

The Criminal Justice System

Project Guide

Companion to the CJS Business Plan 2007/08

2007/08



CRIMINAL JUSTICE SYSTEM



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Introduction

This document includes details of the projects and initiatives which will impact on the work of Local Criminal Justice Boards (LCJBs) throughout 2007/08. It should be read in conjunction with the CJS Business Plan 2007/08, which outlines the targets which these projects are intended to contribute to achieving. LCJBs told us last year that this information would be most useful if it gave a clear indication of which pieces of work are of highest priority for the reform of the criminal justice system (CJS), in order to be able to feed this into their own planning of priorities for the coming financial year. This document is therefore structured as follows:

- 1. Emerging priorities:** this section outlines the initiatives generated by the two major policy reviews, published in July 2006, that will have an impact in 2007/08
- 2. Established priorities:** this section covers the projects in our existing portfolio, and sets out those identified as being our highest priorities
- 3. Criminal Justice System IT projects:** this section covers the IT projects that we will be deploying in 2007/08
- 4. Other projects:** this section provides information about all other reform projects ongoing in 2007/08
- 5. Project schedule:** a table that pulls together all available scheduling information for projects in 2007/08 into a year-long picture
- 6. Index of projects:** a quick reference guide to help you find information about a particular project

I. Emerging priorities

Building on *Cutting Crime, Delivering Justice: A Strategic Plan for Criminal Justice 2004–08*, we have published two documents in 2006 which in combination are a clear statement of our highest priorities for the future of the CJS. The direction provided by *Rebalancing the criminal justice system in favour of the law-abiding majority* and by *Delivering Simple, Speedy, Summary Justice* has been set out in section 1.3 of the CJS Business Plan, to which this text is a companion. Together, these documents contain a large number of commitments to reform that will continue beyond the end of 2007/08.

We are currently consulting on many areas of policy, meaning that which projects will actually be taken forward is not yet finalised. For those commitments which we put into action immediately in July 2006, this section contains a summary table of information about each project that will have an impact on LCJB business in 2007/08. Information is also included in this section about work that is under way on the deportation of foreign national prisoners; work that is being taken forward within the Office for Criminal Justice Reform (OCJR) and which is a top priority for the Home Office. The projects included in this section are as follows.

Rebalancing: Putting law-abiding people and communities first

- > Witness Charter.
- > Parole Board Victim Advocates.
- > National Enforcement Service (NES).

- > Community Justice.
- > The Prosecutors' Pledge.

Rebalancing: Gripping offenders to cut crime, reduce re-offending, and protect the public

- > Implementation of Section 10 of the Drugs Act 2005.

Rebalancing: A simpler, swifter, fairer system with strong enforcement and *Delivering Simple, Speedy, Summary Justice*

- > Simplified Performance Framework for Crime and Policing (APACS: Assessments of Policing and Community Safety).
- > Expanding the use of conditional cautions to enable punitive conditions to be included.
- > Next-Day Justice.
- > Magistrates' Court Streamlining (CJSSS).
- > Crown Court Improvements (CJSSS).
- > Criminal Case Management Frameworks (CCMFs).
- > Diversions from Court (CJSSS).
- > Bulk Processing (CJSSS).

Other

- > Foreign National Prisoners: Nationality Identification Pilot Project.

Emerging priorities project information tables

Project	Witness Charter		
Senior responsible owner	Edward Gretton, Head of Justice and Enforcement Unit, OCJR	Contact	Stephen Cummins 020 7035 8705
Objective	Greater clarity for witnesses about the services and level of care they should receive from CJS agencies, leading to an improved and consistent service.		
Deliverable	Phased implementation of a Witness Charter – starting in three or four areas in 2007, with national roll-out in 2008.		
Timescale	Phased implementation begins in three or four areas (TBC)	By April 2007	
	National implementation	April 2008	

Project	Parole Board Victim Advocates		
Senior responsible owner	Russell A'Court, Head of Release and Recall, National Offender Management Service (NOMS)	Contact	Russell A'Court 020 7035 3022
Objective	To enable the concerns of victims in the most serious sexual and violent cases to be put to the Parole Board.		
Deliverable	Victim Advocates in their posts.		
Timescale	Training of Advocates commences	March 2007	
	Advocates go live	April 2007	
	Issue new guidance to the Probation Service	March 2007	
	Arrange workshop for victim liaison officers	April 2007	

Project	National Enforcement Service (NES)		
Senior responsible owner	Mike Hems, National Enforcement Director, Her Majesty's Courts Service (HMCS)	Contact	Helen Fisher 01772 849951
Objectives	<p>To improve the way that enforcement professionals work together and deliver real improvements to enforcement performance.</p> <p>To reduce duplication and improve information and data sharing within and between agencies. The NES will professionalise and standardise the police and HMCS approaches to enforcement and will provide enforcement people with the appropriate powers and tools to get the job done.</p> <p>To allow for a new approach to warrant execution using the NES IT solution. It will enable warrants to be allocated to the most appropriate agency, depending on risk. For the first time there will be a national view of warrants.</p> <p>There is a Pathfinder currently operating in the North West. There will be a phased national roll-out of the various initiatives commencing from April 07.</p>		
Deliverables	<p>NES will fundamentally change the way enforcement operates nationally by introducing collaborative working across multiple agencies and providing local access to national data stores.</p> <p>A texting solution allowing courts to send text messages to offenders' mobile phones to remind them to pay fines or attend court or probation appointments.</p> <p>Confiscation centres of excellence to centralise the execution and enforcement of confiscation orders.</p> <p>Secured cell vehicles and equipment to increase professionalism and to ensure staff safety.</p> <p>An IT solution which will provide a national warrant view and will automate the allocation of warrants to the most appropriate agency.</p>		
Timescale	National roll-out commences	April 2007	
	Delivery of warrant handling system commences	September 2007	
	National roll-out completed	March 2009	

Project	Community Justice		
Senior responsible owner	Clare Sumner, Performance Director, HMCS	Contact	Simon White 020 7210 0479
Objectives	<p>To make the courts and the CJS responsive to the community and ensure that community needs are listened to, acted upon and, crucially, do not then recur. The link with neighbourhood policing is critical here.</p> <p>To break cycles of reoffending, in part by involving a range of agencies in a problem-solving approach.</p> <p>To ensure that compliance with the court's orders or other penalties is seen and recognised by the community and that the community's problems are addressed.</p>		
Deliverables	<p>Delivery of the North Liverpool and Salford Community Justice initiatives.</p> <p>Delivery of ten further Community Justice initiatives in Birmingham; Bradford; Devon and Cornwall; Hull; two in London; Leicestershire; Merthyr Tydfil; Middlesbrough and Nottingham.</p> <p>Establish Community Justice principles in the mainstream.</p>		
Timescale	Ten Community Justice initiatives commence	March 2007	
	Mainstream the Community Justice principles	December 2010	

Project	The Prosecutors' Pledge		
Senior responsible owner	Jenny Rowe, Director of Policy and Administration, Office of the Attorney General	Contact	Robert Lennox 020 7271 2500
Objectives	For all prosecutors to consider and support the interests of victims at every stage of a case, in all types of case. All major public prosecuting authorities will follow a new pledge to take into account and protect the interests of victims. Each prosecuting agency has looked at the commitments of The Prosecutors' Pledge and adapted it to their areas of work.		
Deliverables	<p>The Prosecutors' Pledge calls on the prosecutor, where there is an identified victim, to:</p> <ul style="list-style-type: none"> > take into account the impact on the victim or their family when making a charging decision; > inform the victim where the charge is withdrawn, discontinued or substantially altered; > where practical, seek a victim's view or that of the family when considering the acceptability of a plea; > address the specific needs of a victim and, where justified, seek to protect their identity by making an appropriate application to the court; > assist victims at court to refresh their memory from their written or video statement, and answer their questions on court procedure and processes; > promote and encourage dialogue between victim and prosecutor at court; > protect victims from unwarranted or irrelevant attacks on their character and to seek the courts intervention where cross-examination is considered to be inappropriate or oppressive; > on conviction, robustly challenge defence mitigation which is derogatory to a victim's character; > on conviction, apply for the appropriate order for compensation, restitution or future protection of the victim; and > keep victims informed of the progress of any appeal, and explain the effect of the court's judgement. 		
Timescale	The pledge has been adopted by all major prosecutors since July 2006. All delivery planning for 2007/08 should take its requirements into account.		

Project	Implementation of Section 10 of the Drugs Act 2005		
Senior responsible owner	Peter Wheelhouse, Head of Offender-Based Interventions, Crime Reduction and Community Safety Group (CRCSG)	Contact	Peter Grime 020 7035 0538
Objective	The implementation of a follow-up drug assessment which will be compulsory for offenders where drug use has a causal link to crime. This would result in more drug-using offenders delivered into treatment.		
Deliverables	Compulsory follow up assessment, which is opt-out rather than opt-in from the point of view of the police. A senior officer's agreement is required in order to opt out.		
Timescale	Regional briefings	January 2007	
	Commencement Order in Parliament	February–March 2007	
	National roll-out	April 2007	

Project	Simplified Performance Framework for Crime and Policing (APACS: Assessments of Policing and Community Safety)		
Senior responsible owner	Paul Evans, Director of Police and Crime Standards, CRCSG	Contact	Stephen Ashford 020 7035 8991
Objective	High quality, clear and consistent performance information provided to all delivery partners.		
Deliverables	A single performance framework for drugs, crime and policing. A reduction in measures, with the remaining measures integrated with Public Service Agreements (PSAs) and national priorities.		
Timescale	Ministerial meeting with key stakeholders, following which the scope and timing of the new framework will be decided	January 2007	

Note: expanding the use of conditional cautions to enable punitive conditions to be included is covered on page 24 in a table covering all activity in this policy area.

