to Counsels' Chambers.

- Agents and in-house prosecutors are instructed to attend court in a timely manner so as to be available to deal with any queries or problems, and to take the appropriate care of victims and witnesses. The monitoring of advocates is ad hoc, save for new members of staff the Area depends on feedback from partner agencies. Generally, in-house advocates are considered to be of an acceptable or high standard, and DCWs are uniformly well-regarded. Where the feedback is less positive, it concerns isolated individuals; the Area is aware of, and is addressing, the concerns raised. Reports from partner agencies about the treatment of victims and witnesses are very positive.
- The Area works closely with the court to agree listing patterns and the number of court sittings. There was a protocol agreed in early 2005 regarding multiple listing of trials, and which made specific provisions for occasions when double-listing was acceptable. Listing which goes outside the terms agreed has been occurring in at least one of the magistrates' courts, but this is being tackled, albeit belatedly. Agreement has also been reached in one part of the Area regarding transfer of cases between courts where courts collapse or go short, in an effort to assist the Area in managing lawyer absences.
- The Area had 7 wasted costs orders made in 2006-07, to a total value of just under £2,000. This represents an improvement on 2005-06 both for the number and value of orders.

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 crime⁶) effectively

- The proportion of unsuccessful outcomes in sensitive cases was 30.7% in 2006-07. This compared well to a target of 39%, and national performance of 32.8%. It also represented a significant improvement on the previous year when the rate was 41.7%. The upturn in performance can be traced to a 3% reduction in unsuccessful outcomes in racial and religiously aggravated offences and a similar 12% reduction in domestic violence unsuccessful outcomes over the same period.
- All hate crime cases require Unit Head authority before discontinuance. The Area monitors all hate crime in the same way as other unsuccessful outcomes although the system is not entirely effective as prosecutors do not complete discontinuance forms. The Area has agreed and implemented multi-agency protocols for dealing with fatal road traffic incidents, sexual offences and anti-social behaviour orders (ASBOs).
- The Area has appointed effective Area champions and specialists for all sensitive and hate crime offences. The Units have champions to deal with rape, child abuse, domestic violence, disability hate crime, homophobic hate crime and racially and religiously aggravated offences. The specialists provide training, mentoring and advice to other lawyers in the Area.
- The Area, through its rape co-ordinators, has taken steps to progress the national recommendations in the joint thematic review of the prosecution of allegations of rape (Without Consent). The child abuse and rape specialists meet on a regular basis to discuss best practice and consider lessons to be learnt from recent cases which are disseminated to other specialists.. These meetings have become infrequent recently. In 2006 the Area was successful in achieving a 34% attrition rate in rape cases against a national figure of 45% for the year 2006-07.
- The domestic violence (DV) co-ordinator has done a great deal of work internally and with a number of external agencies to set up a highly successful specialist domestic violence court (SDVC) at Scarborough. The court at times has had a 70% guilty plea rate. This has contributed significantly to the reduction in unsuccessful outcomes for hate crime generally, and was also celebrated in a media release. The Area is bidding for additional funds to enable the roll-out of SDVCs in the rest of the county. The DV co-ordinator has delivered training for all advocates to ensure an appropriate level of expertise in court and delivered multi-agency training to both police and magistrates on the processes and procedures for the SDVC. The co-ordinator also attends local multi-agency meetings.

⁶ 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).

- Each Unit has at least two trained POCA specialists. They meet together regularly to share information and lessons learned. The Area's anti social behaviour (ASB) co-ordinators meet with their police counterparts to share best practice and to ensure appropriate conditions are applied for and attached to ASBOs.
- The allocation of sensitive cases to lawyers of the appropriate experience is effectively dealt with across the Area although different practices exist in each unit. Rape and serious sexual assault cases are allocated to specialists, whilst Duty Prosecutors in charging centres and reviewing lawyers have access to specialist knowledge in all sensitive cases when appropriate. Reality checks confirm that the level of case preparation is satisfactory. All policy updates and HMCPSI thematic reports are forwarded to the relevant specialist for further action.
- The Area has the capability to deal with high profile sensitive cases and the media interest that goes with it. It has successfully conducted a number of such cases recently and has been active in providing comments and press releases.
- All sensitive cases should be flagged by the Duty Prosecutor at the pre-charge stage. Any failures are identified and rectified by the administration section on the file returning from the 1st appearance at court. Flagging is a standard agenda item at office management meetings and is checked by dip-sampling five files per unit per month on CMS. The Area is performing better than the national average for flagging hate crime in the five key categories; however, reality checks confirm that flagging is not always accurate. In a relatively small sample we saw cases where the Duty Prosecutor had failed to post a sensitive flag at the pre-charge advice stage, and cases where the appropriate flag was missed entirely.
- It is Area policy that Unit Heads must authorise a reduction in charge or basis of plea which removes or lessens the hate element. Reality checks confirm that this does not always happen, particularly in cases that result in a reduction of charge on the day of trial and the Area should review its systems to ensure that any such authorisation is clearly recorded and that full compliance is achieved.
- The Area takes child protection issues seriously. It has negotiated a protocol with partner agencies dealing with the safeguarding of looked-after children. This is currently in final draft format. Protective safety for children is dealt with through the Local Criminal Justice Board via Community Safety Partnerships, and the CPS child abuse co-ordinator attends local Community Safety Partnership meetings. The Area considers the safety of children within the family when considering domestic violence discontinuances. However, the Area needs formally to incorporate safeguarding children into its plans and to reinvigorate structured links with the Area's Safeguarding Children Board.

