

CPS Dyfed-Powys

# Overall Performance Assessment

December 2005

Promoting Improvement in Criminal Justice

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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 (HMCP*SI*) overall assessment of the performance of the Crown Prosecution Service (CPS) in Dyfed Powys and represents a baseline against which improvement will be monitored.

Assessments and judgments have been made by HMCP*SI* based on absolute and comparative assessments of performance. These came from national data; CPS self-assessment; HMCP*SI* assessments; and by assessment under 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 in relation to the other defining aspects, in order to arrive at the OPA.

The table at page 5 shows the Area performance in each category.

An OPA is not a full inspection and differs from traditional inspection activity. While 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 tailored programme of inspection activity.

## B. AREA DESCRIPTION AND CASELOAD

CPS Dyfed Powys serves the area covered by the Dyfed Powys Police. It has three offices, at Carmarthen, Haverfordwest and Newtown, with the Area Headquarters (Secretariat) based at the Carmarthen office.

Area business is divided on functional lines. There are three Criminal Justice Units (CJUs) for Carmarthenshire, Pembrokeshire and Ceredigion, and Newtown (which deals with cases in Powys). The CJUs handle all the cases in the magistrates' courts. There is a Trials Unit (TU) at Carmarthen, which handles cases dealt with in the Crown Court emanating from Dyfed. There is also a Trials Unit for Crown Court cases from Powys, which is based at Newtown in a joint unit with the CJU. Only a very small number of Crown Court cases are heard at Carmarthen; the vast majority are dealt with outside the Area at the Crown Court centres in Swansea, Chester, Merthyr Tydfil, Mold and Warrington.

During the year 2004-05 the average Area number of staff in post was 57.29 full-time equivalents.

Details of the Area's caseload in the year to April 2005 are as follows:

Category	Area numbers	Area % of total caseload	National % of total caseload
Pre-charge advice to police	2,031	14.7	20.9
Advice	756	5.5	5.1
Summary offences	7,837	56.7	46.9
Either way and indictable only	3,187	23.0	26.7
Other proceedings	16	0.1	0.4
<b>TOTAL</b>	<b>13,827</b>	<b>100%</b>	<b>100%</b>

## C. SUMMARY OF JUDGMENTS

Dyfed Powys performs well in respect of a number of key aspects. It has a strong and committed leadership and its performance in the Crown Court, and magistrates' courts casework, is of a high standard. There is a clear commitment to working locally with other criminal justice partners, which is evidenced by the sound performance against a number of key targets. Improving the experience of victims and witnesses in the criminal justice system has become embedded in the ethos of the Area. The introduction of the Witness Care Unit under the No Witness No Justice scheme is already demonstrating positive results.

The Area faces a number of challenges, not least of which is its geographic spread, covering almost half of Wales. The relative rurality of the communities served, and the fact that the principal Crown Court centres are all located outside the Area, present a number of logistical and staffing issues.

Dyfed Powys has made only limited progress on the provision of pre-charge decision-making and, as a result, the realisation of benefits and progress towards statutory roll-out have been hampered. A revised timetable with key milestones has been agreed between all relevant agencies to ensure this important initiative is now taken forward.

Systems and processes in both the Trials Units and Criminal Justice Units ensure that cases are progressed swiftly and effectively through the courts. Action is taken to try to improve the quality and timeliness of police files, with the Area regularly providing training to the police. Dyfed Powys is seeking to improve the use made of the case management system (CMS) by all staff. While there are appropriate Area Champions and specialists for the review of sensitive cases, there are concerns that Area systems for identifying such cases do not appear to be sufficiently secure.

Thorough reviews of all unsuccessful outcomes and cracked and ineffective trials are undertaken and shared with other agencies to improve performance. This has contributed to the CPS performing well against both local and national targets. There has also been effective joint working on specific initiatives to improve performance against the targets. A joint steering group has recently been set up to address the significant reduction in the number of Offences Bought to Justice (OBTJ) and the sanction detection rate.

The Area has a clear vision of where it is going and what action needs to be taken to address this. In order to achieve its aims, changes to its planning and performance measures have recently been implemented, but have yet to become embedded. A number of measures have also been taken to ensure value for money principles are followed, although there is no overarching Area policy to support this. Recent developments regarding budgetary monitoring systems should assist the management of resources. There has also been significant improvement in sickness levels.

Overall, there are some very positive aspects of performance and casework handling within Dyfed Powys. There is good evidence of committed leadership and sound joint working and the direction of travel is right. Sustained and focussed attention is required to strengthen the Area's management of financial resources and to ensure progress is made on the provision of pre-charge decision-making. The overall performance assessment of the Area is **FAIR**.

<b>CRITICAL ASPECTS</b>	<b>Level 1 - POOR</b>
Pre-charge decision-making	1 - Poor
Ensuring successful outcomes	3 - Good
Leadership	3 - Good
The service to victims and witnesses	3 - Good
Managing resources	1 - Poor
<b>OTHER DEFINING ASPECTS</b>	
Managing magistrates' courts cases	3 - Good
Managing Crown Court cases	3 - Good
Handling sensitive cases and hate crimes	2 - Fair
Custody time limits	2 - Fair
Disclosure	2 - Fair
Presenting and progressing cases at court	3 - Good
Delivering change	2 - Fair
Managing performance to improve	2 - Fair
Securing community confidence	3 - Good

<b>OVERALL ASSESSMENT</b>	<b>2 - FAIR</b>
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## D. DEFINING ASPECTS

### 1. PRE-CHARGE DECISION-MAKING

1 - POOR

*The Area has made only limited progress on the provision of pre-charge decision-making (PCD). The current scheme is widely understood, with some monitoring undertaken of review and decision-making, and police and CPS compliance with the agreed processes. However, benefits realisation and progress towards roll-out of the statutory scheme have been significantly hampered by the limitations of the scheme and lack of facilities, including lack of access to CMS at the charging centres. The local Charging Steering Group are now timetabling a structured programme to enable the Area to meet the revised date for roll-out of the statutory scheme.*

#### **1A: The Area ensures that procedures for pre-charge decision-making operate effectively at Area charging centres**

- Pre-charge advice is provided daily by one lawyer to all three Area charging centres. The advice provided is face-to-face at one of the charging centres on an agreed rotational basis, with telephone advice being provided to the other centres as required.
- Dyfed Powys uses the Narey court lists to assess the volume of appropriate police take-up of the scheme and can demonstrate that police are seeking pre-charge advice in 80% of all relevant cases.
- There has been limited dip sampling of PCD cases by the Charging Champion to assess compliance with the agreed Area processes. The Area intends to ensure that monitoring is always undertaken as part of the Casework Quality Assurance (CQA) checks.

