

The Inspection of CPS International Justice and Organised Crime Division

An inspection of governance, leadership,
resilience and stakeholder relationships

January 2019

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Contents

| | | |
|----------|--|-----------|
| 1 | Summary | 1 |
| | Good practice..... | 5 |
| | Recommendations..... | 5 |
| | Aspects for improvement..... | 6 |
| | Context and methodology..... | 6 |
| 2 | Part A: Governance and leadership | 9 |
| 3 | Part B: Continuity, risk and knowledge management | 16 |
| 4 | Part C: Performance improvement and resource management | 23 |
| 5 | Part D: Stakeholder management and public confidence | 29 |
| | Annexes | 35 |
| A | Division performance data | 35 |
| B | Inspection framework | 38 |
| C | Glossary | 44 |

1 Summary

1.1 The Crown Prosecution Service (CPS) International Justice and Organised Crime Division was established in January 2016 following the Serious Casework Review. The Division has over 150 staff divided between four units: Extradition, International, Organised Crime, and International Strategy and Policy. The Division is based at four locations. Organised Crime is located in Petty France, and in Calder, Warrington and Birmingham where it is co-located with the National Crime Agency. Extradition is based in Petty France, as is International's management and administrative team. Overseas staff work and live in countries around the world.

1.2 The Division recognises the need to capitalise on its collective experience and operate as one unified team. Staff felt work had been undertaken by senior managers, including the recently retired Head of Division, to deliver a 'one Division' ethos. It is recognised that they need to continue to build on this to develop both the identity of the Division, and synergy across the various units.

1.3 Senior managers are visible and approachable. Staff identified that this had improved since the move to Petty France which took place in September 2018. Here, managers no longer have their own offices and senior managers now sit amongst the teams, allowing them to engage more readily. Regular team meetings take place across the Division and the reporting structure allows managers to engage with staff on strategic, operational, casework and performance issues. The CPS smarter working policy has been implemented within the Division, although staff from all grades identified a number of inconsistencies in the implementation of the policy.

1.4 In the 2017 Civil Service People Survey, the International unit had a number of concerning scores related to staff welfare, with over 30% of staff saying they had been subjected to discrimination and bullying and harassment. The Division has been proactive and taken steps to address these concerns. The senior management team has implemented a number of structural changes within the unit to give greater support to overseas staff and ten management boards have been established with a view to improving performance across all areas of activity. Good performance is recognised across the Division in several ways and the majority of staff spoken to felt that inappropriate behaviour or poor performance was dealt with by managers.

1.5 The Division undertakes some of the most challenging casework and delivers to a high quality across the Organised Crime locations as well as providing a very specialist service in the Extradition unit. All stakeholders, both internal and external, who were consulted during the inspection supported this view. To date the International unit has not considered itself as a unit that undertakes casework, but the new senior team have re-considered this approach and are working to introduce a framework that demonstrates

the level and quality of casework assistance provided. Again, the quality of the work is very highly thought of by stakeholders, as is the depth of knowledge and work undertaken by the International Policy and Strategy unit. However, this quality delivery of casework across the Division is not underpinned by an effective system to identify and manage risk. Systems and oversight appear to have evolved organically and are dependent on the personality of the manager involved; this has resulted in significant shortcomings which require improvement.

1.6 The Division is a vast repository of specialist casework knowledge, information and tools, and there are various mechanisms in place to capture this knowledge across the Division. However, this could be improved and opportunities for sharing knowledge could be more effective and more widespread across the CPS and with partners.

1.7 The Division has some grip of managing its performance but this is in pockets within certain teams, so further improvement needs to be made to develop a performance framework to ensure effective management across the Division as a whole. There is a formal structure of meetings at which the available performance data is scrutinised and team managers are held to account. The recently appointed Head of Division (HOD) and Area Business Manager (ABM) are clear about the need to improve the Division's performance regime and use outcomes to improve operational delivery. Both the HOD and ABM have made it a priority to re-evaluate the Division's performance framework and underpinning processes. At the time of the inspection fieldwork, a new performance dashboard was being developed to enable better understanding of performance at the Divisional level, and to endorse the one Division ethos. It is positive that the formal meeting structure to examine performance is being tightened under the new leadership team, even though CPS Headquarters did not require the Division to account for its performance during 2018.

1.8 The absence of a comprehensive performance framework and suite of measures means that any attempts to benchmark performance are limited. Performance information and reporting for the International unit is being strengthened in line with the business plan commitment. Improvements have already been made with a monthly and quarterly reporting structure, but further improvements are necessary. Where performance information is collected and analysed, it has informed decision making and resulted in action being taken to improve delivery.

1.9 There is not a comprehensive and cohesive risk management strategy for the Division. Knowledge and understanding of risk – and the necessary counter-measures and mitigating action – sit in pockets and silos. The owners of this knowledge deal with

strategic, operational, casework and project risks in isolation within the teams or at the various office locations.

1.10 The Division has some grip on its financial management. There is an effective system for ensuring internal financial control and appropriate budget control for the Extradition and Organised Crime units. However, this is not the case for the Division as a whole; the International unit's financial controls require significant improvement. Both the Extradition and Organised Crime units have clear systems of responsibility and accountability for managing resources. The International unit has recently introduced a clear system for responsibility, accountability and devolvement but some processes related to external funding arrangements are less robust.

1.11 Staff turnover is a challenge, as is the ability to recruit to fill the posts in a timely manner. Some applicants have withdrawn because of the length of time it takes to acquire the relevant security clearances. As a consequence, the Division has taken steps to be more proactive with regular monitoring and strategies to enable successful recruitment into the posts. The recruitment process has been viewed across the wider CPS as having too many barriers to recruiting staff from a broader range of people and across a wider geography. The Division is currently considering broadening the number of offices where staff can be based, allowing them greater flexibility to recruit from a larger pool.

1.12 The Division shares its business operations centre (BOC) with the other Central Casework Divisions, which has led to some fragmentation of the roles carried out by staff based in the BOC. There is currently no service level agreement; a defined agreement would ensure that the interface between the BOC and the Division is effective and efficient, and provide greater clarity for all staff.

1.13 Some consideration of value for money is evident – for example, the innovative approach adopted by the Extradition unit for counsel secondments; the Division has been able to adjust staffing levels as and when required without having to commit to recruiting permanent staff. Another example is the approach to financial delegation and travel and subsistence approval for the Extradition and Organised Crime units. The Division is keen to expand this further with the development of its strengthened performance framework, in particular by demonstrating the impact of work being undertaken by the overseas cadre and the value of disrupting criminal activity and building capacity overseas.

1.14 The Division has a heavy focus on matters that cross international borders; this is integral to the work of all the units. The stakeholders include foreign Governments at the highest level, international judicial and legal organisations, foreign police and investigative

services. The Division also works closely with other Government departments at home and with their representatives abroad. Stakeholder engagement therefore affects not only the prosecution of cases in court but also the wider diplomatic and political arena. All criminal justice partners and stakeholders within the United Kingdom and abroad, as well as a small selection of foreign Government representatives, spoke very highly of the Division and the work that it performs.

1.15 Following the referendum on the Exit from the European Union (EU), the Division identified that it needed to increase its capacity to engage with the EU to ensure that the work undertaken by the Extradition and Organised Crime units to investigate and prosecute offences with a significant international element would continue after the Exit. It is anticipated that extradition casework will increase significantly. A considerable amount of work has been conducted within the Division and elsewhere in the CPS, aligned with work across Government, to ensure policies are ready to put in place and contingencies are set. The work undertaken within the Division is considered to be of high quality internally and across Government. It demonstrates both the positive working relationships that the Division has across multiple agencies nationally and internationally, and an understanding of high level strategy.

1.16 There was some evidence of joint performance management with stakeholders. Recording meaningful performance data in the Extradition and International units is challenging because of the nature of their work. The collation of performance information across the Division is a recent development and, until this is finalised, the sharing of performance with stakeholders to improve the service is limited. Much of the performance analysis and discussion is about lessons learned, and issues and changes in the political and legal landscapes. A significant amount of joint training has taken place across the Division and the response to the delivery of training overseas is particularly positive.

1.17 The Division deals with complex and serious casework which is often either of important legal note or of public interest. The CPS has a standard process for identifying cases that are or could be of interest to the wider public and may be headline news. The Division believes that identification of media interest cases works well; however, there will always be a risk that cases are overlooked that may become headline news later in their life. The Division is less effective at being proactive in publishing the good work that it does.

Good practice

1 The disclosure gateway reviews allow for peer review externally (paragraph 3.5).

2 The individual quality assessment tool is used to assess casework quality for paralegal staff (paragraph 3.21).

3 The Division introduced bespoke training for members of the Bar and short-term secondments to the team, resulting in: the ability to resource the required courts; greater experience and understanding of how the CPS works; and more experienced counsel eligible for the extradition advocacy panel (paragraph 4.19).

Recommendations

1 The Division needs to develop an overarching communication and staff engagement strategy that is inclusive and ensures all staff are informed of key messages, and that manages knowledge effectively within all units, across the Division and the CPS nationally (paragraph 2.12).

2 The Division needs to ensure that the CPS smarter working policy is implemented consistently and effectively across all units and the Division (paragraph 2.16).

3 The Division needs to ensure there is a comprehensive and coherent risk management strategy which encompasses all strategic, operational, casework and project risks within the units and makes all the relevant links across the Division (paragraph 3.7).

4 The Division needs to ensure that the approach to knowledge management is effective by introducing a repository that captures knowledge, learning and good practice and is accessible as a source of expertise to all across the Division and the wider CPS (paragraph 3.25).

5 The Division needs to develop a comprehensive performance framework that encompasses relevant measures that can drive performance improvement in the units,

and provides a sound foundation to understand performance across the Division as a whole (paragraph 4.3).

6 The CPS needs to develop an effective mechanism of performance review to provide senior oversight of the International Justice and Organised Crime Division at Board level (paragraph 4.7).

