

Annual Report

2016-2017

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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Kevin McGinty
Her Majesty's Chief Inspector

Letter from HM Chief Inspector to the Attorney General

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 2016 to 31 March 2017.

This year has seen considerable change in both the way we are structured and the inspections we have delivered. The CPS Area Assurance Programme (AAP), which was in the planning stage last year, is now embedded and will be core to our work next year. In 2016-17 we undertook two pilots of the AAP methodology in the South West and Cymru-Wales. Following a detailed evaluation of those we conducted a further three AAP inspections in the East Midlands, Wessex, and Yorkshire and Humberside. I intend to fulfil the programme in 2017-18 by undertaking similar inspections in the remaining CPS Areas, with the exception of London. The framework for these inspections is now aligned to the CPS priorities and its 2020 vision. This enables the organisation both at the local and the national level to be informed on performance against what it has rightly decided is important.

Alongside this work we undertook an early 'snapshot' report on the CPS contribution to the Crown Court Better Case Management initiative, where we found the results were positive. We shall continue to monitor progress as part of our AAP work. Although they will not be published until next year we have completed the substantive parts of four further inspections, namely a follow-up on the magistrates' court Transforming Summary Justice initiative, the accuracy of the recording of CPS case finalisations, the police and CPS response to harassment and stalking, and the disclosure of unused material. The latter two are joint inspections with Her Majesty's Inspectorate of Constabulary, with whom we continue to work closely.

In last year's letter I stated that we were considering the findings of an external review into our structure and resourcing requirements. As a consequence I considered it necessary to instigate a number of compulsory redundancies amongst administrative staff and offered voluntary redundancies to a few inspectors. The management structure was also revised and we are now better placed in this respect, and from a resourcing perspective, to maintain a meaningful level of inspection activity in future years. All this was undoubtedly unsettling for staff and, together with other factors, clearly contributed to our low staff engagement score in the 2016 Civil Service People Survey. Improving on that is one of my primary objectives.

This year I commissioned another external review of the senior management structure, which confirmed my view that organisationally we could not sustain the post of Deputy Chief Inspector. I wish to thank Asker Husain, who held that post, for the contribution he has made to the work of the Inspectorate during his time here. The review also recommended, and I agree, that there was a need to strengthen aspects of our corporate services. Organisationally we are now entering a period of stability which I recognise is needed to assist in delivering a challenging inspection programme.

Although there has been considerable upheaval this year, I wish to express my thanks to all the staff who have throughout consistently contributed to delivering high quality evidence based reports.



Kevin McGinty CBE

HM Chief Inspector of the Crown Prosecution Service

Crown Prosecution Service geographical Areas



From 1 April 2017 CPS London split into two separate Areas, London North and London South

Overview of our inspection activity

Our assessment of CPS performance is informed by findings from our Area Assurance Programme (AAP), thematic inspections and joint inspections undertaken between April 2016 and March 2017. 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 business needs and strategic priorities of the CPS, 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.

The increase in the volume of sexual abuse cases referred to the CPS has required them to realign resources to ensure that their Rape and Serious Sexual Offences (RASSO) units are staffed appropriately. This is both necessary and welcome. However, some Areas are now finding it difficult to recruit prosecutors to fill the gaps left as people move into these units. This is particularly acute in London and the South East. To mitigate this, the CPS now uses staff geographically based in other Areas, who work digitally. They have also simplified the initial part of the application process which, we found in CPS Yorkshire and Humberside, produced a far more encouraging response. We found that this lack of resources can also manifest itself in an increased use of agents in the magistrates' court, inadequate case progression after the first hearing at that venue, and Crown Advocates being reassigned to non-advocacy work.

We took an early look at the CPS contribution to the Better Case Management scheme. This Crown Court initiative is led by the senior judiciary and its principles are similar to those of Transforming Summary Justice (TSJ). It is also intrinsically linked with the Crown Court digital case system, which had only been recently introduced at the time of our inspection. Our snapshot review was therefore at a time of considerable change for the judiciary, defence community and all the criminal justice agencies. We have also followed up our earlier report¹ on the magistrates' court TSJ initiative. Although this inspection is not due to report until 2017-18, we have been able to assess this year the effectiveness of case progression in the magistrates' courts and the Crown Court.

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. To achieve this we have developed AAP, which was piloted initially in CPS South West and CPS Cymru-Wales. Our initial approach was to adopt a risk based process, whereby certain aspects would always be inspected, but the inclusion of others would depend on the risk

¹ *Transforming Summary Justice: An early perspective of the CPS contribution*; HMCPSI; February 2016. www.justiceinspectorates.gov.uk/hmcpsi/inspections/transforming-summary-justice/

assessment. We evaluated this approach after the two pilots and found that there was considerable overlap between the mandatory and optional modules. It was therefore decided to adopt a standard inspection framework for the remainder of the programme. Where possible this aligns to the CPS national priorities and 2020 vision. This revised approach has worked well on the three subsequent AAP inspections in the East Midlands,² Wessex,³ and Yorkshire and Humberside.⁴

Along with our colleagues in Her Majesty's Inspectorate of Constabulary (HMIC) we have looked at how some of the most vulnerable victims are treated in our joint inspection on the police and CPS response to harassment and stalking. This will report in 2017-18, as will our joint inspection with HMIC on the handling of disclosure of unused material. This is an aspect of casework where failures can lead to substantial reputational damage for both the police and the CPS.

Finally, we have conducted a review of the accuracy of recording of case finalisations on the CPS case management system. This is important for a number of reasons, including the accuracy of the national data which the CPS uses to demonstrate performance improvements.

Overview of CPS performance outcomes

The proportion of magistrates' court cases resulting in a successful outcome, either by way of a guilty plea or conviction after trial, has improved to 84.7% in 2016-17 compared with 83.8% in 2015-16. Conversely, the successful outcome rate has fallen slightly in the Crown Court from 79.2% to 78.8%. The significant change in the Crown Court case mix may have an impact, with an increasing proportion of the caseload comprising allegations of child sexual abuse, both recent and non-recent. These cases can be particularly problematic evidentially.

The magistrates' court caseload continues to decline, dropping from 534,121 in 2015-16 to 495,235. This represents a reduction of 7.3% and when compared with 2014-15, the overall reduction is 11.2%. Crown Court caseload is also falling, from 96,338 in 2015-16 to 85,881 in 2016-17 (a 10.9% drop). This continues the trend in falling caseload and, compared with 2014-15, the overall reduction is 12.8%. However, as we have stated, the proportion of more complex cases appears to be increasing.