#### *Aspects for improvement*

- At present the scheme is limited to unconditional bail cases, with agreement that advice will only be provided in cases where the police are ready to charge. This seriously hampers the Area's ability to direct early case progression in more serious cases, and runs the very clear risk that police resource is spent preparing cases which do not ultimately lead to a prosecution.
- Accommodation at the police stations is somewhat limited, with some centres not, as yet, having dedicated charging accommodation. As a result there is currently no access to CMS at any of the Area charging centres. Unique Reference Numbers (URNs) are not allocated until after the case is charged.

- There have been some inaccuracies in the recording of discontinuance data in PCD cases, which were investigated by the Area - monitoring systems should now ensure that this should not occur again.
- Progress towards statutory roll-out is highly problematic due to the limited nature of the scheme currently being operated within the Area. Following a recent review by the Charging Programme Office, the Area Charging Steering Group is planning a structured timetable of training and development to assist the Area in progressing to statutory roll-out.

**1B: The Area ensures that all charges advised on are in accordance with the Director's guidance, the Code, charging standards and policy guidelines, and are accurately documented and recorded**

- Extensive training and operational guidance on the current scheme have been provided to all lawyers and to the police, and issues relating to the scheme are communicated to staff via team meetings and email. There is evidence that lawyers have a full knowledge of the scheme currently being operated, but that there was only limited understanding of the national guidance.
- The system for referral of disagreements is understood and operating effectively.

*Aspects for improvement*

- The current system of dip sampling pre-charge decision cases does not include an assessment of the quality of advice provided. This is in part undertaken through the CQA analysis, but needs to be more focussed on pre-charge decision cases to ensure that thorough monitoring of them is undertaken. A new police file quality form (TQ1) is being drafted to assist the monitoring process.



**1C: The Area is able to demonstrate the benefits of its involvement in pre-charge decision-making**

- Compliance with - and take-up of - the scheme are regularly discussed at the Divisional and Area Performance Group meetings. Area performance is part of the Local Criminal Justice Board (LCJB) performance pack, where an assessment is made of the effectiveness and operation of the scheme.
- Issues of lack of police supervision in some charging centres have been raised, with there being some improvement in compliance with the scheme.

*Aspects for improvement*

- Area performance data in the magistrates' courts was affected by the mis-recording of some of the outcomes. However the limitations of the current scheme restrict the benefits of the Area's involvement in PCD. At present expected benefits are not being realised, although this may in part be due to the small number of cases receiving such advice.

**2. MANAGING MAGISTRATES' COURTS CASES**
**3 - GOOD**

*Magistrates' courts processes ensure that cases are ready to proceed at court hearings. Evidence of poor police file quality is used to improve the timeliness and quality of file submission. There is thorough Area and joint analysis of all cracked and ineffective trials, which contributes significantly to Dyfed Powys's high performance against both local and national targets. Youth cases are prioritised and the Area has consistently met its local persistent young offender (PYO) target and exceeded the national target of 71 days. CMS usage is monitored by the Area and is improving, but there has only been recent moves to utilise its functions for effective case progression and to monitor key tasks. Managers are not at present fully utilising the reporting functions on CMS or the management information system (MIS).*

**2A: The Area ensures that cases progress at each court appearance**

- Efforts have been made to ensure cases progress at the first court appearance, including a system for securing the availability of CCTV evidence. The Area was undertaking monitoring of first time guilty plea rates, which has now been incorporated into the monitoring of pre-charge decision cases.
- The Area is pro-active in ensuring that police file quality forms (TQ1s) are completed, so that the standard of police files can be improved. Police file quality is discussed at a number of local and Area performance groups, with some indication of improvement. There has also been extensive training undertaken with the police to assist in the timely and accurate preparation and submission of files.
- There is good use of electronic links with the police and courts to speed up the transfer of information.
- A regular legal bulletin is disseminated to all relevant staff via email.
- Refresher training has recently been provided to all lawyers on the Proceeds of Crime Act (POCA) and there is evidence of managers highlighting the importance of early consideration of appropriate cases via email and team meetings.
- There is evidence that some case progression functions were being carried out on specific types of cases, although case discussion meetings were sporadic. CMS analysis did reveal that there were a number of adjournments for pre-trial review (PTR) on some cases. The Witness Care Unit has taken over witness care issues and the Area is just launching the Effective Trial Management Programme (ETMP).

- Persistent young offender cases are prioritised effectively, with the Area meeting the national and local targets. Whilst there has been some slippage recently, Area performance is still well above the national picture.

*Aspects for improvement*

- Greater and more effective use of the Casework Quality Assurance scheme within the CJUs could contribute to improved performance in casework handling and assist in identifying aspects of weakness such as poor CMS usage. This is discussed further at 12D.
- There is some evidence from CMS and Area performance data to indicate that cases are not always discontinued at the earliest possible opportunity.

**2B: The Area contributes effectively to reducing cracked and ineffective trials**

- Area performance in respect of reducing cracked and ineffective trials is significantly better than the national average. This is underpinned by an impressive understanding by all Area lawyers and agents of the importance of proceeding to trial wherever possible, which is regularly re-inforced at team meetings and individual performance reviews.
- The Area undertakes systematic monitoring and analysis of all cracked and ineffective trial hearings, with individual lawyer reports being scrutinised by Unit Heads and the Chief Crown Prosecutor (CCP).
- Joint analysis and performance monitoring of cracked and ineffective trials is undertaken on a monthly basis at a number of local criminal justice system (CJS) fora.
- There is evidence that lessons learnt are shared between divisions and are fed back to staff via emails and team meetings.

**2C: The Area demonstrates that CMS contributes to the effective management of cases**

- Area performance against the national picture for CMS usage is at or above average in all respects.
- The Area Management Team (AMT) have set targets to improve CMS usage and managers are aware of the current usage data.

