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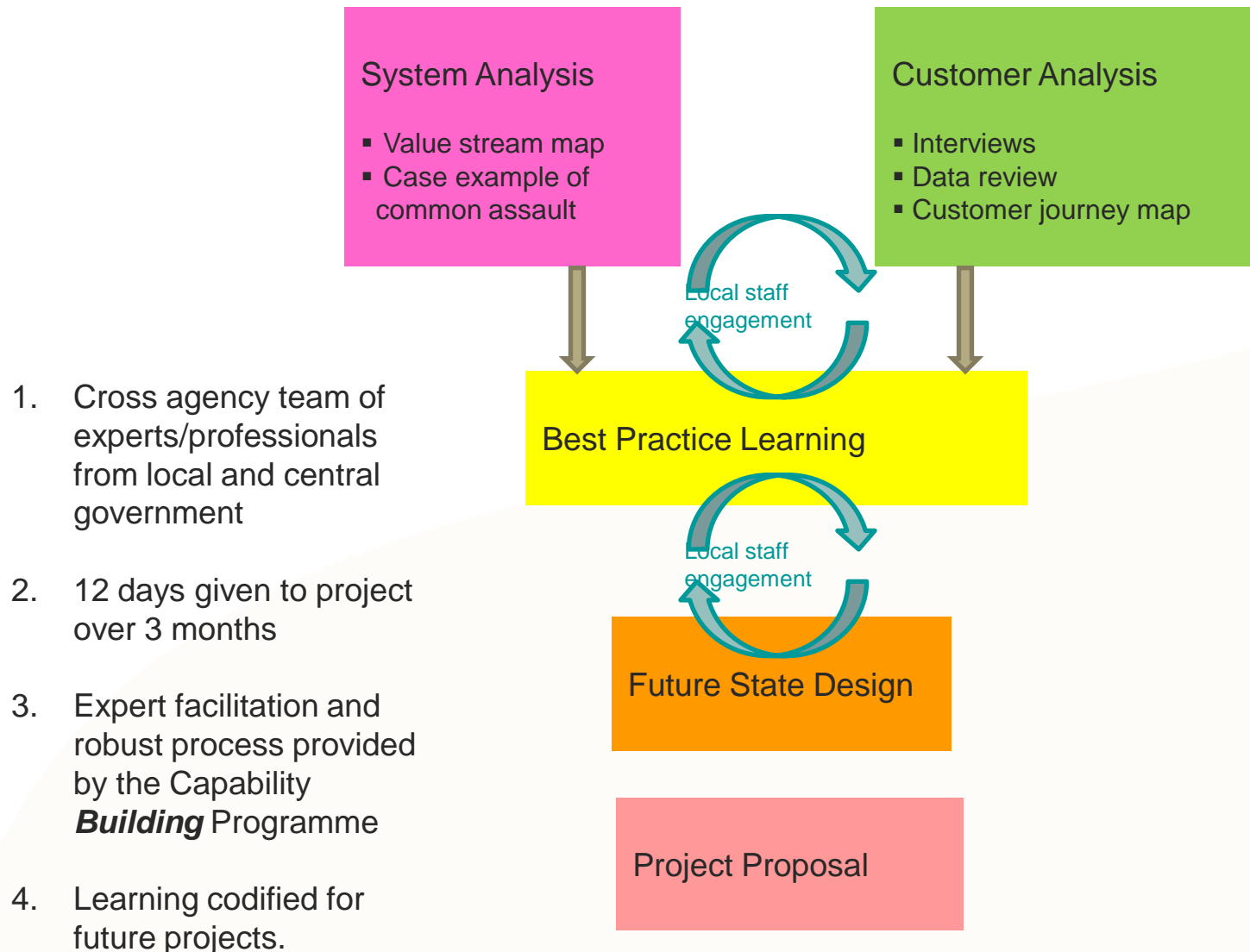
# Continuous Improvement Across the Criminal Justice System

