



The Crown Prosecution Service

Autumn Performance Report

2006



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Presented to Parliament by the Attorney General
by Command of Her Majesty

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Introduction

The 2006 Autumn Performance Report for the Crown Prosecution Service (CPS) sets out performance and progress against the Public Service Agreement (PSA) targets for the Criminal Justice System (CJS). Targets were introduced as part of the 2004 Spending Review (SR 2004) and came into effect from 1 April 2005.

Role

The CPS was set up in 1986 as an independent authority to prosecute criminal cases investigated by the police in England and Wales. In undertaking this role, the CPS:

- Advises the police during the early stages of investigations;
- Determines the appropriate charges in all but minor cases;
- Keeps all cases under continuous review and decides which cases should be prosecuted;
- Prepares cases for prosecution in court and prosecutes the cases with in-house advocates or instructs agents and counsel to present cases; and
- Provides information and assistance to victims and prosecution witnesses.

Code for Crown Prosecutors

Before charging a defendant and proceeding with a prosecution, Crown Prosecutors must first review each case against the Code for Crown Prosecutors. The Code sets out the principles the CPS applies when carrying out its work. Those principles are whether:

- There is enough evidence to provide a realistic prospect of conviction against each defendant on each charge; and, if so,
- A prosecution is needed under the public interest.

The Director is under a statutory duty to publish the Code for Crown Prosecutors. The fifth edition of the Code was published on 16 November 2004 and reflects the new responsibilities for Crown Prosecutors to determine charges.

Human Rights Act

The CPS is a public authority for the purposes of the Human Rights Act 1998. In carrying out their role, Crown Prosecutors must apply the principles of the European Convention on Human Rights in accordance with the Act.

Organisation

The CPS is headed by the Director of Public Prosecutions (DPP), Ken Macdonald QC. The Director is superintended by the Attorney General who is accountable to Parliament for the Service. The Chief Executive is Richard Foster, who is responsible for running the business on a day-to-day basis, and for human resources, finance, business information systems, and business development, allowing the Director to concentrate on prosecution, legal issues and criminal justice policy.

CPS Areas

The CPS has 42 Areas across England and Wales. Each Area is headed by a Chief Crown Prosecutor (CCP) who is responsible for the delivery of a high quality prosecution service to his or her local community. A 'virtual' 43rd Area, CPS Direct, is also headed by a CCP and provides out-of-hours charging advice to the police. Three casework divisions, based in Headquarters, deal with the prosecution of serious organised crime, terrorism and other specialised prosecution cases.

Each CCP is supported by an Area Business Manager (ABM), and their respective roles mirror, at a local level, the responsibilities of the DPP and the Chief Executive. Administrative support to Areas is provided through a network of business centres.

The CPS is working closely with the Home Office and Department for Constitutional Affairs (DCA) to ensure the CJS works effectively. The Service is reviewing its organisation to ensure the CPS continues to provide a high quality prosecuting service in partnership with the police and other criminal justice agencies.

Aim

The CPS works in partnership with the police, courts, Home Office, DCA and other agencies throughout the CJS to reduce crime, the fear of crime, and its social and economic cost; to dispense justice fairly and efficiently and to promote confidence in the rule of law.

The CPS's overall aim, which reflects the Government's priorities for the CJS, is to:

Deliver a high quality prosecution service that brings offenders to justice, helps reduce both crime and the fear of crime and thereby promote public confidence in the rule of law through the consistent fair and independent review of cases and through their fair, thorough and firm presentation at court.

CPS Vision

The CPS subscribes to the Attorney General's Vision for the Law Officers Departments and is working to become a world-class, independent prosecuting authority that delivers a valued public service by:

- Strengthening the prosecution process to bring offenders to justice;
- Championing justice and the rights of victims;
- Inspiring the confidence of the communities we serve;
- Driving change and delivery in the CJS;
- Being renowned for fairness, excellent career opportunities and the commitment and skills of all our people; and
- Having a strong capability to deliver.

Public Service Agreement Targets

The PSA targets for the CJS from SR 2004 for 2005-08 are to:

- I Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08; and
- II Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the CJS without compromising fairness.