6 DISCLOSURE	OPA 2005	OPA 2007	Direction of travel
	Excellent	Good	Declined

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

- Prosecutors are complying with the provisions of the Criminal Procedure and Investigations Act (CPIA) 1996, the CPIA Code of Practice, the Attorney-General's guidelines and the expert witness protocol in the majority of cases. The performance indicated by the CQA system is confirmed by feedback from other agencies and through our on-site reality checks. Performance is considered by the Area Management Team during monthly Unit performance reviews and appropriate action is taken where necessary.
- The Area is working with the judiciary to ensure compliance with the Crown Court protocol. This is dealt with through formal meetings between the CCP and the Resident Judge. The Area utilises police disclosure envelopes in which all disclosure is kept on a file. Sensitive unused material is stored appropriately and securely when required. The majority of sensitive material is retained by the police with prosecutors having prompt access when necessary. Highly sensitive material is retained by the police and supervised by the CCP or the Unit Head.
- The Area has a longstanding disclosure champion who takes the lead on all disclosure issues within the Area. The champion disseminates information to prosecutors and caseworkers and provides guidance, training and mentoring to colleagues when required.
- All prosecutors and caseworkers received training on the disclosure provisions of the Criminal Justice Act 2003 and the CPS/ACPO (Association of Chief Police Officers) disclosure manual at the time they were implemented. Further joint police/CPS advanced disclosure training was provided to appropriate lawyers and senior police investigators. All new lawyers receive disclosure training at an appropriate point in their development. This is discussed at Area Management Team meetings.
- Steps have been taken to try to maintain disclosure performance since the last inspection. The Area has ensured that lawyers are supplied with updates on disclosure. The move to combined units has seen an increase in the number of lawyers dealing with more complex disclosure issues in the Crown Court. The Area has successfully dealt with this issue by providing training and mentoring for those lawyers with limited Crown Court disclosure experience. Disclosure training has also been provided to all Crown Court caseworkers.
- The reality check indicates generally good performance but prosecutors' completion of the disclosure record sheets is variable in the magistrates' court. Some are completed fully, some poorly and some have the disclosure record sheet missing. Timeliness of the service of primary disclosure was less good in magistrates' courts cases than in Crown Court cases and indicates a decline in performance since the last OPA.

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

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

- The Area maintains an updated written custody time limit (CTL) system that complies with national guidance and, in addition, contains elements from the good practice guide. The Area has had no CTL failures in the years 2005-06, 2006-07 and none in 2007-08.
- The Area system is reviewed and updated when national changes take place. Any changes are then circulated to staff via e-mail and by revising the desktop instructions. The Area's desktop instructions have been circulated to all staff.
- All appropriate staff have been trained in the local system and the relevant law. The Area's CTL champion takes the training lead and trains all new lawyers. Following completion of the formal CTL course, a distance learning package is used to ensure that the training has been effective and is consolidated.
- Senior managers require assurances that the CTL system is effective and up to date. CTLs are regularly raised during Area Management Team meetings with the focus being on the training of new staff. Administration managers carry out daily checks by using both the CMS and the CTL diaries and Unit Heads monitor performance regularly through dip-sampling CTL cases.
- The Crown Court protocol in place during the last OPA is no longer effective and there is no CTL agreement with the magistrates' courts. The Area has been unsuccessful in its attempts to enter into agreed protocols with the courts. Expiry dates are therefore not agreed in court.
- Our reality check indicated generally good practice and confirmed the accurate calculation of CTL dates correctly endorsed on all files, and that the Area has an effective system in place for dealing with the review of CTLs and applications for extensions.