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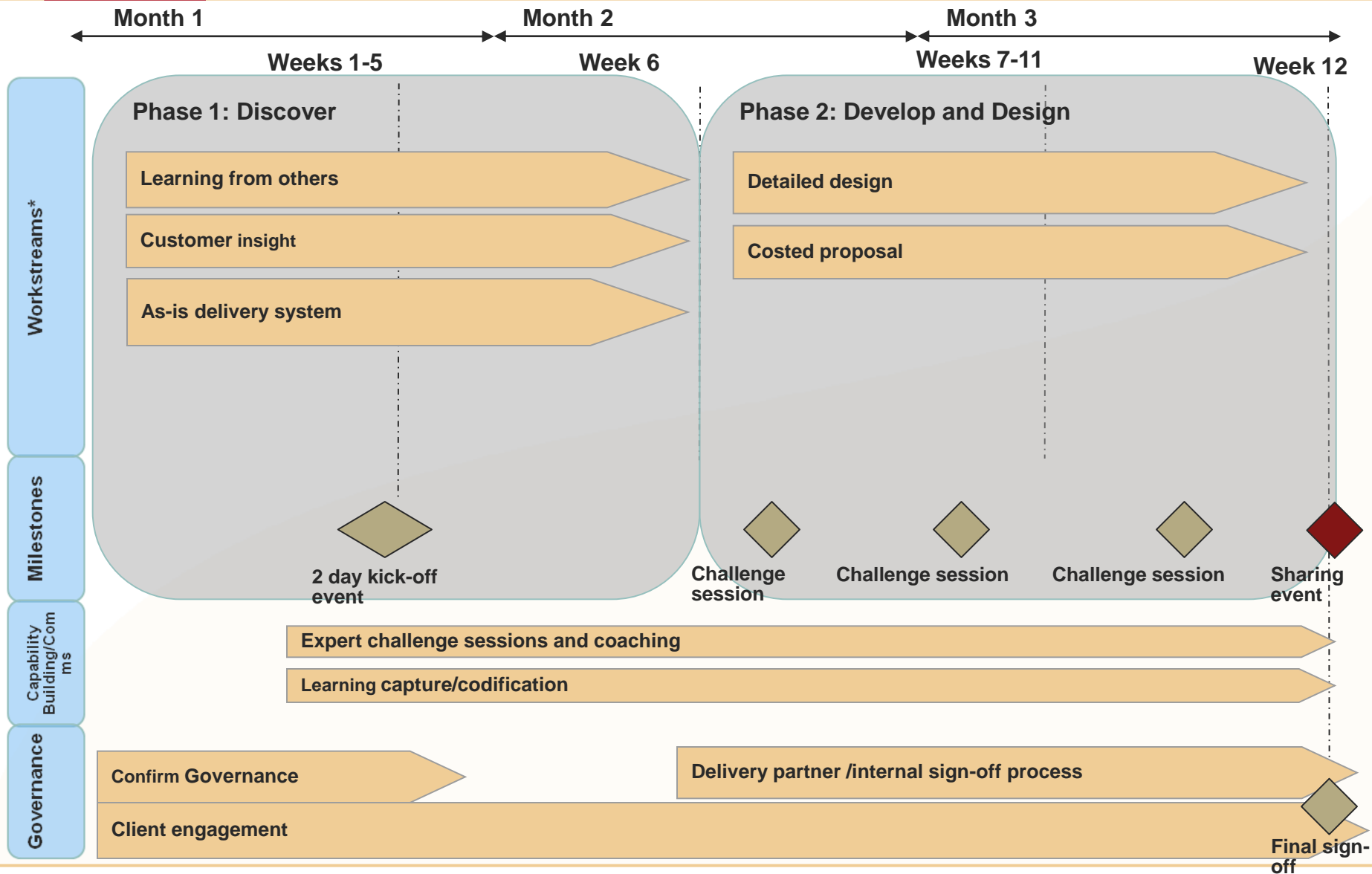
Capability **Building** Programme

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# Project Approach – Capability *Building* Programme



# Generic 12-week project plan



Assumes\* x-government team meet 1 day weekly

# Value stream mapping the end to end justice system

A map of the current justice system from arrest to verdict, built by local staff, with issues identified in red.