7 The Division needs to satisfy itself that the financial management and controls for the International unit's budget ensure the veracity of the financial governance and processes and that reporting to external funding providers is accurate and timely (paragraph 4.13).

Aspects for improvement

1 The de-brief mechanism undertaken at the conclusion of a case needs to be used effectively and shared with the National Crime Agency and at all the Organised Crime unit locations to identify learning and good practice in order to drive improvement (paragraph 5.9).

Context and methodology

1.18 The Crown Prosecution Service (CPS) International Justice and Organised Crime Division was set up in January 2016 following the Serious Casework Review. The Division has over 150 staff, which includes a mix of lawyers, paralegal officers and administrative staff divided between four units: Extradition, International, Organised Crime, and International Strategy and Policy. The units are each headed by a Deputy Head of Division, except for the International Strategy and Policy unit, which is headed by a Level E International Strategy and Policy Advisor.

1.19 The Division is based at four locations. Organised Crime is located in Petty France, and in Calder, Warrington and Birmingham where it is co-located with the National Crime Agency. Extradition is based in Petty France, as is International's management and administrative team. Overseas staff work and live around the world including in Africa, the USA, the Gulf, the Caribbean, Europe and South America.

1.20 The Division combines four interlinked areas of practice and expertise.

1.21 Organised Crime prosecutes cases investigated by the National Crime Agency (NCA) as well as organised crime cases investigated by Immigration Enforcement, the Counter Terrorism Command of the Metropolitan Police Service and other police forces which meet the complexity criteria. The casework can include human trafficking, firearms supply, high-end money laundering, cyber-crime, drug trafficking, some complex fraud, serious child sexual exploitation, and historical sexual exploitation cases investigated by the NCA. The casework routinely crosses international boundaries.

1.22 Extradition is the formal process where one country asks another to return a person to be prosecuted or to be sentenced for an offence for which they have already been convicted, or to carry out the sentence already imposed. The unit deals with all export extradition, where prosecutors represent foreign states in court to execute European arrest warrants (EAWs) and non-European Union extradition of people currently in the UK. It also handles all import extradition requests made on behalf of Areas to non-EAW states and is the centre of expertise to assist the rest of the CPS in applying for EAWs.

1.23 The International unit has an overseas network of 27 Specialist Prosecutors based abroad and working in support of mutual legal assistance and extradition casework between their host country and the United Kingdom (not just the CPS). They also undertake capacity building and upstream support for published Government strategies aimed at preventing harm to the United Kingdom from organised immigration crime and modern slavery, general serious and organised crime, corruption, drug trafficking, terrorism, money laundering and asset recovery. The Conflict Security and Stability Fund (CSSF) funds a number of the overseas posts.

1.24 The International Policy and Strategy unit provides support and advice internally and externally on extradition and organised crime. The policy areas of organised crime-related issues include cyber-crime, money laundering, covert investigative techniques, serious crime prevention orders, covert human intelligence sources and assisting offenders. The unit provides support and advice to practitioners, senior managers and external stakeholders on these aspects, as well as building relationships with external partners and influencing policy and strategy development. The unit also leads on the CPS international strategy, which at present is focused on leading and coordinating CPS contingency planning on the Exit from the European Union.

1.25 The Division shares a single business operations centre (BOC) with the other Central Casework Divisions (CCDs). This arrangement was a result of the Serious Casework Review undertaken in 2016. There is as yet no service level agreement detailing the interface

arrangements between the BOC and the Division. The CCDs also previously shared a Head of Business Services but, in July 2018, a dedicated Area Business Manager was appointed to the Division.

1.26 The total number of finalised cases in 2017-18 across the Organised Crime unit at the four locations was 387 involving 655 defendants; this resulted in a conviction rate of 90.7%. At the end of the year 2017-18 the Extradition unit held a live caseload of 748 and, during 2017-18, 1,119 orders for extradition were made. Further information on the Area's performance data is set out in Annex A.

Methodology

1.27 The fieldwork took place in October 2018, prior to which documentation submitted by the Division was examined and a survey of Divisional staff was undertaken. Inspectors spoke with members of the judiciary, investigating authorities, and other Government Departments; representatives of partner agencies nationally and internationally; CPS staff, both formally and informally, in the Division; and stakeholders across the CPS Areas and Headquarters.

1.28 Key Divisional performance data is set out Annex A. The data incorporated into the report is for the year 2017-18. The report sets out the findings in respect of each section of the inspection framework. The framework, including the more detailed sub-criteria, is set out in Annex B. The glossary is set out in Annex C.

2 Part A: Governance and leadership

Performance expectation:

The Division 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 the Division is committed to CPS values, senior managers act as role models and all staff are engaged, motivated and appropriately trained, to enable decisions to be made fairly, at the right time and at an appropriate level.

The Division provides effective leadership and engages with staff.

2.1 The Crown Prosecution Service (CPS) International Justice and Organised Crime Division was established in January 2016 following the CPS Serious Casework Review. It brought together units dealing with three unique areas of work: extradition, organised crime and international development. The current business plan has been developed in line with the CPS's four pillars¹ and sets out several key priorities for the year, including improvement in disclosure management and contributing to key government policies such as the United Kingdom's Exit from the European Union, modern slavery and the serious organised crime strategy. The Division recognised the need to capitalise on its collective experience and operate as one unified team. In the HMCPSI staff survey, 84.6% of staff stated that they were clear on all or most aspects of the Division's priorities and objectives as outlined in the CPS 2020 plan as well as the Division's annual plan.

2.2 Staff felt work had been undertaken by senior managers, including the previous Head of Division (HOD), to deliver a 'one Division' ethos. The Division went some way to achieving this when all London based staff came together in one office. Staff were mainly positive about this and stated that it allowed them to liaise more easily with colleagues and raise issues that may affect casework in their teams. The London staff were relocated to Petty France in July 2018. Because of space limitations, the Organised Crime unit is a floor below the rest of the Division, which has led some staff to feel that some of the unity has reduced. Staff based in offices outside London also felt somewhat disconnected, mainly by the fact that they were sited across three locations, although senior managers did make efforts to regularly visit and engage. The Division needs to continue to consider how it can develop an integrated one Division identity.

2.3 Recruitment across the Division has been a challenge for a number of reasons. The fact that the Division has mainly been London based means that many CPS lawyers are unable to apply on the basis of geography. There has also been an over-reliance on

¹ The four pillars of the CPS's strategy are: supporting the success of people, contributing to high quality casework, ensuring public confidence, and continuously improving.

appointment from within, and combined with the extensive legal tests and potentially intrusive security checks that candidates for recruitment have to complete, this has led to a narrower field of candidates that the Division can recruit from. There is a proposal to broaden the number of offices where staff in the Division can be based outside London, allowing greater flexibility to recruit from a larger pool.

2.4 The reporting structure allows managers to regularly engage with staff on strategic, operational, casework and performance issues. In the HMCPSI staff survey, 95.6% of staff stated that they had contact with their manager at least once a week. However, in the Organised Crime unit, the current structure does not replicate that of the other units in the Division. There is a gap in the management chain at legal manager one level, with line management of prosecutors being performed at legal manager two (LM2) level. Two of the LM2s have responsibility across sites, involving long travel times, which has led to some inconsistencies in the duties performed across the grade and has affected the ability to maintain a strategic overview of the unit and effective engagement with all staff. The Division may wish to consider the impact of this different management structure, since it was highlighted by staff as causing some difficulties.

2.5 There have been recent changes to management structures and responsibilities in the Organised Crime locations outside London. New systems of managing human resources functions such as annual leave and staff rotas have been implemented. Some of these were said to be onerous, and to have reduced individual management responsibility. Better communication of the rationale for change at the outset would have assisted greatly in helping staff understand why the change was necessary. In the HMCPSI staff survey, 51.6% of staff stated that, where appropriate, they are given the opportunity to contribute to changes made in the Division. Another 33% stated that this was the case some of the time.

2.6 Senior managers are visible and approachable. Staff identified that this had improved since the move to new premises, where managers no longer have their own offices, and they were positive that senior managers now sit amongst the teams, allowing them to engage more readily. Some staff had yet to meet the new HOD and Area Business Manager (ABM) but it was accepted that, unlike the previous team, they were no longer based primarily in London.

2.7 The Division organises a yearly staff away day, allowing all staff to meet and network with colleagues across the units and locations. The last event was held outside London in an effort by the senior team to reduce the feeling that the Division is London-centric. Staff of all grades were involved. Staff were positive about the away days and appreciated the opportunity to meet and work with colleagues from other units.

2.8 In the HMCPSI staff survey, 70.3% of staff stated that most or all senior managers act as role models and demonstrate commitment to CPS values and equality and diversity policies. 93.4% stated that their line manager proactively encouraged staff to adhere to CPS values and equality and diversity policies.

2.9 Regular team meetings take place across the Division. Most teams have monthly or fortnightly meetings for the different cadres, with wider teams coming together on a monthly basis to ensure all staff receive a consistent message. The discussions include updates on performance, unit and Divisional strategic objectives and casework, good news stories and recognition of good performance by individuals. Those staff based overseas dial into regular meetings with their managers based in the United Kingdom as well as broader team meetings with other overseas staff. There are plans to improve the effectiveness of these meetings by grouping the meetings based on international time zones.

2.10 The Division previously held regular floor meetings, mainly in London, which were led by the senior leadership team and allowed all staff to receive regular updates from the other teams. Staff felt that this helped with developing the one Division ethos. Since the move to new premises the floor meetings have not been as regular, although it was acknowledged that this may be because the new senior team were not in place. The HOD and ABM are currently considering the structure and content of these meetings as part of a wider communication and staff engagement strategy. The majority of staff spoken to would like to see the floor meetings continue.