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- 2 *Area Assurance Inspection of CPS East Midlands*; HMCPSI; November 2016.
www.justiceinspectorates.gov.uk/hmcpsi/inspections/area-assurance-inspection-of-cps-east-midlands/
 - 3 *Area Assurance Inspection of CPS Wessex*; HMCPSI; December 2016.
www.justiceinspectorates.gov.uk/hmcpsi/inspections/area-assurance-inspection-of-cps-wessex/
 - 4 *Area Assurance Inspection of CPS Yorkshire and Humberside*; HMCPSI; February 2017.
www.justiceinspectorates.gov.uk/hmcpsi/inspections/area-assurance-inspection-of-cps-yorkshire-and-humberside/

The conviction rate for offences of violence against women and girls⁵ continues to improve and rose from 74.2% in 2015-16 to 75.3% for 2016-17. The majority of offences within this category are those which meet the definition of domestic abuse. Rape convictions, which are a sub-category, fell marginally from 57.9% for 2015-16 to 57.6% in 2016-17.

There have been significant concerns raised about the increase generally in hate crime, however the CPS performance remains strong with a conviction rate of 83.4%. Although this is only a small rise of 0.2%, it is not far off the conviction rate for all categories of offence (84.7%).

⁵ This also includes offences against men and boys, which fall into the relevant category.

Overall assessment of the Crown Prosecution Service's performance

Introduction

In this section we set out the findings from our inspection activity in 2016-17.

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

The drive to reduce delay and improve case management in the criminal justice system continued in 2016-17 with the full implementation of the judicially led Crown Court Better Case Management (BCM) initiative, which is superintended by the Senior Presiding Judge. As with our inspection of the magistrates' courts Transforming Summary Justice scheme, we took an early look at the progress of the CPS's contribution to identify what was working and what could benefit from further consideration. It is important to bear in mind that the effectiveness of other agencies, defence representatives etc, can impact on the performance of the CPS.

We commended the CPS contribution to the planning and implementation of BCM at national and local levels. This is indicative of what we find generally when cross-criminal justice agency strategic initiatives are implemented. However, there needed to be far greater compliance by the CPS with the various stages of the process and steps taken to change the mind-set of staff in relation to the importance of engaging effectively with the defence.

The quality of high level decision-making by the CPS in relation to the application of the Code for Crown Prosecutors was excellent. The detail was less good in relation to the case analysis and strategy, with fewer than 50% of cases in the file sample addressing this properly. This restricts the CPS's ability to 'get it right first time'. Many police files were not of the required standard; this was compounded by the CPS not drawing the failings to the attention of the police force concerned.

Following the first hearing the case should be reviewed by a Crown Court unit prosecutor within 72 hours.⁶ We found that 56.5% of cases received a proper and proportionate case review, with a further 28.8% having received some sort of review, but only 13.7% were reviewed within the prescribed time. We shall be scrutinising whether this is improving during our 2017-18 Area Assurance Programme.

6 Since the inspection the CPS has amended this to five working days.

Neither the prosecution nor the defence have yet made the cultural shift required for there to be meaningful engagement between them at key stages in the process, and this needs to be addressed as a priority. We recognise that from a CPS perspective there can be frustrations when they cannot initiate meaningful contact with defence representatives, but they should demonstrate that they have tried. In one of the CPS Areas visited as part of this year's AAP, there was a local agreement that the CPS engagement log is uploaded onto the Crown Court digital case system.⁷ This enables everyone to see the efforts which have been made. The digital case system is yet another step towards the digitisation of the criminal justice system. Like all new systems we found teething problems but CPS prosecutors, who are very familiar with digitised casework, were using it effectively.

New initiatives take time to embed and even longer for the expected benefits to become apparent. Having said that, in many courts it was difficult to discern any changes from the previous regime and the various compliance failures were marked. The CPS needs to maintain a focus on the initiative to ensure any momentum is not lost and drive improvement in terms of compliance with BCM expectations. Only then can the scheme be embedded and the expected benefits of improved effectiveness, efficiency savings and a better service for victims and witnesses, be delivered.

The Area Assurance Programme findings

As stated, a substantial amount of our resource in 2016-17 has been focussed on delivering AAP. This comprised two pilot inspections followed by a detailed evaluation and then a further three inspections based on a revised framework and methodology. The revised approach will be maintained for the remaining AAP inspections. This will enable the Law Officers, the CPS and others to read across reports to identify trends, what works well and what should be improved. An overall score is not given for each Area. Whilst some may try, we did not want to develop a process which easily produced a 'league table'. The AAP inspection framework is at annex C.

Before summarising our findings I should like to thank the CPS Compliance and Assurance Team (CAT) for the help they have given us, both in the logistics of individual inspections and the internal CPS thematic reports they produce. It is encouraging that when compared on specific subjects, our findings are usually very similar. This year has seen a strengthening of our liaison arrangements, both with the CAT and CPS Headquarters generally. CPS Areas are now required by Headquarters to produce an action plan setting out how they are

⁷ The digital case system is 'owned' by Her Majesty's Courts and Tribunals Service. It was disappointing to find that when it went wrong in court blame was directed at the CPS.

going to tackle the issues to address identified in their reports. This level of scrutiny should assist Areas in improving where performance has been found to fall short of required standards.

The following tables set out our findings in respect of the five AAPs conducted in 2016-17:

Pilot inspections			
	CPS South West	CPS Cymru-Wales	
Governance and value for money	GOOD	GOOD	
Casework quality and service delivery for users	FAIR	FAIR	

Post-pilot inspections			
	CPS East Midlands	CPS Wessex	CPS Yorkshire and Humberside
The success of CPS people	GOOD	GOOD	GOOD
Continuously improving	FAIR	EXCELLENT	EXCELLENT
High quality casework	FAIR	FAIR	FAIR
Public confidence	FAIR	FAIR	GOOD

The approach used in the two pilot inspections differed considerably and used a risk based approach to identify what should be inspected. In Cymru-Wales we only inspected against what we then considered should be mandatory modules, although the Area's performance was such that few of the optional modules would have been triggered. The CPS core business, casework, was considered in every inspection but the factors taken into account in arriving at the assessments in the pilot inspections were different from subsequent ones.

Although we have only inspected five of the 13⁸ CPS Areas to date, some trends are appearing. We are finding good leadership across the Areas, including at a strategic level with the other criminal justice agencies and Police and Crime Commissioners (PCCs). This does, however, put a considerable strain on resources, for example CPS East Midlands covers five police forces and therefore five PCCs. It was encouraging to find that police forces are working together much more in joint operational meetings with the CPS. Across all the Areas we found a commitment to engage with partners at the operational level, although in a number of instances it was difficult to ascertain where these had resulted in substantive performance improvements.