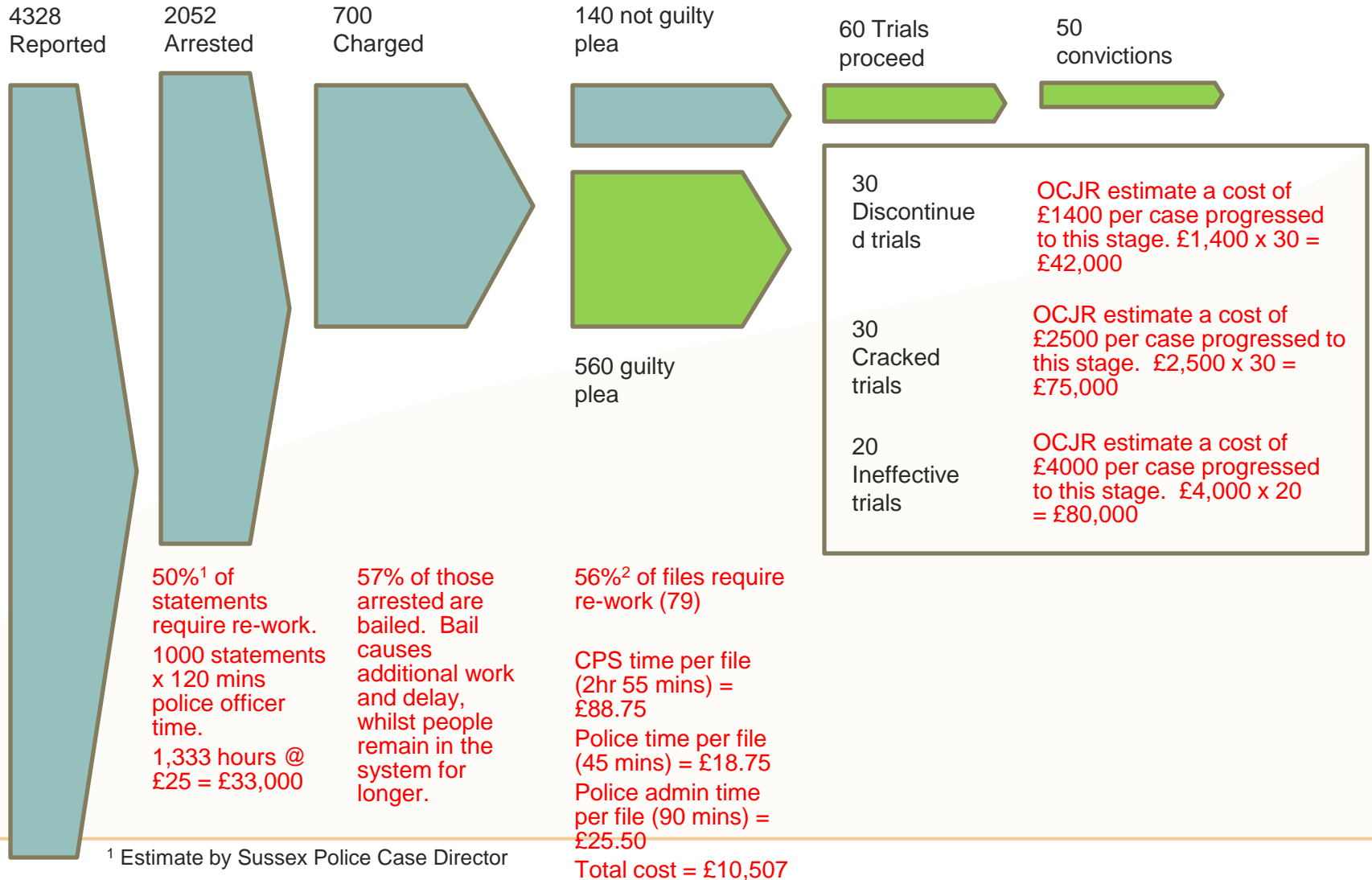


A random case example of common assault took 242 days to pass through this process, with an active processing time of 44 hours, less than 1% which is typical of the findings in other processes pre lean.