2.11 The individual units within the Division have newsletters, which are used to help inform staff of items discussed at team meetings. The regularity and content of the unit newsletters varies. The International unit now has a regular 'Diptel' newsletter, which includes updates on key activities and projects. Individual unit newsletters are not shared across the other units in the Division. There used to be a Divisional newsletter, which was sent to all staff, but this is no longer produced. Similarly the Organised Crime newsletter was reported to have become too large and unwieldy as an effective communication tool and this, too, has not been produced for a number of months. The majority of staff welcomed the idea of a more concise newsletter which could keep them informed of updates from teams across the Division and also assist staff based outside London to see the wider work that is undertaken. Despite there being no regular or Division-wide newsletter, in the HMCPSI staff survey, 64.8% of staff stated they were kept informed of matters that affect them directly; 31.9% said they were kept informed some of the time.

2.12 The senior leadership team recognise the challenges presented by the growing international nature of crime and also that there needs to be more awareness of this work domestically, internationally and across the wider CPS. One of the key priorities

of the CPS International Strategy, developed by the Division, is to ensure more consultation takes place with Chief Crown Prosecutors on a number of international issues including learning and development initiatives. The Division should consider how this can be incorporated into its wider engagement strategy and ensure it is reviewed by the Divisional Communications Management Board.

Recommendation

The Division needs to develop an overarching communication and staff engagement strategy that is inclusive and ensures all staff are informed of key messages, and that manages knowledge effectively within all units, across the Division and the CPS nationally.

2.13 The performance development review process is fully embedded across the Division and some managers hold monthly one to ones with their staff. However, this was inconsistent across grades and roles. In the HMCPSI staff survey, 75.8% of staff said they had meetings at least quarterly with their managers to discuss their performance.

2.14 The Division shares its business operations centre (BOC) with the other Central Casework Divisions, which has led to some fragmentation of the roles carried out by staff based in the BOC. Staff in the BOC are driven by the priorities of the managers who manage them. This creates tensions and some staff said that the service delivered by the BOC did not always meet the wider organisational and Divisional priorities. There is currently no service level agreement with the BOC and the Division. A defined agreement would ensure that the interface between the BOC and the Division is effective and efficient, and provide clarity for all staff.

The Division is committed to CPS values, equality and diversity policies and staff development. There is a commitment to staff engagement, resilience, effectiveness, well-being and morale.

2.15 In the 2017 Civil Service People Survey (CSPS), the Division had an employee engagement score of 62%, which improved to 64% in the 2018 survey. This is better than the CPS overall average of 61%. In most key indicators, in 2017 the Division had scores equal to or above the CPS national average, notably in leadership and change; here the Division had a score of 55% against a CPS average of 46%, and whilst this fell to 53% in 2018, it remains better than the CPS average of 43% for that year. In 2017, 66% of staff said senior managers were sufficiently visible, compared to the CPS average of 61%; again, this has fallen slightly to 63%, but remains better than the CPS average of 59% for 2018.

In contrast, in 2017 the Division received a score of 62% for staff awareness of the smarter working initiative against a CPS national average of 94%, but this has improved markedly in the 2018 survey to 84% against a national average of 89%.

2.16 The CPS smarter working policy has been implemented within the Division, although staff from all grades identified a number of inconsistencies with the implementation of the policy. Smarter working is permitted but staff said they were often unclear on the specifics of the policy. Concerns were raised that the policy was applied differently across grades, with a perception that prosecutors were favoured more than staff in other grades, or that smarter working requests would only be approved if the individual had a pre-booked appointment. There was also a perception of a lack of trust when working from home, with additional monitoring systems being applied. Managers across the Division need to ensure this national CPS policy is applied consistently and also to recognise the benefits of smarter working, such as the flexibility with daily commutes and a better work-life balance, which can support positive staff welfare.

Recommendation

The Division needs to ensure that the CPS smarter working policy is implemented consistently and effectively across all units and the Division.

2.17 In the 2017 CSPPS, the International unit had a number of concerning scores relating to staff welfare, with a proportion of staff saying they had been subjected to discrimination and bullying and harassment. The Division has been proactive and taken steps to address these concerns, including organising one to ones for all overseas staff with the Deputy Head of Division and a representative from HR. This allowed staff to voice their concerns in a confidential environment. Some of the concerns raised related to delays in responses from staff based in the United Kingdom following queries from overseas staff or delays in the payment of expenses.

2.18 The senior management team have implemented a number of structural changes within the unit to give greater support to overseas staff. Ten management boards have been established with a view to improving performance across all areas of activity. These are led by London based staff but include colleagues from specialist areas across the wider unit. Despite this work, the 2018 CSPPS scores for the entire Division show increases in the number of staff who felt bullied or harassed in the past 12 months. The score for bullying has increased from 14% to 16% and discrimination from 12% to 16%, which are both higher than the CPS national averages. The Division will want to undertake some further analysis once the more detailed 2018 CSPPS results are available. In the HMCPSI

staff survey, 50.5% of staff stated that they felt that they were adequately supported by their manager if they raised an issue, concern or query. Another 44% felt supported most or some of the time. These were some of the lowest scores in our survey.

2.19 The induction process for new starters is inconsistent in some roles and grades, although there are some individual good examples of developing and delivering an effective induction programme. New starters to the Division should be assigned a mentor but this does not always happen, and concerns were raised in the locations outside London that the changes in recent months have reduced the function and effectiveness of the mentor role.

2.20 The Division has developed several processes and templates to ensure that new staff recruited to the International unit for deployment overseas complete the detailed criminal justice advisor induction record with their line manager. The document covers mandated e-learning, classroom training, stakeholder engagement records and any court observations. Members of the Bar who are seconded into the Extradition unit are contacted regularly by the unit head prior to their start date. The Extradition unit has also developed an extensive fast track training course in partnership with members of the Bar. This is designed to give new staff an extensive overview of extradition law and is of high quality.

2.21 The Division has a learning and development committee chaired by a Deputy Chief Crown Prosecutor and has recently employed a training manager in the BOC. The training manager's responsibilities include researching and sourcing suitable training courses and making arrangements for delivery of the training within the relevant unit or across the wider Division. These are usually funded from the Division's overall training budget and are open for all staff at the relevant grade to attend without the need to use their individual learning account (ILA). Consequently, ILA spend across the Division is low. In 2017, the Division organised a training week which involved a mixture of classroom based courses and sessions involving guest speakers from the CPS and external stakeholders. Video links were set up to allow staff at different locations to join the sessions they wanted to attend. A number of staff stated that the training week was helpful and that they liked the fluidity of attending different courses. In the HMCPSI staff survey, 56% of staff stated that they had the opportunity to utilise their ILA, and another 28.6% said there were good reasons why their ILA could not be used.

2.22 Good performance is recognised across the Division in several ways. The CPS 'Simply Thanks' scheme is used widely, but it is not clear how many are issued or who has received them. The majority of team meetings have regular agenda items where staff are asked to discuss successful cases. The Diptel newsletter in the International unit contains good new stories from staff based overseas. Managers in the Extradition unit select a 'biscuit of the month', which is an award given at every team meeting to a member of staff who has made an outstanding contribution to cases that month.

2.23 Some legal colleagues and managers across the Organised Crime locations were also proactive at emailing their line managers to identify any good work carried out by them, which is then discussed during performance development reviews.

2.24 The majority of staff spoken to felt that inappropriate behaviour or poor performance were dealt with adequately by managers. However, they also acknowledged that because of the sensitivities involved when managing poor performance, it could be difficult to ascertain when this happens. In the HMCPSI staff survey, 40.7% of staff reported that inappropriate behaviour is challenged by managers; another 42.9% said this was the case some of the time.

3 Part B: Continuity, risk and knowledge management

Performance expectation

The Division assures itself that its risk management system and control mechanisms are effective (established and maintained) to manage the delivery of its casework. It manages its casework knowledge effectively and shares that knowledge with others across the CPS.

The Division assures itself that its risk management system and control mechanisms are effective (established and maintained) to manage the delivery of its casework.

3.1 The Division undertakes some of the most challenging casework and delivers it to a high quality. All stakeholders, both internal and external, who were consulted during the inspection supported this view. To date, the International unit has not considered itself as a unit that undertakes casework, but the new senior team have re-considered this approach and are working to introduce a framework that demonstrates the level and quality of casework assistance provided. Again, the quality of the International unit's work is very highly thought of by stakeholders, as is the depth of knowledge and work undertaken by the International Policy and Strategy unit. However, the quality delivery of casework across the Division is not underpinned by an effective system to identify and manage risk. There are also gaps in the management and sharing of knowledge across the Division. Systems and oversight appear to have evolved organically and are dependent on the personality of the manager involved. This often results in significant shortcomings which require improvement.

3.2 There is not a comprehensive and cohesive risk management strategy for the Division. Knowledge and understanding of risk – and the necessary counter-measures and mitigating action – sits in pockets and silos. The owners of this knowledge deal with strategic, operational, casework and project risks in isolation within the teams or at the various office locations. There is no strategic approach to the consideration of themes of risk across the units or the Division, or to ensuring that appropriate mitigation is in place.

3.3 At the strategic level there is a Divisional risk register. This identifies three risks across the Division: recruitment, the absence of a management framework, and the financial risk in the International unit. There is also the quarterly assurance mechanism which details risks and is rated and scored. This risk register does not bring together the Division-wide operational and project risks identified elsewhere.

3.4 At the operational level, each Organised Crime location has similar templated risk registers containing corporate governance and casework issues. These detail generic casework issues such as custody time limits, disclosure and casework quality standards,

as opposed to specific risks identified for individual cases, which are captured elsewhere. These are not combined into one overarching register for Organised Crime. Similarly the Extradition unit has a templated register but it is a standalone document. The International unit does not have a risk register on this template. Projects undertaken by or on behalf of the Division are managed by different individuals and teams, such as the Central Casework Division change manager, who sits in the business operations centre (BOC), CPS Headquarters, and others at team or Divisional level. Individual projects incorporate their own risk registers as part of the project documentation but, again, there is no single mechanism to bring these together as a project or programme risk register. There is also a separate risk register for issues arising from the Exit from the European Union as well as various health and safety risk assessments that underpin the identification and management of corporate risks.