Project	Next-Day Justice		
Senior responsible owner	Pat Lloyd, Director of Criminal Justice Improvements, HMCS	Contact	Martin Jones 020 7210 2883
Objective	To ensure the swiftest possible progression of criminal cases through the CJS, from charge to disposal.		
Deliverable	The aim is for cases to have the earliest practicable date for a first hearing, with trial dates within days for not-guilty pleas.		
Timescale	Evaluation report of pilots	July 2007	
	National roll-out	August 2007	

Project	Magistrates' Court Streamlining (CJSSS)		
Senior responsible owner	Pat Lloyd, Director of Criminal Justice Improvements, HMCS	Contact	Damon Norville damon.norville@dca.gsi.gov.uk
Objectives	<p>The Magistrates' Court Streamlining project is part of <i>Delivering Simple, Speedy, Summary Justice</i> (CJSSS). The aim is to significantly reduce the overly complex practices and time taken to deal with all cases disposed of in the magistrates' courts – particularly the relatively straightforward cases for which there needs to be an expedited procedure. Specifically we seek:</p> <ul style="list-style-type: none"> > simple justice – a reduction in the number of hearings in most cases, from an average of between five to six to an expectation of one (for guilty pleas) and two (for contested cases); and > speedy justice – the majority of simple cases taking from between one day and six weeks from charge to disposal, as opposed to the current system which averages more than 21 weeks. 		
Deliverables	<p>Improved prosecution preparation for first hearings. To achieve this, the main changes were to review the content of advance information to ensure compliance with the Director of Public Prosecutions' (DPP's) guidance and the <i>Manual of guidance</i>, and to ensure that advance information was served in all charged cases prior to the first hearing. Areas must take a proactive stance in the preparation of the prosecution case in order to simplify and speed up the processing of cases in the court system, and provide an appropriate level of information to the court and defence.</p> <p>At a more detailed level there are variations in the business practices of the test areas (a reflection of the existing variations in local practice). In this context, the most notable differences are in the actual content of the prosecution case files and advance information. It is important to note that the national scheme endorses compliance with the DPP's guidance and the <i>Manual of guidance</i>. However, the need for local flexibility and understanding of local circumstances is also acknowledged. Where area practitioners have adopted an approach that is in excess of the DPP's guidance and the <i>Manual of guidance</i> they must satisfy themselves that this is essential to meet local requirements and that they can sustain this approach, e.g. using local resources.</p>		

Project <i>(continued)</i>	Magistrates' Court Streamlining (CJSSS)															
Deliverables <i>(continued)</i>	<p>Additionally, the CPS and the Association of Chief Police Officers (ACPO) are testing a new 'quick process' for certain summary-only cases and anticipated guilty plea either way cases. This expedited system would also require enforcement by the courts. If successful, it would further reduce the requirement for prosecution preparation prior to first hearing.</p> <p>Defence readiness for first hearing. To achieve this, the main change has been to ensure that defence solicitors have the information required – through advance information prior to the start of the first hearing – to ensure that the first hearing is effective. In addition, Legal Services Commission and Department for Constitutional Affairs (DCA) legal aid policy has emphasised that new commercial arrangements under the Carter Review will encourage the defence to improve efficiency, and will specifically discourage them from extending the case beyond first hearing and requesting interim hearings. In time, this should drive out the inefficiencies of defence firms from the process at the first hearing stage.</p> <p>More effective first hearings. To achieve this the court has taken a proactive approach to ensuring a plea is entered at first hearing, or a case discontinued if appropriate. The judiciary have ensured that in contested cases, issues are identified, appropriate directions are made for cases going to trial and a trial date is fixed. Both district judges and legal advisers have been able to read papers in advance of first hearings. In areas where magistrates sit, legal advisers have been able to brief them. Overall, this has allowed the judiciary to fully understand the issues in a case and take a more robust line by challenging and probing the defence.</p> <p>Out-of-court case progression. To achieve this, post first hearing the case management regime is appropriate to the seriousness of the case and case progression takes place outside the courtroom – interim hearings and pre-trial reviews are by exception. Pre-trial reviews are being listed by exception with only a handful having being held across all sites, instead being replaced by out of court case progression. The first hearing is now seen as an opportunity to have proactive case management from the court. Regular meetings are held in most between case progression officers in each agency to progress cases and resolve issues ahead of trial.</p>															
Timescale	<table border="1"> <tr> <td data-bbox="502 1489 1141 1568">Magistrates' Court Streamlining (MCS) delivery commences</td> <td data-bbox="1141 1489 1452 1568">April 2007</td> </tr> <tr> <td data-bbox="502 1568 1141 1612">MCS delivery to PROGRESS test areas commences</td> <td data-bbox="1141 1568 1452 1612">April 2007</td> </tr> <tr> <td data-bbox="502 1612 1141 1680">MCS delivery to further PROGRESS test areas commences</td> <td data-bbox="1141 1612 1452 1680">April 2007</td> </tr> <tr> <td data-bbox="502 1680 1141 1724">Latest MCS completion date in PROGRESS test areas</td> <td data-bbox="1141 1680 1452 1724">July 2007</td> </tr> <tr> <td data-bbox="502 1724 1141 1792">Latest MCS completion date in further PROGRESS test areas</td> <td data-bbox="1141 1724 1452 1792">September 2007</td> </tr> <tr> <td data-bbox="502 1792 1141 1870">Evaluation of delivery of PROGRESS to test areas including post-implementation reviews</td> <td data-bbox="1141 1792 1452 1870">April–October 2007</td> </tr> <tr> <td data-bbox="502 1870 1141 1904">Latest MCS completion date</td> <td data-bbox="1141 1870 1452 1904">February 2008</td> </tr> </table>	Magistrates' Court Streamlining (MCS) delivery commences	April 2007	MCS delivery to PROGRESS test areas commences	April 2007	MCS delivery to further PROGRESS test areas commences	April 2007	Latest MCS completion date in PROGRESS test areas	July 2007	Latest MCS completion date in further PROGRESS test areas	September 2007	Evaluation of delivery of PROGRESS to test areas including post-implementation reviews	April–October 2007	Latest MCS completion date	February 2008	
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Project	Crown Court Improvements (CJSSS)																				
Senior responsible owner	Pat Lloyd, Director of Criminal Justice Improvements, HMCS	Contact	Sue Adams 020 7210 2894 susan.adams@hmcourts-service.gsi.gov.uk																		
Objectives	<p>To increase the speed and effectiveness of cases through the Crown Court and to eliminate unnecessary hearings.</p> <p>The current target is for 78% of committals and sent cases to be commenced within 16 weeks. The best performing Crown Court currently delivers an overall average waiting time of ten weeks, with a performance of 88% against current timeliness targets. Our aim is to improve performance in all Crown Court centres.</p>																				
Deliverables	<p>The overall ambition for the Crown Court is to reduce time taken so that most cases are commenced and dealt with within 16 weeks.</p> <p>A reduction in the number of pre-trial hearings from as many as six (in the sample from the courts visited) to no more than two (i.e. the preliminary hearing and the plea and case management hearing) in most cases, except for complex and difficult cases.</p> <p>Target outcomes and impacts for the project are as follows:</p> <ul style="list-style-type: none"> > Number of early guilty pleas increased (measurement of timing to see if pleas/ hearings are brought forward). > Number and proportion of ineffective pre-trial hearings decreased. > Total number of all hearings decreased. > Effective trial hearings increased. > Number of ineffective trial hearings and potentially cracked trials decreased. > Number of vacated trials decreased. > Decrease in overall time from charge to disposal and from first hearing to disposal is decreased. > Improved effectiveness of preliminary hearings. 																				
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Project	Criminal Case Management Frameworks (CCMFs)		
Senior responsible owner	Mark de Pulford, Head of the Better Trials Unit, OCJR	Contact	Sally Arnold 020 7035 8454
Objectives	<p>To produce guidance for operational practitioners on case management best practice.</p> <p>To deliver the CJSSS Magistrates' Court Streamlining and Crown Court Improvements projects to the 42 criminal justice areas.</p> <p>To produce guidance for the first time on the case management of youth cases.</p>		
Deliverables	<p>Adult CCMF part 1 (the magistrates' court) and accompanying practitioner user cards.</p> <p>Adult CCMF part 2 (the Crown Court) and accompanying practitioner user cards.</p> <p>Youth CCMF and accompanying practitioner user cards.</p>		
Timescale	Adult CCMF part 1 and user cards	February/March 2007	
	Adult CCMF part 2 and user cards	Spring 2007	
	Youth CCMF and user cards	Spring 2007	
	Note: all dates are dependent on evaluation of CJSSS magistrates' courts/Crown Court projects.		

Project	Diversions from Court (CJSSS)		
Senior responsible owner	Catherine Lee, Director of Criminal Case Management, OCJR	Contacts	<p>Conditional cautions (youth) and restorative justice – young people:</p> <p>Kevin Walsh 020 7035 1307</p> <p>Police alcohol referral:</p> <p>Alan Sparks 020 7035 1826</p> <p>Role of the prosecutor (regulatory offence and prosecutorial/judicial offer):</p> <p>Rachel Bell 020 7035 8508</p>
Objectives	<p>To develop alternative methods for handling the high volumes of low-level, mainly documentary, offences in the magistrates' courts that currently take up a disproportionate amount of court time. There are six projects in this workstream: conditional cautions (adult); conditional cautions (youth); restorative justice – young people; police alcohol referral; role of the prosecutor – regulatory offences; and role of the prosecutor – prosecutorial/judicial offer.</p>		

Project (continued)	Diversions from Court (CJSS)
Objectives (continued)	<p>The aim of the overall project is to establish a framework for making more effective use of pre-court disposals, in order to reduce delays and create capacity for the courts to handle the more serious and contested cases efficiently.</p> <p>The realisation of six key proposals will assist in meeting this aim:</p> <ul style="list-style-type: none"> > The extension of adult conditional cautions, including new conditions. > The introduction of youth conditional cautions (for ages 16 and 17). > The development of police performance measurement for restorative justice used against minor, first-time juvenile offences. > The identification of options for ministerial consideration on police powers to direct to an educational/advice service such as an attendance centre for alcohol counselling. > Assessing the scope and options for increased diversion of regulatory cases (e.g. documentary motoring or TV licence offences) into fixed penalties and cautions. > Options on prosecutorial conditional offer subject to judicial oversight – to encourage earlier guilty pleas for straightforward cases in the magistrates' courts (such as those that would only receive a fine). Working towards next-day sentencing without a hearing unless the defendant requests one or the judge/magistrate decides one is needed.
Deliverables	<p>Conditional cautions (adult) – see separate table on page 24 for deliverables, timescale and contacts.</p> <p>Conditional cautions (youth). The intention is to reduce the increasing number of children being taken to court for low-level offences by creating an alternative mechanism for bringing young offenders to account and addressing underlying criminogenic factors. In the interests of justice, such a mechanism would be robust and would tackle the causes of offending; it would provide confidence and satisfaction to victims, witnesses and the community; it would be procedurally simple, swift and less costly; and it would be equitable and proportionate.</p> <p>Restorative justice – young people. The proposal is to pilot performance incentives for police to use restorative justice interventions with young people in response to first, minor misdemeanours. This would provide a diversion from formal CJS disposals where a formal CJS disposal would be disproportionate. The effects of this will be:</p> <ul style="list-style-type: none"> > More young people will have been diverted from court and their offending behaviour tackled effectively. > The pressure on courts will have been reduced as a result, allowing more serious matters to be dealt with more quickly. > Communities will have more confidence in the CJS and understand that effective action has been taken to stop offending. <p>Police alcohol referral. This project is currently at the policy development stage; deliverables therefore have yet to be confirmed.</p> <p>Role of the prosecutor – regulatory offences. This project is currently in the policy development stage; deliverables therefore have yet to be confirmed.</p> <p>Role of the prosecutor – prosecutorial/judicial offer. This project is currently in the policy development stage; deliverables therefore have yet to be confirmed.</p>

Project (continued)	Diversions from Court (CJSSS)	
Timescale	Role of the prosecutor – regulatory offences. A revised submission is due to be presented to Ministers	January 2007
	Restorative justice – young people. Launch in four pilot areas	April 2007
	Conditional cautions (youth). Legislative change made in the Criminal Justice Bill	Spring 2007
	Conditional cautions (youth). Pilots will commence post-Royal Assent (as this is primary legislation) and will last for 12 months	TBC in 2007
	Conditional cautions (youth). Commencement of national roll-out would be dependent on when pilots are concluded	Autumn/winter 2008 (TBC)

Project	Bulk Processing (CJSSS)		
Senior responsible owner	Clare Sumner, Director of Crime and Enforcement, HMCS	Contact	David Liddemore 020 7210 8878
Objectives	<p>To establish a bulk processing capability that will:</p> <ul style="list-style-type: none"> > offer a more proportionate resolution for these types of offences; > speed up the delivery of summary justice; > increase the capacity of local courts to deal with other types of offences; > ensure that the best use is made of magistrates' time; > introduce more efficient procedures and economies of scale; and > implement a solution within HMCS spending constraints, minimising disruption to the business. 		
Deliverables	<p>The aim of the project is to remove 500,000 offences from the magistrates' courts.</p> <p>The project approach will be to design, build and implement a national bulk processing centre(s) that will initially provide bulk processing for the following types of offence:</p> <ul style="list-style-type: none"> > TV licensing (167,000 cases every year). > Driver licensing (476,393 cases every year). > Vehicle excise and registration (235,113 cases every year). > Vehicle test offences (344,732 offences every year). 		

