

# Annual Report

## 2015-2016

HM Chief Inspector of the Crown Prosecution Service

Presented to Parliament pursuant to Section 2(2) of the  
Crown Prosecution Service Inspectorate Act 2000



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Printed on paper containing 75% recycled fibre content minimum.

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**Kevin McGinty**  
Her Majesty's Chief Inspector

# Letter from HM Chief Inspector to the Attorney General

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*The Rt Hon Jeremy Wright QC MP*

I am pleased to present to you this report on our inspection activity in respect of the Crown Prosecution Service (CPS) and the Serious Fraud Office (SFO) for the year 1 April 2015 to 31 March 2016.

This is my first annual report as Chief Inspector of Her Majesty's Crown Prosecution Service Inspectorate. It has, in many respects, been an eventful year. I was greeted on my arrival in April 2015 by the Holborn fire which resulted in us having to vacate our London offices for nearly four weeks. I am grateful for the help provided by the CPS in giving us temporary accommodation, which allowed us to continue business almost as normal. In early January 2016 we had to vacate our York office for some time due to the effect of flooding in the city. The two events have given us the opportunity to thoroughly test our business continuity plans!

In common with many government departments we have had to review our plans as a result of an overall reduction in budget following the 2015 Comprehensive Spending Review – in our case a reduction of 15% over the life of the review. As well as a busy inspection programme we have therefore considered how we can continue, with reduced resources, to give you assurance on how the CPS is performing. To this end we have developed a new risk-based CPS Area methodology which is being piloted before a full roll-out in 2016-17.

The nature and scale of the work done by the SFO would make a single whole organisation inspection extremely resource intensive. We have therefore used a thematic approach and this year we have looked at its governance arrangements. The report was published in May 2016.

On taking up appointment I commissioned an independent review of our organisational structure which considered whether our staffing and governance arrangements were appropriate and effective, and how best we could continue to deliver a high quality service with reduced staffing resources. That report was delivered in early 2016 and we are in the process of implementing, or deciding how to implement, the recommendations made. Likewise, we are working with our criminal justice inspectorate colleagues to implement the National Audit Office recommendations made in their 2015 report on the criminal justice inspectorates.

Much of our inspection work in 2015-16 focussed on the service provided to victims and witnesses, including the most vulnerable. This included single agency inspections of how well the CPS communicates with victims and witnesses, the use of witness summonses, and the operation of the CPS Rape and Serious Sexual Offences units. Jointly with other criminal justice inspectorates we published a follow-up inspection report on disability hate crime and a review of the identification of vulnerable and intimidated victims and witnesses.

At the request of the CPS we took an early look at its contribution to the Transforming Summary Justice initiative and, jointly with colleagues from Her Majesty's Inspectorate of Constabulary, we considered the effectiveness of the digitisation of the criminal justice process. The success of both is crucial to the improvement of the criminal justice system. In 2016-17 we plan to look at how well the Crown Court Better Case Management initiative is being implemented.

One of my primary aims is to increase our stakeholder engagement, through producing relevant high quality easily read reports, and developing an outreach programme for local and national interest groups to which all staff can contribute. Internally, we have introduced an Inspectorate intranet to improve communication.

Next year's work will include the roll-out of our CPS Area Assurance Programme together with proposed joint inspections of high profile topics: stalking and harassment, and on the disclosure of unused material.

I should like to finish by thanking all the HMCPSI staff for their work throughout the year, all of whom have contributed in some way to the development of the new Area Assurance Programme.



**Kevin McGinty CBE**  
HM Chief Inspector of the Crown Prosecution Service



# Crown Prosecution Service geographical Areas

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## Overview of our inspection activity

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Our assessment of CPS performance is informed by findings from our Area Effectiveness Inspections (AEIs), follow-up inspections, audits and joint inspections undertaken between April 2015 and March 2016. From March 2016 AEIs will be replaced in this process by the CPS Area Assurance Programme (AAP) we have developed. Additionally, we have included any reports which were due for publication shortly after this period. Details are set out in annex A.

Our approach to inspection takes account of the CPS's business needs as well as the expectations of the general public as to whether the CPS provides an efficient service and gives value for money. This assessment reflects those aspects in which CPS performance is crucial to public confidence, or where casework failures might represent a high reputational risk to the organisation.

Previous recent annual reports have commented on the overall reduction in the CPS budget and the impact this has had, as reflected in reduced staffing levels and the closure of offices. However, the 2015 Government Comprehensive Spending Review confirmed that the CPS budget would be maintained with a sufficient increase to cover pay and price inflation. This is encouraging for the CPS and in part reflects the work they have done to digitise and increase the efficiency of their casework processes. Our joint inspection report, with Her Majesty's Inspectorate of Constabulary (HMIC), on delivering justice in a digital age acknowledges that the CPS has been at the forefront of this initiative.