# What happens to people who commit common assault?

As cases progress through the justice system, re-work, delay and error becomes increasingly costly.

## Annual assault and ABH cases in an English Town



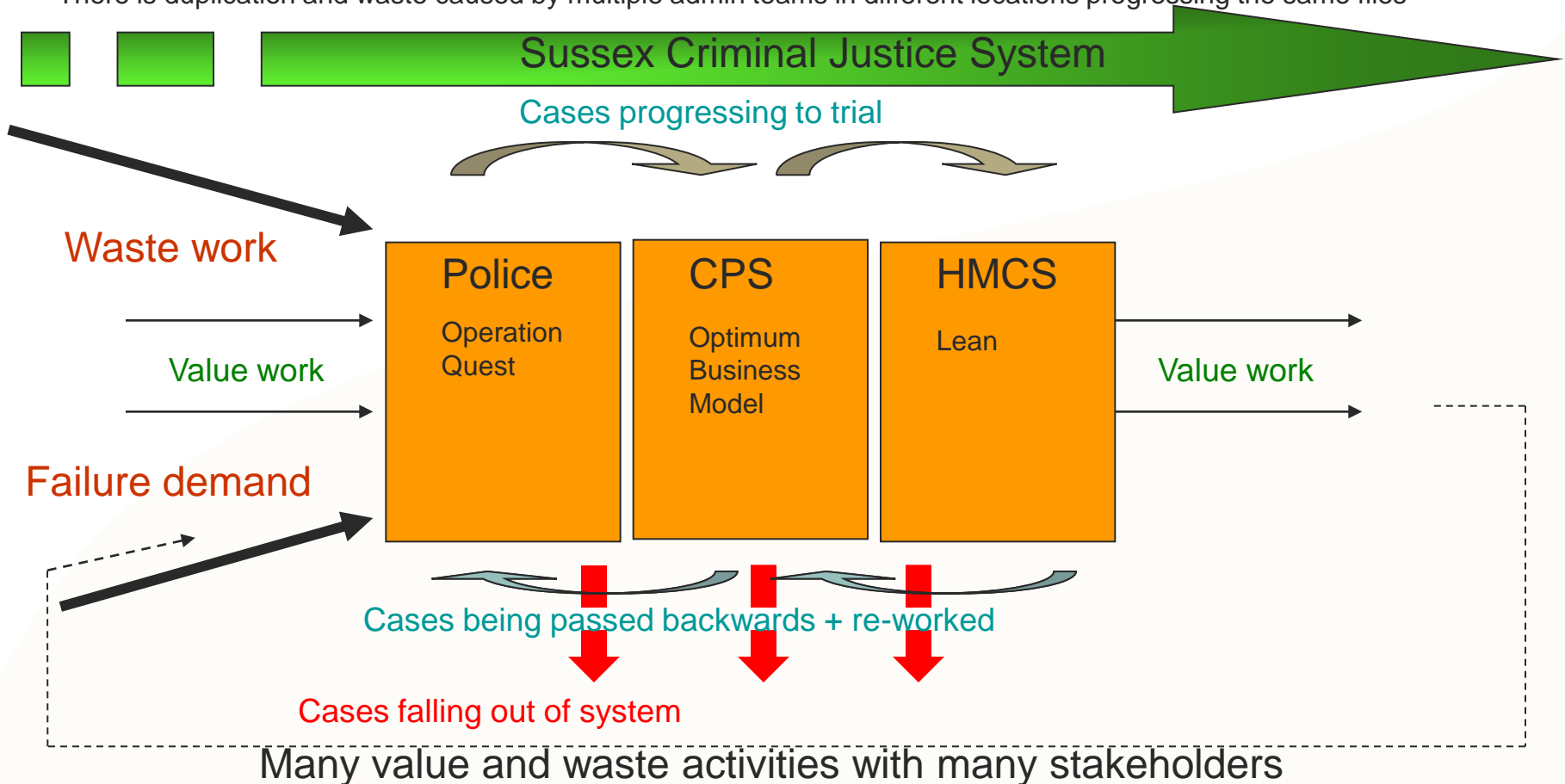
<sup>1</sup> Estimate by Sussex Police Case Director