Project (continued)	Bulk Processing (CJSSS)
Deliverables (continued)	<p>The design is to be a scalable solution that will allow future expansion for other types of work.</p> <p>The initial task will be to investigate the key dependencies of establishing a national bulk processing centre(s) by Summer 2007. Should the initial investigation find that the key dependencies prohibit the establishment of a bulk processing centre within this timeframe, the approach to the project will be modified to provide for the investigation of an alternative bulk processing solution.</p> <p>We will investigate three implementation options:</p> <ul style="list-style-type: none"> > Roll-out by prosecuting agency. > Roll-out by region. > Roll-out by prosecuting agency and by region. <p>The project will include the following:</p> <ul style="list-style-type: none"> > Process change covering processes from and including the point of handover from prosecuting agencies through to the handover to the National Enforcement Service for field enforcement. > Provision of processes and procedures for local courts to use for the handover of cases from the bulk centre to the local court for defended cases. > Development of national guidance to assist magistrates' courts to manage the resulting workload and to realise benefits.
Timescale	TBC

Project	Foreign National Prisoners: Nationality Identification Pilot Project		
Senior responsible owner	Ken Sutton, Deputy Director General, Immigration and Nationality Directorate (IND)	Contact	Stephen Hatherall 020 7035 8311
Objectives	<p>On 23 May 2006, the Home Secretary announced his plans to improve the identification of foreign nationals within the CJS and thus ensure that the right foreign national prisoners are deported as early on as possible in their sentence. As part of this he asked management to look into how the identification of nationality might be improved. This task formed the focus of the second action point, which included the exploration of the potential value of a new legal requirement to establish nationality, with an associated new criminal office for non-compliance. It also formed the focus of the first action point, to look at the potential value of a unique personal identifier for those foreign nationals entering and passing through the CJS. He also asked management to ensure that guidance to staff in all agencies is consistent and well-implemented. This formed the basis of the third action point.</p> <p>Between June and October 2006, OCJR looked into how best to address the second and third action points; their findings formed the basis of a submission to Liam Byrne and the Home Secretary (copied to the Lord Chancellor and the Attorney General) in November 2006 which set out a series of recommendations about how best to achieve these objectives. A parallel piece of work was taken forward by the Home Office in relation to the first action point.</p>		

Project <i>(continued)</i>	Foreign National Prisoners: Nationality Identification Pilot Project
Objectives <i>(continued)</i>	<p>OCJR made five key recommendations to Ministers:</p> <ul style="list-style-type: none"> > To pilot a new process for identifying the nationality of those in the CJS. This process should involve a lead role for police and IND at the point of charge, with a new role for the Probation Service at the pre-sentence report stage and an ongoing role for the Prison Service and the IND's Criminal Casework Directorate at a later stage. > To introduce a new power of search through primary legislation to enable police and immigration officers to search premises for nationality-related documentation under certain circumstances. > To align immigration and criminal justice strategic objectives more effectively to ensure collective ownership of the foreign national prisoner agenda and a more joined up approach to their identification, management and deportation at an operational level. > To put organisation structures and processes in place within the IND's Criminal Casework Directorate in order to ensure a more effective and timely response to the nationality information that is generated. > To improve systems of information exchange in order to ensure access for all immigration and criminal justice agencies to the necessary information on a foreign national as they are identified. <p>These recommendations have been approved by Ministers and a programme of work is now required to deliver against them in phase two. OCJR's contribution to phase two will be to deliver the pilot that will undertake the detailed design, implementation and evaluation of the new process for establishing and verifying nationality.</p> <p>Pilot project – phase two</p> <p>This project will consist of the detailed design, implementation and evaluation of a pilot to test out the new process for establishing and verifying nationality at the point of charge, and in so doing to create a single reference that can be retained throughout the individual's passage through the CJS.</p> <p>The overarching aim of the pilot will be to test the impact of this process and its contribution to achieving the overall policy objective of more effective deportation of those that are eligible, as early on in their sentence as possible. It will also consider how a single identifier might be formulated that could link information about the nationality and identity of individuals passing through the CJS, picking up on preliminary work on the first action point of the Home Secretary's eight-point plan. Finally, the pilot will assess the implications for national roll-out. Key questions that the pilot will therefore seek to address are:</p> <ul style="list-style-type: none"> > Precisely how will the various agencies involved fulfil their roles in the proposed new process? > To what extent will earlier commencement of nationality identification help towards of the overall objective of more timely deportation? > What are the implications of rolling out the proposed new process and a single shared identifier, particularly for police, IND and the National Probation Service (from a resource, systems, training and HR and leadership perspective)?

Project (continued)	Foreign National Prisoners: Nationality Identification Pilot Project	
Objectives (continued)	<ul style="list-style-type: none"> > In how many cases would the new power of search be used (based on the proportion of suspects that refuse to co-operate when asked to verify their nationality at the point of charge)? > What might a single identifier look like, and what value would it have in assisting in the achievement of the overall policy objective? > What will be the impact of the new process from a race and human rights perspective? 	
Deliverables	<p>Deliverables will include:</p> <ul style="list-style-type: none"> > Workshops with agency representatives to design the detail of the business process, establish the measurements by which the success of the pilot will be gauged and identify readiness work (guidance, training, communications) that is needed to implement it in the test sites. > Workshops with other criminal justice areas and IND representatives to validate the business design produced by the pilot sites. > Tools and guidance to assist staff in delivering the new process. > Detailed maps of the new process. > A learning and development plan. > A communications, stakeholder and leadership plan. > An evaluation plan. > Local implementation plans produced by the local implementation teams (LITs) setting out how the detailed design work will be completed and the test implemented. > Monthly reports on action research findings. > Monthly evaluation reports on the impact of the new process on outcomes. > Interim evaluation report. > Final evaluation report with recommendations for national roll-out. 	
Timescale	Pilot initiation and set-up	December 2006– January 2007
	Business design, impact assessment, testing and action research	January 2007– 31 March 2007
	Outcome evaluation design	January 2007– 31 March 2007
	Transition activity (e.g. communications, training, etc.)	February–31 March 2007
	Monthly action research reports	February–April 2007
	Monthly evaluation reports	April–December 2007
	Interim report	September 2007
	Final report and planning for national roll-out	November– 31 December 2007

2. Established priorities

The *Rebalancing the criminal justice system in favour of the law-abiding majority* and CJSSS programmes complement a programme of reform that has been underway since 2004. As resources across the CJS are subject to increasing demands, we are trying to be more focused about the way in which we use them. To help us do this, we have analysed each project in the current programme of reform and have identified those that:

- > have the best fit with the current strategic direction for the CJS; and
- > are the most deliverable.

We have identified 10 projects (not already identified in the 'Emerging priorities' section) that have the very highest level of priority, based on the criteria above. They are listed below, grouped according to the themes of *Cutting Crime, Delivering Justice: A Strategic Plan for Criminal Justice 2004–08*.

Confidence

- > Research – Root and Branch Review.
- > Race Hate Crime.
- > Basket of Measures on Race Disproportionality in the CJS.
- > Research Activity Supporting PSA2 (Confidence).

Victims and witnesses

- > Embedding Statutory Obligations Laid Out in the Code of Practice for Victims of Crime.
- > Criminal Injuries Compensation Scheme: minor scheme changes and business process redesign.
- > Meeting Sample Quality Requirements for the Witness and Victim Experience Survey (WAVES).

Increasing offences brought to justice

- > Automatic Number Plate Recognition (ANPR).
- > Extension of the Penalty Notice for Disorder (PND) Scheme.
- > Intermediaries.
- > Conditional Cautioning Scheme.

Established priorities project information tables

Confidence

Project	Research – Root and Branch Review		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, Office for Criminal Justice Reform (OCJR)	Contact	Sara Trikha 020 7035 8588
Objectives	To develop a sound understanding of the causes of disproportionality in the CJS, and to enable effective performance management at the local and national level.		
Deliverables	Summarise consultation responses to the Root and Branch Review of the S95 (race) statistics. Review and update race information packs (RIPs) for LCJBs. Contract minimum data set – a set of standards for collecting ethnicity data locally. Identification of the best ways of supporting areas with low black and minority ethnic (BME) populations.		
Timescale	Summary of consultation responses	January 2007	
	Review and update RIPs	March 2007	
	Contract minimum data set	March 2007	
	Identify the best ways of supporting areas with low BME populations	December 2007	

Project	Race Hate Crime		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Mike Ainsworth 020 7035 8596
Objective	To improve the CJS response to hate crime, from the reporting of the offence to the sentencing of the offender, following the report of the Attorney General's Race for Justice task force.		
Deliverables	Development of online reporting of hate crime. Implementation of Race for Justice action plan.		
Timescale	Online reporting of hate crime	March 2007	
	Race for Justice action plan implemented	March 2008	

Project	Basket of Measures on Race Disproportionality in the CJS		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Sam Evans 020 7035 8418
Objectives	To establish measures that will enable criminal justice agencies to identify disproportionality at critical stages of the criminal justice process, and shape service delivery to ensure equality.		
Deliverables	Set governance structure for development of Basket of Measures. Establish Basket of Measures.		
Timescale	Governance structure set	June 2007	
	Basket of Measures established	August 2007	

Project	Research Activity Supporting PSA2 (Confidence)		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contacts	Sam Evans 020 7035 8418 Lawrence Singer 020 7035 8567
Objectives	To develop a programme of research to identify and better understand the drivers of public confidence, to identify what works in improving confidence in the CJS and to share the key findings with LCJBs and other local delivery partners.		
Deliverables	<p>A clearer overview of relevant evidence and gaps in our understanding of drivers of confidence and what works in relation to the PSA target elements.</p> <p>Information and research findings related to the Reassurance and Confidence target (PSA2) disseminated to LCJBs which reflect clearly the national and local implications of delivery of the target. Research projects include the following:</p> <ul style="list-style-type: none"> > An evaluation of the impact on public confidence of the roll-out of neighbourhood policing. > Research into what influences responses to the British Crime Survey confidence questions. > Research into the factors associated with increased confidence levels and into which groups of the population may be susceptible to targeted interventions to drive up confidence. > Research into the effects of providing key CJS information on public confidence in leaflet form and addressing the perception gap relating to crime levels, etc. 		
Timescale	The research programme will continue throughout 2007 and outputs will be disseminated to delivery partners as they become available.		