The Transforming Summary Justice (TSJ) initiative was implemented in the magistrates' courts in 2015. This aims to speed up the process and increase the number of trials that go ahead without having to be adjourned to another day. The CPS asked us to have an early look at how well they were contributing to its success. Although early days, our initial findings were encouraging. We plan to do a follow-up inspection later in 2016-17. Ideally we would like this to be with our colleagues in HMIC, as the quality of files submitted by the police to the CPS is crucial to the overall success of the initiative. We also want to take an early look at the CPS contribution to Better Case Management (BCM). This Crown Court scheme is led by the senior judiciary and its principles are similar to those of TSJ.

We carried out a full AEI of CPS South East and a follow-up inspection of CPS North East. AEIs require a lot of resources and, when balanced against our other inspection commitments, we could only do a very small number each year. However, we want to be able to give as comprehensive an assurance as possible to the public and Ministers, with the resources we have available, on how the CPS is performing. Over the last few years we have achieved this in respect of Area casework by carrying out an Annual Casework Examination Programme (ACEP). Whilst this has been very effective, we have not been able to look with any detail at other aspects relating to Area performance. To address this, in 2015-16 we developed AAP which will use a risk-based approach to ensure that in each Area inspected we focus on the issues that matter. Pilot inspections started in March 2016 and after they have been evaluated we intend to start a comprehensive programme of Area Assurance inspections.

A lot of our inspection focus in 2015-16 was on issues relating to victim and witness care. This included a report on how well the CPS communicates with victims and an audit of the use of witness summonses, which compel people to attend court. Together with the other criminal justice Chief Inspectors we published our first consolidated report on how the criminal justice agencies were meeting the needs of victims in the criminal justice system. This report drew together the findings from the relevant single and joint inspection reports published between April 2014 and July 2015. By undertaking this exercise each year we aim to give the public and Parliament a good overview of how the agencies are meeting the requirements of the Victims' Code.

We also looked closely at how the CPS handles rape and other serious sexual offence cases, which are likely to have some of the most vulnerable victims. More generally, in conjunction with our HMIC colleagues, we examined how good the police and the CPS are at identifying vulnerable and intimidated witnesses and what they do with that information once they have been identified.

Finally for the CPS, the publication of our joint inspection report on partnership working looked at how well the criminal justice agencies work together to deliver initiatives and improve how criminal justice is delivered locally. This is, and will remain, important as both TSJ and BCM bed in.

## Overview of CPS performance outcomes

Overall, the proportion of cases which resulted in a successful outcome in 2015-16 (either by way of a guilty plea or conviction after trial) was little changed from the previous year. In the magistrates' courts the proportion of successful outcomes dropped by 0.4% from 84.2% to 83.8%. There was a similar fall in the Crown Court from 79.4% to 79.2%. It is of note that the proportion of successful outcomes in cases of domestic abuse, overall hate crime and rape all rose slightly in 2015-16. However more still needs to be done to increase the success rate in rape cases, where the conviction rate rose by 1.0% to 57.9%.

The volume of cases dealt with has fallen year on year, but in both the magistrates' courts and the Crown Court the number of contested cases rose. In the magistrates' court by 10.5% and 3.4% in the Crown Court. This is against a background of overall caseload falling by 4.4% in the magistrates' court and 1.8% in the Crown Court.

Contested cases put a greater strain on CPS resources and required a good quality police file if they are to be prepared and presented effectively.

# Overall assessment of the Crown Prosecution Service's performance

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## Introduction

In this section we set out the findings from our inspection activity in 2015-16.

## The CPS contribution to improving the efficiency of the criminal justice system

One of the most significant developments in 2015-16 was implementation of TSJ in the magistrates' courts, supported by the continuing development of a digital criminal justice system. The success of both requires the agencies to work together effectively to secure improvement.

The aim of TSJ is to reform the way that criminal cases are handled in the magistrates' courts and to create a swifter system, with reduced delay and fewer hearings. Although previous initiatives have failed substantially to improve the way that magistrates' court work is delivered, we found that the initial CPS contribution to TSJ has been positive. Good legal training has been delivered and strong governance arrangements are in place. The initiative has to be given time to bring about a real culture change, which cannot happen overnight. It is encouraging that inspectors assessed 81.0% of first hearings they observed as effective. However, inspectors also found that timeliness and quality of the CPS case review, which must take place before the first hearing, needs to improve. In 37.7% of cases examined there was no evidence that a review had been completed before the first hearing.

The prosecution file is now substantially digital and prosecutors present their cases in the magistrates' courts without paper copies, which can be of real benefit. Good progress is also being made in the Crown Court with digital case presentation now the norm up to the point a not guilty plea is entered. The commitment and initial lead of the CPS in implementing digital working was recognised in two joint inspection reports. One was on local criminal justice partnerships, conducted jointly with HMIC and Her Majesty's Inspectorate of Probation (HMI Probation), and the other on the digitisation of case preparation and presentation. The latter, conducted jointly with HMIC, was the first in which we have invoked our joint inspection statutory power which enables us to include an assessment of how Her Majesty's Courts and Tribunals Service (HMCTS) was contributing to digital casework development.