<sup>2</sup> Dip sample 18 files June 09

# What we learnt

Our analysis of common assault and ABH in Brighton and Hove evidenced the following findings:

- Variable quality causes 'failure demand' as work is passed back along the process for re-work (it is estimated that 50% of statements require rework)
- Many cases fall out of the system (of 2052 arrests, 700 are charged)
- Work is conducted on cases which never reach trial (wasted work) (of 140 'not guilty' pleas, 60 trials proceed)
- There is duplication and waste caused by multiple admin teams in different locations progressing the same files



# How does it feel for customers?

Felt like a sitting duck

There was nothing to improve, the whole day was good, I kept being informed

**They shouldn't have wasted my time if they aren't going to do anything about it.**

Embarrassed, ashamed, even wondering if it was my fault

Police should be volunteering information

I had a pre-court visit – it helped to stop me worry

I didn't think it would go to court; I was really surprised... I was really glad that it did.

People are 'shut down' by the system and 'not allowed to have emotions

I was left waiting around for about 2 hours without being told what was happening.

**I have five cases pending and there is a different person calling me about each one.**

**I had a pre-court visit – it helped to stop me worry**

He'd committed the crime, but she had to do everything

**They assume you know, but you assume they'll tell you**

In the court, I was nervous; it's a tiny room with lots of police.

There was nothing to improve, the whole day was good, I kept being informed

**They just left it with us**

No joined up approach – so promises made but not kept

**Because I kept being updated and reassured through the process, I really trusted them**

They just couldn't be bothered

Very frustrating when CPS decided not to proceed

Alarming how quickly she became a statistic

I was annoyed about the delay, it was frustrating as I had got all worked up but didn't need to

Box ticking holds everything up

It was really good, the girl called me everyday

# Customer issues

- I'm feeling worried
- I have a life outside of this

Show me that you understand me

- I don't know what happens next
- I am being told different things
- I'm don't feel that I have much control

