

# CAPITA

## Crown Prosecution Service



*Evaluation to review the Impact of streamlined process on the integrated prosecution team model for the Crown Prosecution Service*

Project      Review of the Impact of Streamlined Process on the Integrated Prosecution Team Model

### Key objectives

- To understand the impact that streamlined process was having on the integrated prosecution teams (IPT) model, both from a process and resource perspective
- Identification of interactions or conflicts with IPT and wider CPS business processes or practices
- Assessment of the resource implications of streamlined process (SP) on IPTs
- Identification of the wider issues affecting the implementation of streamlined process and IPT.

### Key results

- Volumetric resource model which costs the financial and resource impact of IPT only, and SP and IPT combined.

## Background

The Crown Prosecution Service (CPS) London is the largest and most diverse CPS area currently employing nearly 1,400 members of staff. CPS London has recently embarked upon a reorganisation to deliver new day-to-day operations, which is part of a wider reform programme within the Criminal Justice System (CJS) in London. This includes a significant relocation of its staff from existing accommodation to police stations under 'integrated prosecution teams' (IPT). IPT will ultimately lead to around 750 CPS London staff being relocated to police stations in 33 boroughs across London. A further initiative under the CJS Reform Programme is streamlined process (SP), which requires a slimmer, more proportionate case file build for appropriate cases.

Capita was commissioned to evaluate the impact that SP was having on the IPT model, both from a process and resource perspective. The evaluation involved documenting the business processes being followed under SP and identifying interactions or conflicts with IPT and wider CPS business processes or practices. The resource implications of SP on IPT were assessed by providing a cost analysis through the use of ABC methodology, and identifying the wider issues affecting the implementation of SP and IPT and making recommendations to further integrate SP into the IPT model within CPS London.

## Our Approach

Capita consulted with a range of stakeholders in each borough visited, from both the Police and CPS. We also carried out detailed discussions and workshops to identify the tasks carried out by CPS and Police staff, and derive estimates of time taken to complete these tasks, validating these through observation.

The output of the review was a report to the CPS which set out the varying experience of the boroughs visited in applying SP and IPT, the drivers which affected SP's impact on IPT, and the effect of SP on performance and resources. Our consultants also presented to the Local Criminal Justice Board and attended an IPT Programme Board discussion to feed back findings and facilitate discussions on the way forward.

## Benefits

Capita was retained to undertake a more detailed process mapping and volumetric analysis approach, which looked at workload volumes, resource types and the associated costs. The output of this review is a volumetric resource model which costs the financial and resource impact of IPT only, and SP and IPT combined. The baseline (pre SP and IPT) has been constructed using CPS ABC data.