We found that some police forces are now recognising the benefit of working collaboratively to purchase IT systems which work across forces and reduce the difficulties of transferring material to the CPS. But, at a national level, the police governance arrangements for implementing the various digital initiatives are too complicated and need to be simplified.

Whilst there remained imperfections which frustrated users, almost all magistrates' court casework is transferred digitally between the police and CPS. Prosecutors present magistrates' court cases from laptop devices; can use screens to show exhibits; and can update the CPS case management system in real time. Court based Wi-Fi now enables practitioners to access casework information without seeking to adjourn or put back cases, although how this digital age embraces the unrepresented defendant is still not clear.

Some of the inspection findings are, however, unfortunately all too familiar when considering the implementation of IT. Some systems do not 'talk' to each other effectively, wasting resources when material has to be re-input and not providing full value for money. At worst this has led to systems being withdrawn until workable solutions are found. Further, inspectors found little evidence of the agencies identifying the financial savings made through digitisation.

Some hardware that has been installed to assist magistrates' court presentation is difficult for CPS prosecutors and defence representatives to use in conjunction with other equipment. This reflects a lack of joined-up thinking within individual agencies.

Progress in establishing a modernised digital criminal justice system has clearly been made but the vision of a digital end-to-end system, where information is captured once by a police officer responding to a crime and then flows through the system without duplication or re-working, is still some way from becoming reality.

Effective partnership working is essential if these and other initiatives are to succeed. In our TSJ inspection we found that there was a renewed desire at the local level for the agencies to work together to find solutions to make the initiative work, although concerns were expressed about the quality of data used to assess performance. The picture is not so positive in respect of wider partnership working. In our joint inspection report with HMIC and HMI Probation we found little evidence of the agencies having a set of agreed priorities that they were all working towards. Additionally, the local criminal justice partnerships could offer little assurance that those priorities they had in place were clearly understood and owned by all partners.

An issue identified in that inspection was the difficulties which can arise when an agency has to work with more than one of its counterparts, for example CPS East Midlands covers no fewer than five police forces. This point was also made in our inspection of TSJ and in this respect the decision of the CPS in February 2016 to not reduce the number of its geographical Areas, which would have increased the number of police forces each Area would have to work with, is welcomed.

## Victims and witnesses

Much of this year's joint and single agency inspection focus has been on the service provided to victims and witnesses by the criminal justice agencies. For the first time, together with the other criminal justice inspectorates, we published a consolidated report on victim and witness issues. This brought together all our relevant inspectorate findings from reports published between April 2014 and July 2015. It included how well the police respond to reports of crime through to the service provided by the CPS at court. We intend to publish a further consolidated report in 2016-17.

The impact of the introduction by the CPS of Victim Liaison Units (VLUs) was assessed in our communicating with victims report. We found that the concept of VLUs was sound but that many did not have enough staff to be able to deal adequately with either the requirements of the Victims' Code or additional CPS processes. As a result of our findings the CPS is reassessing the resource requirements of the units. We found that both the quality and timeliness of letters to victims needed to improve. There was also a duplication of tasks between the VLUs and the police Witness Care Units when, in some categories of case, both notify the victim of the result. This was compounded by the lack of accuracy in some of the letters, which could mean that the victim received two conflicting versions of what had happened in their case.

We shall continue to assess the timeliness and quality of letters sent to victims by the CPS as part of AAP.

Previous inspection activity in South Wales and Gwent identified a potential concern about when the CPS applied to the court for a witness summons to compel a witness (including the victim) to give evidence. Whether or not to grant the application is a judicial decision. We therefore carried out an audit to assess how well the CPS was using this process. We found that there is no general CPS guidance on when to apply for a witness summons and the specific guidance in its domestic abuse policy is not always followed correctly. Applications were being made too close to the trial date, making it difficult to serve the summons in time. There was also an insufficient qualitative assessment in some cases as to whether applying for a witness summons was the best approach to secure the attendance of the victim. In some courts there is a practice of automatically issuing a witness summons for certain categories of victim, regardless of whether an application is made by the CPS. The aim is that the summons can then be used if the victim later expresses a reluctance to attend court. Our comments on this process are being considered by the Criminal Procedure Rules Committee to assess whether, in the light of our findings, there needs to be any revision or clarification of the Rules on this aspect.

The decision to apply for a witness summons can have an impact on some of the most vulnerable victims. Our joint inspection report with HMIC considered in detail how good the CPS and police were in identifying vulnerable and intimidated witnesses and what they did with that information. The report found that both agencies must improve their understanding of vulnerability and, in particular, how the vulnerability of a victim or witness can change as cases progress through the criminal justice system. Further, the police and CPS must achieve a better understanding of each of their respective contributions to the criminal justice process and eliminate the 'tick-box' culture highlighted again by this inspection.

Problems start when the investigating police officer does not record whether the victim or witness has any particular needs that would require support if they were to give evidence. Where the information was recorded and available it was not passed effectively to the prosecutor in over half the cases examined. When this happens prosecutors need to be better at identifying that information is missing and requesting it from the police. Improvement is also needed in managing the risk for victims and witnesses once their vulnerability is identified. This is both from a public safety policing perspective and as part of the prosecution process, for example ensuring that there are special measures applications to make giving evidence easier.