Community engagement was more variable, ranging from extensive in East Midlands to a need to reinvigorate in the South West. However, even where this activity was extensive it was difficult to see how this aligned to improving casework outcomes.

There was openness about Area performance and where it needed to improve, although at the individual level we are not convinced that the Individual Quality Assessment (IQA) process is delivering the intended benefits. We are considering further thematic work around IQA in 2017-18.

Budgetary controls are good across each of the Areas inspected and particularly strong in CPS Yorkshire and Humberside. Managing staff resources is more problematic, with Areas having to resource their RASSO units to the required levels and ensuring cases are reviewed in accordance with TSJ and BCM.

In every Area we found that Crown Advocates had been abstracted from advocacy functions to carry out office based review work (usually in the RASSO units). We recognise the necessity of this, but the way in which the CPS advocacy savings are calculated results in some Areas showing a very substantial **notional** loss. This is a sensitive aspect of CPS work, but it is apparent that the mechanism used to calculate savings does not now wholly reflect how Crown Advocate resources are allocated. This use of Crown Advocates has now been addressed in the new CPS national advocacy strategy, which was published in March 2017.⁹

Similarly, in the magistrates' courts we found that the use of agents was starting to rise again, particularly in contested cases. CPS prosecutors were focussing on review work and presenting Guilty Anticipated Plea (GAP) and Not Guilty Anticipated Plea (NGAP) courts. TSJ relies on the right people prosecuting the right courts and CPS prosecutors, empowered to take decisions, are best placed in these courts. However, it is important that they do not

8 From 1 April 2017 CPS London was split into two separate Areas: CPS London North and CPS London South. Neither Area is included in our 2017-18 programme.

9 *CPS 2020 Advocacy Strategy*; CPS; March 2017.
www.cps.gov.uk/publications/docs/cps-2020-advocacy-strategy.pdf

lose their trial advocacy skills. Conducting contested cases also helps them to remain alert to what is required for effective case management. This has now been reinforced by the CPS national advocacy strategy. We shall look at how that strategy impacts, particularly in the magistrates' courts, during our 2017-18 AAP inspections.

Despite the positive attributes identified, no Area was assessed as better than fair in respect of its delivery of high quality casework.¹⁰ Within the overall assessment,¹¹ there were mixed levels of performance. The quality of Area based charging decisions was excellent overall. Although based on small samples, all but one Area¹² applied the Code for Crown Prosecutors¹³ (the Code) correctly in each case at the charging stage. We anticipate that the proportion of Area based charging decisions will increase with the gradual return, from CPS Direct, of charging responsibility.

Overall, prosecutors applied the Code correctly at the charging stage in 95.1% of cases. This includes cases charged by CPS Direct and those referred to above which were charged by Area prosecutors. With regard to the quality of the charging decision, as opposed to Code compliance, we found that 86.5% either fully or partially included a proper case analysis or strategy.

Under the provisions of the Director's Guidance 5th edition,¹⁴ the police can charge defendants with a range of offences without first referring the case to the CPS. We found that in 21.7% of the cases examined, the police charged defendants in cases which should have been referred. There was limited evidence that this was being taken up with the police in joint management meetings.

Both TSJ and BCM require the police to send the correct proportionate file in accordance with the National File Standard (NFS).¹⁵ We found that this happened fully in only 44.7% of cases. Our overall finding was impacted adversely by police performance in CPS Yorkshire and Humberside, where only 33.9% of files were fully compliant. The primary issue was the police 'overbuilding' the file, which is providing more material than was required for the anticipated plea. This occurred in 57.3% of the files that did not meet the NFS. This results in the police spending more time than is necessary in preparing the file and, similarly, prosecutors spending more time reviewing material that is not necessarily required.

10 CPS Complex Casework Units, which deal with the most serious Area based casework, are not included in AAPs.

11 These findings are from our examination of 640 cases drawn from the five Areas inspected.

12 Most CPS charging decisions in our file sample were made by CPS Direct. The one Area applied the Code correctly in 11 out of 12 cases.

13 *Code for Crown Prosecutors*; CPS; January 2013.
www.cps.gov.uk/publications/code_for_crown_prosecutors/index.html.

14 *Director's Guidance on Charging 5th edition*; CPS; May 2013.
www.cps.gov.uk/publications/directors_guidance/dpp_guidance_5.html

15 *National File Standard*; CPS; May 2015.
www.cps.gov.uk/publications/directors_guidance/dpp_guidance_5_annex_c.pdf

One of the crucial elements of TSJ and BCM is that cases receive a timely and proportionate review before the first hearing. In NGAP cases it is particularly important that there is preparation for an effective trial. Ideally there should be no need for any interim hearings between that first hearing and the trial date. The full requirements of an initial review were met in 54.3% of cases, although in Yorkshire and Humberside this rose to 69.0%. However, where the police did not comply with their obligations under the initiatives, this was only raised with them by the CPS in 37.1% of relevant cases, although CPS East Midlands were more proactive (53.1%). Where the first hearing was not effective, we found that the CPS was responsible in only 17.1% of cases.

Our TSJ follow-up inspection, which is due to be published in early 2017-18, will comment on these and other aspects in detail.

It is inevitable that there are cases where not everything can be dealt with at the first hearing, for example where the defendant appears in court in custody, when bail is refused by the police, or there are evidential aspects which still need to be addressed. We therefore looked at how well the CPS complied with either directions given by the magistrates' court or judges' orders in the Crown Court. Overall we found that these were fully complied with in 48.9% of cases, although performance in this respect was significantly better in CPS Wessex (69.9%). These, and other aspects, contribute to our assessment of whether prosecutors are fully 'gripping' cases throughout. This was occurring fully or partially in 83.3% of cases, with little variation across the Areas.

Although the focus is on the first hearing, it remains crucial that the CPS processes ensure that cases are kept under timely review should things change, for example a witness is no longer available to attend on the date set down for trial. The allocation of cases to individual prosecutors places a significant reliance on them managing these tasks efficiently. This is something which we will consider carefully in the next round of AAP inspections.

I shall report in more detail next year on the handling of the disclosure of unused material, but the findings from the AAP inspections indicate that there remains room for improvement. Initial disclosure was handled correctly in 62.3% of relevant cases, rising to 73.2% in CPS East Midlands. One of the key issues was accepting schedules from the police with poor descriptions of the items listed. This accounted for 41.7% of the cases where the police did not meet their disclosure obligations. Continuing disclosure was handled better (70.4% of cases), and much better in CPS Wessex (85.7%).

Victims and witnesses

In 15.0% of the cases where the police file did not meet fully the NFS, the cause was the absence of the victim personal statement (VPS). Whilst there were good CPS processes for screening files to see if the VPS had been sent, delay could mean it was not received in time, particularly if it was a guilty plea.