*Aspects for improvement*

- At present, although CMS is being used, not all staff are recording key events in cases, and there is evidence that a number of full file review endorsements merely refer the reader to the paper file.
- There is little evidence of monitoring of outstanding tasks and chasing up where appropriate at present, although with the assistance of CPS Headquarters, the Area are now looking at their configurations and settings for tasks lists to enable them to commence effective monitoring. No Area templates have been added to the system
- Dyfed Powys acknowledge that they do need to improve the CMS management checks which are done and there is little evidence that CMS and MIS reporting functions are being used at present.

**3. MANAGING CROWN COURT CASES**

**3 - GOOD**

*Area systems ensure that the timeliness of review and case handling is above the national average. Effective allocation processes assist in the monitoring and progression of cases. All cracked and ineffective trials are thoroughly scrutinised and lessons learnt disseminated, which contributes to the high levels of performance against both the local and national targets. Area file management checks are regularly carried out and there is evidence that they are used to improve team and individual case handling. Instructions to counsel do not always contain sufficient information. The Area has recently provided Proceeds Of Crime Act refresher training to all relevant staff, and legal and procedural updates are regularly provided via email and through team meetings. Managers are aware of CMS usage targets and there is evidence of efforts being made to increase lawyer usage of it. Case tracking and key reporting functions are not at present being fully utilised and managers are not using the reporting functions of CMS and MIS. Recent work with Headquarters to configure relevant tasks lists and Area templates should see improvement in this.*

**3A: The Area ensures that cases progress at each court appearance**

- The Area monitors its performance for the timely service of committal papers and briefs to counsel and is significantly above the national average in both respects. It also complies with a tight timescale for the service of prosecution papers in sent cases. There is evidence that cases are allocated and dealt with promptly.
- All Trials Unit CQA analysis is done electronically and a thorough analysis was seen on the forms submitted, with all data being supplied to CPS Headquarters. There was evidence of performance issues being addressed, particularly in relation to poor instructions to counsel.
- There are effective plea and directions hearings (PDHs) and pre-trial checks being done on trial files by TU lawyers. This is supported by dedicated Case Progression Officers who attend PDHs and ensure all court orders, and any additional work, are actioned promptly.
- Refresher training has recently been provided to all lawyers on POCA and there is evidence of managers highlighting the importance of early consideration of appropriate cases via email and team meetings. There are good relationships and co-operation with the financial investigators who also attended the training. The Area was successful in obtaining 20 confiscation orders in 2004-05 with a total of £203,919 being recovered. The local target was met.

- The Area has specific monitoring systems for persistent young offender and youth cases in the Crown Court and will action date and advise the Court as appropriate.

*Aspects for improvement*

- Dyfed Powys acknowledges that the quality of instructions to counsel remains an issue, although individual lawyer performance in this regard is being addressed through personal objectives.

**3B: The Area contributes effectively to reducing cracked and ineffective trials**

- Performance in reducing the number of cracked and ineffective trials in the Crown Court is significantly better than the national average. The Area has the toughest ineffective trials target in England and Wales and has managed not only to meet this target, but has improved upon it by 1.6%. This is complemented by a very low rate of cracked trials.
- Monthly reports are prepared on all cases which result in a cracked or ineffective trial; significant work has been undertaken with criminal justice partners, action has been taken and communicated, and performance continues to improve as a result.

**3C: The Area demonstrates that CMS contributes to the effective management of cases**

- Area performance against the national picture for CMS usage is at or above average in all respects.
- The Area Management Team have set targets to improve CMS usage and managers are aware of the current usage data.

*Aspects for improvement*

- At present, although CMS is being used, not all staff are recording key events in cases. There is little evidence of monitoring of outstanding tasks and chasing up where appropriate at the moment, although with the assistance of Headquarters the Area are now looking at their configurations and settings for tasks lists, to enable them to commence effective monitoring. Some Area templates have been recently added to the system as part of an ongoing review of improving CMS usage.
- The Area acknowledge that they do need to improve the CMS management checks which are being used and there is little evidence that CMS reporting functions are being used at present.

<b>4. ENSURING SUCCESSFUL OUTCOMES</b>	<b>3 - GOOD</b>
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*Unit Heads monitor and review all unsuccessful outcomes and, where appropriate, this analysis is shared with other agencies and used to improve performance. The Area has a combined unsuccessful outcomes rate, which is lower than the national average, in spite of a very high percentage of jury acquittals. There is evidence of joint working on specific initiatives to improve performance against targets. A joint steering group has recently been set up to address the significant reduction in the number of Offences Brought to Justice and the sanction detection rate.*

**4A: The Area is working to increase the number of successful outcomes and reduce the level of attrition after proceedings have commenced**

OUTCOME	AREA FIGURE	NATIONAL AVERAGE
<b>Magistrates' courts</b>		
Discontinuance & bindovers	12.3%	12.5%
No case to answer	0.2%	0.3%
Dismissed after trial	1.6%	1.5%
Discharged committals	0%	0.3%
Overall conviction rate	84.0%	80.8%
<b>Crown Court</b>		
Judge ordered acquittals	12.1%	14.2%
Judge directed acquittals	1.3%	2.0%
Acquittals after trial	16.3%	6.3%
Overall conviction rate	69.4%	75.8%

- The combined unsuccessful outcome figure is significantly better than the national average.
- A comprehensive analysis is undertaken of all unsuccessful outcomes, with the results being shared with the police where appropriate. The Area ensures that forms are always completed.



- Dyfed Powys could give clear examples of where they had addressed issues and procedures which had contributed to the failure of the case. Learning points are communicated to all staff via email, team meetings and in the CCP's Bulletin. There were also examples of individual performance issues being addressed.
- A recent joint initiative between the courts, police and the CPS to reduce the number of outstanding warrants has been judged successful. The CPS has nominated lawyers covering dedicated warrant courts, who work to ensure that executed warrant files are available - with up-to-date information - to ensure cases can progress.

#### *Aspects for improvement*

- There is a very high level of jury acquittals, at almost four times the national average. Analysis of these cases by the Area has revealed a high number are cases where, due to the nature of the offence, there is very little corroboration. Another partial explanation relates to the geography of Dyfed Powys, in that the significant majority of Crown Court cases are heard outside the Area, resulting in lengthy journeys for victims and witnesses and trials heard by juries who are not necessarily familiar with local issues.
- The target for Offences Brought to Justice is a shared one set by reference to the criminal justice area. The ability of the CPS to influence this particular target is limited because it includes offences dealt with by non-prosecution disposals. The CPS contribution comes through managing cases to keep discontinuance and unsuccessful outcomes low. The Area OBTJ target has recently been significantly reduced - as a result Area performance is now about 500 offences above the new target. However, Area outcomes do not appear to be improving, and the number of offences brought to justice continues to fall after initial early successes in 2003. The Area sanction detection rate shows some slight improvement, however this comes after a prolonged and significant fall since May 2003. The Local Criminal Justice Board has recently set up an OBTJ Sub-Group, which has produced an Action Plan to address this.



