



IMPLEMENTATION  
PLAN

HAMPSHIRE AND  
THE ISLE OF WIGHT

JULY 2000



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# Foreword

"The Glidewell reforms have the full and unequivocal support of all senior Managers in both organisations. Glidewell presents the Police and the CPS with a unique opportunity to develop more efficient and effective systems, that will result in quality prosecutions, while at the same time, providing a greater focus on witness care and support and the more serious casework.

We are both grateful for the hard work already undertaken and are confident that this demanding preparatory work will help us realise these ambitions."



A handwritten signature in black ink that reads "Roger K Daw".

Roger Daw  
Chief Crown Prosecutor



A handwritten signature in black ink that reads "Paul Kernaghan".

Paul Kernaghan  
Chief Constable

# Introduction

This detailed implementation plan is the final response to the Glidewell report, and would establish Trials Units dealing with Crown Court matters at four sites on CPS estate and Criminal Justice Units in five locations within Police estate. An outline plan for implementation of Glidewell across Hampshire and the Isle of Wight has already been submitted to the Trials Issues Group; this plan builds and clarifies the partnership of both agencies in the two counties.

This implementation plan for Hampshire and the Isle of Wight seeks to fulfil the aspirations recommended by Glidewell:

- **the elimination of duplication wherever possible,**
- **improvements in efficiency and the co-ordination of working practices,**
- **improvements in working relationships,**
- **reduction in delays, and**
- **an improvement in the service delivered to victims and witnesses.**



Our agreed aim is to provide an improved service by utilising a joint administration whilst the Crown retain independence when deciding on prosecution issues.

## Elimination of duplication

### The elimination of duplication wherever possible

From the outset, it was agreed between the two agencies that co-location of Criminal Justice Units (CJUs) was essential if the foreseen gains of Glidewell were ever to be realised. In developing this plan extensive discussion between the two agencies have taken place to best utilise estate for both Criminal Justice Units and Trials Units. The Crown Prosecution Service have taken the lead responsibility for the implementation of Trials Units across the two counties whilst the Police have taken the lead in respect of Criminal Justice Units. The time spent on this process has been considerable, because issues of accommodation, lease arrangements, personnel and IT management are viewed as vital to the successful implementation of this plan, thus reducing all avenues of duplication.

# *Estate strategy*

The Estate strategy for Glidewell implementation is as follows;

## I S L E O F W I G H T

The combined use of the new building at Langley Court Newport, will serve as a Trials Unit and Criminal Justice Unit. This will be constructed and occupied by late August 2000 and both Police and CPS will move in at this time. This will be a far reaching partnership and will bring great benefits in respect of improved working practices.

## P O R T S M O U T H

In respect of Portsmouth Criminal Justice Unit and Trials Unit, the strategy is simple, in that there will be a release of police accommodation at Portsmouth Central Police Station as part of the amalgamation plans for the single unified division which will help to accommodate CPS staff. The Trials Unit will remain in CPS estate at Crown House, which is very close to the police station, and the Crown Court.

## S O U T H A M P T O N

The Criminal Justice Unit in Southampton will be at Portswood, but in order to achieve this, an extensive conversion of the ground floor of Portswood Police Station, including the removal of the cell block, will be necessary to accommodate the additional CPS staff.

In addition, there will be a need to “relocate” the Western Vice Squad, the Warrants office and other functions such as Performance Review manager for the division. This is being negotiated at this time and likely to be at either Hulse Road or in extra accommodation at the Southampton Civic Centre.

## B A S I N G S T O K E & A L D E R S H O T

In order to incorporate the CPS staff at Basingstoke within the new building it has also been necessary to remove the previously proposed Scenes of Crime office to a new location. This will need to be found in the near future, and options are currently being considered. Additionally, the Constabulary are seeking to combine and improve their ability to respond to incidents of major crime. To that end, the CPS offices in Basingstoke at Grosvenor House will be leased to the Constabulary to provide accommodation for a Major Incident Room, to service the North of the County. As a result of the centralised Major Incident Room at Basingstoke, accommodation will be released at Basingstoke and Aldershot police stations which will provide additional space for CPS staff. The CPS estate at Black Horse House in Eastleigh will form a “double” Trials Unit for Winchester and Southampton Crown Courts.

# Improved efficiency and co-ordination

## Improvements in efficiency and the co-ordination of working practices

It is clear that the effects of this process are wide ranging and will affect a great number of staff. In order to ensure that the implementation is effective, a “project planning” approach has been adopted. A Project board with representatives from both Police and the CPS, chaired by ACC Operations has been established and has tasked five project groups to report on a number of key issues to assist the planning process. These groups comprise of practitioners and managers who have specialist knowledge from both organisations. These are grouped as follows:

- Accommodation
- Information Technology
- Training and Communications
- Working Practices
- Project Management/Strategy/Performance Management

The groups have all met on a number of occasions, reporting on their work through to the co-ordination team and then to the Project board. The groups early findings have established that there are a number of areas of duplication between the two organisations in their current form. The aim will be to reduce these areas as much as possible, whilst working within limiting constraints. For example, due to differences in organisational structures between both agencies, local agreements on IT policy are not possible.