These targets are the joint responsibility of the CPS, Home Office and DCA and the CPS works in partnership with the police and courts to deliver them.

Efficiency Savings

SR 2004 also requires the CPS to deliver £34 million in efficiency savings by March 2008.

SR 2002 Targets

Spending Review 2002 (SR 2002) included PSA targets for the CPS and CJS to improve the delivery of justice and public confidence. These targets have been developed through SR 2004 and are reported upon within this document. The value for money PSA target is taken forward through the 2004 efficiency savings target.

Criminal Justice Boards

Local Criminal Justice Boards (LCJBs) bring together the Chief Officers of local criminal justice agencies to deliver the PSA targets in their Area and to drive through criminal justice reforms. Each LCJB has produced delivery plans to bring more offenders to justice, reduce ineffective trials and increase public confidence. Progress on the plans is reported to the National Criminal Justice Board (NCJB). The Attorney General, Solicitor General, DPP and CPS Chief Executive, along with the Home Secretary, Lord Chancellor and others, are members of the NCJB.

Office for Criminal Justice Reform

The CPS also works closely with the Office for Criminal Justice Reform, which is the trilateral team drawn from the Home Office, DCA and CPS to support criminal justice departments, agencies and LCJBs in working together to deliver PSA targets and to improve the service provided to the public.

Further Information

More information on the CPS and its contribution to PSA targets is available at www.cps.gov.uk and from:

Crown Prosecution Service
50 Ludgate Hill
London EC4M 7EX

Information on the CJS is available at www.cjsonline.gov.uk

Progress on delivery

PSA Target 1:

Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08.

An offence is said to have been brought to justice when a recorded crime results in an offender being convicted; cautioned; issued with a penalty notice for disorder; given a formal warning for the possession of cannabis or having an offence taken into consideration by the court.



¹ Data are provisional and subject to change.

Progress since April 2006

CPS

- In the year ending September 2006, the CPS secured convictions in respect of 939,668 defendants, including 868,557 in magistrates' courts and 71,111 in the Crown Court. This compares with 977,411 convictions in the year ending September 2005. The lower caseload is believed to reflect falls in the level of crime, and extended use of Penalty Notices.
- Unsuccessful outcomes represented 16.6% of all outcomes in magistrates' courts and in the Crown Court in the six months ending September 2006, compared with a 2005-06 outcome of 17.7% and an annual target of 17%.
- Within these figures:
 - Unsuccessful outcomes in magistrates' courts fell to 16% of all outcomes during the six months ending September 2006, compared with 17.2% for 2005-06;
 - Magistrates' courts cases resulting in discontinuance fell to 10.9% in the six months ending September, compared with 11.6% for 2005-06;
 - Unsuccessful outcomes in the Crown Court for the six months ending September 2006 amounted to 22.8% of all outcomes, unchanged compared with the outcome for 2005-06.
- The Criminal Justice Act 2003 gave the CPS responsibility for the decision to charge in all but minor cases. The SR 2004 settlement required the delivery of Statutory Charging in all Areas by March 2007. Working with the Association of Chief Police Officers (ACPO) and local police forces Statutory Charging was implemented across all 42 Areas by 3rd April 2006, almost 12 months ahead of the SR 2004 settlement date. Statutory Charging arrangements are now in place in all 373 police custody units across England and Wales.
- Once an Area has moved onto Statutory Charging, they will undertake a Post Implementation Review (PIR). These take place between six and nine months after an Area has commenced Statutory Charging and assess the long-term sustainability of the Statutory Charging arrangements. PIRs of Charging arrangements have been completed in 40 Areas. Schemes have been found to be robust and operating well in most Areas. PIRs in the remaining 2 Areas are on schedule to be completed by December 2006.
- CPS Direct supports the charging arrangements in all Areas by providing an out-of-hours telephone service. Between April and the end of October 2006 CPS Direct had dealt with 110,655 out-of-hours calls from police forces and provided 75,166 advices on the charges to be applied.
- The CPS is implementing an advocacy strategy to increase the use of in-house advocates to improve the prosecution and management of cases. All Areas are now implementing local plans to increase the use of Higher Courts Advocates (HCAs) and Designated Caseworkers (DCWs) as part of a 5-year strategy which commenced in April 2006. The CPS exceeded the national target for HCA deployment in 2005-06, and in the first six months of 2006-07, gross counsel fees savings were £3,997,492, ahead of trajectory target. There were also increases in DCW deployment and in-house magistrates' courts coverage. To date, 100 staff successfully completed training as DCWs and 73 lawyers have completed the non-jury stage of HCA training. Twenty eight other lawyers have completed both stages of the HCA training.