There are a number of encouraging findings in respect of the level of care provided by the CPS to victims and witnesses, although some aspects of performance appear stubbornly difficult to improve.

Positively, we found that the CPS took the necessary steps to secure victim engagement in 87.7% of relevant cases. This includes ensuring that special measures to assist them in giving evidence are applied for correctly, although the timeliness of applications remains an issue. It also includes, where both necessary and appropriate, making applications for witness summonses where there is information that they will not attend voluntarily. Performance was particularly good in CPS Cymru-Wales (94.1%). We also noted, primarily from our examination of hearing record sheets, that prosecutors are following the requirements of the national CPS Speaking to Witnesses at Court initiative.¹⁶

Less impressive was the CPS performance in respect of writing to victims informing them of why cases were dropped or charges altered substantially. A timely letter was sent in only 48.7% of cases, although CPS Wessex achieved a compliance rate of 83.3%. Equally concerning was the finding that no letter was sent in a further 38.9% of cases. The causes of poor performance varied, from not notifying the Victim Liaison Unit that a letter was required, to inaccurate endorsements on hearing record sheets.

Quality was similarly an issue of concern, with only 37.7% of letters sent reaching the required standard. The best performance was in CPS Cymru-Wales (50.0%). One of the causes of deficient letters is an over reliance on standard paragraphs, which do not convey empathy with the victim, nor explain in simple terms why the case was dropped.

I meet with the Victims' Commissioner to discuss the findings across the range of inspection work we carry out.

There was also a variable approach to community engagement. Some Areas, for example CPS East Midlands, showed considerable commitment. In others the level of activity had fallen away. This work can be time consuming and it is therefore important that it is aligned to the core business and improving casework outcomes and the victim and witness experience. The CPS is addressing this by recruiting specialist Inclusion and Community Engagement Managers and we shall consider the impact this makes in our 2017-18 inspection programme.

¹⁶ *Speaking to Witnesses at Court*; CPS; March 2016.
www.cps.gov.uk/Publications/Prosecution/speaking-to-witnesses-at-court-guidance-mar-2016.pdf

Making an impact

HMCPSI has no regulatory powers in respect of the CPS or the Serious Fraud Office (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.

Each CPS Area is now required by CPS Headquarters to produce an action plan setting out how it proposes to deal with the issues to address flagged in our AAP reports. This is a welcome development as it enables progress to be monitored both by ourselves and the CPS Compliance and Assurance Team. This process also reinforces the message that there will be ongoing scrutiny. We have also worked closely with the CAT to assess the progress made against recommendations from earlier reports, including a formal six monthly request for updates.

The CPS updated its legal guidance on the use of intermediaries in July 2016 following a recommendation made in our joint inspection report on *Achieving Best Evidence*.¹⁷ This follows on from earlier work by the NPCC which revised its guidance on visually recorded interviews as a consequence of the report's findings.

The Public Accounts Committee also drew on the findings from a number of our reports in their May 2016 report on the criminal justice system.¹⁸ At the request of the Justice Committee we provide them with briefing notes before they see key representatives of the organisations we inspect. Additionally, in July 2016, I appeared before the Committee, with my counterparts from the Inspectorates of Prisons and Probation, and the Prisons and Probation Ombudsman. This was a good opportunity to set out our role and work programme. It is the intention of the Committee to conduct an annual session of this nature.

¹⁷ *Achieving Best Evidence in child sexual abuse cases*; CJI; December 2014.

www.justiceinspectorates.gov.uk/cji/inspections/achieving-best-evidence-in-child-sexual-abuse-cases/

¹⁸ *Efficiency in the criminal justice system*; Parliament; May 2016.

www.publications.parliament.uk/pa/cm201617/cmselect/cmpublic/72/7202.htm

The Serious Fraud Office

We did not undertake any specific inspection activity this year in respect of the Serious Fraud Office. However, we shall be undertaking scoping work in 2017-18 as part of our intended focus on the handling of the most serious crime in 2018-19.

The progress the SFO has made against the recommendations in last year's report on internal governance¹⁹ is encouraging.

Work with Criminal Justice Inspection Northern Ireland

This year we have renewed our working relationship with Criminal Justice Inspection Northern Ireland (CJINI), assisting them in reviewing the progress the Public Prosecution Service for Northern Ireland (PPSNI) had made against the recommendations of the Starmer Review.²⁰ This Review examined how the PPSNI handled a serious case involving allegations of sexual assault and membership of a proscribed organisation. The recommendations were designed to improve its handling of complex casework and the aligned risk management. CJINI has the statutory power to assess the PPSNI, but on this occasion the assessment of progress was at the invitation of the Prosecution Service. The report will be published by CJINI.

The Service Prosecuting Authority

We continue to maintain a close working relationship with the Service Prosecuting Authority (SPA), whom we inspect by invitation. We have carried out preliminary assessments with the SPA about future inspection activity, as well as attending its Annual Conference.

¹⁹ *Inspection of the Serious Fraud Office governance arrangements*; HMCPSI; May 2016.
www.justiceinspectorates.gov.uk/hmcpsi/inspections/sfo-governance-arrangements/

²⁰ *Independent Review of the Prosecution of Related Sexual Abuse and Terrorism Cases*; Sir Keir Starmer KCB QC and Katherine O'Byrne; May 2015.
www.ppsni.gov.uk/Branches/PPSNI/PPSNI/Files/Documents/PPS%20Press%20Office/StarmerReview.pdf

How we intend to take work forward in 2017-18

The core element of our 2017-18 work will be the completion of our Area Assurance Programme in respect of the remaining seven CPS Areas (excluding London). Although resource intensive, it is likely we will also carry out inspection work on topics which have a high Ministerial priority or high reputational risk for the CPS. These will include modern slavery and human trafficking, hate crime, custody time limits, internal fraud controls and the Individual Quality Assurance process. The first two pieces of work will be with HMIC, although we will be carrying out our activity in respect of modern slavery and human trafficking at different stages. We will also be working jointly with HMIC on a review of the quality of the National Crime Agency's (NCA) processes for applying for search warrants. This will focus on the progress the NCA has made against the recommendations in an internal review.²¹ We are committed to continuing to resource joint inspection work.

We will be contributing to the work of CJINI in their undertaking of inspections on domestic abuse and rape and other serious sexual offences. We also ourselves intend to scope the possibility of a piece of work on domestic abuse.

Time will also be set aside in 2017-18 to start planning for major pieces of work in 2018-19, which may include the two new London Areas²² and the CPS divisions which deal with the most serious casework. There is also a need to consider our approach to further work with the SFO, as the scope of its casework clearly precludes a whole organisation inspection. This potential work will require substantial planning and early engagement with the agencies.