3.5 Casework risks are captured by a variety of established mechanisms used by Organised Crime – for example, the prosecution strategy document, the disclosure management document, case management panel documentation, and disclosure gateway reviews – and some of this is brought together under the sensitive case logs. The disclosure gateway reviews allow for peer review externally; this mechanism is **Good Practice**. The template documents are available for the Division and Crown Prosecution Service (CPS) Areas on the CPS digital Casework Hub. However, there is not an overarching Division case risk register for each location or unit that can be examined at the strategic level for themes and trends and to ensure effective counter-measures are engaged. It is confusing to try to ascertain an overall picture of casework risk across Organised Crime and the whole Division.

3.6 The Extradition unit is currently drawing together a streamlined high risk case register. Once the International unit has addressed how it captures the casework that is undertaken, the Division will also need to consider how the International casework risks should be recorded by that unit.

3.7 The current approach is piecemeal and does not give proper oversight of all risks. There is very limited discussion of risk at the strategic level, leading to limited or no consideration of strategic and casework risks during business planning or on a regular basis. The approach needs to be coordinated.

Recommendation

The Division needs to ensure there is a comprehensive and coherent risk management strategy which encompasses all strategic, operational, casework and project risks within the units and makes all the relevant links across the Division.

3.8 One of the biggest priorities and risks identified in the Divisional risk register and by the senior team is finance. The implications flowing from the Exit from the European Union mean that more work will fall on the Extradition unit and ultimately additional staff will be required to undertake this work, which in turn requires supplementary funding. The management of the International unit's finances is also a substantial risk and needs tightening up considerably. Significant steps have been taken to address the shortcomings with greater oversight and accountability for allocation of funds and spend. The Division has also referred matters to CPS Headquarters finance and delegated some of the financial work to the Foreign and Commonwealth Office to mitigate the risk.

3.9 A number of business boards have been set up within the International unit to assist service delivery by the unit. One of these boards holds risk as its remit. However, this board is not responsible for identifying or managing risk within the International unit; it is merely a mechanism to facilitate the development of processes and templates to overcome operational problems where risk needs to be identified and managed.

3.10 Recruitment to the Division is a challenge and is highlighted as a key risk. Recruitment is affected by a number of issues: the need to have the highest level of clearance for Organised Crime and International work, which leads to significant delays; the tendency to recruit from the ever decreasing pool of talent in one location rather than nationally; and a Divisional culture of an exclusive approach to the recruitment of specialists rather than talented individuals with potential. The Division has identified these issues and is taking steps to address them as well undertaking work to minimise the impacts associated with the clearance levels of staff.

3.11 The high quality of casework handling means that, in general, individual casework risks are identified and managed effectively on a case by case basis by the prosecution team, and for the most part the managers and staff have the skills and tools to do so. But in the absence of a comprehensive and integrated approach to casework risk, and not linking the strategic and operational risks that impact on individual cases, this in itself creates an organisational risk. The current system is ad hoc, dependent upon individual input, and reliant on managers making links across the Division, which assumes all risks have been identified and are within their knowledge. The Extradition unit has a number of mechanisms to capture themes and risks to inform lessons learned and mitigating action, such as monthly headline cases and adverse outcome reports, although it is unclear how this information is collated and maintained as a reference source.

3.12 In long running cases, succession planning is not always as it should be. The turnover and recruitment of staff have been obstacles to ensuring the appropriate level of resilience. In the Organised Crime unit, there is no system of peer support and the

individual circumstances of staff movement mean that there is not always an effective handover. In the absence of a clear process, there is reliance on the documentation created by predecessors being of high quality. A key document for this is the prosecution strategy document; we were told these are not always consistent or of the quality required. There is also reliance on a fully detailed disclosure record sheet and on information contained in individual case logs, and if these are not completed, it inhibits a fully effective handover. There is a danger of knowledge being lost as well as unnecessary re-work and duplication, which is inefficient. The lack of consistent or effective succession planning adds additional strain to the unit, limits resources, and poses a risk to the successful prosecution of cases.

3.13 Inspectors were provided with two business continuity plans. One concerned the Extradition unit and the other covered the Organised Crime team based in London. They are adequate but there was no evidence of testing of the plans to ensure they are fit for purpose. The gaps elsewhere in the organisation mean that this aspect is deficient.

The Division manages its casework knowledge effectively and shares that knowledge with others across the CPS.

3.14 The Division is a vast repository of specialist casework knowledge, information and tools, and there are various mechanisms in place to capture this knowledge across the Division. However, this could be improved significantly. Opportunities for sharing knowledge could be more effective and widespread across the CPS and with partners.

3.15 The CPS digital Casework Hub provides a significant reference point for the Central Casework Divisions and for CPS Areas. It delivers a wealth of guidance, checklists and templates for activities ranging from the referral and allocation of cases to the project management of individual complex cases. It is a good source of material and also provides instructions for accessing specific help available to CPS Areas from the Division. However, the Casework Hub is not a complete knowledge management repository. It does not capture lessons learned and good practice from the teams that can be shared across all the Central Casework Divisions and CPS Areas. In the absence of a Divisional Infonet or Knowledge Information Management site, there is no internal mechanism to collate this either. The shared drive has limited application; it is not accessible to all and is not used to capture this type of information. The knowledge sits with individuals, so there is a risk it could be lost rather than being shared to optimise the effectiveness of the learning gained.

3.16 The Extradition unit has a very detailed desk-top guide containing thorough guidance with hyperlinks. This is invaluable to new joiners to the unit and a very useful aide memoire to established staff, although it has not been updated for a couple of years so may well benefit from a review of its content.

3.17 The case management panel process, held locally or with the Director of Public Prosecutions, provides an opportunity to examine the issues in a case, test and challenge strategies and examine risks and the mitigating action deployed. The use of panels is a very effective mechanism to learn from more experienced colleagues and to share themes and learning more widely. Recently the decision was taken to remove the case lawyer from the panel to ensure greater involvement from the legal managers. Many lawyers indicated during interviews that it was unclear why this change has taken place. Inspectors were told the change was to ensure that lawyers and managers were more prepared and submitted better quality documents to the panels. The change was also said to be a temporary measure. Removing the case lawyer from the process creates a risk for the individual cases as well as the lawyer missing out on an opportunity to enhance their knowledge, but in some instances this risk is mitigated, because long running cases will have several panels and lawyer involvement is maintained through one-to-one discussion with legal managers.

3.18 In the HMCPSI staff survey, 66.3% of staff felt there were mechanisms for staff and managers to exchange information and updates, and 22.5% felt these existed but were sporadic. In addition, 37.1% of staff felt that the exchange of information leads to improvement in performance; another 43.8% said this happened sometimes. 78% of staff who responded to the survey stated that they had adequate tools, training and technology to deliver a quality service.

3.19 The criminal justice advisors posted overseas more recently have started to report monthly but this primarily consists of a qualitative narrative. Quarterly reports are also produced by the regional legal managers and are submitted to the Division's senior management team. Prosecutors funded by the Conflict, Stability and Security Fund also produce quarterly reports. However, at present there is no quality assurance mechanism or report to cover the work undertaken by liaison magistrates. The Division recognised that more needed to be done to test what is contained within the reports produced and also how these could be used to measure the effectiveness of posts. The Division is developing a series of products to support and remedy this.

3.20 There are a number of mechanisms within the Extradition unit, including monthly reports and team meetings, where the nominated leads update the team on trends and themes arising from individual jurisdictions. These updates are not circulated more widely either across the Division or further afield; the unit sees itself as a source to be called upon to provide advice and assistance rather than to proactively disseminate the knowledge. The Division will want to consider how it can share this more effectively both internally and externally across the wider CPS.

3.21 The individual quality assessment (IQA) tool is used for both legal and paralegal staff in the Organised Crime unit. The use of this scheme to assess casework quality for paralegal staff is **Good Practice**. However, IQA could be used more effectively to support learning across the teams. IQA is also undertaken in the Extradition unit, but this is primarily on casework rather than advocacy, which is a significant element of the work undertaken. This needs to be addressed to provide a comprehensive picture of performance. A performance framework is being developed for the International unit to help the unit and the Division gain a better grip on performance and outcomes.

3.22 Adverse outcome reporting within the Extradition and Organised Crime units provides a way to highlight lessons learned, as do joint de-briefs between Organised Crime and the National Crime Agency, although it is unclear how this is shared outside the case team for wider learning. In the HMCPSI survey, 52.8% of staff felt there were mechanisms in place to learn lessons and identify good performance; another 24.7% said some mechanisms were in place.

3.23 The Division could do more to raise awareness across CPS Areas about the help and support available, particularly from the International unit and the overseas postings. There is access to assistance from the Division on the Casework Hub – for example, the Extradition electronic mailbox, where questions can be submitted and responded to by specialist prosecutors. In addition, roadshows have been held nationally with the CPS Areas and Division staff attend the meetings of the Complex Casework Unit heads. However, more could be done to facilitate easier access by the CPS to the Division as a resource, and also ensure fairer allocation of the assistance provided from within the Division. CPS Areas use the resource but only tend to do so when they have an established contact, which could be through a face to face meeting or a roadshow. Those who have no such contacts are reticent to make initial contact when seeking help.

3.24 The CPS Areas report that the Division is approachable and cite instances of assistance offered from both the International and Extradition units as well as the delivery of training. However, the absence of sharing or dissemination of knowledge and good practice was highlighted as an aspect for improvement.

National Crime Agency (NCA) officers were concerned about the quality of European arrest warrant applications from CPS Areas, which was resulting in delays or refusals to execute the warrants. The Extradition unit influenced the improvement in quality by instigating a quality assurance process in the CPS Areas, ensuring that the warrants were seen by a lawyer of sufficient authority before being sent to the NCA. This was coupled with roadshows and training delivered by the Division to Areas, and the quality of the applications subsequently improved.