- Good Practice Guidance developed from the Domestic Violence pilots was provided to all Areas in November 2005 to help improve the prosecution of domestic violence. In autumn 2006, performance will be monitored in terms of training undertaken, development of specialist domestic violence courts and performance under the hate crime indicator in Area Performance Reviews. This work will be used to help develop 2007-08 business plans. Areas have also improved work with community organisations with 92% of Area Domestic Violence Coordinators now attending domestic violence forums, compared with 80% in 2005. This forum allows joint work with other statutory agencies and specialist services to improve support for victims.
- In April 2005, a new Hate Crime Target aiming to reduce the number of unsuccessful cases to 36% was introduced. Unsuccessful outcomes for hate crime fell to 33.5% in the six months ending September, compared with 38% in 2005-06. From April 2006 hate crime data is being disaggregated by gender and ethnicity. Data in relation to hate crime victims and witnesses is also being analysed for the first time. This information will help to identify patterns and any related specific services that might be required.
- In late January 2006, four CPS Areas – Cumbria, Lancashire, Greater Manchester and Merseyside – began piloting arrangements whereby prosecutors may, in appropriate cases, conduct a witness interview pre-trial (or pre-charge) in order to clarify or assess the reliability of a witness's evidence. An interview may also be held to assist the prosecutor to understand complex evidence. Thirty pre-trial witness interviews have been held during the first nine months and the Director and Attorney General have agreed to extend the pilot by three months to 31 December 2006. The pilots are being evaluated externally and will report on 28 February 2007.
- Conditional Cautioning is a means to deal with appropriate cases outside of the court process. Following the introduction of Conditional Cautioning in seven Early Implementation Areas at the end of 2004, the national rollout phase commenced in April 2006 with the setting up of the Conditional Cautioning Programme Board. The Board is jointly chaired by CPS and ACPO and has overall responsibility for national roll-out of Conditional Cautioning. Implementation will be overseen by the joint CPS/ACPO Prosecution Team – who were responsible for the successful implementation of Statutory Charging – who will be working closely with Areas. The aim is to ensure that Conditional Cautioning is operating in at least one Borough Command Unit in each Criminal Justice Area by the end of June 2007 and we are on track to achieve this.

Progress since April 2006

CJS

- *'Rebalancing the criminal justice system in favour of the law-abiding majority'* and *'Delivering Simple, Speedy, Summary Justice,'* both published in July 2006, set out an ambitious and wide-ranging programme of reforms to improve the CJS, speed up the delivery of justice and put victims at the heart of the process. These documents include a number of proposals which will directly contribute to our aim of bringing more offences to justice, including dealing more quickly and effectively with a wide range of low-level offences outside the courts; radically improving the speed and effectiveness of the magistrates' courts; and improving timeliness in the Crown Court by removing unnecessary procedures.
- Improving sanction detection rates is crucial to bringing more offences to justice. The sanction detection rate is the proportion of recorded crimes that result in a person being charged or having an offence taken into consideration by a court, cautioned, or issued with a penalty notice for disorder or formal warning for cannabis possession. This sanction detection rate has become an important measure of performance for the police and the CPS because of the dependency of the offences brought to justice target on improving both the volumes and the quality of charging decisions. Sanction detection rates have been steadily increasing over the last two years, and are currently above trajectory. The Police Standards Unit in the Home Office continues to provide targeted support to those forces identified as under-performing in this area.
- The CJS is ahead of trajectory to achieve targets for 2006-07 on reducing the rates of ineffective trials. Performance for the quarter to June 2006 shows an ineffective trial rate of 12.5% in the Crown Court (against a target of 14.2%) and 19.2% in the magistrates' courts (against a target of 19.4%).