Victims and witnesses

Project	Embedding Statutory Obligations Laid Out in the Code of Practice for Victims of Crime		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Nick Poyntz 020 7035 8404
Objectives	To improve victim satisfaction with services provided by the CJS, particularly in relation to information about the CJS and about case progress.		
Deliverables	<p>Statutory standards of service to be delivered to victims of crime by police forces, witness care units, the Crown Prosecution Service, HM Courts Service, Youth Offending Teams, the Prison Service and the Probation Service.</p> <p>Vulnerable and intimidated victims are entitled to an enhanced service under the Code.</p> <p>Over the course of 2007/08 LCJBs should continue to build and consolidate staff understanding of and adherence to the Code, with each agency developing means of monitoring and improving compliance with the Code. Guidance on methods of monitoring and improving compliance will be released for all agencies by the beginning of the year. Good practice guidance for police forces on building on the Code's minimum requirements to further improve satisfaction will also be released.</p>		
Timescale	The Code came into effect from April 2006 – statutory obligations are now ongoing.		

Project	Criminal Injuries Compensation Scheme: minor scheme changes and business process redesign		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Richard Thew 020 7035 8431
Objective	To refocus the Criminal Injuries Compensation Scheme (CICS) around the issue of 'seriousness'.		
Deliverables	<p>Ministers have decided not to pursue the Green Paper proposals. The basic parameters of the CICS will be left unaltered: the Scheme will essentially remain as it is.</p> <p>However, some more minor changes will be made to the Scheme rules (by secondary legislation), to clarify meaning and intent, streamline some administrative procedures and to close loopholes. These Scheme changes will be complemented by changes to Criminal Injuries Compensation Authority (CICA) business processes, etc (including moving all CICA business to a single site, at Glasgow).</p>		
Timescale	Draft amended Scheme laid before Parliament	January/February 2007	
	(Minor) Scheme changes come into force	1 April 2007	
	All CICA London office business moves to CICA's Glasgow office	June 2007	

Project	Meeting Sample Quality Requirements for the Witness and Victim Experience Survey (WAVES)		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contacts	Nick Poyntz 020 7035 8404 Louise Moore 020 7035 6305
Objectives	<p>To provide for the first time a consistent source of robust and comparable information to help monitor victim and witness satisfaction with the CJS, and plan improvements in all LCJB areas.</p> <p>To provide data to measure performance against six of the seven priorities for victims and witnesses in the victim and witness satisfaction Public Service Agreement (PSA) target delivery plan.</p> <p>To help monitor the Code of Practice for Victims of Crime. The survey will also assist areas in measuring the success of the roll-out of the No Witness, No Justice project at a local level.</p> <p>It is likely that measures from the survey will be used in some way for national and local targets in years beyond 2007/08.</p>		
Deliverables	<p>OCJR will provide LCJBs with quarterly data from WAVES that can be used for reporting and performance management purposes.</p> <p>OCJR will work to make data available electronically through the joint performance information tool and the Criminal Justice Management Information System.</p> <p>LCJBs will provide quarterly samples to Ipsos MORI in accordance with OCJR sampling guidance and deadlines.</p>		
Timescale	WAVES data to be transferred to the joint performance information tool then the Criminal Justice Management Information System, together with guidance on making best use of WAVES for performance purposes	By mid-2007	
	Sweep 8 data available to LCJBs	By April 2007	
	Sweep 10 samples to be provided to MORI	By 15 April 2007	
	Sweep 9 data available to LCJBs	By July 2007	
	Sweep 11 samples to be provided to MORI	By 15 July 2007	
	Sweep 10 data available to LCJBs	By October 2007	
	Sweep 12 samples to be provided to MORI	By 15 October 2007	
	Sweep 11 data available to LCJBs	By January 2008	
Sweep 13 samples to be provided to MORI	By 15 January 2008		

Increasing offences brought to justice

Project	Automatic Number Plate Recognition (ANPR)		
Senior responsible owner	Frank Whiteley, Chair of the Association of Chief Police Officers (ACPO) ANPR Steering Group	Contact	John Dean 07796 266565
Objective	To create a national ANPR infrastructure.		
Deliverable	Back office facility (BOF) II (version 2.2) to all police forces as the gateway to the National ANPR Data Centre (NADC)		
Timescale	BOF II (2.3) development commences	January 2007	
	NADC site acceptance testing	February 2007	
	BOF II (2.2) national roll-out completed	April 2007	
	BOF II (2.3) development completed	April 2007	
	BOF II (2.3) national roll-out commences	April 2007	
	NADC connectivity for all forces	April 2007	
	BOF II (2.3) national roll-out completed	Sept 2007	

Project	Extension of the Penalty Notice for Disorder (PND) Scheme		
Senior responsible owner	Keir Hopley, Head of Sentencing Policy and Penalties Unit, National Offender Management Service (NOMS)	Contact	Chris Morris-Perry 020 7035 8372
Objectives	<p>To provide the police with additional powers to deal with low-level offending on the spot by extending the list of offences for which a PND may be issued.</p> <p>To enable a further reduction in the number of low-level offence cases being taken to court, to free up the police to deal with more (appropriate) serious cases. This is in line with the CJSSS commitment to remove 500,000 non-serious cases from the courts by April 2008.</p> <p>To provide clearer, up-to-date PND operational guidance to officers.</p>		
Deliverables	<p>New PND offences.</p> <p>Updated operational guidance.</p> <p>Extended powers to the police, Police Community Support Officers and accredited persons where appropriate.</p>		
Timescale	Lay affirmative orders before both houses of Parliament	February 2007	
	Updated guidance issued	March 2007	
	New offences come into force	April 2007	

Project	Intermediaries		
Senior responsible owner	Mark de Pulford, Head of the Better Trials Unit, OCJR	Contact	Louise Selby 020 7035 8476
Objectives	<p>Following the successful operation of the scheme in six pathfinder areas, to implement nationally the examination of eligible witnesses through intermediaries (a special measure for vulnerable witnesses under the Youth Justice and Criminal Evidence Act 1999).</p> <p>Initial establishment of two additional pathfinder areas to test implementation structures followed by phased roll-out to the remaining 34 criminal justice areas.</p>		
Deliverables	<p>Integration of the intermediary special measure into local procedures and practices.</p> <p>Implementation of central communications plan. Production and implementation of local training/awareness-raising strategies.</p> <p>Register of trained independent intermediaries with sufficient capacity and expertise for caseload.</p> <p>Provision of central intermediary matching service and intermediary remuneration arrangements.</p> <p>Arrangements for the long-term sustainability of intermediary accreditation and case matching service.</p>		
Timescale	Support to six existing pathfinder areas	Ongoing	
	Establishment of two additional pathfinder areas	By April 2007	
	Phased roll-out to remaining 34 criminal justice areas over a period of 18 months in six-monthly tranches	From Autumn 2007	
	Provision of central 'bridging' funding to areas to cover intermediary case costs	For 12 months following each area's go-live date	

Project	Conditional Cautioning Scheme		
Senior responsible owner	Francis Habgood, ACPO, and Peter Lewis, Crown Prosecution Service (CPS)	Contact	Louisa Carrad 07775 816972
Objectives	<p>Complete the national roll-out of the existing Conditional Cautioning Scheme across all LCJBs.</p> <p>Implement the new punitive conditions provided for by the Police and Justice Act 2006.</p> <p>Consider roll-out of scheme to other 'relevant' prosecutors.</p>		
Deliverables	<p>Existing Conditional Cautioning Schemes operating throughout England and Wales.</p> <p>Pilots for reparative work conditions (with Probation and Respect).</p> <p>Pathfinder to test new punitive measures.</p> <p>Plan for roll-out of scheme to other 'relevant' prosecutors.</p>		
Timescale	Conditional Cautioning Scheme operating in one Basic Command Unit (BCU) in each LCJB	By July 2007	
	Test new punitive conditions in pathfinder areas	From Autumn 2007	
	Completion of pilots for reparative work conditions	December 2007	
	Plan for roll-out of scheme to other 'relevant' prosecutors	December 2007	
	Full roll-out of existing Conditional Cautioning Scheme	By March 2008	

3. Criminal Justice System IT projects

In 2001 Lord Justice Auld commented ‘That parts of the system are still, in the first decade of the twenty-first century, effectively relying upon manual systems to support some of their key tasks is a public disgrace.’ The results were seen in inefficient processes and a failure to provide information to support front-line staff. The initiation of the Criminal Justice System IT programme in 2003 involved the following:

Phase 1: Introduction and modernisation of the IT infrastructure. By March 2006, the provision of a modern IT infrastructure was complete across the Crown Prosecution Service (CPS), magistrates’ courts, Crown Court, the Prison Service and the Probation Service.

Phase 2: Provision of case management and risk assessment applications within criminal justice agencies. To date, systems have been deployed in the CPS (COMPASS), the Crown Court (XHIBIT) and both the Prison and Probation Services (OASys). The next steps include the completion of the deployment of systems such as NSPIS Custody and Case Preparation in the Police Service, Libra in magistrates’ courts and C-NOMIS in the National Offender Management Service.

Phase 3: Sharing of information across the CJS, firstly via secure e-mail and then by connecting case management systems via the CJS Exchange. Progress to date includes sharing offender assessments between the Prison and Probation Services, making Crown Court hearing information available to CJS partners across a secure platform (XHIBIT), and providing the capability for CJS partners to securely e-mail each other and also the practitioners who reside outside the government secure networks. The

next step, as set out in the CJS Reform Plan *Rebalancing the criminal justice system in favour of the law-abiding majority*, is to ‘further develop the use of CJS Exchange to develop innovative ways of sharing information on offenders across the CJS as a whole.’

The projects that will contribute to advancing the completion of Phases 2 and 3 in 2007/08 are shown in further detail below.