²¹ *Warrant Review Closing Report*; NCA; April 2016.

www.nationalcrimeagency.gov.uk/news/841-report-published-on-review-of-nca-warrants-2

²² This will be a different process from that undertaken for AAPs.

HMCPST corporate issues

Performance against the Business Plan

The 2016-17 Business Plan sets out the strategic objectives of HMCPST:

- to undertake inspection of the work of the CPS and SFO in order to provide an accurate assessment of their performance to the Attorney General
- to provide evidence of poor performance in the organisations we inspect for those who hold them to account
- to make recommendations to the organisations we inspect and ensure the effectiveness of the recommendations is reviewed
- to identify good practice in the organisations we inspect
- to undertake joint work with other inspectorates in order to contribute to the overall effectiveness of the criminal justice system
- to ensure our staff are high performing and efficient with the right skills and values for the job
- to work within our budget to deliver our Business Plan whilst maintaining both qualitatively and quantitatively high standards of inspection and reporting.

Our 2016-17 inspection activity has enabled us to meet those priorities which relate directly to inspection work. As set out in the next section this work has been carried out within budget and has been well received by senior managers within the CPS. We did not undertake fresh inspection activity in respect of the SFO this year, although our report on corporate governance was published in this timeframe.

Finance

The Inspectorate's budget comprises part of the overall Government Legal Department's (GLD) budget vote. The final outturn for 2016-17 was £2,580,000 and HMCPST has operated within that figure for the relevant financial year. However, the Government's Spending Review and Autumn Statement 2015 confirmed that our budget is to be reduced by 15% by 2019. As a consequence an internal review of the staffing and organisational structure was undertaken and staff numbers reduced in 2016-17. Although our future resourcing will stretch our capacity to undertake our inspection programme, I am confident it can be delivered without further compulsory job losses. Over the next two years it is likely that natural wastage will reduce the overall staffing budget and may lead to changes in our staffing profile.

We shall continue to review where we can make saving from increasing further our use of shared services. Whilst we have made considerable progress, there remains activity which may benefit from this approach, for example recruitment procedures.

Organisational structure and accommodation

As I stated last year, we will move from our current premises in London, as part of the GLD's general relocation. Although where we are to move is yet to be finalised, we shall remain in central London.

Our York staff continue to share premises with the CPS at Foss House and our understanding is that this arrangement will remain stable. The impact of the flood in December 2015, to which I referred in last year's report, has not yet been fully ameliorated. I wish to thank our Foss House staff for maintaining business continuity throughout the logistical difficulties.

Human resources

During 2016-17 there have been a number of changes to our staffing profile. After careful consideration I determined that the organisation could not support the role of Deputy Chief Inspector at a Senior Civil Service level. I should like to thank Asker Husain for all his contributions in that role to the continued development of the organisation, particularly his outward facing activity.

As a consequence of our closer alignment with GLD employment policies the need for Human Resources personnel reduced, as did some management layers within Corporate Services. This was undoubtedly unsettling for staff. Two senior inspectors also left under a voluntary redundancy programme. However, we have held two recruitment exercises for assistant legal inspectors (ALIs) and I was pleased to convert the contracts of two staff from a secondment to permanent status. We have also taken on two new ALIs on secondment and granted a fresh period of secondment to another.

It is important that our staffing strategy enables us to bring in ‘fresh blood’ which is skilled in contemporary operational aspects of CPS performance. We shall also be utilising associate inspectors²³ in 2017-18. This gives us the flexibility to allocate additional resources at ‘pinch points’ in our work programme.

Our administrative staff cadre was also strengthened which makes us well placed to provide the support we need for the 2017-18 programme.

Following the findings of a senior management review conducted by our new non-executive director (NED), I decided that there was a need to appoint a Head of Corporate Services with specialist skills to address urgently a number of issues relating to our corporate governance. She will take up post in early 2017-18.

After a number of years of significant contributions to our senior management boards, Dr Jacki Tapley left her post as NED. I thank her for the breadth of knowledge she brought to the organisation. I was delighted that Peter Lewis (previously the Chief Executive of the CPS) accepted my offer to be the new NED. Peter has already made a very positive impact with regard to the governance of HMCPsi.

23 Associate inspectors are self-employed and contracted to work a number of days a year. They have previous inspection experience.

Communication

Our intranet, which was developed last year, is now fully up and running. It is a useful method of quickly communicating aspects of general interest across the organisation.

We continue to use our shared internet site (www.justiceinspectors.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 shared communications team continues to provide us with invaluable support in communicating the findings from inspection reports to our stakeholders. During 2017-18 we shall review the content of our website to ensure the public have access to key corporate material, for example inspection methodology handbooks.

The minutes of both the Strategic Board and the Operational Management Body (OMB) are made available to all staff and key messages are communicated shortly after the meetings. Regular Whitley Council meetings between the management and trade unions have been reinstated to enable issues to be raised and dealt with quickly.

We continue to develop wider voluntary work within the community, including contributing to employability skills networks and work weeks in schools.

Learning and development

Staff continue to access a wide range of learning opportunities, related to both our core business and their personal development. The latter included training sessions on how to demonstrate in job applications that the Civil Service core competences were met and job interview skills.

We have been assisted by the CPS which has provided a range of developmental opportunities for my staff this year and I am pleased that these are scheduled to continue next year.

We have also carried out a range of educative work around mental health issues, both in the workplace and generally.

Under our new management structure, a member of OMB holds the learning and development portfolio. This role has oversight of the learning and development needs of the Inspectorate and should ensure that organisational learning needs are addressed.

Liaison with other jurisdictions

During the year the Deputy Chief Inspector undertook a number of liaison activities with foreign government departments, including:

- a visit to the Pakistan Monitoring Unit (the closest equivalent of an inspectorate) to talk about the progress they had made on earlier recommendations to strengthen the independence of inspection functions
- meeting in London the President of the Supreme Court of Montenegro and other senior members of the Montenegrin Ministry of Justice. This was followed up by a visit to Montenegro to discuss the role of the Montenegrin Ministry of Justice's Supervision Division in developing their inspection remit.

Employee engagement

We participated in the Civil Service People Survey 2016, the results of which indicated that there was substantial work to do in building employee engagement. The Overall Engagement Index was 47% (down 20% from the previous survey). The periods of uncertainty in 2016-17 over our staffing structure undoubtedly contributed to this decline, but it was clear that there were other aspects which needed addressing. The Advisory and Conciliation Service (ACAS) was commissioned to speak with all staff to explore where we needed to improve, which was followed by staff workshops (facilitated by ACAS) to look in more detail at the key issues. The Strategic Board will take ownership of the actions required to improve, which should be assisted by the structural changes introduced in late 2016-17 to both our governance arrangements and how we deliver inspection work.