3.25 The Division contains the policy leads, and acts as a national reference point, for cyber-crime, money laundering and detail relating to techniques to investigate and prosecute these offences. It also contains the international leads for mutual legal assistance, European arrest warrants, European investigation orders and the Exit for the European Union. It has the potential to also provide national leads on the practical application of these policies as part of a cohesive knowledge management framework, giving the CPS better support in what can be challenging aspects of investigating and prosecuting complex offences with an international element, particularly when many of these cases sit within the Areas.

Recommendation

The Division needs to ensure that the approach to knowledge management is effective by introducing a repository that captures knowledge, learning and good practice and is accessible as a source of expertise to all across the Division and the wider CPS.

4 Part C: Performance improvement and resource management

Performance expectation

The Division improves how it works continuously, deploying resources and managing performance effectively, and using efficient processes to deliver key business objectives.

The Division manages its performance effectively.

4.1 The Division has some grip of managing its performance but this is in pockets within certain teams. Further improvement needs to be made to develop an effective performance framework to ensure effective management across the Division as a whole.

4.2 There is a formal structure of meetings at which the available performance data is scrutinised and team managers are held to account. The senior leadership team meet on a monthly basis and this is supported by separate monthly senior management team meetings for Extradition, International and Organised Crime. The recently appointed Head of Division and Area Business Manager (ABM) have made performance and the use of outcomes to improve operational delivery a priority. Work has recently started to re-evaluate the Division's performance framework and underpinning processes. The Divisional structure enables a clear allocation of responsibilities and oversight at the unit and Deputy Head of Division level.

4.3 Previously the focus has been on the individual performance frameworks for the Extradition and Organised Crime units, rather than a performance framework for the Division as a whole, which captures all three units and combined performance where appropriate. At the time of the fieldwork, a performance dashboard was being developed to enable better understanding of performance at the Divisional level, and to endorse the 'one Division' ethos. The former approach can be attributed in part to the absence of a comprehensive performance framework for the International unit, which was identified as a priority in the business plan for 2018-19. The dashboard that is being developed needs to capture what needs to be measured to drive operational delivery across the individual teams and the Division as a whole, rather than what can readily be obtained.

Recommendation

The Division needs to develop a comprehensive divisional performance framework that encompasses relevant measures that can drive performance improvement in the units, and provides a sound foundation to understand performance across the Division as a whole.

The current Division performance information includes generic Crown Prosecution Service (CPS) measures where applicable, and takes account of the individual nature of the caseloads for Organised Crime and Extradition. This provides a focus and is supported to some extent by team managers' analysis of the operational context behind the figures. There is some trending of performance information to understand performance, not just month on month, but also across quarters. The absence of a comprehensive performance framework and suite of measures means that any attempts to benchmark performance are limited. Once the Division develops a more effective performance regime, it should consider benchmarking against its own average and best performance, as well as against the other Central Casework Divisions and Complex Casework Units to reassure itself of effectiveness in its management of cases.

4.4 The CPS case management system (CMS) and management information system do not properly cater for the nature of Extradition casework. The team has made requests for changes to the CMS to be prioritised as part of the ongoing programme of CMS releases. In the absence of these changes and in order to properly manage casework and performance, a bespoke Microsoft Excel based approach was introduced and is currently in use. The International unit is also examining how the casework undertaken by the overseas postings can be captured on the CMS to recognise that this is an element of its work and needs to be measured. However, there is the additional challenge that not all overseas posts have access to CPS laptops and CMS because of the security risks attached to certain postings.

4.5 The performance information and reporting for the International unit is being strengthened in line with the business plan commitment. Improvements have already been made with a monthly and quarterly reporting structure, but further improvements are necessary. Because of the nature of the work, the current reports are mostly qualitative, providing narrative on the engagement activities of criminal justice advisors and international liaison magistrates, but this information is not currently validated. Some quantitative measures have been introduced to monitor performance and further standards of measurement are being considered, including the volume of casework interaction. The unit is also investigating an improved digital approach to producing the qualitative reports.

4.6 Where performance information is collected and analysed, it has informed decision making and resulted in action being taken to improve delivery. The benefits of collecting and analysing the appropriate data were demonstrated by the Extradition unit when it identified issues with extradition cases being refused because of prison conditions in a requesting country not being of an acceptable standard. Working with International Policy and Strategy and European counterparts, the issue was resolved.

4.7 Under the previous senior management team, quarterly meetings were held between the Head of Division, ABM, and Deputy Heads of Division to assess unit performance. In addition, performance reviews with CPS Headquarters were also undertaken, although CPS Headquarters did not require the Division to account for its performance during 2018. Separate quarterly meetings were also held for the different Organised Crime teams in Birmingham, London and the North (Warrington and Calder). It is positive that under the new leadership team, the formal meeting structure to examine performance is being tightened and there is a move to one combined quarterly performance review to hold Organised Crime to account for team performance as a whole. The other units in the Division also have regular quarterly performance meetings. The fact that there has been little national oversight from CPS Headquarters is something that has more recently been recognised.

Recommendation

The CPS needs to develop an effective mechanism of performance review to provide senior oversight of the International Justice and Organised Crime Division at Board level.

4.8 The Division operates a number of mechanisms to assess performance in relation to both casework quality and processes. Individual quality assessment (IQA) work is carried out for Extradition and Organised Crime. There is now much greater emphasis on ensuring that IQAs are undertaken, following a period at the end of 2017-18 when not all teams were completing IQAs. Our analysis and feedback during the fieldwork suggests that IQAs were at times marked too leniently, which undermines the process and the rationale behind the mechanism. In the Extradition unit, the learning from the IQA process is fed back to individuals with trends identified and discussed at monthly team meetings. There is limited evidence of the wider identification and sharing of trends within Organised Crime, and also at the Divisional level when appropriate. Work is ongoing in the International unit to develop measures to improve the management of performance for staff posted overseas. Monthly IQAs are also completed for paralegal staff for both the Extradition and Organised Crime units. Adverse outcome reports are produced for both Extradition and Organised Crime as part of the monthly reporting structure, and operational delivery managers undertake dip-sampling, compliance checks and monitoring exercises – for example, in relation to the completion of tasks on CMS.

4.9 In response to the HMCPSI survey, 46.2% of staff stated that they and their team are set performance objectives or targets on a weekly or monthly basis; another 30.8%

of respondents said this happened quarterly. 46.2% of staff also stated that they meet with their manager at least once a month to discuss their performance; 29.7% said they do so at least once a quarter.

4.10 There is some evidence that performance information is disseminated to staff, generally via their managers at team meetings. Performance posters have recently been introduced displaying key measures for the Organised Crime and the Extradition units on a single page. However, during the fieldwork it was apparent that many managers and staff were not aware of the posters. The Division does not currently have a digital site to display performance highlights, although a joint portal with the other Central Casework Divisions is planned. In response to the HMCPSI survey, 46.2% of staff stated that performance information is frequently shared in a format that is easily accessible and understood; 38.5% said this happened sometimes.

Finances and resources are managed effectively to deliver key business objectives.

4.11 The Division underspent against its allocated budget for the financial year 2017-18 by £262,864: 1.5% of its overall budget. The Division has some grip on its financial management. There is an effective system for ensuring internal financial control and appropriate budget control for Extradition and Organised Crime, but this is not demonstrated for the Division as a whole; there are some significant weaknesses in the management of finance in the International unit. This is fully recognised by the Division.

4.12 Expenditure is monitored and spend is reconciled against detailed monthly management reports for both the Extradition and Organised Crime units. The reports, produced by the Divisional Business Managers (DBM), show spend against budget in all key areas as well as the current budget position. There is a detailed commentary which highlights areas of risk to the budget and the business, where savings have been made, any expected expenditure and recommendations as to any necessary action. There is a monthly meeting between the ABM and DBM to discuss the financial position, identify any risks and, where necessary, consider if additional funding should be sought. The meeting did not consistently involve the business operations centre (BOC) finance manager before the appointment of the new ABM, but does now.

4.13 Financial controls for the International unit are scrutinised by the Division, and the Divisional certificate of assurance clearly identifies a risk in relation to financial control for the International unit's budget. Whilst some improvements have already been made, the Division readily acknowledges further improvements are necessary. The system for monitoring and controlling the International unit's budget has recently been revised,

following a review of the system by the newly appointed ABM. Some issues still remain to be addressed, with further revisions and embedding of new processes and training required. The Division will continue to assess whether the new systems are fit for purpose and whether additional solutions need to be sought until the situation is satisfactorily resolved. To date, the work has included tackling the historical accruals in relation to staff travel and subsistence, and the inconsistent reporting to external funding stream providers, such as the Foreign and Commonwealth Office (FCO). As most of the funding for the overseas posts comes from the FCO, it is vital that the Division is able to demonstrate the appropriate financial governance is in place, and fully understands what is and is not included in external funding. At the time of the fieldwork, the Division had just agreed that the FCO would take over a significant amount of financial functions for the next financial year. This should address a number of the shortcomings.

Recommendation

The Division needs to satisfy itself that the financial management and controls for the International unit's budget ensure the veracity of the financial governance and processes and that reporting to external funding providers is accurate and timely.

4.14 Clear financial delegation is in place for the Extradition and Organised Crime units for prosecution costs and general administrative costs. Whilst financial delegation is in place for the International unit, this is set in the context of the comments above.

4.15 Controls for managing prosecution costs, including reduced scheme very high cost cases and very high cost cases, have been strengthened. All prosecution cost cases are monitored on a tracker and overseen by the paralegal business managers and DBMs. The Extradition unit has worked to improve the position on historical accruals that had built up by introducing a new structure and proactive engagement with counsel.

4.16 At the start of the year, the Division completes the CPS resource template which is submitted to CPS Headquarters for approval. This allows the Division to recruit to the numbers contained in the plan without the need to submit additional business cases to the CPS Establishment Committee. The Division considered its resourcing ahead of the 2018-19 financial year. This included consideration of the existing resource and cost position, as well as horizon scanning for identified changes during 2018-19, including changes to caseload. A separate business case for funding is sitting with HM Treasury to facilitate the predicted increased staffing and other funding flowing from the Exit from the European Union.