PSA Target 2:

Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the CJS without compromising fairness.

Public confidence in the CJS and the satisfaction of victims and witnesses is assessed using the British Crime Survey (BCS) and the Home Office Citizenship Survey (HOCS).²

Responsibility for the three assurance elements of the target lies with the Home Office. The three confidence elements, reported on below, are shared between the Home Office, DCA and the CPS.

Performance Measures	Latest Outturn
<p>Improve the level of public confidence in the CJS.</p> <p>This is determined using questions in the BCS which ask whether the public believes the CJS is effective in bringing people who commit crimes to justice.</p>	<p>Ahead.</p> <p>Baseline (BCS 2003): 39% Target (BCS 2008): An increase Latest outturn (Year to June 06): 44%</p>
<p>Reduce the number of people in ethnic minority communities who believe the CJS would treat them worse than people of other races.</p> <p>This is determined using questions in the HOCS which ask whether people from a black or minority ethnic background believe the CJS would treat them worse than people of other races.</p>	<p>On Course.</p> <p>Baseline (HOCS 2001): 33% Target (HOCS 2007): A reduction Latest outturn (HOCS 2005): 31%</p>
<p>Increasing satisfaction of victims and witnesses.</p> <p>This is measured using BCS questions on victim and witness satisfaction with the CJS.</p>	<p>On Course.</p> <p>Baseline (Six months to March 2004): 58% Target (BCS 2007-08): An increase Latest outturn (Year to June 06): 60%</p>

² HOCS is now The Citizenship Survey following the transfer of Communities Group from the Home Office to the Department of Communities and Local Government.

Progress since April 2006

CPS

- The CPS and the police are providing improved communication and support to prosecution witnesses through the No Witness No Justice (NWNJ) project. NWNJ has introduced witness care units (WCUs) that provide a single point of contact for a witness throughout the life of a case from charge to sentence. Since 31 December 2005 there have been 165 WCUs operating across the 42 Criminal Justice Areas of England and Wales. The results so far indicate that the average number of witnesses attending court has risen from 77% to 84%, whilst the number of trials that did not go ahead as planned on the day because a witness failed to attend has fallen by nearly 50%. The Witness Management IT System (WMS) has been further enhanced to support WCUs in providing the best possible service to witnesses, and has been rolled out in 39 of the 42 Criminal Justice Areas. The latest version of WMS will be introduced in November 2006 to enable staff to more easily meet the requirements of the Code of Practice for Victims of Crime (Victims' Code).
- The CPS continues to contribute to the Respect Task Force initiative to reduce anti-social behaviour (ASB) by improving CPS performance in respect of this behaviour which can cause high levels of disruption and distress to communities. In addition to the fourteen full-time anti-social behaviour prosecutors that have been in post since March 2004, a network of anti-social behaviour co-ordinators has been set up to ensure that there is a lead prosecutor for anti-social behaviour work in each Area. An on-going programme of training is delivering key skills to CPS staff nationwide and the ASB Delivery Unit is working closely with partner agencies both at a local and a national level to improve the multi-agency response to anti-social behaviour. Home Office statistics for the period 1 April 1999 to 30 September 2005 show that 4000 of the 7356 ASBOs issued by the courts are orders on conviction, which indicates good uptake by the CPS and courts of the ability to apply for orders and grant ASBOs following conviction for a criminal offence.
- CPS continues to recover assets from criminals under the Proceeds of Crime Act 2002 and earlier legislation. In the first half of 2006-07, the CPS has secured 1569 confiscation orders with a total value of £32,391,186.
- The CPS has continued to prioritise delivery of the Prolific and Priority Offender (PPO) and Drug Intervention (DIP) Programmes. Moreover, the CPS Priority Offenders Delivery Unit has also taken on responsibility for ensuring a co-ordinated approach to tackling animal rights extremists.
- Effective community engagement by the CPS improves our policy development and practises relating to prosecutions and employment. It makes a significant contribution to ensuring that the public has confidence in the CJS in terms of its effectiveness and serving all communities fairly. Three Area pilots have tested different community engagement approaches, tools and techniques in Durham, Thames Valley and West Yorkshire. A National Community Engagement Conference (November 2006) detailed the findings and evaluation of the pilots, launched good practice guidance and considered the way forward for Area business planning for 2007-08. A handbook on community engagement will also be produced.
- The Attorney General is meeting with community leaders in autumn 2006 to address ways to challenge and improve prosecution of so-called "honour crimes" including forced marriage.