On the plus side, there was a significant increase in the positive responses to the pay and benefits offered by HMCPsi, up 13% to 55% (which is 18% above the Civil Service high performers score). This reflects the scope of flexible working opportunities offered to staff, many of whom now benefit from arrangements which contribute to their work-life balance.

We shall be working consistently to ensure we all follow our agreed values which 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.

Equality and diversity

This year we have continued to carry out a range of internal and external facing activity. On the external front, there has been regular attendance at the CPS Violence Against Women and Girls Group and the CPS Community Accountability Forum. These groups give us an opportunity to understand the current thinking of community groups, as well as giving feedback on the relevant findings from our inspection reports.

Internally, the Equality and Diversity Co-ordinating Group continues to oversee a range of activities, including monitoring compliance with our equality and diversity objectives and conducting an internal pay audit to assess whether all staff were being treated fairly in this respect. Awareness of equality and diversity issues has been encouraged by staff completing online training on disability awareness and unconscious bias. The group has also encouraged more social activities by facilitating the equality and diversity awareness book club and film nights.

The group has worked to encourage protected characteristic recording by staff to enable us to monitor our actions as an organisation to ensure we are not acting with unconscious bias, or discriminating against any group. The provision of training is monitored to ensure there is access to high quality training for all staff, particularly those with protected characteristics, to encourage personal development.

HMCPST's mental health champions report to the group and through this mechanism the group monitors work to raise awareness and tackle stigma around mental health. All managers have been provided with guidance on starting conversations about mental health and wellbeing for early intervention. Good use is made of our intranet to raise staff awareness about relevant equality and diversity activities and events.

Annex A: Inspection review and audit reports published between April 2016 and March 2017

Inspection reports, reviews and audits	Date
Inspection of the Serious Fraud Office governance arrangements	May 2016
Area Assurance Inspection of CPS South West	June 2016
Area Assurance Inspection of CPS Cymru-Wales	August 2016
Area Assurance Inspection of CPS East Midlands	November 2016
Area Assurance Inspection of CPS Wessex	December 2016
Area Assurance Inspection of CPS Yorkshire and Humberside	February 2017
Thematic review and bespoke inspections	
Better Case Management: A snapshot	November 2016
Joint inspections	
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 to be published in 2017-18 referenced in this Annual Report	
Case finalisations: An inspection into the timeliness and accuracy of recording case finalisations onto the Crown Prosecution Service case management system	
Business as usual? A follow-up review of the effectiveness of the Crown Prosecution Service contribution to the Transforming Summary Justice initiative	
Disclosure of unused material (with HMIC)	
Living in fear – the police and CPS response to harassment and stalking (with HMIC)	



Annex B: Budget expenditure for 2016-17

	2014-15		2015-16		2016-17	
	Cost £000	% of total costs	Cost £000	% of total costs	Cost £000	% of total costs
Staff	2,104	80.0%	2,237	80.0%	2,123	82.28%
Recruitment and training	46	1.8%	30	1.1%	5	0.19%
Accommodation	216	8.2%	233	8.3%	235	9.13%
Travel and subsistence	109	4.2%	124	4.4%	108	4.19%
Consultancy	24	0.9%	26	0.9%	12	0.46%
Suppliers and other services	111	4.2%	128	4.6%	80	3.09%
Income – recovery of direct costs	-4	-0.01%	0	0	0	0
Non-cash costs (depreciation and NAO audit fee)	22	0.8%	20	0.7%	17	0.66%
TOTAL	2,628	100%	2,798	100%	2,580	100%



Annex C: Area Assurance Programme inspection framework

Introduction

The framework is split into five sections: The success of CPS people; Continuous improvement; Delivering high quality casework; Ensuring public confidence; and Efficiency and value for money. Each section has a performance expectation and a number of criteria against which evidence will be gathered. Sub criteria have been identified for each section which can be used as a guide to help assess performance.

The framework aligns significantly with the current CPS priorities and takes account and considers other key initiatives such as Standard Operating Practices (SOPs), Transforming Summary Justice (TSJ) and Better Case Management (BCM).

Overall, inspectors are looking to see that the CPS delivers the maximum benefit for users and stakeholders with the resources available. This means the right people doing the right things at the right time for the right cost, and delivering the right outcome. The focus will be on ensuring that successful outcomes and quality service delivery are achieved through proper governance, casework quality, the effective use of resources, and efficient and effective processes that avoid unnecessary, duplicated or additional work.

Part A: The success of CPS people

<p>Performance expectation</p> <p><i>The Area is led and managed effectively to ensure it has the right people equipped with the appropriate tools and skills for the job to deliver a high quality service. This is achieved by ensuring all staff have the right technology, systems and skills, to enable decisions to be made fairly, at the right time and at an appropriate level.</i></p>

Criteria

- 1 **Senior management demonstrates effective leadership and engages with staff to identify and utilise opportunities to deliver a quality of service.**
 - 1.1 Senior managers act as role models demonstrating commitment to CPS values and equality and diversity policies.
 - 1.2 Senior managers have effective engagement with staff on strategic and operational matters.
 - 1.3 Senior managers effectively communicate the vision, values and direction of the CPS.

- 1.4 All managers motivate staff, build effective teams, and challenge inappropriate behaviour.
 - 1.5 All managers understand and take responsibility for implementing senior management decisions.
 - 1.6 Regular and open dialogue occurs through team meetings, with feedback to senior managers of relevant information.
 - 1.7 Senior managers take time to make themselves available to staff at key points in the business calendar or during change processes.
- 2 Senior managers work effectively and are influential with criminal justice partners.**
- 2.1 Senior managers promote an open and constructive approach with criminal justice colleagues.
 - 2.2 The Area works effectively with Local Criminal Justice Boards (or similar where applicable).
- 3 The Area is committed to CPS values, equality and diversity policies and staff development to deliver improvement in staff engagement, effectiveness, well-being and morale.**
- 3.1 The Area has integrated equality into all relevant strategies and plans, including the Area training plan, and there is equality of access to training.
 - 3.2 The Area is implementing a plan to improve staff engagement levels which is delivering results.
 - 3.3 Sick absence reduction targets have been set and actions taken to meet them.
 - 3.4 Good performance is identified and rewarded, and poor performance tackled appropriately.

Part B: Continuously improving

Performance expectation

The Area continuously improves how it works, deploying resources to work effectively and using efficient processes.