I don't understand you

- It's taking a long time
- I feel that my time is being wasted

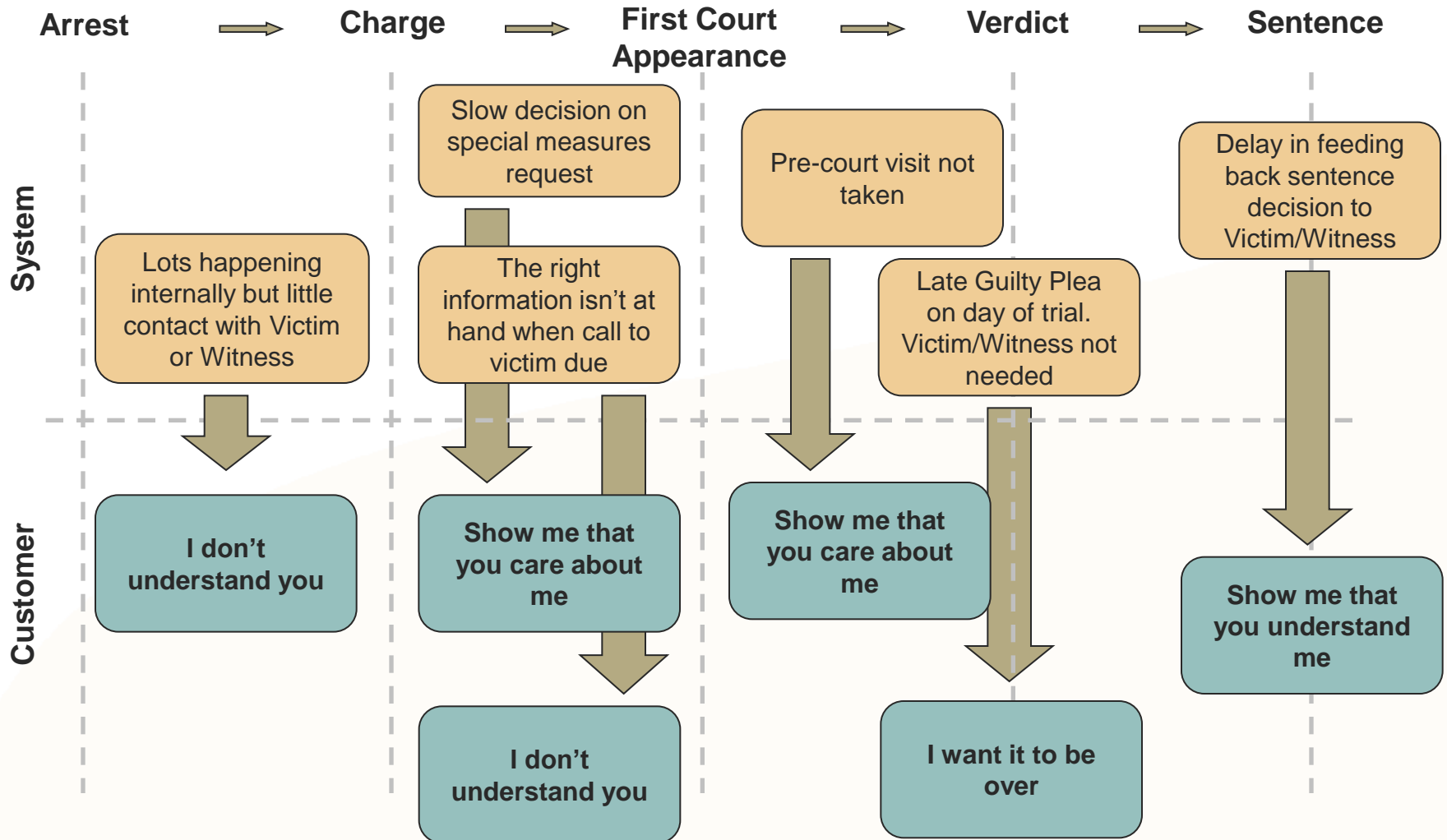
I want it to be over

- I feel this is being made difficult for me
- I feel the process is valued more than people