Progress since April 2006

CJS

- Inside Justice Week, which took place across England and Wales during November 2006, is a national campaign to raise awareness and 'open up' the CJS to the public. The more the public know about the system the more likely they are to be confident in it. There were 643 nominations for the Justice Awards 2006 (more than twice as many nominations as 2004-05) and the Justice Awards national ceremony took place on 23 November.
- Pilots to provide enhanced services for victims to meet their immediate, practical needs went live on 2 October 2006. The pilots are in Salford, Nottingham City and North Yorkshire. The pilots will test the demand for new services such as childcare and lock fitting services, the cost of providing the services, and whether the victims receiving assistance have benefited from the services.
- The police and local authorities have the powers to tackle anti-social behaviour and public disorder with Anti-Social Behaviour Orders, Crack House Closure Orders and Dispersal Orders. As a result, the numbers of people seeing anti-social behaviour as a problem in their area has fallen (from 21% in 2002-03 to 17% in 2005-06 according to the British Crime Survey).
- The Victims' Code came into force in April 2006. This gives victims statutory rights for the first time and puts obligations on every criminal justice agency to keep victims up-to-date at key points in their case-when someone is arrested, charged, bailed and sentenced.
- The CPS is working with the Home Office and DCA, as part of a government-wide task force, in the further development of specialist domestic violence court systems (SDVCs) with funding across all for support services for victims independent domestic violence advisors (IDVAs). A further 28 SDVCs were selected in autumn 2006 and announced at No 10, bringing the national total to 53.

Delivering Efficiencies

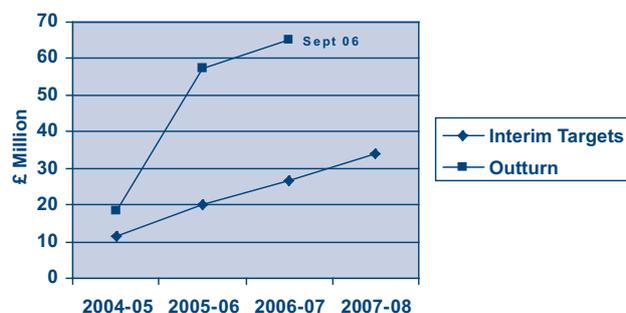
Introduction

SR 2004 set a new efficiency target for the CPS to deliver savings of £34.1 million in 2007-08. To achieve this overall target the CPS has set interim plans of £20.1 million in 2005-06, £26.6 million in 2006-07 and £34.1 million in 2007-08.

The table below shows the efficiency targets per year, along with the discrete year savings made to date for 2004-05, 2005-06 and 2006-07.

Workstream	2004-05		2005-06		2006-07		2007-08	
	CPS Plan £m	Actual £m	CPS Plan £m	Actual ³ £m	CPS Plan £m	Actual ^{4*} £m	SR2004 Target £m	Cashable £m
Charging Programme	10.0	15.6	15.0	19.2	17.5	20.8	20.0	10.0
Productive Time	1.3	2.4	3.8	33.8	6.1	39.2	8.1	6.3
Procurement	0.3	0.6	0.5	2.5	1.0	3.1	2.5	3.0
Corporate Services	–	–	0.8	1.1	2.0	2.1	3.5	2.1
Total	11.6	18.6	20.1	56.6	26.6	65.2	34.1	21.4

*To September 2006



As at the end of the second quarter in 2006-07 the CPS had achieved efficiency savings of £65.2m, this represents a positive result with the realised savings significantly higher than originally anticipated. This has primarily come through greater savings being realised through the Productive Time workstream from the COMPASS Programme and Advocacy Programme.