Criteria

- 1 **The Area's key performance data is analysed effectively and used to inform resource allocation, to robustly identify the Area's strengths and weaknesses and to drive improvement.**
 - 1.1 There is regular and robust analysis of performance by the Area Management Team, which is based on reliable and timely performance data and other relevant information.
 - 1.2 Analysis of performance informs decision-making and resource allocation, leads to remedial action being taken where appropriate, and contributes to improving performance.
 - 1.3 There is effective benchmarking of performance across the Area, with other Areas, national performance and CPS levels of ambition, which informs decision-making and resource allocation.
 - 1.4 Performance information is disseminated in a readily understood format to staff.
 - 1.5 Area quality assurance and performance monitoring measures identify aspects for improvement and good practice, which are shared with staff and which drive improvements in service delivery.
 - 1.6 Teams are held to account for their performance.
 - 1.7 Senior managers assess performance robustly, using regular reality checks (such as dip samples, reviews of failed cases and court observations) to inform their understanding of front-end delivery levels.
 - 1.8 The QPR process is applied robustly and openly and used to improve performance.

2 Resources are systematically managed and deployed effectively.

- 2.1 The Area's budget is systematically controlled through appropriate delegation, proper monitoring, and accurate knowledge of committed expenditure.
- 2.2 The Area's budgetary allocation and planning support strategic and operational delivery.
- 2.3 The Area has an effective and transparent system of allocating funds to budget holders. There are clear financial delegation limits, which are understood by staff.
- 2.4 Area managers are effective in negotiating financial matters with Headquarters and partners.
- 2.5 The Area has effective systems for assessing the most appropriate staffing structure and staffing levels across the Area, which are used to ensure that work is conducted by staff at the right level.
- 2.6 The balance between in-house prosecutors and agents' usage represents a good use of resources.

3 Joined-up working is effective and delivers improvements in outcomes for users.

- 3.1 There are effective arrangements for joint performance management with criminal justice partners, which include robust quality assurance processes.
- 3.2 Relevant performance information, areas for improvement and good practice are shared between criminal justice partners and used to identify strengths and weaknesses.
- 3.3 Joint improvement strategies are implemented, actions are followed up and improvement results.

Part C: High quality casework

Performance expectation

The Area delivers justice through excellent, timely legal decisions, casework preparation and presentation, leading to improved outcomes.

Criteria

Magistrates' courts casework

- 1 **Reviews and decisions (including charging decisions, the use of applications, and acceptance of plea) are proportionate; properly recorded; comply with the Code for Crown Prosecutors and any relevant policy and guidance; include consultation with the police; and contribute to successful outcomes and victim and witness satisfaction.**
 - 1.1 The Area checks that all files received from the police comply with National File Standard and the principles of Transforming Summary Justice (TSJ). Unresolved issues are escalated when appropriate.
 - 1.2 The Area feeds back effectively to the police where they do not comply with the Code for Crown Prosecutors or the Director's Guidance on Charging (5th edition).
 - 1.3 The Area ensures that there is a timely and proportionate review in all cases requiring one, which is appropriately recorded.
 - 1.4 Reviews and decisions comply with the Code and any relevant policy or guidance; include a prosecution case theory or trial strategy to maximise the prospects of a successful outcome; and identify when ancillary orders or additional information may be requested at sentencing.
 - 1.5 Reviews and decisions are robustly quality assured.
 - 1.6 The Area complies with its duties of disclosure in relation to unused material.
 - 1.7 Disclosure is robustly quality assured, aspects for improvement are identified, and performance improves as a result.
- 2 **Case preparation and progression is effective and timely.**
 - 2.1 Area systems support the effective progression of cases, including compliance with the Criminal Procedure Rules and SOPs.
 - 2.2 The Area ensures that cases progress at the first magistrates' court hearing in accordance with TSJ principles.

- 2.3 The Area ensures that the number of effective trials and successful outcomes are increasing through effective case preparation and progression.
- 2.4 The Area has an effective system for the management and monitoring of custody time limits.
- 2.5 CMS task lists and reports are used robustly to manage, monitor and improve case progression.

Crown Court casework

- 3 **Reviews and decisions (including charging decisions, the use of applications, and acceptance of plea) are proportionate; properly recorded; comply with the Code for Crown Prosecutors and any relevant policy and guidance; include consultation with the police; and contribute to successful outcomes and victim and witness satisfaction.**
 - 3.1 The Area checks that all files received from the police comply with National File Standards and the principles of BCM. Unresolved issues are escalated when appropriate.
 - 3.2 The Area feeds back effectively to the police where they do not comply with the Code for Crown Prosecutors or the Director's Guidance on Charging.
 - 3.3 The Area ensures that there is a timely and proportionate review in all cases requiring one, which is appropriately recorded.
 - 3.4 Reviews and decisions comply with the Code and any relevant policy or guidance; include a prosecution case theory or trial strategy to maximise the prospects of a successful outcome; and identify when ancillary orders or additional information may be requested at sentencing.
 - 3.5 Reviews and decisions are robustly quality assured.
 - 3.6 The Area complies with its duties of disclosure in relation to unused material.
 - 3.7 Disclosure is robustly quality assured, aspects for improvement are identified, and performance improves as a result.
- 4 **Case preparation and progression is effective and timely.**
 - 4.1 Area systems support the effective progression of cases, including compliance with the Criminal Procedure Rules and SOPs.
 - 4.2 The Area ensures that cases progress in the Crown Court in accordance with BCM principles.

-
- 4.3 The Area ensures that the number of effective trials and successful outcomes are increasing through effective case preparation and progression.
 - 4.4 The Area has an effective system for the management and monitoring of custody time limits.
 - 4.5 CMS task lists and reports are used robustly to manage, monitor and improve case progression.

Part D: Public confidence

Performance expectation

The service to victims and witnesses is central to the work of the Area. It ensures that decisions are appropriately explained and its interaction with victims and witnesses takes account of their needs, is open and direct, and shows empathy. The Area works with, and learns from, local communities to build confidence in the criminal justice system.

- 1 **Communications with victims under all applicable initiatives, the Victims' Code or policies (including consulting victims on discontinuance or pleas, letters under the Victim Communication and Liaison scheme, communications with bereaved families, and the Victims' Right to Review) occur where required, and are timely and of a high standard.**
 - 1.1 The needs of victims and witnesses are fully considered and there is timely and appropriate liaison and support throughout the prosecution process.
 - 1.2 The Area ensures compliance with the requirement to consult victims in appropriate cases, including discontinuance and acceptance of pleas.
 - 1.3 The Area ensures that communications with victims and bereaved families are sent where required and are of a high standard, with reference to sources of support or additional rights (including the Victims' Right to Review) where appropriate.
 - 1.4 Area training plans give appropriate priority to training on victim and witness issues and relevant policies and guidance.