TSJ and BCM put a premium on the right decisions being made at the right time. The findings from our various inspection reports which have looked at aspects of victim and witness care reinforce the importance of this approach.

Two reports published this year have looked at particularly sensitive aspects of CPS casework, namely rape and other serious sexual offences (RASSO) and a joint inspection follow-up review (with HMIC and HMI Probation) of the progress the agencies had made in dealing with disability hate crime. By their nature, these offences are likely to have vulnerable victims, some of whom may be intimidated because of the nature of the relationship to the accused.

The RASSO report focussed on how well structured the CPS is to deliver this particularly sensitive casework, which has seen a significant increase in cases submitted by the police. We found that across the Areas there are many committed and professional individuals trying to deliver a quality and timely product. There were a number of obstacles to achieving this, including deficiencies in the quality of police files referred to the CPS and a lack of staff resource within the units. As a consequence, the standard of casework is not what should be expected from specialist units and there is significant duplication of effort and re-work. We found that in over 10% of cases the Code for Crown Prosecutors was not applied correctly at the charging stage, which is a worse result than our findings in relation to non-specialist cases. It also takes too long for the CPS to provide charging advice, thereby increasing the anxiety for vulnerable victims. However, the report recognised that the CPS is already making progress in addressing the concerns identified.

The disability hate crime review raised significant concerns about the lack of progress since the full inspection, which was published in March 2013. It found that neither the police nor the CPS had succeeded in significantly improving performance at operational level. Recognising this, the CPS Chief Executive assumed personal responsibility for driving improvement by the Service and a CPS national action plan was launched in November 2014. The accuracy of the identification of disability hate crime still needs to improve and the number of cases where there was a record of the court 'uplifting' the sentence because it was a disability hate crime was unacceptably low.

Following the departure of the then Chief Executive it is important that the CPS, at the highest level, continues to ensure that improving the handling of disability hate crime remains a national priority. We hope to carry out a further follow-up inspection at some stage.

## Making an impact

HMCPSI has no regulatory powers in respect of the CPS or the SFO. It is our role to provide evidence-based findings on what is working well and where improvement is needed. It is then for those with responsibility for the CPS or the SFO, either within the organisation or through their powers of superintendence, to effect the necessary changes. In joint inspections this can extend to those bodies or agencies that have oversight or directive authority, for example the National Police Chiefs' Council (NPCC) or the College of Policing.

As mentioned above, issues identified in our witness summons audit have been referred to the Criminal Procedure Rules Committee. In January 2016 the NPCC issued revised guidance on conducting visually recorded interviews. This new guidance draws directly on the recommendations made in our joint inspection with HMIC on achieving best evidence in child sexual abuse cases (published in December 2014).

We also undertook a follow-up inspection of CPS North East, which assessed the Area's progress against the recommendations made following a full inspection in November and December 2012. Of the three recommendations which were still applicable, good progress had been made in one, fair progress in another and poor progress in the third.

The findings from our joint follow-up review of disability hate crime led to the commissioning by Nottinghamshire Police of academic research. Published in September 2015 this research confirmed many of the report's findings, in particular that police officers did not think they received adequate training, which led to a trial and error approach when trying to determine whether a victim had a disability.



The Inspectorate is now asked to provide a briefing to the Justice Committee before those occasions when it asks the Director of Public Prosecutions (DPP) to appear. This enables us to ensure that the Committee is informed on those matters which we consider of particular relevance.

Generally, we are seeking to increase the distribution of our reports, using Twitter to increase awareness and building on the list of stakeholders who receive regular emails detailing what we are doing. We are also seeking to reach a wider audience through speaking at various conferences and events.

## How we intend to take work forward in 2016-17

In 2015-16 we carried out a detailed review of how we could, with the resources available, best provide an assurance as to how the CPS is performing. Any approach has to ensure that there remains sufficient resource for us to contribute fully to any necessary joint inspection work and also retain the capability to undertake short notice inspection activity.

The previous Annual Casework Examination Programme was very effective in providing an assurance as to the quality of casework in the Areas but did not, in any meaningful way, look at other aspects of business. The more detailed look formed part of the Area Effectiveness Inspection process, but only two or three a year could be resourced.

Our new approach for 2016-17 will be to carry out an Area Assurance Programme. Whilst it will not be possible to visit each of the 13 CPS geographical Areas in a year, our intention is to include sufficient in our programme to give a representative assurance as to how the CPS is performing and its 'direction of travel'. This will be a risk-based approach and the extent of our inspection activity in individual Areas will be determined by assessing a range of factors, including casework and budgetary performance.

In addition to the AAP, we propose to carry out a follow-up inspection of TSJ and take an early look at the Crown Court BCM scheme. We will also contribute fully to the relevant joint inspections planned for 2016-17. Although not fully decided at this stage, these are likely to include stalking and harassment, and the disclosure of unused material.