Show me that you care about me

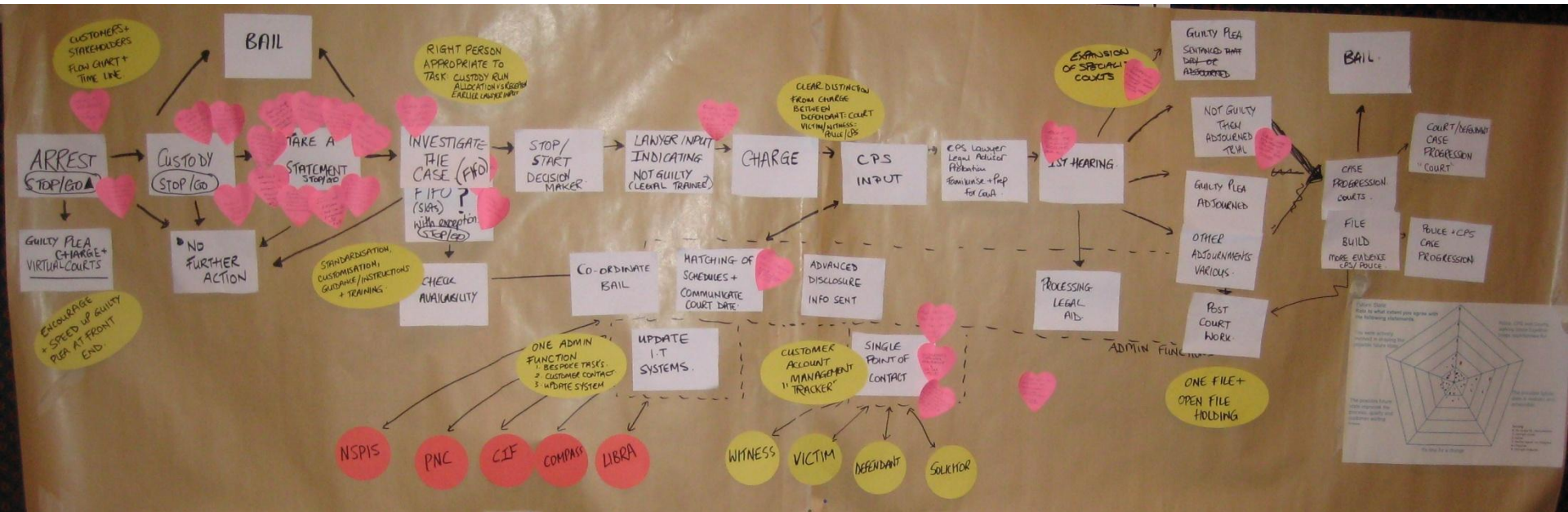
*NB: These are not mutually exclusive and are deliberately posed as negative impacts*

# Customer issues and system issues



# What the future might look like

A 'current state plus' map created by a large group of staff from the three agencies plus other local stakeholders.



## Key features:

- Clearly defined 'stop/go' decisions early in the process
- Right first time approach – standards, real time checking and coaching
- Single point of contact for customer
- One prosecution file, single co-located admin function
- Legal expertise earlier in the process

# Potential Impact

## Benefits

The table below represents an analysis of a random common assault case. Based on the current process the handling time within the system was 44 hours, with the **customer waiting 242 days** for an outcome. In this instance there was evidence of errors and re-work between the Police and CPS. For comparison purposes if we were to remove the re-work and subsequent delay the handling time within the system would have been 38 hours with the customer waiting time **reduced to 63 days**. This example highlights the opportunities that could be realised if the re-work and subsequent duplicate handling was removed, in this instance there would be a 14% handling time improvement internally with a subsequent 75% improvement in the customer waiting time.

Scenario	Total Process time <sup>1</sup>	Customer end to end	Percentage time actively working on case.
<b>Common Assault with re-work</b> Based on current process	<b>2,615 mins</b> <b>(44 hours)</b>	<b>348,480 mins</b> <b>(242 days)</b>	<b>0.75%</b>
<b>Common Assault with no re-work</b> Based on current process	<b>2,265 mins</b> <b>(38 hours)</b>	<b>90,270 mins</b> <b>(63 days)</b>	<b>2.5%</b>
<b>Common Assault with no re-work</b> Mapped on possible future process with duplication in admin removed pre and post trial	<b>1,990 mins</b> <b>(33 hours)</b>	<b>Would need to re-measure in real time once the changes have been made</b>	

Data is based on staff estimated timings and small samples and should be treated as indicative.