3, 4 This data is provisional and may be subject to minor revision. The figures quoted here were correct at 27 October 2006.

The targets have and will be delivered through planned efficiencies, broadly covering:

- The implementation of the charging programme, designed to improve the effectiveness and the efficiency of the criminal justice process; is measured by success in terms of the improvement in the guilty plea rate, reductions in discontinuance and reductions in the proportion of cases that do not result in a conviction;
- Improvements in productive time, measured through a survey of users of the COMPASS Management Information System and in the deployment of HCAs and DCWs;
- Savings through HQ rationalisation, relocation and corporate services reorganisation, where service levels and process quality have been measured and benchmarked and serve as quality performance measures. These are measured through the number of staff redeployed, overhead cost comparison, and transaction processing costs; and
- Improving procurement practices, which focuses on reducing the costs of goods and services and is developing structured specification for goods and services for a range of suppliers whilst ensuring the quality of goods and services is maintained.

The CPS expects productive time efficiencies to account for around 63 per cent of planned savings by 2007-08 with another 28 percent coming from the charging programme and the remainder through improved efficiency in the provision of corporate services and savings delivered through more effective procurement practices. Cashable savings are being re-invested in charging, COMPASS and the Case Management System, and meeting new workload pressures on frontline staff.

Actions taking place to deliver efficiencies

- All 42 CPS Areas are now operating under the new Statutory Charging arrangements which were introduced by the Criminal Justice Act 2003.
- The structural reorganisation of Service Centres has been completed, including reducing the number of Service Centres to deliver services to Areas as efficiently and effectively as possible.
- An independent Gateway 5 Review of the COMPASS programme was undertaken by the Office of Government Commerce in the last year. The primary purpose of this review was to check that the anticipated benefits are being delivered and that the ongoing contractual arrangements meet the business need. The outcome of the review was favourable with the Senior Responsible Officer stating that they were "extremely pleased with the outcome of the review. The Programme has been a tremendous achievement and establishes COMPASS as the leading example of modernisation within the CJS". The COMPASS benefits annual report for 2005-06 was published in October 2006.
- All Areas are implementing local plans to increase the use of HCAs and DCWs as part of a strategy to increase CPS in-house advocacy. New targets for HCA and DCW deployment for future years have been set in the light of experience to date.
- Procurement initiatives have been implemented with the savings achieved exceeding the 2005-06 target of £0.5m.
- There is no target for workforce reductions in the CPS efficiency plan. The CPS has set a Lyons target of relocating 20 posts by 2010. Good progress is already being made with the CPS recording 43 posts relocated out of London and the South East as at the end of the second quarter in 2006-07.

Plans for delivering efficiencies over the next 6–12 months

- Following the rollout of the Statutory Charging programme to all 42 Areas, final assurance checks and post implementation reviews are continuing.
- The Service Centre Review project will complete the programme of redeploying all displaced staff. New Business Centres will have service level agreements in place with Areas and with HQ.
- Continuous review and re-negotiation of supplier contracts will continue to ensure that challenging efficiency delivery targets for procurement are met.

PSA Targets from Spending Review 2002

SR 2002 included PSA targets for improving the delivery of justice, public confidence and value for money. This report contains the final assessment against these targets.

To improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice, to 1.15 million by 2005-06, with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials.

'Ineffective trials' are trials that do not go ahead on the date expected and have to be rescheduled.