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

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

- A clear system is in place for the Direct Communication with Victim and Witnesses (DCV) scheme, and the new obligations imposed by the Victims' Code. A centralised, victim and witness unit known as the Victim Information Partnership (VIP) is based in York. The Unit is responsible for drafting all Area letters and sending them to the appropriate victims and witnesses. Area compliance with identification of cases that fall within the schemes is improving, and reality checks showed that letters were of a good quality.
- Area performance in relation to the timeliness of letters is also improving. In 2005-06 only 55% of letters were sent when a charge has been dropped or amended within five working days against a target of 70% and national performance of 65%. In 2006-07 this had improved to 78% of letters in comparison to the national average of 73%. The target for 2007-08 has now increased to 100% of letters within five working days.
- Considerable efforts have been made by the Area to improve performance, including revising the system in 2006, the appointment of DCV champions in each Unit who meet together regularly, monthly reporting on individual lawyer performance and personal objectives in relation to DCV timeliness. The Area is currently not achieving the new target, although performance has improved during the first quarter of 2007-08 to 81%.
- Processes are in place for the monitoring of the new obligations imposed by the Victims' Code. The Area introduced local monitoring in April 2006 to ensure their obligations could be met prior to the introduction of the national Code. The Victims Code was well publicised in the Area through the Area newsletter, road show events and team briefings.
- Reality checks indicated that the needs of victims and witnesses are considered by Duty Prosecutors (DPs) at the pre-charge stage in a comprehensive manner. DPs ensure proper completion of witness information on the statement form (MG11) by the police. The police monitor file quality including MG11 completion and feedback is provided to individual officers. DPs consider the early identification of special measures. This was confirmed in the post-implementation review of statutory charging in June 2006. The Area is however reliant on the CQA scheme to monitor this and a more formalised monitoring system would be beneficial and ensure continued good practice. Special measures applications are not always timely in the magistrates' court due to the general delays in trial preparation outlined in Aspect 2.
- Area processes enable the needs of witnesses to be considered properly and to be updated as cases progress. All victims and witnesses are contacted prior to the first hearing and VIP officers conduct a full needs assessment following the first hearing if a guilty plea has not been entered. The VIP updates witnesses of the progress of their case after every hearing, staff ensure the accurate and timely warning of witnesses and remind witnesses of their trial date two weeks before the hearing. They also offer extended opening hours to meet the needs of victims and witnesses.

- The Area is reliant on feedback from the courts, Witness Service, other court attendees, and the Waves survey data to ascertain whether prosecutors comply with the Prosecutor's Pledge in relation to victims, and whether witnesses are treated in a courteous manner by CPS staff at court. Feedback from other agencies is generally good, although the Area could gain further assurance by introducing increased monitoring of its own advocates.

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

- The VIP received a national criminal justice system award in November 2005 for its outstanding achievement in caring for victims and witnesses. The Unit is meeting the minimum requirements of the scheme and were praised for their achievements during the NWNJ sign off report in August 2006. There is clear evidence of actions raised within that report being achieved or progressed. Systems are in place for monitoring compliance with the Victims' Code of Practice by the VIP.
- Primary and secondary measures are monitored by the Local Criminal Justice Board (LCJB). Victim Support is represented on the LCJB and their staff are co-located within the VIP allowing a close working relationship with partnership staff. This is confirmed by feedback received from Victim Support. Cracked and ineffective trial data is collected from both Crown and magistrates courts and is analysed by the LCJB local delivery groups. The LCJB formed a victim and witness thematic group with the first meeting taking place in March 2007. The group has quickly established a performance management structure and will be responsible for monitoring and analysing primary and secondary measures in more detail.
- In 2006-07, for the four measures relating to cracked and ineffective rates in the magistrates' courts and Crown Court, the Area performed better than the national average for the year: cracked trials due to witness issues in the magistrates' courts were 3.1% against a national average of 5.3%, and in the Crown Court were 1.5% against a national average of 2.2%.
- Witness attendance rates for 2006-07 were consistently better than the baseline figure of 90.7%, with rates of 96% or above in every month from July 2006 to March 2007.
- Analysis of NWNJ is undertaken by the police administration support unit and circulated to all relevant agencies including the Area Management Team. Regular performance meetings are held between the VIP manager and the ABM. Feedback is provided to the VIP staff through regular team meetings which are attended by both the police and CPS project leads.