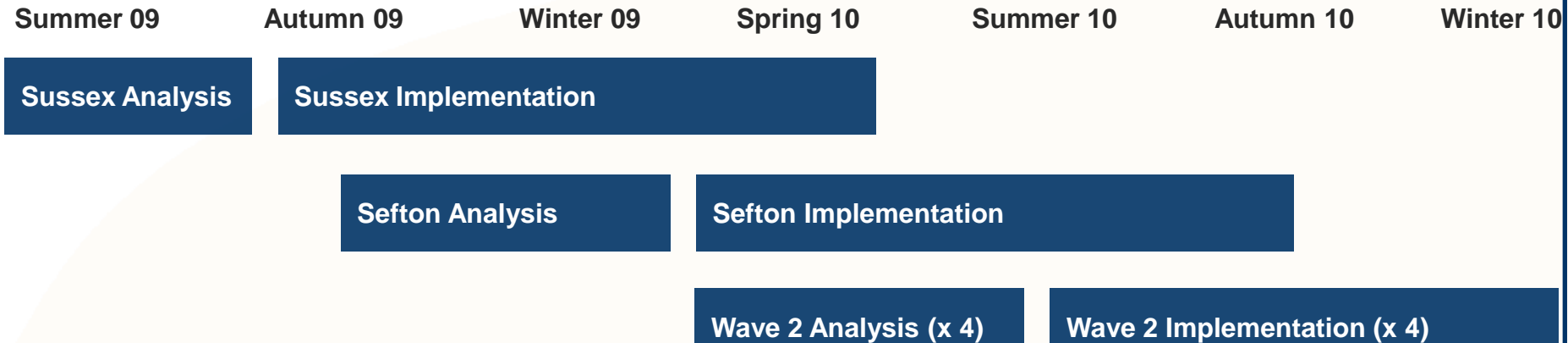
To further illustrate the opportunities that are possible, we have removed some admin function duplication pre and post 1<sup>st</sup> hearing in line with “current state plus” design on the previous page, which reduces the handling time within the system further to 33 hours.

<sup>1</sup> Process time is the amount of active time spent working on the case

# Cross-CJS continuous improvement - innovating and scaling up

- The Capability *Building* Programme brings independent drive and co-ordination
- Creating a single team from multiple agencies, central and local, breaks down traditional barriers
- Specific attention paid to codification of approach
- Diffusion of approach created through soft promotion to create 'pull'
- Balance pressure for fast role out with risk of failure

## Timelines



## Lessons Learned - Scope

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- Clear scope
- The system/process should be the focus
  - Most failure is in system (not people)
  - Need to have clear understanding of current process (warts and all)
- Stakeholders vs Customers?
  - Need to be clear on who customer is
  - Is project for customer or stakeholders?

## Lessons Learned - Leadership

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- Build relationships from the top
- Commitment from senior management
- Organisations' willingness to change
- Positioning - LCJB needs to take ownership
  - Mitigate lead agency factor
  - Brand?
- Management understanding
  - Higher quality = Lower cost!
  - Don't assume management understand system

## **Lessons Learned - Project management and governance**

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- Adequate skills and resources required
- Needs some formality and governance structure
- Regular meetings at operational level
- Don't make assumptions about relationships across agencies
- Good project management discipline

## **Lessons Learned - People and communication**

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- **Challenge vs Accept**
  - Understand constraints of project but also be prepared to challenge norms
- **Show respect for organisation's culture and its people**
  - Sustainable change will only come if partnering with local staff
- **Listen to people**
  - They can tell you what has/hasn't worked in the past
- **Multi-agency working**
  - Improves communication and understanding
  - Prevents single agency mistakes
  - Problem solving works

## Lessons Learned - Benefits

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- Incorporate into core business
- Position as improving quality and services to customers
- Will have unexpected benefits
- Invest/save balance in different organisations – can you share budgets/benefits?
- Need to baseline, monitor progress and gather evidence:
  - Improvements in performance
  - Cash savings
  - Customer benefits
- Agree how to redeploy savings