4.17 The national CPS resourcing model cannot be directly applied to the Division. The Organised Crime unit uses the complex casework time recording system (CCTRS) to monitor its casework. There is no resourcing tool for Extradition or International casework. A new resourcing model is currently being developed nationally for the specialist and complex casework conducted by the CPS, including Organised Crime and Extradition. The International unit has also introduced a deployment matrix to determine the level of need for deployment of resources to overseas countries. This should enable a more accurate and evidence based approach to determining the right staffing levels for the Division as a whole.

4.18 Staff turnover is a challenge across the Division, as is the ability to recruit to fill the posts in a timely manner. Some applicants have withdrawn because of how long it takes to achieve the relevant security clearances. As a consequence, the Division has taken steps to be more proactive, with regular monitoring by the ABM and strategies to enable successful recruitment into the posts. These strategies include consideration of the level of security clearance for the overseas post on a country by country basis and an agreement with CPS Headquarters to over-recruit through the use of reserve lists.

4.19 Because of the nature of Extradition casework, it has been agreed that this unit does not need to comply with the CPS advocacy strategy. Utilisation of in-house advocacy is generally in the region of 50%, although the maximum in-house resource expectation is 60%; this acknowledges the specialist advocacy resource required for extradition hearings. The very specialist nature of the extradition work has meant the Division has needed to be innovative to ensure there are enough advocates for court as well as adequate resources for case preparation and to cover the duty lawyer role. The Division introduced bespoke training for members of the Bar and short-term secondments to the unit. This has worked very well. This scheme is **Good Practice**. The advocacy strategy for Organised Crime is currently being reviewed, although lawyers get the opportunity to attend court for specific hearings on their own cases.

4.20 The Division makes use of its crown advocates. Utilisation figures in 2017-18 were at 97%.

5 Part D: Stakeholder management and public confidence

Performance expectation

The Division works effectively with partners and stakeholders to build confidence in the criminal justice system and deliver improved services and outcomes for users.

The Division works effectively and influences partners, stakeholders and users and delivers improvement in outcomes for users.

5.1 The Division is closely involved in matters that cross international borders. This is integral to the work in all the units in the Division. The Division's stakeholders include foreign Governments at the highest level, international judicial and legal organisations such as Eurojust, and foreign police and investigative services, such as Interpol. The Division also works closely with other Government departments at home and with their representatives abroad, in particular the Home Office, Foreign and Commonwealth Office and United Kingdom Central Authority. All units work with the National Crime Agency (NCA) both in the United Kingdom and abroad. The Division works in part to promote 'UK PLC' with foreign Governments, which in turn assists in protecting United Kingdom citizens from some of the most damaging crimes and criminals. Stakeholder engagement therefore affects not only the prosecution of cases in court but also the wider diplomatic and political arena.

5.2 There are memorandums of understanding with international partners and these are continually reviewed. All criminal justice partners and stakeholders, within the United Kingdom and abroad, as well as a small selection of foreign Government representatives we spoke to, regarded the Division and the work that it performs very highly. There is appropriate liaison and meetings are held at the right level across a broad spectrum of engagement. Much of the commentary provided to inspectors referred to the previous senior leadership team, who had only recently departed at the time of the fieldwork. It is accepted that it will take time for the new leaders to become as well-known and respected as those previously in post.

5.3 There is an appreciation that the Division readily understands its role in liaising and promoting strategic development overseas, although some stakeholders expressed concerns that the Crown Prosecution Service (CPS) as a whole may not understand the importance of the work undertaken, citing certain barriers to appointing appropriate personnel to the right posts within a reasonable timeframe. The Division accepts that there are some issues arising from delays in achieving the required security clearance and is working to resolve this.

5.4 The Extradition unit is not only a centre of excellence and expertise for partners in the United Kingdom to refer to for advice, but also has close working relationships with counterparts in Europe.

5.5 Following the referendum on the Exit from the European Union (EU), the Division identified that it needed to increase its capacity to engage with the EU to ensure that the work undertaken by the Extradition and Organised Crime units would continue after the Exit. Significant work has been and continues to be undertaken and demonstrates the positive working relationships that the Division has across multiple agencies nationally and internationally, and an understanding of high level strategy. The Division has been commended for recruiting leaders with a strong background and experience in policy and strategy, not only to advise the CPS on the challenges of the Exit from the EU but to lay the foundations for continued mutual cooperation, whatever arrangements are in place following the Exit date. This engagement not only benefits the Division but has included wider Government and the CPS – for example, growing the levels of engagement by the Director of Public Prosecutions with key EU partners. As a consequence, the Division has contingency plans in place to ensure the smooth transition. These include a schedule of training and a proactive recruitment strategy so that it will be able to continue working internationally after the Exit from the EU.

5.6 The CPS Areas, which are also key stakeholders, spoke very positively of the work undertaken and assistance given by the Division.

The Division assisted in securing a conviction for a double murder where the suspect had fled to mainland Europe. Although CPS Areas normally deal with these types of cases themselves, the Extradition unit used its expertise and contacts to ensure that the suspect was brought back to the United Kingdom despite complex legal challenges. Throughout the subsequent trial, the unit assisted with issues that arose to ensure that the reviewing lawyer was able to concentrate on the murder trial but received all the necessary support to obtain a successful outcome.

5.7 There was a mixed response from those interviewed as to the extent that knowledge is shared. Each of the units is a centre of specialism in the work they undertake and there was evidence that this expertise was shared outside the CPS. Inspectors were given examples by both staff and stakeholders of sharing good practice at the international level. The Division, however, could do more to share its expertise locally.

5.8 There was some evidence of joint performance management with stakeholders. There are challenges involved in recording meaningful performance data in the Extradition

and International units because of the nature of their work. The collation of performance information across the Division is a work in progress and until this is finalised, the sharing of performance with stakeholders to improve the service is limited. Much of the performance analysis and discussion is about lessons learned, and issues and changes in the political and legal landscapes. The Division chairs the Cross Agency Group on Extradition, which is attended by criminal justice partners and discusses issues including political implications and the changing landscape across Europe. These meetings escalate issues to Ministerial level where appropriate.

5.9 The Organised Crime unit undertakes a de-brief at the conclusion of a case, which involves a meeting of the lawyers, managers, investigators and often prosecution counsel. There was, however, some indication that this process was time consuming and was therefore sometimes overlooked in cases that had been successful. This is a missed opportunity to collate information on what worked well and steps taken to tackle issues successfully. The resulting de-brief papers are shared with the NCA and made available to the management team. There was limited evidence as to how this de-brief process is leading to improvements in the service provided across all Organised Crime locations.

Aspect for improvement

The de-brief mechanism undertaken at the conclusion of a case needs to be used effectively and shared with the National Crime Agency and at all the Organised Crime unit locations to identify learning and good practice in order to drive improvement.

5.10 The Organised Crime unit has service level agreements with most of its stakeholders. There were no issues with the operation of these. In the HMCPSP survey, 47.1% of respondents stated that the working relationship with the police and other investigatory bodies is excellent; another 44.7% stated that the relationship is good. In addition, 42.9% of respondents stated that partnership working with the police, the NCA or the courts is delivering positive results; another 50.5% agreed but were unable to think of a specific example.

5.11 The effective management of exhibits in large and complex cases is a challenge. It has become increasingly important to ensure that there is clarity when dealing with evidence from international sources and evidence in an increasingly digital world. The Organised Crime unit is part of the NCA Exhibit Working Group and was integral to devising national standard procedures for investigators that detail practical steps for storage and presentation, as well as defining roles and responsibilities throughout the life of a case, from initial seizure to disposal at the conclusion of the case.

5.12 Extradition cases are only dealt with at Westminster Magistrates' Court. This allows for easier identification of trends and the timely resolution of issues. The Organised Crime unit has a protocol with Her Majesty's Courts and Tribunal Service to ensure that its cases are dealt with at designated courts where the judiciary have the expertise to deal with them. There were suggestions that there has been some deviation from protocol at times, which may need to be revisited. In the HMCPSI survey, 36.9% of respondents stated that the working relationship with the courts is excellent; another 43.8% stated that the relationship was good.

5.13 A significant amount of joint training has taken place across the Division – for example, joint training on cyber-crime with the NCA. The Division has also delivered training to external stakeholders, such as providing disclosure training to investigators. The Extradition unit has also utilised secondments to upskill external counsel and increase its resources. In addition, the Division has delivered training across CPS Areas on various subjects and this was generally well received. The response to the delivery of training overseas is particularly positive.

5.14 The Division deals with complex and serious casework which is often either of important legal note or of public interest. The CPS has a standard process for identifying cases that are or could be of interest to the wider public and may be headline news. Each of the units maintains a sensitive case list of matters that might draw media attention and this is provided to the CPS Press Office. In addition, the reviewing lawyer completes a media form which is sent to the senior managers, the Press Office and, where necessary, to the Director of Public Prosecutions's Private Office. Senior managers were satisfied that this system works well, particularly at the beginning of a case. However, there will always be a risk that cases are overlooked that may become headline news later in their life. There is also effective liaison with the NCA Press Office.

5.15 The Division is not always aware of cases that require its input. For example, there have been some high profile extradition requests that the Extradition unit was unaware of. Although this in itself does not necessarily result in any adverse publicity for the Division or the CPS, it puts additional strain on the advocate and means that the court may be unprepared for the significant press interest the high profile individual may create. This is an aspect where improvement could be made.

5.16 The Division is less effective at being proactive in publishing the good work that they do. There may be sensitive and political reasons for not discussing active cases, but after a case has concluded the Division should ensure that the public and the wider CPS hear about any successes.

There are relevant structures and mechanisms in place to ensure all services for all users, including the public, are delivered effectively and efficiently, and in the interests of justice.

5.17 The work undertaken by the Division is very specific and the criteria for accepting cases are set out clearly. Although in some aspects there appears to be an overlap with the work undertaken in Complex Casework Units in CPS Areas, stakeholders and partners indicated that arrangements are clear. There was rarely any need to use any form of escalation where there were disagreements either in accepting or in managing a case, which is a testament to the good working relationships.