**5. HANDLING SENSITIVE CASES AND HATE CRIMES**

**2 - FAIR**

*There are appropriate Area Champions and specialists for sensitive and specialist cases and Unit Heads ensure the appropriate allocation and review of such cases. However, systems for identifying cases do not appear to be sufficiently secure, and the CMS flagging system is not being used appropriately. There are systems in place to ensure that hate crime offences are not reduced or discontinued without reference to the Unit Heads. Some categories of sensitive cases are the subject of two-tier review or referral, which provides assurances that policy is being applied appropriately. Charge reduction and outcomes in race hate crimes need to be analysed to identify the need to address any issues within the local criminal justice system.*

**5A: The Area identifies and manages sensitive cases effectively**

- There are agreed protocols with the police for the identification and handling of sensitive cases.
- All sensitive advices and charged cases are allocated by the Unit Heads and there is a full list of Area Champions and specialists. Unit Heads allocate appropriately trained lawyers to specialist courts.
- Fatal road traffic cases, and some other categories of sensitive cases, are the subject of two-tier review or referral.
- Analysis of sensitive cases on CMS and the Area adverse outcome monitoring revealed that CPS policies were being referred to and applied appropriately.
- The Area is represented on a number of joint working groups, which look at the handling of sensitive cases and recently participated in a joint Area Hate Crime Conference.
- All new legal and procedural developments on sensitive cases are passed by the CCP to the relevant Area Champion for review, implementation and dissemination. Area systems ensure that this is monitored until assurance given that it is embedded. There was evidence of updates and guidance being provided to staff by Area Champions.
- There is an Area policy that all decisions to discontinue or reduce charges in hate crime cases have to be agreed by the Unit Heads. This provides them with assurances that policy is being applied appropriately and enables them to deal with individual performance issues where required.
- Area Champions and specialists are active in individual cases, and in analysing adverse outcomes and providing guidance and legal updates.

### *Aspects for improvement*

- The Area acknowledges that sensitive cases are not always flagged up on CMS; this was supported by CMS analysis of specific cases, which revealed a number of cases which should have been flagged but were not. In addition CMS hate crime reports showed very low levels of flagging of hate crime offences. The Area believes that it captures all sensitive and specialist cases through its allocation and review process, but the evidence to support this was anecdotal.
- There needs to be a comprehensive review of attrition and charge reduction in race hate cases to identify the need for any local joint action to address this.

**6. CUSTODY TIME LIMITS**

**2 - FAIR**

*The Custody Time Limit (CTL) system is managed satisfactorily by those responsible in each unit and no failures have been reported in the last financial year. However, written Area instructions are not followed and there is no clear method of certifying that quality assurance checks have been carried out. Custody time limit endorsements in the Crown Court are not clear and present some risk of failure.*

**6A: Area custody time limit systems comply with current CPS guidance and case law**

- There has been no CTL failure reported in the last financial year.
- The Area has spoken to local magistrates' courts to gain their involvement in the accurate calculation of CTL expiry dates. Compliance is inconsistent and the Area is working to gain agreement for a local protocol through the Area Performance Group.
- CTL cases are updated on CMS and CTL tasks are managed well. File examination showed that magistrates' courts CTL endorsements were good and care taken is illustrated by the clear endorsement of their applications heard in the Crown Court.

*Aspects for improvement*

- The Area has a written CTL system that complies with national guidance and contains some aspects of good practice. However, there was evidence that this was not being used properly - for example, instructions that letters should go to the Crown Court confirming the CTL expiry date for agreement at the first hearing were not being followed. The instructions should be updated to establish correct, current practice.
- There is little evidence that senior managers are involved in the effective functioning of the Area CTL system. At present their only involvement appears to be through Casework Quality Assurance checks. The quarterly assurance checks by the CTL Champion, as described in the Area instructions, do not take place. Regular checks are carried out by responsible B1s in each unit, but there is infrequent written evidence of these. CMS printouts are not used consistently to reconcile diary entries and diaries are not always updated with case results or actions taken.

- Although expiry dates were calculated correctly in the all cases examined, they were not always updated in the relevant place on the Crown Court file after extensions had been granted, or in relation to different charges. Formal action dates are not used in monitoring.
- In one Crown Court case, it was not clear from endorsements what actions had been carried out following an application and the chronology provided to the Judge was deficient.
- Desk side CTL and CMS training is provided to new members of staff, but refresher training to re-invigorate compliance with the Area instructions, essential actions and good practice guide, would benefit all staff.

**7. DISCLOSURE**

**2 - FAIR**

*The follow-up inspection of Dyfed Powys in March 2005 found that there had been considerable improvement in the Area's handling of unused material since the last inspection. The Area has recently undertaken a comprehensive training exercise to ensure that all prosecutors and caseworkers are aware of the new procedures under the Criminal Justice Act (CJA) 2003. However, monitoring of compliance with disclosure procedures is not sufficiently targeted on appropriate cases, and on-site file examination revealed that the Joint Operational Instructions (JOPI) were not always complied with.*

**7A: The Area takes steps to ensure that there is compliance with the prosecution's duties of disclosure**

- Area performance in respect of disclosure was found to be “considerably improved” in the follow-up inspection.
- There is some evidence that prosecutors' performance in relation to the duties of disclosure is being assessed by managers through the CQA system. However a number of the files selected were cases which had not progressed to trial, which therefore limits the amount of assessment that can be done. There was no evidence that files containing sensitive material were routinely targeted for CQA analysis.
- Recent updates have been provided in a number of units via emails and at team meetings, and all prosecutors and caseworkers have received training on the disclosure provisions of the CJA 2003 and the CPS/ACPO (Association of Chief Police Officers) Disclosure Manual. This was undertaken over a period of three days and also included training of certain police officers.

*Aspects for improvement*

- Analysis of a number of files whilst on-site revealed that there was only limited compliance with the JOPI. All but one case had unused material filed separately and the disclosure record sheets had been completed in the majority of cases. Although all schedules were endorsed, there was no separate endorsement for each of the items listed on the schedules. In addition, endorsements on one of the sensitive schedules did not explain why no court hearing was required for sensitive documentation.