9 DELIVERING CHANGE	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

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

- The Area has a clear sense of what it needs to achieve. Area priorities in 2006-07 and in the current 2007-08 Area business plan (ABP) were aligned to national CPS and the Public Service Agreement objectives and targets. These objectives were also clearly linked to nationally driven initiatives and specific local needs. Responsibility for the delivery of milestones and actions is clearly allocated. The development of the plan involves the Area Sounding Board (a representative panel of staff) ensuring that the Area purpose is influenced locally.
- The Area has introduced a monthly milestone register (to accompany the 2007-08 ABP) which outlines all milestones that are due to be completed during the month. This register forms the basis of ABP review at monthly Area Management Team (AMT) meetings. In 2006-07 the ABP was formally reviewed by the AMT quarterly and by exception for key project deliverables.
- There is a clear link between the milestones and objectives in the ABP with both team and individual job objectives. In the recent Investors in People reaccreditation, all staff interviewed understood how their role fitted with the overall objectives of the Area and felt that individual job objectives linked with Area aims.
- There is evidence of effective joint planning with criminal justice partners. There is a clear link between joint planning and the LCJB. The CCP as Chair of the Board is able to ensure that there are clear links made between the delivery of CPS core business and LCJB objectives. The LCJB structure of local delivery groups ensures that there is effective monitoring and accountability in place for the delivery of joint objectives as well as ensuring that local differences are recognised. The focus and investment in witness care within the Area demonstrates how joint planning for the long term is producing improvement in results and outcomes.

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

- There is strong evidence that nationally driven change has been effectively managed and implemented. The recent co-location of the CPS and police administration in Harrogate was managed effectively, using formal project management methodology. The Area ensured that lessons learned from a similar exercise (the co-location of the York office) were reflected in the project plans. Conditional cautioning was successfully planned and implemented on time in line with the success criteria that had been highlighted in the project brief. Plans for this project included systematic links between the project, training (including front line staff as well as stakeholders) and awareness. A criminal justice system newsletter accompanied the roll-out in June 2007. CJSSS plans are also in place, again using project methodology, and the initial implementation in York was on time, although an earlier pilot in Northallerton was less successful. The Area approach to planning and implementation has been praised by the national CJSSS project team.

- All major change is managed using established project methodology. Senior responsible officers (SROs) are appointed at LCJB level for joint projects, and project leads are identified to drive and deliver the project. Project aims, success criteria, milestones and objectives and risk registers are produced for each project. In most cases project leads are seconded to the LCJB and report directly to the CCP during the duration of the project. Project leads are responsible for identifying training needs as well as project interdependencies. There was evidence that training and awareness activity was marshalled during the implementation of conditional cautioning and CJSSS.
- The initial phase of the CJSSS project has caused the criminal justice partner agencies to review fully the high level processes which feed into adult and youth court work. This has led to a number of fundamental improvements to the process which are being trialled and implemented, including changes to the administrative processes which have resulted in staff savings.
- As well as individual project risk registers (managed as part of each project and reported to the SRO) the Area has a risk register. There is evidence that this is reviewed quarterly at AMT and monthly by exception if necessary. In the past risks were directly linked to targets and milestones, but after discussion with CPS Headquarters, risks have been linked to the core deliverables in the ABP at a more strategic level. The Area Sounding Board is also used to ensure that risks identified and counter-measures are realistic and achievable.

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

- The Area has a costed training and development plan which links to individual personal development plans. The Area has focussed on delivering key mandatory courses as pressures on the budget have limited both the funding and time available for other training. After some local difficulties (the loss of the two trainers on promotion and transfer to other posts), the Proactive Prosecutor Programme (PPP) has been delivered to all but two lawyers. Phase two of the PPP training has also been delayed in the Area, although plans are now in place to deliver this training using a trainer from West Yorkshire. Training and awareness for conditional cautioning and CJSSS have also been delivered to those staff with direct involvement.
- The link between job objectives and training means that training is aligned to key business requirements. The Area uses a variety of delivery methods, such as specific training courses, electronic modules from the Prosecution College, and shadowing experienced staff; the overriding requirement is that it is necessary to deliver the business. The Area uses court closure days to deliver training to full teams, and training courses are offered on differing days to accommodate part-time workers.
- As part of induction training all staff are required to complete the Prosecution College module on equality and diversity, although there are no specific diversity issues included in the Area training plan. Feedback from CPS Headquarters Learning and Development manager indicated that all staff received induction training; this was also confirmed in the liP reassessment.
- Some informal evaluation of training takes place, but there is no formal system at Area level, which the Area recognises as an aspect that needs to be developed.