5.18 In the HMCPSI survey, 39.6% of respondents stated that the Division works effectively with community groups, other stakeholders and the public and has improved confidence in the work of the CPS. Another 23.1% stated that some work is leading to an increase in confidence but there is still room for improvement.

5.19 There are fewer dealings with victims and witnesses than in other Divisions because of the nature of the casework, although it is recognised that as the work of the NCA devolves there will be more. Currently the Division's main involvement with victims and witnesses is through Operation Stovewood, an historical sexual abuse and exploitation investigation involving very vulnerable witnesses. A specific victim engagement strategy was set up with the NCA to ensure that witnesses received the best service possible.

5.20 In the HMCPSI survey, 32.1% of staff felt that the Division provided an excellent standard of service to victims and witnesses; another 32.1% said the standard was good. Of those staff who responded and had knowledge of victim and witness care, 26% stated that the Division works effectively with support agencies and has improved victim and witness care; another 30% said some work was leading to a better service but there was still room for improvement. All staff in the Division received all relevant and mandatory training that the CPS requires when dealing with witnesses.



Annexes

A Division performance data

Key:

MC: magistrates' courts

CC: Crown Court

| Organised Crime | 2016-17 | 2017-18 | 12 months to June 2018 |
|--|-----------------------|-----------------------|------------------------|
| Caseload | | | |
| Pre-charge decision | 542 | 432 | 343 |
| Prosecution caseload | 19 (MC) 391 (CC) | 21 (MC) 420 (CC) | 12 (MC) 357 (CC) |
| Outcomes | | | |
| Conviction rate | 89.5% (MC) 90.8% (CC) | 95.2% (MC) 87.6% (CC) | 94.1% (MC) 86.5% (CC) |
| Guilty plea rate (out of all convictions) | 89.5% (MC) 72.9% (CC) | 95.2% (MC) 74.5% (CC) | 94.1% (MC) 71.1% (CC) |
| Timely Crown Court directions | 85.6% | 92.3% | 93.5% |

| Extradition | 2016-17 | 2017-18 | 12 months to June 2018 |
|---|---------|---------|------------------------|
| Outcomes | | | |
| Admin finalised | 26 | 9 | 12 |
| Appeal abandoned | 42 | 24 | 22 |
| Appeal allowed | 81 | 88 | 89 |
| Appeal dismissed | 200 | 146 | 129 |
| Appeal not contested | 5 | 3 | 2 |
| Central casework | 0 | 2 | 3 |
| Discontinued | 8 | 3 | 4 |
| Export – EAW withdrawn | 124 | 87 | 77 |
| Export – extradition ordered | 1625 | 1121 | 1082 |
| Export – requested person discharged | 245 | 272 | 267 |

| Extradition | 2016-17 | 2017-18 | 12 months to June 2018 |
|------------------------------------|--------------|--------------|------------------------|
| Outcomes | | | |
| Guilty plea | 0 | 1 | 1 |
| Import – extradition ordered | 53 | 30 | 24 |
| Import – extradition withdrawn | 19 | 13 | 15 |
| Other proceedings | 11 | 4 | 24 |
| Permission/leave to appeal refused | 489 | 277 | 231 |
| Pre-charge decision | 45 | 4 | 1 |
| Prosecution stayed | 1 | 1 | 5 |
| Withdrawn | 2 | 1 | 29 |
| Total | 2,978 | 2,086 | 1,995 |

| International Justice and Organised Crime Division | 2016-17 | 2017-18 | 12 months to June 2018 |
|--|---|---|---|
| Staffing average – full-time equivalent | | | |
| Legal | 88.6 | 92.8 | 88.2 |
| Operational and senior staff | 64.4 | 70.4 | 71.7 |
| Total | 153 | 163.2 | 159.9 |
| Unit split | | | |
| Organised Crime | 81.5 | 81.3 | 74.9 |
| Extradition | 33.4 | 39.0 | 42.8 |
| International Policy and Strategy | 37.9 | 42.8 | 42.2 |
| Budget | £15,828,799 | £17,401,381 | £5,005,045* |
| Spend | £15,799,091 | £17,138,517 | £4,335,397* |
| Crown advocate savings | -£424,784.38 (principal and senior crown advocate) | -£428,822.92 (principal and senior crown advocate) | -£442,808* (principal crown advocate) |
| Fee timeliness | | | |
| Days to payment | 22.9 (Organised Crime) | 43.7 (Organised Crime) | 38.6 (Organised Crime) 50.6 (Extradition) |
| Average working days lost | | | |
| Organised Crime | 5.6 (Organised Crime) | 5.3 (Organised Crime & Extradition) | 8.1 (Organised Crime) |
| Extradition | Not applicable | 5.3 (Organised Crime & Extradition) | 5.7 (Extradition & International) |
| International Policy and Strategy | Not applicable | 2.5 (International) | 5.7 (Extradition & International) |

* Figures do not cover 12 months but show 2018-19 year to date.

B Inspection framework

CPS IJOCD Inspection framework

The focus of the inspection is governance and leadership, stakeholder management, and relationships and knowledge management. The inspection also examines the effective use of resources and performance management. The inspection also assesses organisational resilience, training, the contingency plans in place for the effective management and control of casework, and whether there are effective plans in place at all levels within the Divisions.

A – Governance and leadership

A1 The Division provides effective leadership and engages with staff.

- 1.1 The Division clearly links its business planning and objective setting to the CPS strategy and this is reflected in its own strategy and plans.
- 1.2 Senior managers in the Division act as role models, communicate effectively and demonstrate commitment to the CPS vision, values and equality and diversity policies.
- 1.3 There is effective engagement by senior management across the Division and with all staff.
- 1.4 Senior managers take time to make themselves available to staff at key points of the business calendar or during change processes.
- 1.5 Managers display ‘corporacy’, understand and take responsibility for implementing senior management decisions.
- 1.6 There is effective and fair engagement with all units and staff on strategic and operational matters.
- 1.7 Managers motivate and build effective teams.

A2 The Division is committed to the CPS values, equality and diversity policies and staff development. There is a commitment to staff engagement, resilience, effectiveness, well-being and morale.

- 2.1 The Division is implementing a plan to improve staff engagement levels which is delivering results.
- 2.2 There is consideration of staff welfare and work-life balance as well as business needs when considering matters such as recruitment, rotation plans, smarter working and other matters.

- 2.3 There is a sound induction process in place for new staff.
- 2.4 There is fair and balanced access to training to ensure the Division can deliver excellence and provide essential resilience in casework and process management, balancing this with the needs of individuals.
- 2.5 Sickness absence reduction targets have been set and appropriate action has been taken to reduce/manage sickness.
- 2.6 The Division celebrates success, good performance is identified and rewarded, and poor performance is tackled appropriately.

B – Continuity, risk and knowledge management

B1 The Division assures itself that its risk management system and control mechanisms are effective (established and maintained) to manage the delivery of its casework.

- 1.1 The Division maintains an overall risk register and there is a robust business continuity plan in place for the management of operational risks including casework.
- 1.2 The Division can demonstrate that overall risk and casework risk are considered during business planning and are subject to regular strategic business review.
- 1.3 Managers and staff have the appropriate knowledge, skills and tools to manage risk effectively.
- 1.4 Clear accountability and reporting arrangements are in place for the management of risk. Managers and case leads consider risk as part of case management, including how risk in long running cases is managed and controlled.
- 1.5 Decisions and mitigation of risk are coordinated appropriately across the Division.
- 1.6 The Division can demonstrate sound management of risks around loss of specialist knowledge on long running cases and can ensure continuity of cases.

B2 The Division manages its casework knowledge effectively and shares that knowledge with others across the CPS.

- 2.1 The Division has effective knowledge management processes and can demonstrate sound management of information it holds.

- 2.2 There are secure and controlled systems in place to manage knowledge internally and externally, including effective sharing of knowledge with others in the CPS, like Headquarters, Complex Casework Units, Areas and Divisions.
- 2.3 Systems are in place to effectively manage media requests and challenges, including any adverse publicity.
- 2.4 There are effective links with CPS Headquarters Communications and the Press Office and these result in effective external proactive and reactive communication.
- 2.5 The Division is proactive in policy development, capturing best practice and lessons learned, and these are shared with others internally.
- 2.6 There is a list of national leads, specialisms and liaison arrangements in place for other CPS Areas, Complex Casework Units and Divisions.
- 2.7 Other CPS colleagues, Complex Casework Units and Divisions have access to specialist resources from the Division when required.

C – Performance improvement and resource management

C1 The Division manages its performance effectively.

- 1.1 There is clear, timely and consistent performance information available to all managers.
- 1.2 There is effective analysis of data to inform decision making and resource allocation, leading to remedial action being taken where appropriate, and there is evidence of improvement in performance and outcomes or effective action taking place.
- 1.3 There is effective benchmarking across the Division and, where appropriate, with other similar internal Divisions.
- 1.4 Performance information is disseminated to staff in a readily understood format.
- 1.5 Managers implement controls and assurance and undertake regular assurance checks, casework reviews and audits to ensure accuracy, timeliness and high quality outputs and inform understanding of front-end delivery.
- 1.6 The quarterly and annual performance review processes are effective and used to drive performance improvement.
- 1.7 Managers and teams are held to account for performance.

C2 Finances and resources are managed effectively to deliver key business objectives.

- 2.1 There are good financial management controls in place and the Division systematically controls its budget through appropriate delegation, proper monitoring and accurate knowledge of committed expenditure.
- 2.2 Financial business decisions are timely and achieve business objectives. The Division's budgetary allocation and planning support strategic and operational delivery.
- 2.3 The Division has an effective and transparent system of allocating funds, ensuring equity of resources across units.
- 2.4 The Division has checks and controls in place to provide financial assurance and probity.
- 2.5 The Division has effective systems for assessing the most appropriate staffing structure and staffing levels across its units, which ensure that work is conducted by staff at the right level.
- 2.6 The Division is effective in negotiating financial matters with CPS Headquarters and partners.
- 2.7 The Division has an effective advocacy strategy which balances quality, personal development and value for money considerations.
- 2.8 Use of resources in the Division takes account of value for money and in particular matters such as cost of cases, specialist resources, staff turnover, experience and rotation, wasted costs, overseas travel and crown advocate utilisation.