**8. THE SERVICE TO VICTIMS AND WITNESSES**
**3 - GOOD**

*Improving the experience of victims and witnesses in the CJS has become embedded in the ethos of the Area. The introduction of the Witness Care Unit under the No Witness No Justice scheme and consistent work with criminal justice partners in reducing the number of cracked and ineffective trials shows the Area's commitment.*

**8A: The needs of victims and witnesses are fully considered and there is timely and appropriate liaison, information and support throughout the prosecution process**

- Witness warning procedures are effective and pre-trial checks are carried out systematically to ensure accuracy.
- The Area Programme for Witness Care Unit coverage is on target, although still at an early stage. The project has achieved its expected milestones and, after a three-month review by the CPS Central Team, was found to have “excellent team working” and “detailed quality training”. There are no significant obstacles to further implementation and the Action Plan for future development is already being progressed.
- There is regular and effective liaison with the Witness Service and Victim Support. The WCU has a Witness Service representative working there one day per week, which is funded by the Local Criminal Justice Board. In addition, the WCU Manager and Unit Heads attend local Victim Support committee meetings. The review of the WCU noted an increased level of information provided to the Witness Service.
- The Area expects all prosecution advocates and CPS staff at court to undertake their responsibilities in respect of victims and witnesses. Agents are given specific instructions about dealing with witnesses and the Witness Service. There has been no formal monitoring of CPS lawyers and agents, but Area managers feel assured that were there any problems with the standards of advocacy, such concerns would be fed back informally to them at local liaison meetings.

- There is thorough Area and joint agency analysis of all cracked and ineffective trials, including those attributable to witness problems. The CPS review forms provided by the courts contain detailed information and issues relating to witness attendance are discussed at court user groups and Area and Divisional Performance Groups. This liaison appears forthright and effective, with evidence of positive action being taken as a result. The number of cracked and ineffective trials caused by prosecution witnesses' failure to attend is better than the national average in both the magistrates' and Crown Courts.
- There has been considerable progress in reducing the time that witnesses have to wait at court before giving evidence in Dyfed Powys.
- There is evidence of a number of Special Measures applications being considered in the Area and it is hoped that this work will be progressed through greater witness liaison under No Witness No Justice. The Direct Communication with Victims (DCV) scheme is generally embedded throughout the Area. Some monitoring is effected through the review of adverse and sensitive cases by Unit Heads and the CCP. The Area has clear instructions for drafting letters to victims with excellent pro-forma templates. The letters that were seen in the course of the OPA were found to be of a high standard.

#### *Aspects for improvement*

- Although the timeliness of sending DCV letters varies between units, the Area achieved a good overall average of five working days during the last quarter. At present, although there is specific monitoring of the quantity and timeliness of letters sent by individual lawyers, there is no systematic monitoring to ensure that all appropriate cases are captured. Not all cases are appropriately monitored on CMS and the Area discontinuance figures in the last quarter were significantly higher than the number of cases that received a DCV letter. Whilst some variance would be expected, this does give cause for concern that all victims do not receive appropriate letters.



**9. PRESENTING AND PROGRESSING CASES AT COURT 3 - GOOD**

*Despite geographical difficulties, CPS staff work well to ensure that cases are delivered to those instructed and are available at court in a timely fashion. In the assessment of priorities, no internal advocacy monitoring and minimal monitoring of agents and counsel has been carried out this year, but the Area Business Plan contains arrangements for assessment of CPS advocacy in the coming year.*

**9A: The Area ensures that prosecution advocates and staff attend court promptly, are professional, well prepared and contribute to effective case progression**

- Area staff work together to ensure that instructed prosecutors have their papers in good time. For some time the Area has had a system of electronic Narey file delivery that is believed to work well, and which has helped to overcome logistical problems. All the Unit Heads regularly cover courts within their locality, which enables them to undertake some assessment of file handling and prosecutors' performance at court.
- Selection of prosecution advocates for all courts is usually undertaken with full consideration of their experience, expertise and qualifications. Dyfed Powys uses the Joint Area Selection Committee guidance and participates in monitoring counsel for re-grading under this scheme. Suitably trained prosecutors cover most specialist courts, and less experienced prosecutors are not used to cover Narey courts.
- Agents and counsel are provided with a comprehensive and clear instruction pack that contains information on Area procedures and is regularly updated with new policies. The packs are about to be updated again to encompass the new Effective Trial Management Programme (ETMP) guidelines. New policies and legal changes are discussed at chambers meetings at which both Dyfed Powys and neighbouring CPS South Wales are represented.
- The Area - along with its criminal justice partners - is contributing to efforts to improve case progression. The CPS has signed the ETMP Protocol and has nominated B1 managers in units to act as Case Progression Officers. Implementation of this is just starting; previously, case progression was dealt with through pre-trial review checks and hearings.
- There is a formal system of registering complaints from other agencies about prosecution staff, and the Area Management Team believes that their close and frank liaison with CJS partners allows any issues about the conduct and performance of caseworkers and prosecution staff to be raised informally, and addressed.



*Aspects for improvement*

- There has been no monitoring of in-house lawyers this year as a result of other Area priorities. The Area Business Plan for 2005-06 requires two courts per lawyer per year to be assessed. Unit Heads regularly prosecute local courts and believe that performance issues are noted through this, which they then use to inform the Performance Appraisal system. Two casual lawyers have recently been employed and specific mentoring was provided to them, although no formal advocacy training has yet taken place.
- There is no formal monitoring of agents or counsel, except for re-grading purposes as mentioned above. The Area Management Team is confident that they are aware of performance through feedback received informally from court staff and other CJS partners. In addition, Unit Heads and the CCP regularly give instructions by telephone to agents and counsel at court and believe that, through this, they are able to identify issues of good and poor performance. Decisions have been taken in the past not to instruct particular counsel and agents, or to provide them with the opportunity to attend the CPS offices for additional training. However, there is no formal registration of adverse feedback and it may be advisable that formal monitoring is carried out - to assess both individual performance and the validity of complaints - before such action is taken. Information could then be fed back to the relevant chambers for further training to be given or for action to be taken.