10 MANAGING RESOURCES	OPA 2005	OPA 2007	Direction of travel
	Fair	Poor	Declined⁵

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

- The Area has overspent its non-ring fenced running costs budget (NRFC) for at least the last five financial years. In 2005-06, this amounted to 104.2% of NRFC budget and in 2006-07 it was 104.3%. During 2006-07, following the appointment of a new ABM and a finance officer to manage the budgetary systems, the Area implemented stringent financial controls and managed to reduce the overspend in 2006-07 to £141,625 from a predicted overspend in excess of £300,000 at the mid year point. The NRFC budget for the first full quarter of 2007-08 is 98.0% of budget. This suggests that the corner has been turned and sustainable improvement is now achievable in financial management but this cannot outweigh the overall poor assessment for the majority of the relevant period.
- The Area has introduced formal management controls of the Area budget. All spend is approved by the ABM and all invoices signed at this level. Area spend is profiled using actual spend with pay increases included in the staffing salaries. Separate spreadsheets have been developed to manage non-salary costs, and spend against profiled expenditure is reported on an exception basis to the Area Management Team (AMT). Awareness of budgetary matters has clearly been communicated across the Area, and team objectives include staff deployment targets and budgetary objectives. In the past, lack of control of the use of agents was the main reason for the overspend. All agent rotas are now approved by the ABM and the CCP on a weekly basis, with challenges to agent usage being regularly discussed with Unit Heads (UHs). This is also complemented by increased in-house deployment targets for lawyers and DCWs.
- The AMT made a conscious decision not to devolve budgets until the Area had effectively controlled its spend, although accurate and timely budget information is provided for each AMT meeting and shared with UHs. Managers are aware of the need to maximise in-house deployment and to ensure value for money.
- During 2006-07, the Area received some additional funding (£42,000) for the consolidation of proceeds of crime work, which was used to train lawyers from each unit. The Area also received £66,000 as underpin which was used to meet everyday commitments and some salary costs of supernumerary post, and to manage an extended period of absence. The budget was reduced by £18,000 in the final quarter of 2006-07 as it appeared the Area was not going to meet its HCA savings target. However, the Area met its target by year end.
- The revised budgetary control systems have been extended to cover prosecution costs. In 2005-06 the Area overspent its prosecution budget by 41%; in 2006-07 the overspend was 4.5%. Area performance on the payments under the graduated fees scheme (GFS) is much better than national average; timeliness of payment at the one month target is 92% compared to 50% nationally, and at the four month stage is 100% compared to 88% nationally.

7 This is an overall assessment. Recent performance suggests that sustainable improvement is now achievable.

- Whilst the Area has taken steps to improve its budget management during the latter half of 2006-07 and continues to do so in 2007-08, the continuous overspend at the end of successive years has contributed significantly to the rating given to this aspect of work. While there are indications that the situation is improving, it is not yet clear whether the steps taken will prove fully effective.

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

- As part of the exercise to create combined units, and the co-location of staff in Harrogate, the Area reviewed staff structures and distribution, resulting in some staff moving across the Area to balance workloads. The Area used the CPS national caseload and costing model to facilitate these changes. For the past year the AMT has also undertaken quarterly reviews of staffing, using caseload and staff in post figures to assess deployment ratios. This information is shared with staff and has been instrumental in breaking down misconceptions about unequal burdens.
- Recognising some imbalances in staffing, the Area has successfully negotiated the early retirement of a senior manager and secured the medical retirement of a lawyer who had been on long term sick. It has implemented a policy of vacancy management, which requires any recruitment to be ratified formally and justified with a business case. In a number of instances posts have been filled with differing disciplines (e.g. a DCW recruited to replace a lawyer) and staff savings have been realised with co-location. The Area figures indicate that there is an imbalance in the number of first line managers, although the geographical distance between the three units to some extent limits the ability to reduce management posts.
- Clear expectations for lawyer and DCW deployment have been set and communicated: lawyers are expected to spend 70% of time at court or at charging centres. These expectations have been complemented by unit and individual targets. Staff are aware of the targets and the Area performance pack measures deployment ratios for each of the offices. Agent usage, at 13.6% in 2006-07 compared favourably with national average of 19.6%.
- In 2006-07, DCWs covered 18.5% of magistrates' court sessions (national average 14.7%), with coverage increasing across the year from 10.7% in the first quarter to 22.9% in the final quarter and exceeding the local target. A more stretching, 20% target, has been set for 2007-08. Continued improvement has been possible due to revised court listing that has been negotiated with HM Courts Service.
- The Area exceeded its HCA saving target in 2006-07, with savings of £49,651 being made against the target of £47,286. The Area struggled throughout the year to meet quarterly milestone targets as a number of trained and experienced HCAs left the Area on promotion. The Area has now set up a dedicated HCA unit with two full time HCAs, and hopes to increase its strength with an additional HCA. In 2006-07 a total of 160 sessions were covered by HCAs, including seven trials as sole advocate and one trial as junior counsel.
- Area sickness rates are monitored and staff have received training on managing attendance. In 2006-07 the Area lost 6.9 days due to sickness, which compares favourably to the 8.5 days nationally. The Area approach to flexible working ensures that the needs of the business are considered. The Area has a number of staff who work compressed or reduced hours. Requests for reduced hours or part time working are considered on a case by case basis. The Area has also worked hard to address a cultural issue of staff working additional hours to take flexible working leave at a time which may not suit the business needs.