## **Assessment of the Serious Fraud Office governance arrangements**

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The scale and complexity of the casework handled by the SFO makes it very difficult to carry out single inspections which scrutinise all aspects of the organisation. To do so would have a critical impact on our ability to resource any other inspection work. We have therefore decided to adopt a thematic approach, whereby we will look at individual aspects of the SFO. This year we have undertaken, at the request of the Attorney General, an inspection of the organisation's corporate governance arrangements.

We found that the SFO has made significant ground in improving its governance arrangements, but that there are aspects which could be strengthened further, which include reducing the size of its Management Board and appointing a Chief Executive Officer. We also found that the blockbuster funding model did not represent value for money and prevented the SFO building future capability and capacity.

# HMCPST corporate issues

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## Performance against the Business Plan

The 2015-16 Business Plan set out several key priorities, all of which were achieved:

- to carry out effective scrutiny of the work of the CPS in order to give assurance to the Attorney General
- to assist the CPS to improve the quality of service it offers the public
- to highlight aspects of CPS work where poor performance represents a risk to the public or to the reputation of the CPS
- to highlight aspects of CPS performance that represent good practice
- to develop an inspection framework and methodology for the SFO following the granting of statutory powers in 2014<sup>1</sup>
- to undertake joint inspections with HMIC, HMI Prisons and HMI Probation in order to identify opportunities for greater efficiency and improved outcomes in the criminal justice system as a whole
- to be flexible so that work can be undertaken at short notice if necessary.

Our inspection work has provided an appropriate balance of activity (thematic/bespoke/joint – see annex A) and this approach has provided us with a valuable insight into the work of the CPS and SFO, together with other aspects of performance across the criminal justice system. It has also assisted in highlighting potential future inspection work.

One particular highlight was our inspection of TSJ which took place only a few months after the scheme came into operation and has enabled us to provide up to date feedback to Ministers, the CPS, public and other criminal justice stakeholders on how this significant new scheme is working. Our work should influence how the CPS continues to develop its contribution to TSJ.

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<sup>1</sup> The methodology was developed in respect of our approach to inspecting governance arrangements.

## Finance

The Inspectorate's budget comprises part of the overall Government Legal Department's budget vote. The final allocation for 2015-16 was £2,958,000 and HMCPPI has operated within that figure for the relevant financial year. However, the Government's Comprehensive Spending Review and Autumn Statement 2015 confirmed that our budget is to be reduced by 15% by 2019-20. As a consequence an internal review of the staffing and organisational structure has been undertaken and our staff numbers will reduce over the relevant period of time. This process is being kept under close review by senior management.

## Organisational structure and accommodation

As part of the Government's Estate Strategy our London office will have to move from the current premises at One Kemble Street in 2018. Appropriate steps to secure new accommodation are being taken in preparation for this move to allow the transition to take place smoothly and without disruption to our work.

Our York staff continue to share premises with the CPS at Foss House. This has not been without its challenges due to the floods that occurred in December 2015 and the temporary closure of the building. However, our business continuity plan (which had already been tested earlier in the year when there was a fire close to our London offices) was put into operation. We continued to function despite the difficulties. Staff worked flexibly from a variety of locations and, using increased IT functionality, worked remotely without any disruption. We are aware that the CPS keeps its own estate strategy under review and that the current arrangements in York may not continue. As a consequence, we are considering a variety of alternative future working arrangements for our staff. This will enable us to continue to operate without any interruption, should the CPS move from Foss House.

During the year we also have continued with our established practice of further developing shared services with other government departments and inspectorates. This year we have continued working closely with the Government Legal Department (particularly around aspects relating to the publication of reports and communication strategies) and the sharing of administrative staff and other resources with the Attorney General's Office.

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## Human resources

During 2015-16 we have seen a period of development and consolidation amongst inspectors and support staff.

A number of lawyers on secondment from the CPS had their loan period extended by 12 months, allowing them to continue to make a full contribution to inspection activities. In June 2015 two new legal inspectors were appointed. In early 2016-17 we increased our permanent complement of assistant legal inspectors.

So as to create an opportunity for senior inspectors to make an increased contribution to the organisation, a new Executive Board has been created with all senior legal and business management inspectors now part of the management team. This has provided greater use of their expertise and increased ownership of the work of the Inspectorate.

Our non-executive director, Dr Jacki Tapley (a member of the Institute of Criminal Justice Studies at the University of Portsmouth), continues to make a significant contribution to our Executive Board and we endorse the view of the National Audit Office in its review *Inspection: A comparative study* (February 2015) that a non-executive director 'adds value' to the organisation.

The HMCPsi support function is currently primarily based in London. This has worked well with increased use of technology to assist communication. Staff have used both telephone and video conferencing to reduce travel costs and increase the effective use of their time. However, with the development of AAP we are reviewing both the scale and location of the administrative support function.

Following the review of our structure we have determined that some posts are no longer viable and as a consequence some corporate staff will be made redundant in 2016-17.