**10. DELIVERING CHANGE****2 - FAIR**

*The Area has a clear vision of where it is going and what action needs to be taken to address this. It takes a lead in a number of key areas with partners and can be seen as a driver for change. The recent changes to planning and performance measures have yet to become embedded, and a systematic and professionally planned training and development process requires continuing management focus.*

**10A: The Area has a clear sense of purpose supported by relevant plans**

- The Area has a clear sense of what it wants to achieve and clearly articulates progress on the delivery of pre-charge decision-making as a priority for the forthcoming year, amongst the other existing change programmes. This has been facilitated by a planning event held recently in Brecon.
- There is a strong commitment to working locally with criminal justice partners - the Chief Crown Prosecutor chairs the Local Criminal Justice Board. All change programmes are led by steering groups with members from a mixture of agencies, further demonstrating the partnership approach undertaken locally. This has started to show that joint planning is leading to some success.

*Aspects for improvement*

- An Area Business Plan is in place for 2005-06 which adheres to CPS Headquarters' guidance, with key milestones embedded within it. At the time of this assessment, the Area was in the process of producing linked Unit Business Plans. Prior to this, Unit Plans - whilst generally addressing key issues - were inconsistent in style and content. In addition, evidence for regular corporate monitoring of performance outcomes through Area Management Team and unit team meetings was not always evident.

## **10B: A coherent and co-ordinated change management strategy exists**

### *Aspects for improvement*

- Change has not yet been systematically dealt with across the Area, with the Area Business Plan being the main co-ordinating tool of all the separate projects and initiatives. The key issue is that this is a small Area having to initiate and monitor a number of separate initiatives. As a result there is heavy reliance placed on performance against key targets as an indicator of the effective delivery of change. There is some evidence that the process has been successful, for example in the good performance of the Witness Care Unit. However, a recent review of the Area's handling of pre-charge decision cases has led to the roll-out of the statutory charging scheme being put back.
- A recent performance review has caused the Area to look closely at their risk management strategy and re-draft the Risk Management Framework and Risk Register so that there is now a clear audit trail on risk and compliance with national policy. There were also some examples given where managers had responded promptly to address immediate concerns of staff as they arose.

## **10C: The Area ensures staff have the skills, knowledge and competences to meet the business need**

- Some relevant training has been given to staff throughout the Area to help deliver and implement the change programmes. Planning for training has not been assisted by the absence of a Learning and Development Officer for Wales during 2004-05; thus no formal Training Plan was produced.

### *Aspects for improvement*

- Much of the training given to staff has been as a result of the business need identified through the key change programmes being rolled-out. However, this training is client-led, rather than customer-driven. For financial reasons much of this training has been delivered locally, thus limiting the scope for quality assurance and evaluation of training outcomes. Despite this, data from the Staff Survey demonstrates that staff indicate a favourable satisfaction level with the training offered.

**11. MANAGING RESOURCES**
**1 - POOR**

*A number of measures have been taken to ensure value for money principles are followed within the Area, although there is no overarching policy to support this. Recent developments regarding budgetary monitoring systems will enhance management control. However, in a number of key aspects, such as Designated Caseworker (DCW) usage, Higher Court Advocacy (HCA) savings, prosecution costs and the non-ring fenced overspend for 2004-05, there is clear room for improvement.*

**11A: The Area seeks to achieve value for money, and operates within budget**

- The Area has begun to develop processes which indicate a value for money ethos, for example utilising renewable contracts for project work and hiring barristers and agents on fixed term casual contracts to cover maternity leave. At present there is no specific value for money policy in place.

*Aspects for improvement*

- Resource planning could be more systematic, although there is evidence that some work is being undertaken. There is little accountability for managers to achieve value for money. The generally expressed view is that there is little point in reviewing any further delegation to managers of budgets, as it is a pointless exercise due to the severe financial pressure felt by the Area.
- There is limited evidence of regular and corporate historic budget monitoring within the Area Management Team, although recent developments have led to monthly budget updates. The Area has suffered inaccuracies in monitoring prosecution costs due to the long-term absence of a member of staff, although this is now being addressed and fees have been recorded as being paid quickly.
- The Area's non-ring fenced overspend for 2004-05 was 102.3%, which is judged as 'Poor' for the purposes of OPA.

**11B: The Area has ensured that all staff are deployed efficiently**

- The Area has made efforts to review the distribution of staff between offices dependent upon workload and business need, and to allocate resources as required to meet demand.
- Significant sickness absence improvements have been achieved and performance on this is good at 6.7 days per member of staff per year. It is clear that managers carefully consider this issue on a regular basis.

*Aspects for improvement*

- There is good evidence of reducing agent usage, with Area figures below the national average for last year. However, the total prosecution spend for 2004-05 was 121.5%, which is judged as 'Poor' for OPA purposes.
- Designated Caseworker usage is low in absolute terms for the purposes of OPA at 6.1% of magistrates' courts sessions, although the trend through 2004-05 showed a slight improvement. The Area has two DCWs and in 2004-05 they covered 238 magistrates' courts sessions. Dyfed Powys is large geographically, and the number of distant and smaller court centres restricts the opportunities for DCW courts compared to those in some other CPS Areas.
- Higher Court Advocate savings in the final quarter of 2004-05 (£136) were poor compared to OPA data ranges. The Area has sought to address this by improving significantly the number of sessions carried out to date this year. The number of Crown Court centres involved and extensive travelling distances again places some restrictions on the use of HCAs.

**12. MANAGING PERFORMANCE TO IMPROVE**
**2 - FAIR**

*The Area is performance driven and is clear about its main objectives. It has systems in place, in principle, to ensure the proper use of performance information to quickly identify and address poor or deteriorating trends. However, performance in relation to Higher Court Advocacy and Designated Caseworker work, and non-ring fenced admin budgets, require further improvements. The Area is able to demonstrate some improving trends, and has been particularly successful at improving attendance at work.*

**12A: Managers are held accountable for performance**

- The Area has demonstrated a commitment to performance management, which can be seen from the minuted Area Management Team meetings and sub unit meetings. This is further enhanced by relevant targets and objectives contained within individual Performance Appraisal Reports (PARs).
- The Area has recognised the need to adopt a corporate style and content to performance management issues and has recently instigated a structure of quarterly formal team meetings, with a standard agenda item covering detailed performance issues. However, this structure has only been followed on one occasion to date and has yet to become embedded.