- > COMPASS Case Management System (CMS).
- > NSPIS Custody and Case Preparation.
- > PentiP – Penalty Notice Processing.
- > Libra.
- > ViSOR.
- > Police Case Preparation to CPS COMPASS CMS (Exchange Release 1a).
- > Police Case Preparation to Libra (Exchange Release 1b).
- > DVLA and VP/FPO To Libra (Exchange Release 3a).
- > DVLA to VP/FPO and NSPIS Case Preparation (Exchange Release 3b).
- > PROGRESS.
- > Wiring up Youth Justice.
- > National Enforcement Service (NES) – Warrant Handling System.
- > Secure eMail Phase 2 – Defence Firms.
- > C-NOMIS.
- > Bichard 7 (including the Resulting Performance Improvement Project).

CJS IT project information tables

Project	COMPASS Case Management System (CMS)		
Senior responsible owner	Peter Lewis, Chief Executive, CPS	Contact	Gail Lamb 020 7710 3101
Objectives	To keep the COMPASS Case Management System up to date in supporting how the CPS deals with changing legislation and new initiatives.		
Deliverables	Two new releases of the COMPASS system.		
Timescale	Release 1	April 2007	
	Release 2	November 2007	

Project	NSPIS Custody and Case Preparation		
Senior responsible owner	Chief Constable Peter Neyroud	Contact	Malini Brown 020 8200 3229
Objectives	<p>Technical delivery and installation of the NSPIS Custody and Case Preparation application for the forces committed to taking NSPIS.</p> <p>Technical delivery and installation of OMEGA in five forces (Dyfed Powys, Lancashire, West Midlands, Kent and West Yorkshire).</p> <p>The implementation of criminal justice business processes changes in all 43 forces.</p>		
Deliverables	<p>Implement NSPIS Custody and Case Preparation in the four remaining contracted forces (Bedfordshire, South Yorkshire, Suffolk and Sussex).</p> <p>Implement NSPIS Case Preparation in Dorset and Gloucestershire (contracts yet to be signed).</p> <p>Complete roll-out of NSPIS Custody and Case Preparation in the Metropolitan Police Service (MPS).</p> <p>Implement the OMEGA gateway product in the five 'consortium forces' to allow joining up to the CPS and magistrates' courts.</p>		
Timescale	Custody live in 25 forces; Case Preparation live in 29 forces; 8 MPS boroughs live with Custody and Case Preparation	March 2007	
	Start pilot of Libra link at Kent (consortium force)	April 2007	
	Start pilot of CMS link at Lancashire (consortium force)	May 2007	
	21 MPS boroughs live with Custody and Case Preparation	October 2007	
	All MPS boroughs live with Custody and Case Preparation	March 2008	

Project	PentiP – Penalty Notice Processing		
Senior responsible owner	Chief Constable Richard Brunstrom	Contact	Chris Thomas 020 8358 5701
Objectives	<p>'Early deliverables' are being developed during the first quarter of 2007/08.</p> <p>OAT and user acceptance testing are scheduled to occupy the following 15–20 weeks, with roll-out being complete by 31 March 2008. This is expected to be a low-impact roll-out primarily involving CTOs and FPOs.</p> <p>The main PentiP deliverables follow in 2008/09.</p>		
Deliverable	PentiP speed awareness and driver improvement databases.		
Timescale	Schedule for force areas to be confirmed		

Project	Libra		
Senior responsible owner	Neil Ward, Chief Operating Officer, Her Majesty's Courts Service (HMCS)	Contact	Paul Shipley 020 7189 2112
Objectives	<p>To deliver efficiencies and improvements in effectiveness across the courts.</p> <p>To provide an improved quality of service to court users.</p> <p>To enable better informed decision and policy making and more effective utilisation of resources.</p> <p>To improve the timeliness and accuracy of information flows between the courts and other justice agencies, leading to CJS-wide efficiency and effectiveness improvements.</p> <p>To establish the foundation for future reform both within magistrates' courts and across the CJS.</p> <p>To enable standard court reporting across all courts.</p> <p>To conform to governmental architectural standards and best industry practices.</p> <p>To replace near-obsolete legacy case management systems.</p>		
Deliverables	<p>To deploy a modern national standard IT system which supports the business critical requirements:</p> <ul style="list-style-type: none"> > delivering efficiencies; > streamlined processes; > joining up the CJS; > replacing near-obsolete legacy systems; and > a platform for future development and a single national database. 		

Project (continued)	Libra	
Timescale	'Libra deployment schedule option approved' changes to 'outline Libra deployment schedule approved in principle'	January 2007
	Completion of user acceptance testing excluding fine enforcement (Libra phase I application accepted by the Department for Constitutional Affairs (DCA))	TBC
	Completion of system integration testing (Libra service accepted by DCA)	TBC
	OGC Gateway 4 complete (Libra application approved for roll-out to remainder of EQUIS areas)	March 2007
	Roll-out of remainder of sites re-starts	TBC
	Enforcement functionality approved for live running	TBC
	OGC Gateway 4a complete (Libra application approved for national roll-out)	TBC
	Roll-out starts of LCIS and MCS sites	TBC
	National roll-out complete (last accounting division cuts over)	December 2008
	All post-migration reports complete	TBC

Project	ViSOR		
Senior responsible owner	Liz Hill, North West Regional Offender Manager	Contact	Keith Harries 020 7217 1712
Objectives	Introduction of ViSOR, a national database developed by the National Probation Service (NPS) and the Police Information Technology Organisation (PITO) during 2006/07. The aim of ViSOR is to support multi-agency collaboration in the risk assessment and management of violent and sex offenders through information sharing and intelligence gathering within a confidential environment. ViSOR will be implemented in phases throughout all probation areas and prisons (both public and private) across England and Wales over a 12-month period.		
Deliverables	<p>Delivery of a technical infrastructure allowing ViSOR to be delivered over the STEPS (NPS) and Quantum (Her Majesty's Prison Service (HMPS)) networks.</p> <p>System security procedures and security operating instructions for managing the information security arrangements in line with BS77.</p> <p>Security accreditation documentation to ensure that the IT system is fully compliant with the requirements of INFOSEC.</p>		

Project (continued)	ViSOR	
Deliverables (continued)	<p>Training for all identified prison and probation staff (current estimates are that 2,500 probation and 1,000 prison staff will require ViSOR training during the implementation of this project), and arrangements for the continuation of training to allow for staff turnover.</p> <p>ViSOR to be delivered to 'early adopters' between December 2006 and February 2007 to ensure that the technical solution performs successfully and to test the use of the system and how it fits into existing public protection processes. End-stage assessments will capture lessons before roll-out to subsequent areas.</p> <p>Full roll-out to HMPS and NPS areas between December 2006 and March 2007.</p>	
Timescale	Early adopter phase	December 2006– February 2007
	Early adopter evaluation	March 2007
	National deployment	April–December 2007

Project	Police Case Preparation to CPS COMPASS CMS (Exchange Release 1a)		
Senior responsible owner	Ursula Brennan, Chief Executive, Office for Criminal Justice Reform (OCJR)	Contact	Ian Young 020 7035 8066
Objective	To deploy developed interfaces between Police Case Preparation systems (NSPIS and NICHE) and COMPASS CMS through the CJS Exchange.		
Deliverable	Application development complete and ready for deployment.		
Timescale	CJS Exchange service deployed to 90% of police forces	TBC	
	CJS Exchange service deployed to 50% of London boroughs	TBC	
	CJS Exchange service deployed to all forces (except MPS)	TBC	
	CJS Exchange service deployed to MPS	TBC	

Project	Police Case Preparation to Libra (Exchange Release 1b)		
Senior responsible owner	Ursula Brennan, Chief Executive, OCJR	Contact	Ian Young 020 7035 8066
Objective	To deploy developed interfaces between Police Case Preparation systems (NSPIS and NICHE) and Libra through the CJS Exchange.		
Deliverable	Application development complete and ready for deployment.		
Timescale	Area 3 – Suffolk initial live operations	TBC	
	Warwickshire – Exchange Release 1b full go-live	TBC	
	CJS Exchange service deployed to 10% of CJS areas	TBC	
	CJS Exchange service deployed to 30% of CJS areas	TBC	
	CJS Exchange service deployed to 50% of CJS areas	TBC	
	CJS Exchange service deployed to 70% of CJS areas	TBC	
	CJS Exchange service deployed to 90% of CJS areas	TBC	
	CJS Exchange service deployed to all 42 CJS areas	TBC	

Project	DVLA and VP/FPO to Libra (Exchange Release 3a)		
Senior responsible owner	Ursula Brennan, Chief Executive, OCJR	Contact	Ian Young 020 7035 8066
Objective	To deploy and develop interfaces between DVLA and VP/FPO systems and Libra through the CJS Exchange.		
Deliverables	Application development complete and ready for deployment.		
Timescale	Deployment to Suffolk and South Wales complete	TBC	
	CJS Exchange service deployed to 10% of CJS areas	TBC	
	CJS Exchange service deployed to 30% of CJS areas	TBC	
	CJS Exchange service deployed to 50% of CJS areas	TBC	
	CJS Exchange service deployed to 70% of CJS areas	TBC	
	CJS Exchange service deployed to 90% of CJS areas	TBC	
	CJS Exchange service deployed to all 42 CJS areas	TBC	

Project	DVLA to VP/FPO and NSPIS Case Preparation (Exchange Release 3b)		
Senior responsible owner	Ursula Brennan, Chief Executive, OCJR	Contact	Ian Young 020 7035 8066
Objectives	To develop and deploy interfaces between DVLA to NSPIS and VP/FPO systems through the CJS Exchange. To enable strategic CJS IT systems to exchange data on drivers, fines and vehicles with each other and with the DVLA IT systems via the CJS Exchange.		
Deliverable	Complete application development and the deployment of interfaces.		
Timescale	Testing complete	April 2007	
	Application development complete for deployment	April 2007	
	Start of deployment (including early adopter areas)	June 2007	
	Start of national deployment	June 2007	
	National deployment 50% complete	August 2007	
	National deployment 100% complete	September 2007	

Project	PROGRESS		
Senior responsible owner	Arwa'a Abdulla, Head of Criminal Case Management Delivery Unit, OCJR	Contact	Stephen Hatherall 020 7035 8311
Objectives	By the middle of 2008, all case progression staff in the CPS, magistrates' courts and the Crown Court, as well as named staff in firms of defence solicitors in England and Wales, will have access to an IT system (the PROGRESS system) that will enable them to manage compliance with orders and directions of magistrates' courts and the Crown Court in order to reduce the number of cracked and ineffective trials.		
Deliverables	<p>Creation of a new web-based application that will enable courts and defence to progress cases to trial. This will be developed as a portal application within a new CJS Exchange Portal.</p> <p>Case progression will be supported by an integrated computer system that will comprise a set of component systems integrated by the CJS Exchange. The component systems are a new case progression tool (PROGRESS portal) and an enhanced case management system (COMPASS) with case data provided by the XHIBIT and Libra court systems.</p>		
Timescale	CJS Exchange Portal/PROGRESS construction phase complete	21 February 2007	
	Exchange messaging changes ready for PROGRESS	28 February 2007	
	CJS Exchange Portal/PROGRESS end-to-end and NFR testing complete	18 April 2007	
	CJS Exchange Portal/PROGRESS user acceptance testing complete	24 May 2007	
	PROGRESS ready for deployment with CMS interface	18 June 2007	
	PROGRESS go-live in test areas	1 August 2007	
	PROGRESS ready for deployment with XHIBIT interface	5 September 2007	
	PROGRESS ready for deployment with all interfaces (including SPI)	5 September 2007	
	PROGRESS ready for national roll-out	3 December 2007	