- 2 The views and interests of the victim, witnesses and public are reflected and protected by the appropriate use of remand or bail conditions, Victim Personal Statements and ancillary orders at sentencing.**
 - 2.1 The Area ensures that victim and witness issues are considered at the pre-charge stage and clear instructions are provided to advocates for all hearings.
 - 2.2 The Area ensures that applications to refuse bail, seek bail conditions or appeal the grant of bail are appropriate and proportionate and are effective in protecting the victim and the public.
 - 2.3 The Area ensures that the opportunity to make a Victim Personal Statement has been provided in applicable cases and that prosecutors take the necessary steps to present it to the court in the way that the victim chooses, as far as possible.
 - 2.4 Area processes ensure that the right ancillary orders are sought at sentencing or other disposal to protect the victim, witnesses or public.

- 3 The Area is responsive to community groups, victims and witnesses, complainants, other stakeholders and the public and uses their feedback robustly to identify strengths and weaknesses and to improve service delivery.**
 - 3.1 Senior managers are committed to engaging with, and securing the confidence of, victims and witnesses, other stakeholders and the public.
 - 3.2 The needs of victims and witnesses are identified, addressed and incorporated into the core business of the Area.
 - 3.3 The Area prioritises engagement with stakeholders or community groups at the greatest risk of exclusion and discrimination.
 - 3.4 Complaints, Victims' Right to Review communications, and other feedback from stakeholders, community groups and the public are used to identify aspects for improvement.
 - 3.5 Actions identified from feedback are implemented effectively and followed up robustly.
 - 3.6 The Area can demonstrate improvement in service delivery, engagement or community confidence as a result of actions taken on feedback received.
 - 3.7 The Area engages effectively with Witness Care Units, victim and witness support agencies, and other criminal justice partners to deliver improvements in victim and witness care at court.

Part E: Efficiency and value for money

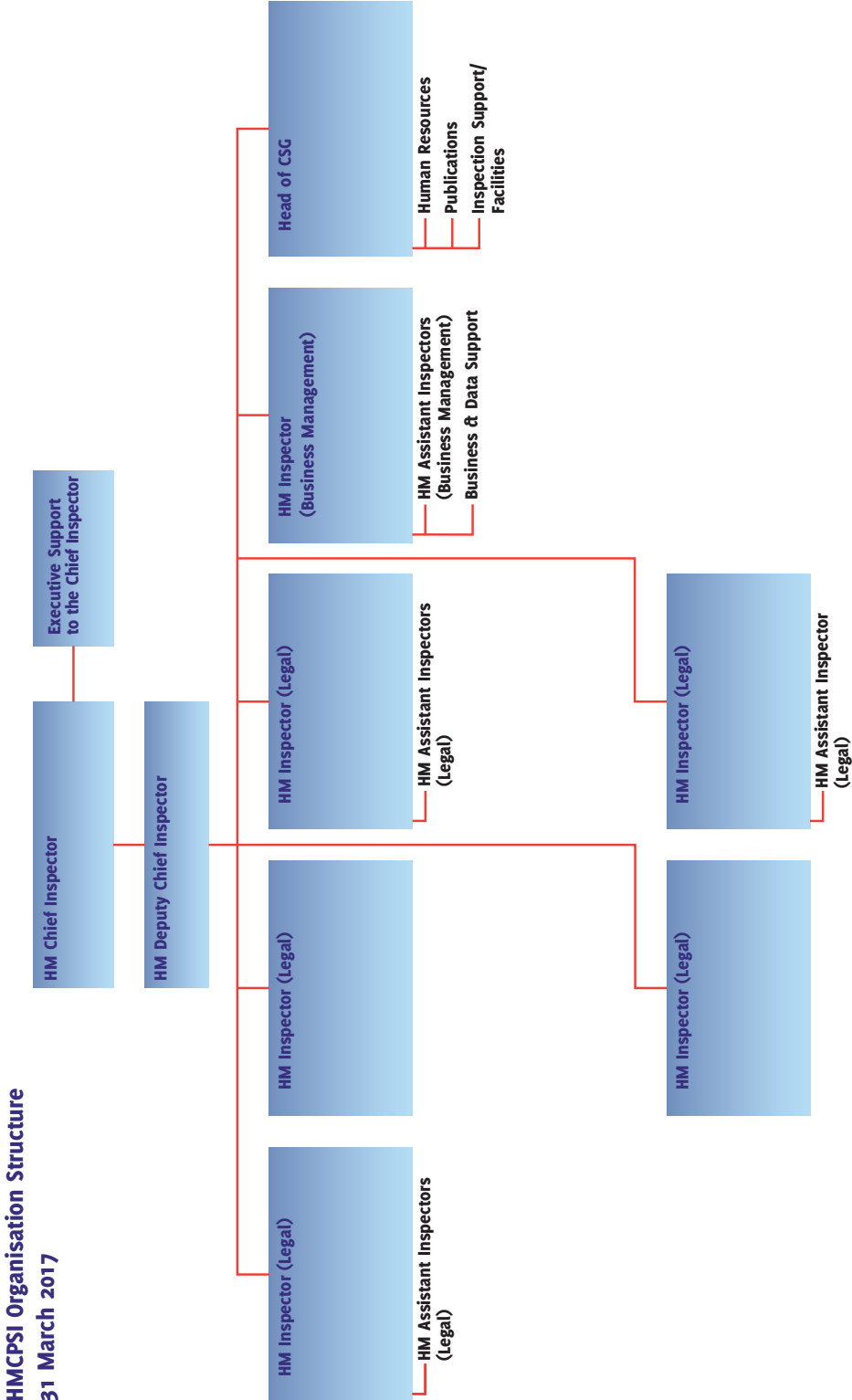
Performance expectation

The Area ensures it delivers the maximum benefit for users and stakeholders with the resources available. It has the right people doing the right things at the right time for the right cost, and delivering the right outcome. It is focussed on ensuring that successful outcomes and quality service delivery are achieved through proper governance, casework quality, the effective use of resources, and efficient and effective processes that avoid unnecessary, duplicated or additional work.

- 1.1 Area managers actively promote the concept of value for money throughout the Area.
- 1.2 Effective and efficient case progression is avoiding duplication and minimising waste by ensuring that only appropriate cases are brought to court in an expedient manner.
- 1.3 High quality casework is maximising the likelihood of a successful result.
- 1.4 Partnership working is delivering positive results in outcomes for users.
- 1.5 The Area, through effective management, makes best uses of its resources to optimise their effectiveness and delivers successful outcomes.



Annex D: Organisation chart as at 31 March 2017



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