*Aspects for improvement*

- Dyfed Powys has yet to develop a clear, open, and robust mechanism whereby managers at all levels are held clearly to account for performance against agreed targets. It is acknowledged that individual performance measures are set by the CCP as objectives in managers' PARs, and that emails are used to identify and encourage action in response to poor or worsening performance. However, a more corporate structure would assist in this management activity.

**12B: The Area is committed to managing performance jointly with CJS partners**

- Joint performance management activity between criminal justice partners appears to be having an impact upon driving up performance, particularly around persistent young offender targets and timeliness of case handling, and witness care matters.

- There is evidence of a strong culture of inter-agency working at all levels, with good amounts of cross-agency information sharing via the LCJB Performance Officer.
- There are focussed and effective Area Performance Group and Divisional Performance Group meetings, which underpin joint management arrangements. These are complemented by themed working group arrangements, including topics such as domestic violence, anti-social behaviour and speed cameras.

*Aspects for improvement*

- Some areas of other work - despite joint working arrangements - have yet to see a positive impact upon performance, particularly around Offences Brought to Justice targets where, although the Area is meeting its reduced target, performance has dropped significantly since 2003-04.

**12C: Performance information is accurate, timely, concise and user-friendly**

- Performance information is considered by the AMT. As mentioned previously, the content and presentation has recently been revised to enable a more corporate view of performance issues. Discussion of performance within units usually occurs, but this tends to be more ad hoc in nature.

*Aspects for improvement*

- No CMS tasks have yet been developed to aid local monitoring and performance information requirements, although the Area has recently been working with Headquarters to take this forward.

**12D: Internal systems for ensuring the quality of casework are robust and founded on reliable and accurate analysis**

*Aspects for improvement*

- Whilst there is good use made of Casework Quality Assurance analysis in the Trials Unit, data available at the time of the inspection indicated that the system is not being adequately utilised in the Criminal Justice Units in terms of compliance levels, and only limited co-ordinated management activity to rectify identified issues. Personal comment from local managers contradicted the data regarding the volume of quality assurance activity taking place, but they were unable to explain the discrepancy. There is potential for more focussed and robust use of the CQA system within the Area.
- There was little formal evidence of senior management scrutiny at AMT meetings regarding this aspect of work, although anecdotal evidence was presented which indicates that the system has been used on an ad hoc basis to monitor and address individual areas of development.



**13. LEADERSHIP**
**3 - GOOD**

*The Area has a clear vision and set of values, which it is endeavouring to establish within all units and all staff. The senior management team pursue outward focused activities across a number of varied partners and stakeholders. Recent changes to the structure of team meetings will address some previous shortcomings. The Area performs well, particularly taking into consideration the significant difficulties presented by local geography.*

**13A: The management team communicates the vision, values and direction of the Area well**

- The Area Management Team presents as a cohesive and committed team who have a clear common understanding of Area performance, staffing and issues of concern. They have published the Area's Vision and Values and disseminated these to staff. Although this has only been a recent development, it does aim to address the situation whereby only 22% of staff surveyed recently expressed the sentiment that they feel valued.
- A programme of visits to unit locations has been drawn up, but senior managers expressed their disappointment at not being more visible to date, despite determined efforts to make themselves available for critical issues when appropriate.
- Senior managers are driving forward key initiatives and working to secure improvements in the delivery of criminal justice throughout the Area. The CPS is represented on all local, divisional and Area steering, performance and initiative groups and there was evidence of regular attendance and participation.

*Aspects for improvement*

- Whilst team meetings are a key mechanism to developing corporacy, as highlighted previously, until very recently information regarding the content and style of these meetings has been inconsistent. It is unclear whether they have proved to be a successful way of communication. In the recent Staff Survey, fewer staff than average reported having effective team meetings.
- Senior staff are able to demonstrate a commitment to outward facing activity. The role of middle managers, however, would benefit from a review of responsibilities with other agencies to ensure an even distribution of accountability and associated business benefits.



**13B: 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**

- The Area articulates its commitment to equality and diversity through its internal policies and practices. A recent survey showed that more staff than average felt that the Area was successful at promoting dignity at work. Managers at all levels are involved in a variety of outward looking activities and uniquely include the development of an award winning Independent Advisory Group (IAG).
- Currently the Area does not reflect the local community in terms of the ratio of black minority ethnic (BME) staff. Managers have begun to take action to address this, particularly through the use of the expertise provided by the Equality and Diversity Officer's advice on advertising vacant posts.
- A senior manager has been identified as a Champion for equality issues, and also chairs the Area Equalities Committee. This is a well-regarded forum to address individual and management responsibilities. The Area is able to demonstrate a culture which supports individuals having the confidence to challenge inappropriate behaviour or activity.

**14. SECURING COMMUNITY CONFIDENCE**
**3 - GOOD**

*Through the work with the CPS Wales Equality and Diversity Officer and the Local Criminal Justice Board (led by the CCP) the Area has made good progress in initiating contact with representatives of minority communities and seeking their advice in policy and good practice. The Area is aware of the community it serves and, in particular, provides a good service to the Welsh speaking residents.*

**14A: The Area is working pro-actively to secure the confidence of the community**

- There is clear commitment to improving public confidence and evidence exists of wider engagement activity through the work of the Equality and Diversity Officer for Wales and the Local Criminal Justice Board (led by the CCP). There is effective liaison through the Independent Advisory Group and the setting up of the Dyfed Powys Race Equality Network (DyPREN), which has won two national awards. The Area Business Plan makes clear links with work in liaising with local communities to specific projects such as No Witness No Justice.
- The British Crime Survey shows that in December 2004, 53% of those questioned have confidence in the criminal justice system in Dyfed Powys. This figure has risen steadily throughout the year from 46% in April 2004 and demonstrates a high level of confidence when compared to other Areas in England and Wales.
- The Area has taken steps to understand the population it serves through a review of the census population, commissioned from Swansea University by the LCJB. Analysis of this information reveals that there are no specific local minority community groups, but that there are isolated families within the Area. Consultation at Area level has been through the work of the LCJB and there is further development of this work through questionnaires commissioned from Swansea University to target responses from the local black minority ethnic community.
- Dyfed Powys takes into account the needs of the Welsh speaking community and is able to provide in-house coverage at all Welsh speaking courts. Whilst there may previously have been some difficulty if the CPS were not aware of a witness preference for the Welsh language, the introduction of the Witness Care Unit is addressing this, so that it should no longer be an issue. CPS leaflets and other information are published in English and Welsh.