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

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

- The performance manager produces a comprehensive quarterly Area performance report which contains information for both Area and Unit level. There is also direct comparison made with similar CPS Areas so that relative performance can be compared. The performance pack is aligned to targets and objectives in the ABP and links to the main CPS performance measures. Performance is considered at the Area Management Team and shared across the Area; there was evidence that this is discussed in team meetings and the report is circulated to all staff and is displayed on Area notice boards.
- Monthly performance meetings are held between the CCP, ABM and each Unit Head (UH). A monthly performance report is produced for these meetings (one for each unit) and UHs are held to account against specific targets. These reports are produced using a dashboard 'traffic light' approach and improvement activity is discussed, although this approach could benefit from a more robust approach to issues which continue to be identified as a concern.
- The performance manager also produces a monthly Prosecution Team Performance Management report. This report summarises the Area position for each of the charging areas (basic command units) and forms the basis of discussion between the Area and the police. Although this provides a very good summary with some performance issues identified, this report was not shared effectively with the police who keep their own performance statistics and there was limited evidence that it was used with partners to drive improvement.
- There was some evidence that managers take action to improve performance. The CQA scheme is used to assess casework performance and used where necessary to tackle issues of concern, although there are indications that it may not be entirely robust. The creation of the dedicated HCA team has given the Area the ability to address weaknesses in case preparation, some of which were not identified by CQA. Presenting cases that are prepared internally to be dealt with by experienced in-house advocates has allowed for quality issues to be identified at first hand. Having this internal review has allowed the Area to target training on the preparation of indictments and briefs.
- Although performance outcomes have generally improved since the last OPA in 2005 there is little trending of performance information or analysis of results. Good overall performance against targets may lull the Area into believing that all is well. The Area was not fully aware of the reasons behind some of the aspects of concern in particular the reasons for discontinuances and were not able to demonstrate how it was implementing improvement action. Similarly, there was limited analysis of charging cases where no further action is recommended and an absence of timely sampling of lawyer decisions. Work is still needed to improve the timeliness of case preparation particularly in magistrates' courts cases. Overall, there needs to be a greater focus on driving up performance.

- Data entry checks are undertaken with lists of finalised cases, produced using CMS, to identify those cases which appear to be incorrectly categorised. Office Business Managers have specific objectives to check data quality and carry out dip checks on a monthly basis. However, our reality checks identified a number of incorrectly finalised cases.
- Team and individual objectives are clearly linked to the ABP and have been used to improve performance. In particular, objectives relating to CMS usage and the timeliness and writing of letters to victims have been included to try to improve performance and a number of individual performance objectives have been used to focus attention on specific areas of weakness.

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

- CPS managers actively participate in LCJB performance groups, known locally as local delivery groups (LDGs). The LDGs are based on police basic command units and are made up of all partners within the criminal justice system. There is evidence that these groups are effective in driving improvement and are catalysts for driving process change; CPS North Yorkshire's performance on PYOs is a good example of how joint work at LDGs has ensured that targets are delivered and performance improved. Performance data is received from and shared with others by the CPS, although more formal sharing of charging data with the police would be of benefit.
- There are regular meetings in most of the Area with the police to discuss charging performance outcomes. In one Unit, changes in police staff have resulted in a lack of consistency of approach and performance is not discussed in a structured way. It is hoped that this issue will be resolved once senior police appointments have been made. There was some evidence that performance improvement was being driven through police/CPS joint meetings. The introduction of police file checks prior to charging advice was a result of local discussions which had been escalated to the LCJB, and aspects of file quality were also being tackled locally. However, there seemed to be less focus on charging performance reports than expected and little work done to analyse why performance was better in one part of the Area than others.

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

- The Area has consistently returned more CQA forms than the national average. Return rates for the four quarters in 2006-07 were 75%, 91%, 95% and 95%. In the first quarter of 2007-08 the Area return rate was 129%. CQA features in the milestone register as a monthly task and UHs are challenged at monthly meetings with the CCP about completion. Although the Area is consistently operating the scheme, there are some questions about the robustness of the assessment. There is no doubt that the Area is using the scheme to highlight weaknesses and strengths to individual lawyers and caseworkers, but some of the results indicated in the returns are questionable when compared to our reality checks and feedback from partner agencies. Apart from discussion regarding compliance there was no evidence that the quality of assessments is discussed at AMT.
- Advocacy monitoring is not systematically carried out. New and less experienced advocates are monitored but often on an ad hoc basis. UHs carry out some monitoring when they are in court on other business, but largely, the Area relies on feedback from HM Courts Service and the Witness Service about the standard of advocacy. Complaints about counsel or agents are followed up. In a number of instances the Area has stopped using agents because of feedback. The Area recognises that this aspect requires further work.