Performance Measures	Latest Outturn
<p>Increasing the number of crimes for which an offender is brought to justice, to 1.15 million by 2005-06.</p>	<p>Met.</p> <p>Data shows that 1.327 million⁵ offences were brought to justice in 2005-06. This is 15.4% above the target of 1.15 million offences.</p>
<p>An improvement in all CJS Areas.</p> <p><i>The target will be met if, in each of the 42 Criminal Justice Areas, more offences are brought to justice in 2005-06 than in the baseline year 2001-02.</i></p>	<p>Not Met.</p> <p>40 of the 42 Criminal Justice Areas improved their performance over the baseline year.</p> <p>In setting offences brought to justice targets, we take into account trends in crime reduction and sanction detection rates and the rate at which sanction detections are converted into offences brought to justice. In the case of the West Midlands and Gwent, the volume of crime was considerably higher in the baseline year than in subsequent years, and to increase the volume of offences brought to justice in this context would have required unrealistically high sanction detection rates. These factors resulted in Gwent and the West Midlands being set targets for 2005-06 at a level lower than the baseline year. Hence this element of the SR 2002 target was not achieved.</p>

⁵ Data are provisional and could be subject to marginal changes.

Performance Measures	Latest Outturn
<p>A greater increase in worst performing areas.</p> <p><i>The target will be met if the average performance improvement achieved by the worse performing Criminal Justice Areas between 2001-02 and 2005-06 is greater than the national average performance improvement for the same period.</i></p>	<p>Met.</p> <p>Provisional data for 2005-06 shows that the average improvement in the baseline year of 43.2% in the worst performing areas was 10.8 percentage points greater than the average national improvement of 32.4% over the same period.</p>
<p>A reduction in the proportion of ineffective trials.</p> <p><i>The target will be met if the national level of ineffective trials is reduced from 24% to 17% (March 2006) for Crown Courts and from 31% to 23% (March 2006) for magistrates' courts.</i></p>	<p>Met.</p> <p>The proportion of ineffective trials in the Crown Court fell to 12.1% in the quarter to March 2006. This is 4.9% ahead of the 2005-06 target and a 50% improvement from the baseline.</p> <p>In the magistrates' courts the proportion of ineffective trials reduced from 30.9% in the baseline year to 20.7% in the quarter to March 2006. This is 2.3% ahead of the 2005-06 target and a 33% improvement from the baseline.</p>

To improve the level of public confidence in the CJS, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants.

Performance Measures	Latest Outturn
Improve the level of public confidence in the CJS.	Met. Baseline (BCS 2003): 39% Target (BCS 2005-06): An increase Annual Outturn (BCS 2005-06): 44%
– including increasing that of ethnic minority communities.	Met. Baseline (BCS 2003): 49% Target (BCS 2005-06): An increase Annual Outturn (BCS 2005-06): 58%
– increasing year on year the satisfaction of victims.	Not Met. Baseline (Six months to March 2004): 59% Target (BCS 2005-06): An increase Annual Outturn (BCS 2005-06): 59%
– increasing year on year the satisfaction of witnesses.	Not Met. Baseline (Six months to March 2004): 57% Target (BCS 2005-06): An increase Annual Outturn (BCS 2005-06): 59%
– whilst respecting the rights of defendants.	The rights of defendants are protected by law. We will investigate and take action if there is any evidence that the rights of defendants are not being respected or that public confidence in rights being respected is falling.