- Service improvements have been planned and implemented - following consultation with the Independent Advisory Group - with regard to practices in the Witness Care Unit of using local telephone numbers and preferred methods of contact for witnesses. The implementation of Domestic Violence Courts and the Hate Crime Protocol have also been referred to the IAG, and their advice has been sought on complaints procedures and in respect of further work in community engagement.
- The Area has appointed a local Equality and Diversity Officer and has just set up an Equalities Committee to improve communications and ensure staff views and ideas are taken into account. The Area has tried to encourage a broad membership from different grades and units.

*Aspects for improvement*

- The Area has appointed anti-social behaviour specialists in all units and a Unit Head is the Area Champion. Some links have been made with the Community Safety Partnership and the Crime and Disorder Reduction Partnership and the CPS has agreed to attend their meetings as requested, if relevant issues are to be discussed. There have been some Anti-Social Behaviour Orders (ASBOs) granted, but use of these is not yet embedded. There is scope for more pro-active work, in partnership with these organisations and the local community, to ensure that local issues are addressed and that this work is publicised throughout the Area.

**ANNEX A**

**PERFORMANCE DATA**

**ASPECT 1: PRE-CHARGE DECISION-MAKING**

MAGISTRATES' COURTS CASES								
Discontinuance rate			Guilty plea rate			Attrition rate		
National Target March 2007	National Performance Quarter 4 2004-05	Area Performance Quarter 4 2004-05	National Target March 2007	National Performance Quarter 4 2004-05	Area Performance Quarter 4 2004-05	National Target March 2007	National Performance Quarter 4 2004-05	Area Performance Quarter 4 2004-05
11%	16.3%	17.2%	52%	68.8%	65.1%	31%	22.7%	22.0%
CROWN COURT CASES								
Discontinuance rate			Guilty plea rate			Attrition rate		
National Target March 2007	National Performance Quarter 4 2004-05	Area Performance Quarter 4 2004-05	National Target March 2007	National Performance Quarter 4 2004-05	Area Performance Quarter 4 2004-05	National Target March 2007	National Performance Quarter 4 2004-05	Area Performance Quarter 4 2004-05
11%	14.6%	14.8%	68%	66%	51.8%	23%	23.8%	29.6%

**ASPECT 2: MANAGING MAGISTRATES' COURTS CASES**

INEFFECTIVE TRIAL RATE			OVERALL PERSISTENT YOUNG OFFENDERS PERFORMANCE (ARREST TO SENTENCE)		
National Target	National Performance 2004-05	Area Performance 2004-05	National Target	National Performance (3-month rolling average Feb 05)	Area Performance (3-month rolling average Feb 05)
24.5%	24.8%	17.3%	71 days	67 days	40 days

**TIME INTERVALS/TARGETS FOR CRIMINAL PROCEEDINGS IN MAGISTRATES' COURTS  
CHARGED CASES ONLY (MARCH 2005)**

	Initial Guilty Plea Target 59 days		Trials Target 143 days		Committals Target 176 days	
	Cases within target (%)	Sample size (no of defendants)	Cases within target (%)	Sample size (no of defendants)	Cases within target (%)	Sample size (no of defendants)
National	83%	6,152	66%	2,698	89%	992
Area	79%	58	87%	15	100%	3

**TIME INTERVALS/TARGETS FOR CRIMINAL PROCEEDINGS IN YOUTH COURTS  
CHARGED AND SUMMONSED CASES (MARCH 2005)**

	Initial Guilty Plea Target 59 days		Trials Target 176 days		Committals Target 101 days	
	Cases within target (%)	Sample size (no of defendants)	Cases within target (%)	Sample size (no of defendants)	Cases within target (%)	Sample size (no of defendants)
National	87%	5,185	87%	3,309	91%	190
Area	90%	41	100%	16	0%	0

**ASPECT 3: MANAGING CROWN COURT CASES**

**INEFFECTIVE TRIAL RATE**

National Target	National Performance 2004-05	Area Performance 2004-05
18.5%	15.8%	10.4%

**ASPECT 4: ENSURING SUCCESSFUL OUTCOMES**

<b>UNSUCCESSFUL OUTCOMES (AS A PERCENTAGE OF COMPLETED MAGISTRATES' COURTS AND CROWN COURT CASES)</b>		
National Target	National Performance 2004-05	Area Performance 2004-05
21%	19.6%	12.3%

<b>OFFENCES BROUGHT TO JUSTICE</b>		
	CJS Area Target 2004-05	CJS Area Performance 2004-05
Against 2001-02 baseline	16.3%	1.6%
Number	12,827	11,249

**ASPECT 7: DISCLOSURE**

<b>DISCLOSURE HANDLED PROPERLY IN MAGISTRATES' COURTS AND CROWN COURT CASES PERFORMANCE IN THE LAST INSPECTION CYCLE</b>		
	National Performance	Area Performance
Primary test in magistrates' courts	71.6%	77.2%
Primary test in Crown Court	79.9%	68.4%
Secondary test in Crown Court	59.4%	25.0%
Overall average	70.3%	56.9%

**ASPECT 11: MANAGING RESOURCES**

<b>NON RING-FENCED ADMINISTRATION COSTS BUDGET OUTTURN PERFORMANCE (END OF YEAR RANGES)</b>	
2003-04	2004-05
105.2%	102.3%

<b>DCW DEPLOYMENT (AS % OF MAGISTRATES' COURTS SESSIONS)</b>			<b>HCA SAVINGS (PER SESSION)</b>		<b>SICKNESS ABSENCE (PER EMPLOYEE PER YEAR)</b>		
National Target 2005-06	National Performance 2004-05	Area Performance	National Performance Quarter 4 2004-05	Area Performance Quarter 4 2004-05	National Target	National Performance 2004	Area Performance 2004
11.6%	8.3%	6.1%	£224	£136	8 days	8.7 days	6.7 days

**ASPECT 14: SECURING COMMUNITY CONFIDENCE**

<b>PUBLIC CONFIDENCE IN EFFECTIVENESS OF CRIMINAL JUSTICE AGENCIES IN BRINGING OFFENDERS TO JUSTICE (BRITISH CRIME SURVEY)</b>	
CJS Area Baseline 2002-03	Most Recent CJS Area Figures In 2004-05
46% (March 2003)	53% (Dec 2004)

**NOTES**



NOTES



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