12 LEADERSHIP	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Stable

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

- The Area has published its own vision and values in the ABP. The vision follows that set nationally although it is tailored to reflect local issues. The Area Sounding Board (ASB) has also been involved in discussion around 'expectations' which included specific issues about behaviours and values.
- The monthly management meetings between the CCP and ABM with UHs have resulted in a greater awareness by managers of what is expected. Managers are held accountable for delivery and there are examples of policies being implemented across the whole Area that were not universally popular, but that had been agreed by the senior management team. There are also examples of managers adopting a corporate approach, for example to the distribution of staff after the move into combined units. The CCP regularly visits all offices and takes the opportunity to attend team meetings and talk to staff, and to assess the levels of corporacy being demonstrated by managers.
- Team meetings and the ASB are used to promote dialogue and to test and challenge the development of the ABP. The staff survey showed that only 47% of staff felt that the team has regular meetings (nationally the rate is 59%), although 59% did feel that they were effective (55% nationally). However, staff also felt that they were adequate channels to contribute views on change (53% compared to 49% nationally). The Area has begun to address the infrequency of team meetings; the fortnightly visit of the CCP to each office was suggested by the ASB as a means of doing so. A very well regarded Area newsletter, the shared electronic drive and one page summaries of key documents such as the ABP and targets are also used to communicate key messages. The Investors in People (IiP) reassessment praised the Area for its open and approachable management and for the inclusive consultative leadership.
- Feedback from stakeholders and reality checks indicate that there is regular and effective contact between senior managers and criminal justice partners which is open and constructive. All members of the Area Management Team (AMT) take lead roles at the LCJB. The CCP is the chair of the LCJB and also senior responsible officer for charging and victims and witness issues. Other managers are actively involved in CJSSS, the implementation of the specialist domestic violence court in Scarborough and conditional cautioning.
- There are examples both with criminal justice partners and internally where senior managers have changed policy and approach due to success or failure. Changes to charging processes were made as a result of poor results and in light of the experience of success in other Areas. CPS file review processes have been changed because of early CJSSS analysis and Area managers are being more robust in assessing performance and sharing findings at AMT with a view to drive improvements where necessary.

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

- Efforts are made to recognise good performance. There are numerous examples of thanks and praise in the AMT and team minutes, as well evidence of the CCP addressing staff and thanking them for their effort. Despite this, the staff survey results indicated that only 8% of staff felt that there was an effective system to recognise those who perform well (compared to 14% nationally). The ASB felt that the survey did not reflect the reality of the situation as they considered managers to be very good at recognising good performance. The recent liP reassessment also found that the staff interviewed (over 25% of all Area staff) felt that there was good encouragement and praise given to staff.
- There is a set of agreed behaviours and values for the senior team, which has been shared with staff and forms the basis of management expectations. The ASB is actively involved in reviewing the agreed behaviours. There is evidence of open discussion and of inappropriate conduct being challenged and tackled effectively.
- The 2006 staff survey indicated that 61% of staff felt that they were treated with fairness and respect, 2% less than the national rate, but a 4% improvement on the 2004 survey. There have been no formal complaints made by staff about their treatment by managers, and there was no evidence of prejudice in the workplace. A small number of incidents of misuse of the internet have been dealt with appropriately and ongoing action is being taken in one case.
- The Area has integrated equality and diversity into its core business planning processes and this is reflected in the ABP. The Area was able to cite a number of examples to confirm that mainstreaming is a reality, such as making special arrangements for staff when necessary.
- The Area has not appointed a pro-active senior champion for equality issues as it believes that this will marginalise the efforts it has taken to integrate equality and diversity. There was also the view that appointing a champion at a senior level would add an additional burden to an already stretched management team. The workforce does not reflect the community with regard to black and minority ethnic (BME) numbers. The Area workforce figures show no staff from BME backgrounds at all although there were 27% of staff in the Area who objected to declaring their background. The Area has set a target but efforts to address some of the imbalances identified have been hampered by the low staff turnover and the vacancy management policy that has been in place for 2006-07. The Area has also carried out a full workforce review and produced an action plan to address some of the issues raised, including how it can improve internal reporting.