Project	Wiring up Youth Justice		
Senior responsible owner	Ellie Roy, Chief Executive, Youth Justice Board (YJB)	Contact	Robin Galloway 020 7654 3465
Objectives	<p>To actively support front-line youth justice practitioners by refining existing processes and removing any unnecessary duplication of effort.</p> <p>To enhance the accessibility of existing tools and information to practitioners working from non-office based locations.</p> <p>To provide tools for supporting end-to-end case management.</p> <p>To maximise the value from existing IT capabilities – for example Secure eMail and existing case management systems (UMIS, YOIS, Careworks).</p> <p>To provide more meaningful and timely management information, thereby improving decision making at both the local and national level.</p> <p>Leverage, where possible, existing government investment in infrastructure – a notable example being the CJS Exchange and Government Connect.</p> <p>To transform the way practitioners work. To modernise the youth justice system and contribute to ensuring that young people’s cases are dealt with in a fair, professional and timely manner.</p>		
Deliverables	<p>Following successful integration of Youth Offending Team (YOT) case management systems with the CJS Exchange – roll out three prioritised youth justice system business flows nationally by the end of the financial year 2007/08.</p> <p>Increase the usage of Secure eMail between YOTs, the YJB and secure establishments by increasing the percentage of occasions on which it is used among the high- and medium-custody YOTs to support their communication with placements.</p> <p>Roll the Yellow Envelope¹ project out nationally across YOTs, the secure estate and YJB placements.</p> <p>Build and test a national e-asset system (to be used for risk assessment and sentence planning for young people in custody). Roll the system out to 50% of the secure estate by March 2008 and to the remainder by December 2008.</p> <p>Procure, design and build a robust national MIS solution and roll this capability out to the YJB and YOTs.</p> <p>Extend accessibility to existing case management systems from youth courts to all high- and medium-volume YOTs and enhance the existing YOT case management systems to enable secure remote access from agreed end-user devices.</p>		
Timescale	To be confirmed.		

¹ The Yellow Envelope project seeks to ensure the timely electronic transmission of documentation on a young person between YOTs, YJB placements and the secure estate following a custodial sentence being awarded.

Project	National Enforcement Service (NES) – Warrant Handling System		
Senior responsible owner	Mike Hems, National Enforcement Director, DCA	Contact	Jake Morton 07929 885037
Objectives	<p>A shared solution for warrant tracking between the police and courts.</p> <p>Offender-focused warrant management to enable a single agency to execute.</p> <p>Allocation of warrants on the basis of risk.</p> <p>A consistent approach to offender management – from warrant issue to resolution.</p> <p>A national strategy for managing warrants.</p>		
Deliverables	<p>Warrant management functionality to meet the needs of both the police and HMCS, within the scope of NES.</p> <p>Integration with wider intelligence sources through the CJS Exchange to allow data-sharing agreements to be developed by the business.</p> <p>Training package to support the national roll-out of the solution as part of the implementation of the warrant handling strategy.</p> <p>Support mechanism and service to maintain the solution and provide ongoing user technical support, including contractual support agreements and performance management criteria.</p>		
Timescale	Requirements issued for sign-off	December 2006	
	Overall programme final business case (investment decision)	January 2007	
	Detailed delivery plan integrated	January 2007	
	Initial user interface 50% complete	March 2007	
	Further milestones dependent on integrated delivery plan in January 2006		

Project	Secure eMail Phase 2 – Defence Firms		
Senior responsible owner	Arwa'a Abdulla, Head of Criminal Case Management Delivery Unit, OCJR	Contact	Stephen Hatherall 020 7035 8311
Objectives	<p>Secure eMail (SeM) allows the secure communication of information in electronic format between criminal justice agencies and selected criminal justice practitioners.</p> <p>This secure electronic transfer of information is being achieved through two main means:</p> <ul style="list-style-type: none"> > For information transferred between criminal justice agencies, a departmental IT infrastructure linked through the Government Secure Internet (GSI) is used. This is sometimes termed 'e-mailing securely'. > For information transferred between criminal justice agencies and selected criminal justice practitioners, the internet and an encryption technology are used. This is properly termed 'secure e-mail' 3. <p>Phase 1 of the delivery of this stage of the SeM project focused on four specific project strands to increase SeM usage:</p> <ul style="list-style-type: none"> > Offences brought to justice > Enforcement > National Offender Management Service (NOMS) > YOTs and the YJB placements team. <p>Phase 1 is now complete and has concluded in significant progress being made on implementation and significant increases achieved in the number of document flows using SeM.</p> <p>Phase 2 of the SeM project is to engage defence firms, identifying the benefits of SeM and encouraging them to implement the facility within their working environment. Work began in November 2006. The objectives of this phase are as follows:</p> <ul style="list-style-type: none"> > To establish a baseline for current usage of the SeM (offences brought to justice) processes and e-mails which the defence firms will be encouraged to adopt. The overall volume of business per e-mail flow will be established, i.e. the maximum number of certificates of readiness sent by the defence and prosecution or received by magistrates' courts and Crown Courts. > To agree specific targets for future usage that defence firms will seek to achieve. > To agree the delivery approach (e.g. mandating any flows) and what business change activities will be necessary to support defence firms in achieving their targets. > To produce a detailed plan for delivery. (This includes a detailed plan for the five pilot areas and an outline plan for the subsequent national roll-out.) > To deliver agreed targets and related business change activities that will enable defence firms to increase SeM (offences brought to justice) usage, thereby realising the identified benefits. 		

Project (continued)	Secure eMail Phase 2 – Defence Firms	
Deliverables	<p>Project initiation document.</p> <p>Business requirements for offences brought to justice.</p> <p>Stakeholder plan.</p> <p>Communications plan for Stages 1 and 2.</p> <p>Leadership plan.</p> <p>HR plan.</p> <p>Evaluation and performance plan.</p> <p>Area readiness check.</p> <p>Local implementation plan.</p> <p>National delivery plan.</p>	
Timescale	Five pilot areas – design first stage of project	November–December 2006
	Five pilot areas – deliver first stage of project	January–April 2007
	Subsequent national roll-out – design second stage of project	January–April 2007
	Subsequent national roll-out – deliver second stage of project	April–December 2007

Project	C-NOMIS		
Senior responsible owner	Christine Knott, National Offender Manager	Contact	John Powls 020 7035 1532
Objectives	<p>C-NOMIS will directly contribute to the Home Office aims:</p> <ul style="list-style-type: none"> > to deliver effective custodial and community sentences to reduce reoffending and protect the public; and > to reduce the availability and abuse of dangerous drugs by enabling end-to-end offender management and business change, delivering more effective and efficient operational processes in prisons, probation areas and at NOMS headquarters. 		
Deliverables	An enterprise-wide application to support end-to-end offender management across the range of offender services providers, replacing all existing legacy case management systems, building improved MIS capability and upgrading network infrastructure.		
Timescale	Commence early adopters (Release 1.0A)	10 December 2006 (achieved)	
	A comprehensive planning review to set the date for delivery and implementation of Releases 1.0B and 1.0C, 1.1 and 1.2 – which achieve the objectives above	1 February 2007	

Project	Bichard 7 (including the Resulting Performance Improvement Project)		
Senior responsible owner	Emma Davies, Head of Criminal Justice Delivery, HMCS	Contact	Rob Parker 020 7210 0408
Objectives	To deliver Recommendation 7 of The Bichard Inquiry, thereby improving both the speed and the accuracy of the entry of court results onto the Police National Computer (PNC), so speeding up the sharing of data on dangerous individuals.		
Deliverables	<p>Resulting performance improvement project deliverable: improve end-to-end resulting performance to meet or exceed the current national end-to-end resulting target, prior to the roll-out of an automated technical solution, through the implementation of best practice processes and revised targets.</p> <p>Technical solution deliverable: design and implement a technical solution that will enable hearing results input into the courts case management systems to be electronically transferred and entered onto the PNC automatically.</p>		
Timescale	Resulting performance improvement project	Improvement recommendations report complete	April 2007
		Improvement measures implemented	August 2007
	Technical solution	Magistrates' courts results automated solution	TBC
		Crown Court results automated solution	TBC

4. Other projects

Tables summarising the projects that will impact on LCJBs in 2007/08 that have not already been listed follow here. They are grouped according to the themes of *Cutting Crime, Delivering Justice: A Strategic Plan for Criminal Justice 2004–08*.

Victims and witnesses

- > Victims' Surcharge.
- > Enhanced Services for Victims (pilot).
- > Victims' Fund.
- > Specialist Domestic Violence Courts (SDVCs) Programme and Integrated Courts.
- > Victims' Advocates (pilot).

Modernisation

- > Professionalising Investigation Programme.
- > Criminal Justice Management Information System.

Confidence

- > Fear of Crime.
- > Supporting LCJB Delivery: Black and Minority Ethnic Confidence.
- > Challenge Fund.
- > Employment: Representation of BME People in the CJS.

Increasing offences brought to justice

- > Increasing the Use of Video in the CJS.
- > Postal charging and Requisitions (Sections 29–30 of the CJA 2003).

Enforcement

- > Defendant Attendance Text Message Reminder Project.

The following two projects are also detailed:

- > Reduction of Prison Remand Population.
- > Improving CJS Data Quality.