## Communication

We have now developed our own intranet which has improved communication between all members of staff. It allows news items to be published across the organisation and staff are encouraged to check for updated information daily. Various topical items have also been published (both work and socially related) and contributions can be made by any member of staff.

The intranet contains reference to our own internal policies and provides easy access to information regarding staff working patterns and availability.

We continue to use our shared internet site ([www.justiceinspectorates.gov.uk/hmcpai](http://www.justiceinspectorates.gov.uk/hmcpai)) to act as an 'outward face' of HMCPsi. All new inspection reports are launched on the website and a detailed evaluation is undertaken of the number of visitors to the site (at various times, including post-publication of a report). The site also includes a news feature and all staff are invited to contribute.

In January 2016 we re-launched our Twitter account. This was used to publicise our recent reports, including the inspection on how the CPS handles RASSO casework (as of 3 February 2016 HMCPsi has reached more than 100,000 Twitter users in relation to this report).

We have worked to develop relationships with stakeholders throughout the year. Notably, we held a stakeholder event in February 2016, where our inspectors spoke to a range of representatives from charities and victims' groups about the findings from recent reports on the experiences of victims and witnesses with the CPS and generally within the criminal justice system.

We have also continued with our community outreach work, with staff making presentations to such groups as the York Young Inspectors' programme, which recruits and trains a group of young people to inspect services in York, and to students attending the University of Portsmouth.

## Learning and development

This has continued to be a priority within the organisation. We are proud to acknowledge that our staff are the key to our successful operation and have continued to invest in their professional development. We have endorsed a blended approach to training and development, focusing on a mixture of all staff events, role specific training and elective training requests from individual staff members. Additionally, in conjunction with the other criminal justice inspectorates, we are developing a programme of joint training. This will assist in developing a consistent approach to joint inspection work.

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HMCPST's Learning and Development Committee has operated during the relevant period and is the focus for sharing best practice, planning national events, approving individual training requests and retaining control over the learning and development budget.

Examples include:

- all staff days held in both London and York. These events have included internal training and staff awareness raising presentations from relevant criminal justice focussed charities such as Stop Hate UK
- legal inspectors have held regular lawyers' group meetings (usually via the video link) where staff present legal updates to colleagues
- external trainers have provided both generalist and specialist legal training. Where appropriate the training has focussed on upcoming inspections, allowing staff to gain specialist knowledge. These sessions provide a broader view of the criminal justice system for our legal inspectors. Staff have also spent short periods on secondment to other government departments to broaden their knowledge
- there have also been a number of 'learning days' across the year, where both legal and business inspectors have allocated days to undertake specific training. These days have concluded with a 'reflective learning' session
- all legal inspectors have undertaken the compulsory e-learning courses that CPS prosecutors are required to undertake
- staff have attended bespoke training courses, for example one on analysing and using evidence
- staff in the York office continue to make a contribution to the Government Northern Lawyers' Network
- the Deputy Chief Inspector regularly attends the CPS Community Accountability Forum and the Whitehall Prosecutors' Group and subsequently disseminates the relevant information to staff
- staff have also utilised various Civil Service Learning online courses.

## Liaison with other jurisdictions

During the year HMCPST staff undertook a number of liaison activities with foreign government departments, including:

- the Secretary to the Punjab Prosecution Service. This visit was a follow-up to a previous delegation visit to the UK and a visit by our own Deputy Chief Inspector to Pakistan in January 2015
- the Head of Department at the Ministry of Justice of the Republic of Macedonia
- consultation with representatives from the Kenyan Government.

## Employee engagement

We participated in the Civil Service People Survey 2015 and the results were positive. The Overall Engagement Index was 67% (up 10% from the previous survey). This was the ninth highest index score in the Civil Service.

There were particular increases for Learning and Development 56% (up 10%), Inclusion and Fair Treatment 80% (up 10%), and Resources and Workload 83% (up 8%). Noticeably, Leadership and Managing Change increased by 20% and scored 63%.

There were slight declines in the scores for Organisational Objectives and Purpose, and My Manager.

The survey provides valuable information and contributes significantly to our own continuing improvement process. The Executive Board and Staff Engagement Group are looking at how issues identified can be further improved. We are continually striving to improve all aspects of our business.

During autumn 2015 a major new initiative was launched relating to our Values. Contributions were sought from the entirety of the staff at a special training day and further work was undertaken by the Staff Engagement Group.



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Our agreed Values are:

- Integrity: Act professionally to build confidence and trust
- Respect: Treat others as you would expect to be treated
- Transparent: Be open and honest in all dealings with colleagues
- Equality: Value the diversity of our colleagues and provide equal opportunities for development of skills and capabilities.

During 2016 we are implementing an agreed action plan that continues to promote and embed these Values within the organisation.

Developments have been made to staff working practices, involving the introduction of flexible working arrangements. We are also focussing on creating an agile working environment that allows us to respond quickly to short notice work.