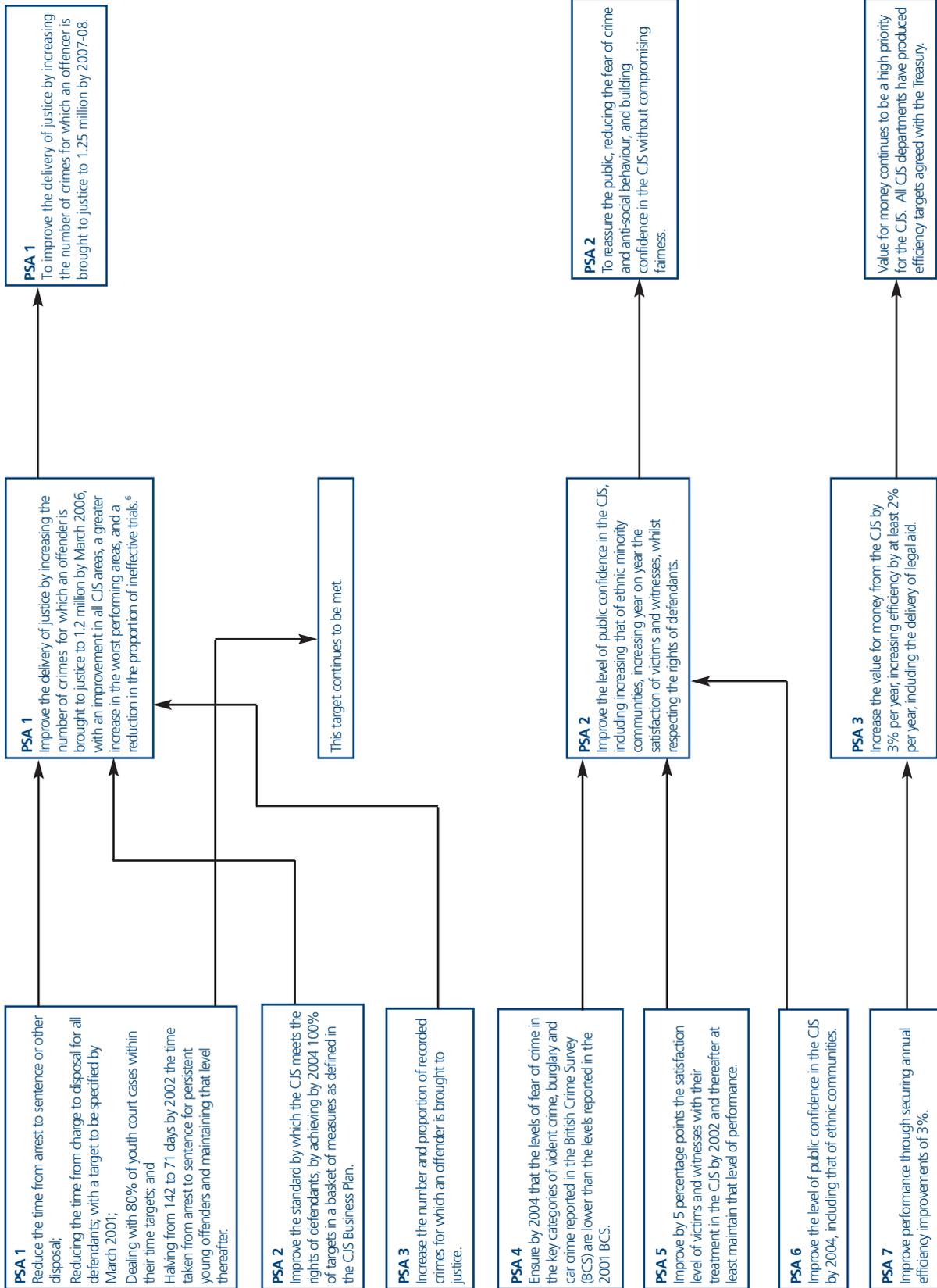
To increase value for money from the CJS by 3 per cent a year.

Performance Measures	Latest Outturn
<p>To increase value for money from the CJS by 3% per annum.</p> <p><i>The CPS contribution to the target will be met if by year ending March 2006, there is an improvement in efficiency or value for money of at least 3% compared with the year ending March 2003.</i></p> <p>Some CPS-led initiatives have efficiency and value for money benefits for the police and the courts as well as the CPS.</p>	<p>Met.</p> <p>The CPS increased value for money and made efficiency savings for re-investment in frontline prosecution services through:</p> <ul style="list-style-type: none"> ● The introduction of charging arrangements; ● Use of the COMPASS Case Management System; ● Increased use of HCAs and DCWs; ● Improvements to the management of leases on the estate; ● Improved terms from suppliers as a result of introducing on-line ordering and procurement; ● Introduction of the Very High Cost Case Scheme, ensuring certainty on the fees payable for cases due to last eight weeks or more.

SR 2004

SR 2002

SR 2000



6 SR 2004 changed the SR 2002 target of 1.2 million offences brought to justice by 2005-06 to a target of 1.15 million by 2005-06.



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