Other project information tables

Victims and witnesses

Project	Victims' Surcharge		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, Office for Criminal Justice Reform (OCJR)	Contact	Richard Thew 020 7035 8431
Objectives	To introduce the Victims' Surcharge on convicted offenders as soon as possible. Money from the Surcharge will be used to fund a range of new and improved services for victims of crime and witnesses by the Home Office, Office of the Attorney General and Department for Constitutional Affairs (DCA).		
Deliverables	To introduce the Surcharge on offenders sentenced by a fine as from 1 April 2007. The Surcharge will be set at a flat rate of £15, and should raise £16 million net in a full financial year. It will not be possible to collect the Surcharge on other offences until DCA's Libra computer system is upgraded in a couple of years or so. Nor will it be possible for the Surcharge to be collected on penalty notices for disorder and fixed penalty notices for 'persistent and serious' motoring offences until the Police Information Technology Organisation's (PITO's) PentiP computer system goes live nationwide within much the same timescale.		
Timescale	Statutory instrument introducing the Surcharge laid before Parliament		January 2007
	Vote accounting arrangements agreed with DCA, the Office of the Attorney General, the Treasury and the Home Office		January 2007
	Guidance and training delivered to court staff (by DCA)		February 2007
	Victims' Surcharge starts to be levied on fines		1 April 2007

Project	Enhanced Services for Victims (pilot)		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Mark McMahon 020 7035 8411
Objective	To provide improved, immediate and practical support tailored to victims' needs.		
Deliverables	Evaluation data and information from the pilot scheme that will answer the following questions: > What is the demand for services provided by the victim care units? > What are the costs associated with setting up the pilots and delivering an extended range of services, and the implications for wider roll-out? > What are the benefits of providing the new services? (E.g. the impact on victims.)		
Timescale	Pilot commences		October 2006
	Pilot ends		April 2007

Project	Victims' Fund		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Andrea Dias 020 7035 8413
Objectives	<p>To provide an avenue for grant-funding voluntary and community sector support services for victims of particular crime types.</p> <p>To contribute to providing support services that meet the individual needs of victims, helping to increase confidence in the CJS and to increase reporting.</p>		
Deliverables	<p>Effective, open and fair grant application and assessment process.</p> <p>Grants awards decided on evidence of need and value for money.</p> <p>Grant payments made in a timely manner in line with Compact (where possible).</p>		
Timescale	Submission to Ministers to decide scope/criteria of scheme	January 2007	
	Scheme opens	24 January–19 April 2007	
	Assessment process (including ministerial agreement)	23 April–10 May 2007	
	First payments	1 June 2007	

Project	Specialist Domestic Violence Courts (SDVCs) Programme and Integrated Courts		
Senior responsible owner	Inter-Ministerial Group for Domestic Violence (Chair: Baroness Scotland)	Contacts	John Dunworth 020 7035 3271 Sam Ingram 020 7035 3273
Objectives	25 SDVCs were announced in 2005/06. The Government aims to expand the SDVCs Programme again in 2006/07 so that all new SDVCs are operational by April 2007.		
Deliverables	<p>All SDVCs are able to access seed funding (and accredited training) to develop independent domestic violence advisor services to support victims attending the courts.</p> <p>Fast-tracked and/or supported training is being offered to both magistrates and prosecutors in the new SDVC areas by April 2007.</p> <p>All SDVC areas offered training in multi-agency risk assessment conferences (recently evaluated as successful in tackling high-risk domestic violence cases).</p>		
Timescale	Announcement of 15 new SDVCs (from the November selection round)	December 2006	
	All newly selected SDVCs go live	April 2007	

Project	Victims' Advocates (pilot)		
Senior responsible owner	Mark de Pulford, Head of the Better Trials Unit, OCJR	Contact	Gillian Harrison 020 7035 8455
Objectives	<p>To enable relatives in murder and manslaughter cases to present their views in person after conviction and before sentence, setting out how the crime has affected them.</p> <p>To ensure that relatives are more engaged with and informed about the progress of the case and the various decisions that have to be taken.</p> <p>To provide access to a limited amount of free legal personal and social advice, to assist relatives in matters not pertaining to the criminal investigation.</p>		
Deliverables	<p>Enhanced pre-trial support, building on existing support mechanisms (police family liaison officers, witness support units and Victim Support), together with an enhanced Crown Prosecution Service (CPS) role that includes a meeting between the family and the CPS.</p> <p>Enabling the relatives in homicide cases to make an oral statement to the court after conviction and before sentencing about the effect that the homicide has had on their family (a family impact statement).</p> <p>Providing free assistance – from either an independent advocate or the CPS – on the content of the statement and assisting the family to make the statement in court.</p> <p>The offer of free legal advice on personal and social matters not relating to the criminal investigation, from a lawyer chosen from a list of locally available lawyers.</p> <p>Independent evaluation of the scheme.</p>		
Timescale	Launch of pilots		24 April 2006
	Ending of new cases entering the scheme		To be agreed by Ministers
	Final evaluation report		October 2007
	Decisions on next steps, including national roll-out (requires legislation and funding)		Spring 2008

Modernisation

Project	Professionalising Investigation Programme (PIP)		
Senior responsible owner	Ian Johnston, Association of Chief Police Officers (ACPO)	Contact	Ian Johnston ian.johnston@btp.pnn.police.uk
Objectives	<p>To develop products and oversee their implementation in order to professionalise the investigation process for both police and police staff. This includes the following activities:</p> <ul style="list-style-type: none"> > defining the investigation process; > developing and implementing a PIP process that is based on national occupational standards; > developing and agreeing a national assessment and registration process; > developing and supporting the implementation of national investigative learning programmes; > researching, developing and creating professional registers for investigation; > scoping the feasibility of the establishment of a professional institute; and > supporting the development of career pathways for investigators. <p>This will lead to PIP delivering the professional development of staff against robust national occupational standards, and will result in:</p> <ul style="list-style-type: none"> > police staff who are better qualified in investigation; > police staff who are better skilled in investigation; > more focused training for investigation; and > minimal bureaucracy for accreditation assessment. 		
Deliverables	<p>Continuing professional development (CPD) programme aligned to PIP.</p> <p>IPLDP learning programme – designed.</p> <p>ICIDP learning programme – designed, piloted, updated, delivered.</p> <p>SIODP learning programme – designed, piloted, updated (CPD programme).</p> <p>DI's programme – designed, delivered with early adopters.</p> <p>Child abuse specialist investigators programme – designed, piloted (early adopters).</p> <p>Assessor training Level 3 – designed and delivered.</p> <p>Training for trainers Levels 2 and 3 – designed and delivered.</p> <p>Assessment (PDP) all PIP levels – designed, delivered and available on website.</p> <p>Level 3 SIO register of investigators – designed, currently being populated.</p> <p>Delivering Change website (www.deliveringchange.org) – designed and delivered.</p> <p>Implementation support plan – designed, drafted, awaiting approval.</p> <p>Implementation capability assessment – designed, drafted, awaiting approval.</p>		

Project <i>(continued)</i>	Professionalising Investigation Programme (PIP)	
Deliverables <i>(continued)</i>	<p>Quality points system – designed, prototype for piloting developed.</p> <p>Professional register for investigators at PIP Levels 1, 2 and 4.</p> <p>PIP for Level 4 investigators.</p> <p>Integration of qualitative point-scoring systems with the managed learning environment and NCALT managed learning environment.</p> <p>Integration and implementation of the ACPO investigative interview strategy into PIP.</p> <p>Assessment and registration process that includes PDP and PDR.</p>	
Timescale	Quality point-scoring system	
	BCU (output and outcome) trials	End January 2007
	Full independent evaluation	End April 2007
	Develop and test (trial preparation phase)	End May 2007
	Implementation and review	End May 2007
	Training and assessment	
	Assessment and registration framework (all PIP levels)	End December 2006
	Detective inspectors' course	End March 2007
	Investigative interviewing	May 2007
	PIP Level 4	End June 2007
	Sexual offences	End July 2007
	Implementation	
	Produce national capability assessment report	End October 2006
	Develop inspection template for Her Majesty's Inspectorate of Constabulary	End February 2007
	Commence initial peer review and reporting mechanisms	End June 2007
	Report on initial peer review	End June 2007
Draft policy guidance templates	End September 2008	

Project	Criminal Justice Management Information System		
Senior responsible owner	Catherine Lee, Director of Criminal Case Management, OCJR	Contact	Tony Rafter 020 7035 8640 tony.rafter@cjs.gsi.gov.uk
Objectives	<p>To deliver an effective single source of cross-CJS performance management information for stakeholders of CJS performance.</p> <p>To exploit opportunities for the rationalisation of arrangements for distribution of data across the CJS.</p> <p>To improve timeliness, data quality and consistency.</p> <p>To deliver an effective knowledge-sharing capacity which (together with improved single-source information) improves the ability of CJS decision makers to drive delivery.</p>		
Deliverables	<p>Criminal Justice Management Information System national pilot.</p> <p>Full-strength Criminal Justice Management Information System.</p> <p>Knowledge-sharing capacity.</p>		
Timescale	Criminal Justice Management Information System national pilot – system available to all LCJBs, performance officers, and other national and local stakeholders of cross-CJS performance management information	October 2006–March 2007	
	Full business case to OCJR Directors Management Team	March 2007	
	Procurement of full-strength system	January 2007–September 2007	
	Full-strength Criminal Justice Management Information System and knowledge-sharing system deployed nationally	October 2007	

Confidence

Project	Fear of Crime		
Senior responsible owner	Vanessa Nicholls, Director of Crime and Drugs Strategy, Crime Reduction and Community Safety Group (CRCSG)	Contact	Gareth Hills 020 7035 1937
Objectives	<p>To reduce the percentage of people who have a high level of worry about becoming a victim of crime.</p> <p>Note that performance against target for the 'fear of crime' strand for the remainder of PSA2 (SRO4) will be managed by Gareth Hills, Head of Policing and Community Safety Performance and Policy in the Police and Crime Standards Directorate.</p>		
Deliverables	<p>Register for reassurance (private sector agreement not to exploit fear of crime for profit): first stage roll-out completed. Further roll-out delayed pending development of charter mark.</p> <p>Senior Sentinels: training programme to empower older people to help fight crime implemented. Delivery dependent upon the Department for Work and Pensions.</p> <p>Code of practice for partnership working between train operating companies and Crime and Disorder Reduction Partnerships (CDRPs): final draft approved, publication awaiting outcome of CDRP review.</p> <p>Fears of crime theme page established on the European Crime Prevention Network (ECPN) website: draft theme page has been presented for publication to the ECPN.</p>		
Timescale	Fear of crime theme page on the ECPN website	January 2007	
	Development of reassurance charter mark	April 2007	
	Senior Sentinels programme implemented	Spring 2007	
	Code of practice for train operating companies and CDRPs finalised	Spring 2007	

Project	Supporting LCJB Delivery: Black and Minority Ethnic Confidence		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Nadia Habashi 020 7035 8595
Objectives	To enhance the profile of black and minority ethnic (BME) confidence at the local level and to share best practice to ensure consistent area performance.		
Deliverables	<p>Deliver regional workshops on race delivery and community engagement.</p> <p>Work with Performance Action Team on confidence 'health checks', to establish area gaps and issues with BME confidence.</p> <p>Disseminate best practice to and from LCJBs on BME confidence.</p> <p>Hold a practitioners' forum with race and diversity leads from LCJBs.</p>		
Timescale	Regional workshops on race delivery and community engagement	April 2007	
	Disseminate best practice	September 2007	
	Practitioners' forum	July 2007	

Project	Challenge Fund		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Nadia Habashi 020 7035 8595
Objectives	To engage LCJBs in a competitive bidding process for the allocation of funds to support effective local initiatives.		
Deliverables	<p>Monitor successful Challenge Fund areas and encourage initiative continuation without further central funding (on a quarterly basis from February 2007).</p> <p>Hold dissemination event for LCJBs.</p> <p>Commission second round of Challenge Fund.</p> <p>Hold workshops to support LCJBs with their bids.</p> <p>Note: these are all subject to funding agreement.</p>		
Timescale	Second round of Challenge Fund commissioned	May 2007 (TBC)	
	Dissemination event for LCJBs	January 2008 (TBC)	
	Workshops to support LCJBs with their bids	June 2008 (TBC)	