Members of the senior management team regularly visit the York office and a 'one team' philosophy has been adopted.

## Equality and diversity

The Equality and Diversity Committee has continued with its role to develop, implement, monitor and evaluate equality and diversity policies. For example, how we recruit staff, ensure compliance with Civil Service requirements, and undertake inspection activity. The committee has oversight of HMCPsi activities to ensure compliance with our public sector equality duties and reports directly to HMCPsi's Executive Board.

This year the committee worked with Inspectorate colleagues to review HMCPsi's Equality Objectives and refreshed the action plan for implementing the updated objectives. The action plan includes the requirement, when scoping inspections, to consider whether the inspected body needs to have considered those with protected characteristics in their work and the impact of their work on those with protected characteristics.

HMCPsi have reviewed the diversity data we hold in relation to job applications and recruitment and will continue this process.

During 2015-16 we signed the Time to Change Employer Pledge to increase understanding of mental health issues amongst our staff and to take action to tackle the surrounding stigma and discrimination.

This initiative has instigated a number of activities to improve wellbeing amongst our staff. For example, in October 2015 we ran a communications campaign to raise awareness of mental health issues. This was followed with work to raise awareness of sources of assistance available to staff and for managers on how to support their staff. We also now have two Employee Champions who are undertaking anti-stigma activity in addition to their main roles. The pledge is backed by an action plan detailing the activity, which will be reviewed periodically.

The committee has worked with the Executive Board to support the implementation of a set of Values across HMCPST and co-ordinated a Diversity Awareness Programme to raise awareness of issues and create discussion amongst staff.

## Annex A: Inspection review and audit reports published between April 2015 and March 2016

| Inspection reports, reviews and audits  | Date          |
|---|---------------|
| Review of the performance of CPS North East follow-up   | June 2015     |
| Review of the performance of CPS South East   | July 2015     |
| Witness summons audit   | January 2016  |
| Thematic reviews and bespoke inspections  |               |
| Communicating with victims  | January 2016  |
| Thematic review of the CPS Rape and Serious Sexual Offences units   | February 2016 |
| Transforming Summary Justice: An early perspective of the CPS contribution  | February 2016 |
| Joint inspections   |               |
| Joint review of disability hate crime follow-up (with HMIC and HMI Probation)   | May 2015      |
| Joint inspection of the provision of charging decisions (with HMIC)   | May 2015      |
| Working in step? A joint inspection of local criminal justice partnerships (led by HMIC, with HMI Probation)  | October 2015  |
| Witness for the prosecution: identifying victim and witness vulnerability in criminal case files (led by HMIC)  | November 2015 |
| Meeting the needs of victims in the criminal justice system: A consolidated report by the criminal justice inspectorates (with HMIC, HMI Prisons and HMI Probation) | December 2015 |
| Delivering justice in a digital age: A joint inspection of digital case preparation and presentation in the criminal justice system (with HMIC)                     | April 2016    |
| Reports published in 2016-17 referenced in this Annual Report   | Date          |
| Inspection of the Serious Fraud Office governance arrangements  | May 2016      |

### Inspections (including those being carried out jointly) and audit activity underway as at April 2016

#### *Area Assurance Programme*

CPS South West  
CPS Cymru-Wales



## Annex B: HMCPSI – key priorities 2015-16

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Seven clear priorities were set for delivery in 2015-16:

| Priority  | Progress |
|---|----------|
| To carry out effective scrutiny of the work of the CPS in order to give assurance to the Attorney General   | Achieved |
| To assist the CPS to improve the quality of service it offers the public  | Achieved |
| To highlight aspects of CPS work where poor performance represents a risk to the public or to the reputation of the CPS   | Achieved |
| To highlight aspects of CPS performance that represent good practice  | Achieved |
| To develop an inspection framework and methodology for the SFO following the granting of statutory powers in 2014   | Achieved |
| To undertake joint inspections with HMIC, HMI Prisons and HMI Probation in order to identify opportunities for greater efficiency and improved outcomes in the criminal justice system as a whole | Achieved |
| To be flexible so that work can be undertaken at short notice if necessary  | Achieved |