D – Stakeholder management and public confidence

D1 The Division works effectively and influences partners, stakeholders and users and delivers improvement in outcomes for users.

- 1.1 Senior managers promote an open and constructive approach with criminal justice colleagues and stakeholders. There are appropriate liaison arrangements in place with police, Independent Office for Police Conduct and other external partners.
- 1.2 The Division works effectively with key stakeholders: joint strategies are implemented, actions are followed up and outcomes are improving or there are effective improvement plans in place.

- 1.3 The Division has agreed with stakeholders and service users appropriate service level agreements that improve outcomes or ensure that agreed processes are adhered to.
- 1.4 There are secure and controlled systems in place to manage knowledge externally, including effective sharing of knowledge, including with the Attorney General's Office.
- 1.5 There are effective systems in place to manage media requests and challenges, including any adverse publicity.
- 1.6 There are effective links with the CPS Press Office and these result in effective proactive and reactive external communication.
- 1.7 There are effective arrangements for joint performance management with criminal justice partners, which include robust quality assurance processes.
- 1.8 Joint performance information is fully analysed and used to identify strengths and weaknesses.
- 1.9 The Division is proactive in capturing best practice and lessons learned and these are shared with other agencies.
- 1.10 The Division identifies and shares relevant joint training opportunities with partners.

D2 There are relevant structures and mechanisms in place to ensure all services for all users, including the public, are delivered effectively and efficiently, and in the interests of justice.

- 2.1 Criteria for case acceptance are clear and accord with the Division's business objectives.
- 2.2 There are clear escalation and appeals procedures with stakeholders and these are adhered to.
- 2.3 The Division learns from and reflects changes in its policies using stakeholder feedback.
- 2.4 Complaints, Victims' Right to Review scheme cases and any matters raised by victims, witnesses and other agencies are handled in a manner that is timely, empathetic, and meets the needs of the complainant.
- 2.5 Issues arising from complaints lead to or feed into casework and process reviews to improve service delivery, decision making and casework handling.

2.6 The Division has a robust appeals process in place for escalating complaints.

2.7 Systems and processes for dealing with Parliamentary Questions, MPs' correspondence and high level briefings are effective.

C Glossary

Adverse outcome report

A brief outline of case, detailing the reason for an adverse or unsuccessful result, and any learning for future cases.

Area Business Manager (ABM)

The most senior non-legal manager at CPS Area level or Division level. The operational delivery profession lead.

Assisting offenders

A statutory scheme for cooperating defendants. An assisting offender or protected source will always be prosecuted. They must: fully admit their own criminality, provide the investigator with all information available regarding matters under investigation and those involved, maintain continuous and complete cooperation throughout the investigation and until the conclusion of any proceedings arising from the investigation, including giving evidence where appropriate, and not have coerced another to take part in the criminal activity.

Bar of England and Wales

A unique legal profession of specialist advocates and advisors. Barristers are independent and hold specialist knowledge and experience in and out of court.

Business Operations Centre (BOC)

Delivers the business functions of the Division: performance, finance, change management, communications, recruitment and training.

Capacity building

Overseas engagement with security or justice actors in a particular country to help improve regional responses, which can include training, formalising procedures and responses, and strategic inter-agency collaboration and reform.

Case Management Panel (CMP)

A panel involving a live case's prosecution team and senior legal managers, held either for case management or case review purposes. There are specific criteria for local panels and the Director's panel, including that there is a perceived risk that the case has the potential to cause significant reputational damage to the CPS, or is particularly high profile, but it can be held in any case where the panel considers a review would be of benefit.

Case Management System (CMS)

IT system for case management used by the CPS. Through links with police systems, CMS receives electronic case material.

Casework Hub

An internal CPS website of national operational and legal guidance. It gives practitioners links and signposts to what is already available, but not always readily accessible or used. It incorporates the CPS's toolkit for maximising the quality of investigative and charging advice and case management in more serious cases, draws on quick guides and other aids that practitioners in various units have drawn up to help deal with specific aspects of casework in practice, and sets out minimum expectations of quality assurance and scrutiny by legal managers.

Central Casework Divisions (CCDs)

The International Justice and Organised Crime Division, Special Crime and Counter Terrorism Division, Specialist Fraud Division and CPS Proceeds of Crime.

Complex Casework Time Recording System (CCTRS)

A system that allows users in Complex Casework Units to record the time spent on case activities associated with particular cases or operations.

Conflict, Stability and Security Fund (CSSF)

Provides development and security support to countries which are at risk of conflict or instability.

Covert Human Intelligence Source (CHIS)

A person who establishes or maintains a personal or other relationship with another person for the covert purpose of obtaining, providing access to, or disclosing information.

Cyber-crime

Crime that involves a computer and a network. The computer may be used in the commission of a crime, or it may be the target.

Director of Public Prosecutions (DPP)

A Senior Civil Servant who is the head of the CPS.

Disclosure gateway review

A peer review which provides an effective way of sharing good practice and learning lessons across the CPS where something applies widely. A learning experience for both the reviewers and the prosecutors whose case is being reviewed, it creates a network of reviewers who can work with the Disclosure Champions to improve the way the CPS handles the riskiest casework.

Disclosure management document

A document prepared by the prosecutor, used to provide an open and transparent basis for disclosure decisions and to encourage disclosure discussions and representations by the defence at an early stage for relevant non-sensitive material.

European Arrest Warrant (EAW)

An arrest warrant valid throughout all Member States of the European Union. Once issued, it requires another Member State to arrest and transfer a criminal suspect or sentenced person to the issuing state so that the person can be put on trial or complete a detention period.

European Union Judicial Cooperation Unit (Eurojust)

Assists the competent authorities of European Union Member States when they deal with serious cross-border and organised crime. It can assist in such cases where a Member State and a non-Member State are involved.

Exit from the European Union

The legal and political process whereby a European Union Member State ceases to be a member of the Union. Under Article 50 of the Treaty on European Union, “Any Member State may decide to withdraw from the Union in accordance with its own constitutional requirements”. On 29 March 2017, the United Kingdom notified the European Council of its intention to withdraw from the Union.

Extradition

The formal process where one country asks another to return a person to be prosecuted or sentenced for an offence for which they have already been convicted, or to carry out a sentence already imposed.

Foreign and Commonwealth Office (FCO)

A Government Department that promotes the United Kingdom’s interests overseas, supporting its citizens and businesses around the globe.

Home Office

The lead Government Department for immigration and passports, drugs policy, crime, fire, counter terrorism and police.

Individual Quality Assessment (IQA)

The CPS scheme to assess the performance of individuals and compliance with the CPS’s Casework Quality Standards.

Infonet

An internal digital information network used by the CPS.

Interpol

The world's largest international police organisation, with 192 member countries. Its role is to enable police around the world to work together.

Modern slavery

The institution of slavery that continues to exist in the present day, which includes being forced to work under threat and being controlled by an employer. It shows itself in a number of different forms including forced labour and sexual exploitation where women are taken, deceived, and abused. In the UK, people are most commonly trafficked into forced labour in industries such as agriculture, construction, hospitality and car washes.

Legal Guidance

A digital workspace which contains the CPS Legal Guidance for the prosecution of casework.

Memorandum of understanding

A formal agreement between two or more parties. Not legally binding, but carries a degree of seriousness and mutual respect.

Money laundering

The process by which criminals disguise the original ownership and control of the proceeds of criminal conduct by making such proceeds appear to have derived from a legitimate source.

Mutual legal assistance treaty

An agreement between two or more countries for the purpose of gathering and exchanging information in an effort to enforce public or criminal laws.

National Crime Agency (NCA)

Tackles serious and organised crime, strengthens borders, fights fraud and cyber-crime, and protects children and young people from sexual abuse and exploitation. It also has an international role to cut serious and organised crime impacting on the UK through a network of international liaison officers.

Organised crime

Criminal activity carried out by an organised enterprise that exists for and profits from crime, often surviving on fear and corruption.

Principal crown advocate

A senior lawyer employed by the CPS who has a right of audience in the Crown Court and deals with the most serious and complex cases.

Prosecution strategy document

A mandatory document for use in complex casework investigations and prosecutions (unless the case has been exempted). It is a living document which must be started as soon as a prosecutor has a relevant case which appears likely to result in a prosecution, and continually updated throughout the life of the case to form a record of key prosecution strategy and decision making, and an audit trail.

Requested person

A person whose extradition is sought.

Sensitive case log

A list of cases that have the potential (or perceived potential) to cause significant reputational damage to the CPS, or to attract substantial media attention.

Serious Casework Review

A CPS internal review of the arrangements for the delivery of serious casework across the CPS, including recommendations to ensure the handling of serious casework is prioritised and protected.

Serious crime prevention order

Can be imposed in certain circumstances upon a defendant in order to protect the public by preventing, restricting or disrupting the involvement of that defendant in serious crime in England and Wales.

Service level agreement

A commitment between a service provider and a client. Particular aspects of the service, like quality, availability and responsibilities, are agreed between the service provider and the service user.

Simply Thanks scheme

A tool enabling managers to show appreciation for effort and achievement, which can encourage best practice and motivate employees.

Smarter working

Occasional, ad hoc and temporary flexible working requests. The agreements and arrangements reached between individuals and line managers as a result do not constitute regular working patterns or changes in contractual status.

United Kingdom Central Authority

Responsible for exchanging criminal records information with other countries in the European Union.

Upstream work

Opportunities to disrupt organised crime closer to the source of the criminal activities abroad, before it crosses UK borders.

360 degree feedback

A process that solicits feedback regarding an employee's behaviour from a variety of points of view, including their colleagues, supervisors and the employee themselves.



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