Project	Employment: Representation of BME People in the CJS		
Senior responsible owner	David Wood, Director of Confidence, Customers and Communications, OCJR	Contact	Laura Barnard 020 7035 8591
Objectives	To achieve positive and proportionate representation of individuals from BME communities in the CJS.		
Deliverables	Based on research carried out by NIESR, produce and implement an employment toolkit for LCJBs, to establish a consistent approach to the recruitment, retention and progression of BME staff.		
Timescale	Produce and implement employment toolkit for LCJBs	Autumn 2007	

Increasing offences brought to justice

Project	Increasing the Use of Video in the CJS		
Senior responsible owner	Jonathan Sedgwick, Director of Performance and Planning, OCJR	Contact	Arwa'a Abdulla 020 7035 8327
Objectives	<p>The CJS has embraced 'video links' technology which is currently in use across the CJS, allowing practitioners to hold video conference calls between different locations. The rationale for using technology in this way is to cut down on significant costs – mostly associated with the travel costs of either CJS staff or prisoners.</p> <p>A programme of work is currently being scoped as part of the Comprehensive Spending Review (CSR) 2007, looking at opportunities to leverage this existing technology and its current use in the CJS, e.g. for probation officers when interviewing prisoners, use of video links between prisons and courts, defence solicitors interviewing their clients, etc.</p>		
Deliverables	<p>Established programme of work.</p> <p>A CSR business case for use of video in the CJS.</p>		
Timescale	Defined programme for use of video across the CJS	March 2007	
	Priority projects agreed for 2007/08	March 2007	
	National roll-out of prison video links commences	April 2007	

Project	Postal Charging and Requisitions (Sections 29–30 of the CJA 2003)		
Senior responsible owner	Edward Gretton, Head of Justice and Enforcement Unit, OCJR	Contact	Jonathan Childs 020 7035 1963
Objectives	<p>To reduce the time taken for court cases to be resolved.</p> <p>To replace the summons process with a new method of bringing offenders before a court.</p> <p>To reduce the administrative burden on courts by removing the necessity of 'laying an information'.</p> <p>To free up police time in dealing with bailed suspects.</p>		
Deliverables	<p>IT development currently taking place, due to be rolled out by March 2007.</p> <p>Awareness campaign among CJS practitioners to commence in March 2007.</p> <p>Pilot due to start on 1 April 2007, with the following areas and agencies: Derbyshire (police), Leicestershire (police), Lancashire (police), Merseyside (police), Waltham Forest (Metropolitan Police Service), Marlowe House (Metropolitan Police Service Traffic Operational Command Unit), Portsmouth (DVLA).</p>		
Timescale	Pilot	April–September 2007	

Enforcement

Project	Defendant Attendance Text Message Reminder Project		
Senior responsible owner	Edward Gretton, Head of Justice and Enforcement Unit, OCJR	Contact	Andrew Waldren 020 7035 0912
Objectives	<p>To develop, test and evaluate the process for collection of mobile phone numbers by police at the point of charge or by the court, and for the delivery of text messages to defendants to remind them about court appearances.</p> <p>To provide an initial indicative assessment of the effectiveness of the text message reminders on the rate of defendant non-attendance at court.</p>		
Deliverables	<p>Evaluation of the process at the test sites.</p> <p>OCJR to develop guidance on delivering successful text message reminder schemes to be distributed to local areas.</p>		
Timescale	Process established in test areas	December 2006– January 2007	
	Evaluation of project complete	August 2007	
	Guidance produced and distributed	October 2007	

Other

Project	Reduction of Prison Remand Population		
SRO	Jonathan Sedgwick, Director of Performance and Planning (OCJR)	Contact	Stephen Hatherall 0207 035 8311
Objectives	<p>The objectives for the project are to:</p> <ul style="list-style-type: none"> > further understand the causes of the increase in the prison remand population in England and Wales. > support activity which will lead to a reduction in the prison remand population in England and Wales through the: <ul style="list-style-type: none"> – work in local CJAs. – rollout of a National Blueprint. > support the objectives of related initiatives (such as Delivering Simple, Speedy, Summary Justice (CJSSS)). 		
Deliverables	<p>An initial projected benefit of a reduction in 350 places by April 2008 was calculated as a starting point for the project. This projection will be validated through work with the local areas to identify the efficiencies that are possible.</p> <p>A Blueprint containing the actions which can be taken to improve the timeliness of custody cases will be produced for use in a national rollout.</p>		
Timescale	Areas implement action plans to reduce prison remand population.		October 2006– February 2007
	Monthly reviews with Areas and evaluation of progress and update to Performance Board.		October 2006– February 2007
	Policy Team develop Blueprint.		January 2007
	Submission to Ministers seeking agreement to proceed with national roll-out		February 2007
	National rollout of recommended actions.		February– April 2007
	Report back to OBTJ Board.		March 2007
	Post Implementation Review		April 2007
	Guidance issued to all Areas.		April 2007

Project	Improving CJS Data Quality		
SRO	Tony Munton, Head of Research Development & Statistics (OCJR)	Contact	Gerard Sheldon 020 7035 8641
Objectives	The Home Office Reform Programme seeks to improve the quality of Home Office data series. OCJR are contributing to the Reform Programme by carrying out specific projects to improve the quality of CJS performance information.		
Deliverables	<ul style="list-style-type: none"> > Assessment of the quality of CJS data collections. > A rolling programme of work to improve the quality of priority CJS data. 		
Timescale	Initial investigation of Court Proceedings Data.	By June 07	
	Initial investigation of Fail To Attend Warrant Data.	By June 07	
	Initial investigation of Cautions Data (Offences Brought to Justice).	By June 07	

5. Project schedule

	April 2007	May	June	July	August	September	October	November	December	January 2008	February	March
EMERGING PRIORITIES												
Witness Charter	Start of roll-out in 3 or 4 areas											
Parole Board Victim Advocates	Go-live date (national)											
National Enforcement Service	Start of national roll-out					Delivery of Warrant Handling System commences						
Implementation of Section 10 of the Drugs Act 2005	National roll-out											
Next-Day Justice				Evaluation of pilot	National roll-out							
Magistrates' Court Streamlining (CJSS)	Delivery to PROGRESS test areas and further test areas commences			Latest completion date in PROGRESS test areas		Latest completion date in further PROGRESS test areas	Evaluation of test areas ends				Latest completion date	

	April 2007	May	June	July	August	September	October	November	December	January 2008	February	March
Crown Court Improvements (CJSS)	Evaluate good practice model and determine testing	Tests established validation process	Evaluate tests	↑	National roll-out of agreed business model							
CCMFs	Adult CCMF part 2 and user cards Youth CCMF and user cards											
Diversions from Court (CJSS)	Restorative Justice (Young People): launch in four pilot areas	Criminal Justice Bill including Youth Conditional Warning										
Foreign National Prisoners: Nationality Identification Pilot Project	Monthly evaluation reports					Interim report		Final report Roll-out planning	↑	↑		
ESTABLISHED PRIORITIES												
Confidence												
Research – Root and Branch Review									Identify best ways of supporting areas with low BME population			

	April 2007	May	June	July	August	September	October	November	December	January 2008	February	March
Race Hate Crime												Race for Justice action plan implemented
Basket of Measures on Race Disproportionality in the CJS			Governance structure set		Measures established							
Victims and witnesses												
CICA: minor scheme changes and business process redesign	Minor scheme changes in force		Move to Glasgow complete									
Meeting Sample Quality Requirements for WAVES	Sweep 8 data to LCJBs Sweep 10 samples to MORI			Sweep 9 data to LCJBs Sweep 11 samples to MORI			Sweep 10 data to LCJBs Sweep 12 samples to MORI					

	April 2007	May	June	July	August	September	October	November	December	January 2008	February	March
Increasing offences brought to justice												
Automatic Number Plate Recognition	National ANPR Data Centre – all forces connected; BOF 2.3 national roll-out starts					BOF 2.3 national roll-out completed						
Extension of the PND scheme	New offences in force.											
Intermediaries	Two new pathfinder areas established					Start of phased roll-out to rest of criminal justice areas (18 months)						
Conditional Cautioning Scheme				Operating in one BCU per LCJB		Tests of new punitive conditions start		End of reparative work pilots			Full roll-out of existing scheme	
CRIMINAL JUSTICE SYSTEM IT PROJECTS												
COMPASS Case Management System	Release 1							Release 2				
Police Custody System	West Mercia	Bedfordshire; Cambridgeshire		Sussex					West Yorkshire			London (outer)

	April 2007	May	June	July	August	September	October	November	December	January 2008	February	March
Police Case Preparation to CPS			Merseyside; South Wales									
Police Case Preparation		Bedfordshire; Cambridgeshire	Cheshire	Sussex; South Yorks			Suffolk		West Yorkshire			London (outer)
VISOR	National deployment								↑			
PROGRESS		User acceptance testing complete			Go live in Essex and Greater Manchester				Ready for national roll-out			
Secure eMail Phase 2	National roll-out								↑			
Richard 7	Improvement recommendations report complete				Improvement recommendations implemented							
OTHER PROJECTS												
Victims and witnesses												
Victims' Surcharge	Surcharge starts to be levied on fines											
Enhanced Services for Victims (pilot)	End of pilot											
Victims' Fund	Assessment and ministerial agreement	First payments										

	April 2007	May	June	July	August	September	October	November	December	January 2008	February	March
Specialist Domestic Violence Courts Programme and Integrated Courts	All 15 new courts go live											
Victims' Advocates (pilot)	Launch of pilots						Final evaluation report					
Modernisation												
Criminal Justice Management Information System	Procurement of full-strength system							Deploy nationally				
Confidence												
Fear of Crime	Development of reassurance charter mark											
Supporting LCJB Delivery: BME Confidence	Workshops on race delivery and community engagement			Practitioners' forum		Disseminate best practice						
Challenge Fund		Second round commissioned (TBC)								LCJB event (TBC)		
Employment: Representation of BME People in the CJS						Produce and implement employment toolkit for LCJBs						

	April 2007	May	June	July	August	September	October	November	December	January 2008	February	March
Increasing offences brought to justice												
Increasing the Use of Video in the CJS												
	National roll-out of prisoner video links commences											
Postal Charging and Requisitions												
	Pilots in operation											
Enforcement												
Defendant Attendance Text Message Reminder Project												
					Evaluation complete		Guidance produced and distributed					
Other												
Reduction of Prison Remand Population												
	Guidance issued to all areas											
Improving CJS Data Quality												
	Initial investigations of court proceedings data, failure to attend warrant data and cautions data											

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