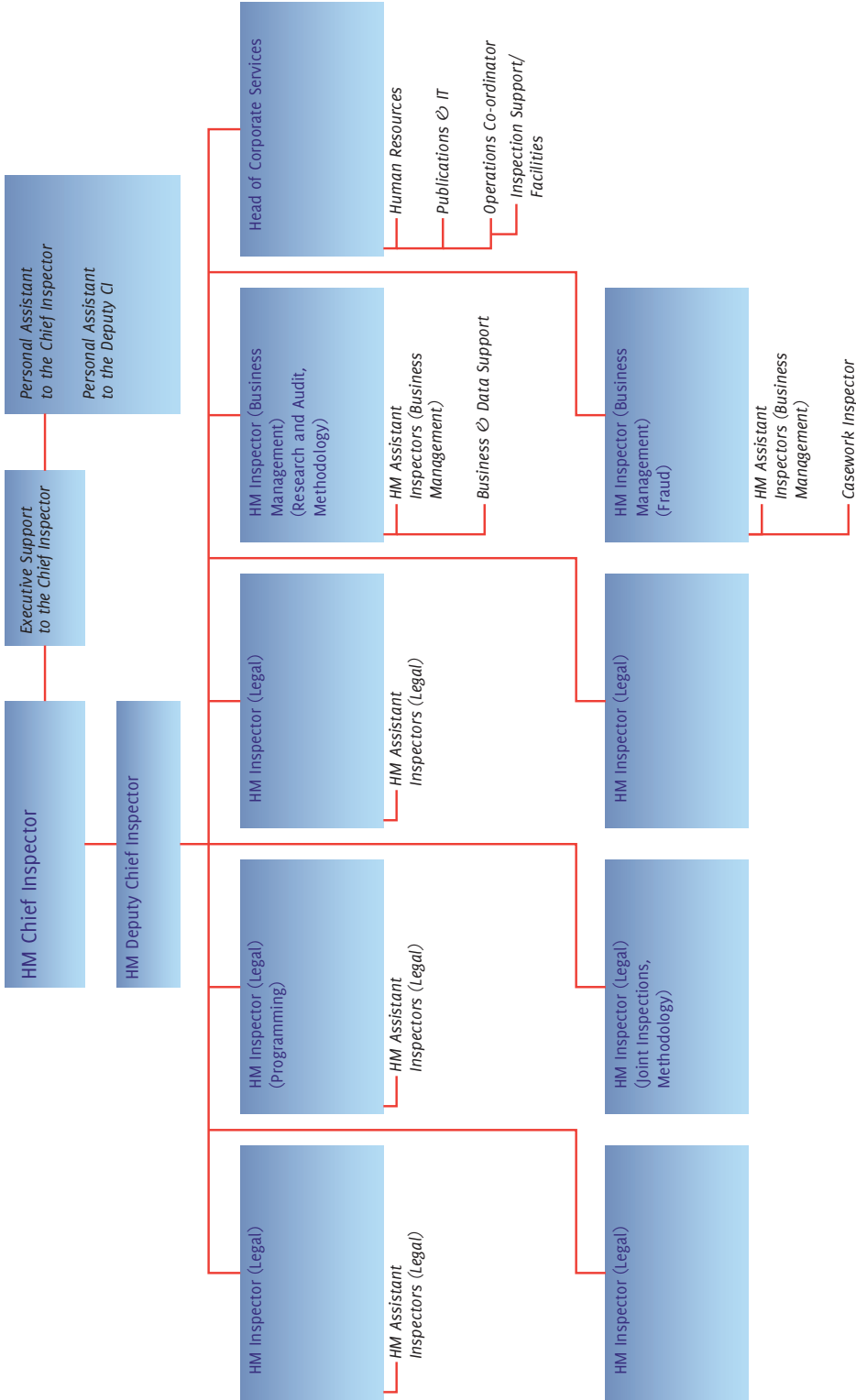
## Annex C: Budget expenditure for 2015-16

|  | 2013-14      |                        | 2014-15      |                        | 2015-16      |                        |
|--|--------------|------------------------|--------------|------------------------|--------------|------------------------|
|  | Cost<br>£000 | % of<br>total<br>costs | Cost<br>£000 | % of<br>total<br>costs | Cost<br>£000 | % of<br>total<br>costs |
| Staff  | 2,016        | 79.5%                  | 2,104        | 80.0%                  | 2,237        | 80.0%                  |
| Recruitment and training                           | 14           | 0.5%                   | 46           | 1.8%                   | 30           | 1.1%                   |
| Accommodation                                      | 230          | 9.0%                   | 216          | 8.2%                   | 233          | 8.3%                   |
| Travel and subsistence                             | 120          | 4.7%                   | 109          | 4.2%                   | 124          | 4.4%                   |
| Consultancy  | 55           | 2.2%                   | 24           | 0.9%                   | 26           | 0.9%                   |
| Suppliers and other services                       | 101          | 4.0%                   | 111          | 4.2%                   | 128          | 4.6%                   |
| Income – recovery of direct costs                  | -24          | -0.9%                  | -4           | -0.01%                 | 0            | 0                      |
| Non-cash costs (depreciation and NAO<br>audit fee) | 25           | 1.0%                   | 22           | 0.8%                   | 20           | 0.7%                   |
| <b>TOTAL</b>                                       | <b>2,537</b> | <b>100%</b>            | <b>2,628</b> | <b>100%</b>            | <b>2,798</b> | <b>100%</b>            |





# Annex D: Organisation chart as at 31 March 2016



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HMCPsi Publication No. CP001:1209



HM Crown Prosecution Service Inspectorate

London Office:

One Kemble Street

London WC2B 4TS

Tel. 020 7210 1187

Fax. 020 7210 1186

York Office:

Foss House, Kings Pool

1-2 Peasholme Green

York, North Yorkshire, YO1 7PX

Tel. 01904 54 5490

Fax. 01904 54 5492

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