13 SECURING COMMUNITY CONFIDENCE	OPA 2005	OPA 2007	Direction of travel
	Good	Good	Improved

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

- Senior managers have demonstrated a substantial commitment to securing community confidence. Lead responsibility for community engagement is jointly shared by the CCP, the ABM and the Area Communications Manager (ACM). Engagement activity is part of the management's core business and they spend a considerable proportion of their time participating in external events.
- The community engagement and communications strategy is detailed in the ABP. A more detailed action plan has also been developed and produced as a separate community engagement and communications strategy policy document which is updated on a quarterly basis. The community engagement strategy document is compliant with CPS policy. It identifies some local community groups that are at greatest risk of exclusion and discrimination (as well as victim groups), and the basic methods of proposed engagement. It also includes a related action plan; all Area community engagement plans are evaluated and monitored at AMT. Community engagement objectives are included in the personal development plans of all AMT members.
- The Area re-launched its community engagement policy in 2006 to increase awareness amongst CPS staff. The aims of the policy and the definition of community engagement were sent to all staff and the Area's internal newsletter "Newslines" included a front page article on community engagement in the August 2006 issue, which was supported by articles in each subsequent issue and by team briefings.
- Senior managers have established close links with Victim Support and the York Racial Equality Network, and have ensured that CPS representatives regularly attend meetings of the strategic community safety partnerships and local domestic abuse forums. Senior managers have also formed links with the Citizens Advice Bureau and the gay and bisexual men's group MESMAC through the multi-agency development of an Area-wide hate crime incident reporting strategy. The Area is currently developing plans for a hate crime scrutiny panel. Senior managers have created strong links with local schools through a multi-agency programme to train teachers to deliver information on criminal justice as part of the citizenship curriculum. The CPS has been an active and lead participant in North Yorkshire's Inside Justice week activities. The Area has made considerable progress since the last OPA.
- Securing community confidence is increasingly becoming part of the core business of the Area's staff. Staff participate in Inside justice Week and other external events. The developments made in the Area in securing community confidence need to be supplemented by more direct engagement with local black and other minority ethnic groups. The Area should also consider a strategy for engaging with the elderly and disabled populations of North Yorkshire.

- The Area had full demographic information for York and North Yorkshire up until 2004. The ACM has undertaken extensive work with the Equality and Diversity Unit at CPS Headquarters and has managed to recently obtain updated demographic information. This is to be considered by the Area to further inform future planning in securing community confidence.
- The community engagement log confirms a high frequency of engagement activity; most entries, however, relate to strategic issues and consultation by senior managers with partner agencies rather than representatives of community groups.
- The Area recognises the significance of identifying outcomes and this is reflected in the revision to the engagement log. The Area is able to list a number of service improvements resulting from community engagement activity. Examples include the service level agreement on violence towards NHS staff, and the amendments made to the teacher training courses.
- British Crime Survey data shows that in December 2006, 43.2% of the local population had confidence in the criminal justice system against 42.3% nationally. This represents an improvement since December 2005 when the figure was 41%.
- The Area's communication strategy deals with media relations and sets out an action plan. Some high profile cases have been covered positively in the media, and some relate to successful outcomes in sensitive cases. The Area has also been active in issuing press releases including details of hate crime figures and the launch of a domestic violence court in Scarborough.

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%	19.5%	16.6%	11.0%	13.1%	14.1%	13.1%
Guilty plea rate	52.0%	69.2%	70.9%	72.7%	68.0%	66.5%	67.1%	66.7%
Attrition rate	31.0%	22.0%	23.4%	21.1%	23.0%	22.2%	23.4%	21.2%

	National performance 2006-07	Area performance 2006-07
Charged pre-charge decision cases resulting in a conviction	78.0%	78.9%

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%	84.5%

Trial rates	National performance 2006-07	Area performance 2006-07
Effective trial rate	43.8%	48.1%
Cracked trial rate	37.3%	35.5%
Ineffective trial rate	18.9%	16.4%
Vacated trial rate	22.5%	28.3%

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

National target	National performance 2006	Area performance 2006
71 days	72 days	54 days

Offences Brought to Justice

	CJS area target 2006-07	CJS area performance 2006-07
Number of offences brought to justice	16,078	14,484 (up to Nov 06)

Percentage make up of Offences Brought to Justice	National 2006-07⁵	Criminal justice area 2006-07
Offences taken into consideration (TICs)	8.5%	4.1%
Penalty notices for disorder (PNDs)	10.3%	10.6%
Formal warnings	5.8%	5.0%
Cautions	26.5%	18.4%
Convictions	48.8%	61.9%

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%	79.6%

Trial rates	National performance 2006-07	Area performance 2006-07
Effective trial rate	48.2%	40.8%
Cracked trial rate	39.5%	48.3%
Ineffective trial rate	12.4%	10.9%

Proceeds of Crime Act orders	Area target 2006-07	Area performance 2006-07
Value	18	32
Number	£241,192	£246,255

Aspect 10: Managing resources

	2005-06	2006-07
Non ring-fenced administration costs budget outturn	104.2%	104.3%

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%	18.5%
HCA savings against Area target	100%	138.4%	105.0%
Sickness absence (per employee per year)	7.5 days	8.5 days	6.0 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
38%	40%	43.2%

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

Police

North Yorkshire Police

HM Courts Service

York Crown Court

Harrogate, Northallerton, Scarborough and York Magistrates' Courts

Victim Support

Victim Support North Yorkshire

Community Groups

York Racial Equality Network

Scarborough Safer Communities

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