<i>Police</i>	P R O C E S S	<i>CPS</i>
Caseworker	POST SORTING	Receptionist
Caseworker / supervisor	FILE ALLOCATION	Admin officer, lawyer, team leader
Caseworker	FILE BUILDING	Executive officer and caseworkers <i>committal bundles</i>
Dedicated typist <i>MG forms, ROTI, etc</i>	TYPING	Typist <i>letters, memos, DPI, etc</i>
Normally conducted by sergeants and inspectors	QUALITY CHECKING	Preferred advocate/lawyer team/EO <i>committal only</i>
Caseworker or supervisor	PRE COURT FILING	Admin officer
Caseworker Dedicated teams in some forces	WITNESS WARNING	Lawyer <i>LWAC</i>
Caseworker	CLEARING AND STATS	Admin officer, Crown court admin office
Caseworker	ARCHIVING	Special employee
Differing systems - case tracking to electronic file capabilities	IT SYSTEMS	Case tracking and word processing capabilities Shared IT with some Police forces

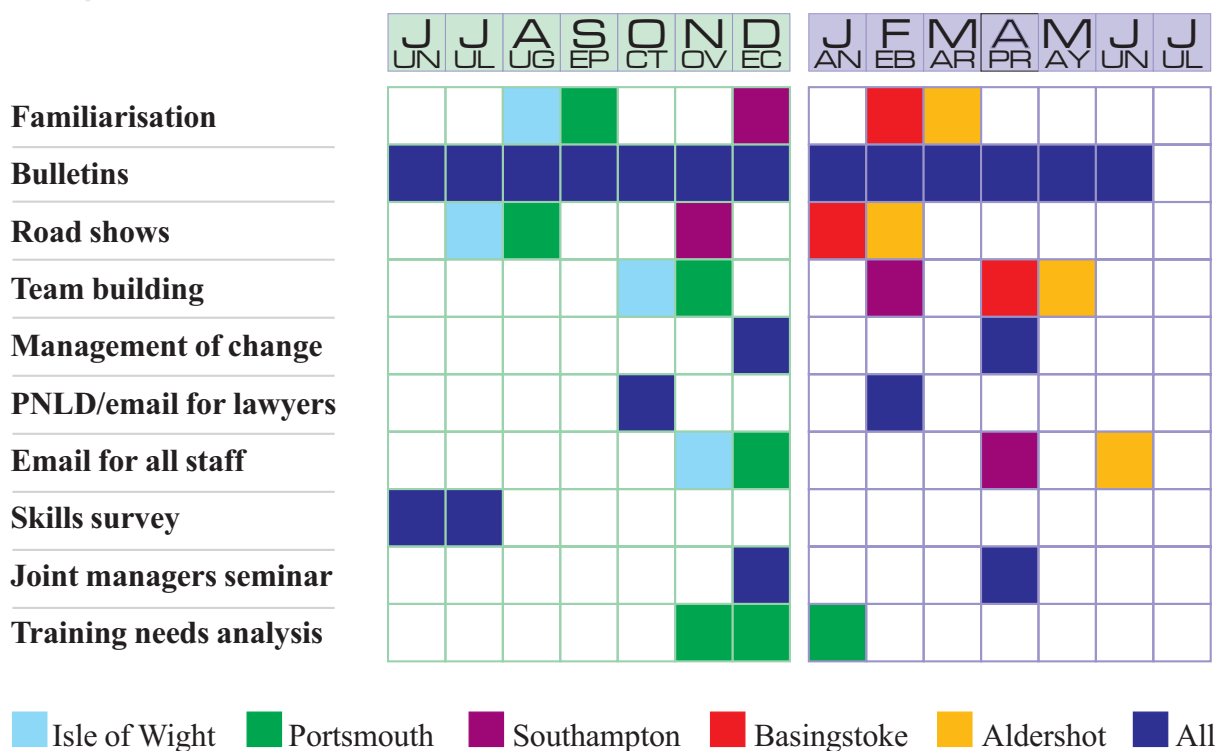
So, for the short term, SCOPE case tracking system will be placed within the police estate running alongside the Police case tracking system CMS2. The Glidewell implementation process is in itself unaffected by NSPIS progression, in that there is no need to await its arrival before proceeding. However, the strategy proposed will enable the Force to take the product when developed within the time frame that PITO is currently suggesting, that is full national implementation by the end of 2002. Indeed, there is a strong argument for implementing the Glidewell process prior to embarking upon the NSPIS project roll out. Both agencies are mindful of the Connect 42 strategy and keen to follow the relevant CPS central policy.

Throughout the implementation of Glidewell the need for staff to be kept informed and suitably skilled to function effectively within the new CJUs will be vital.

# Subject

## 2000

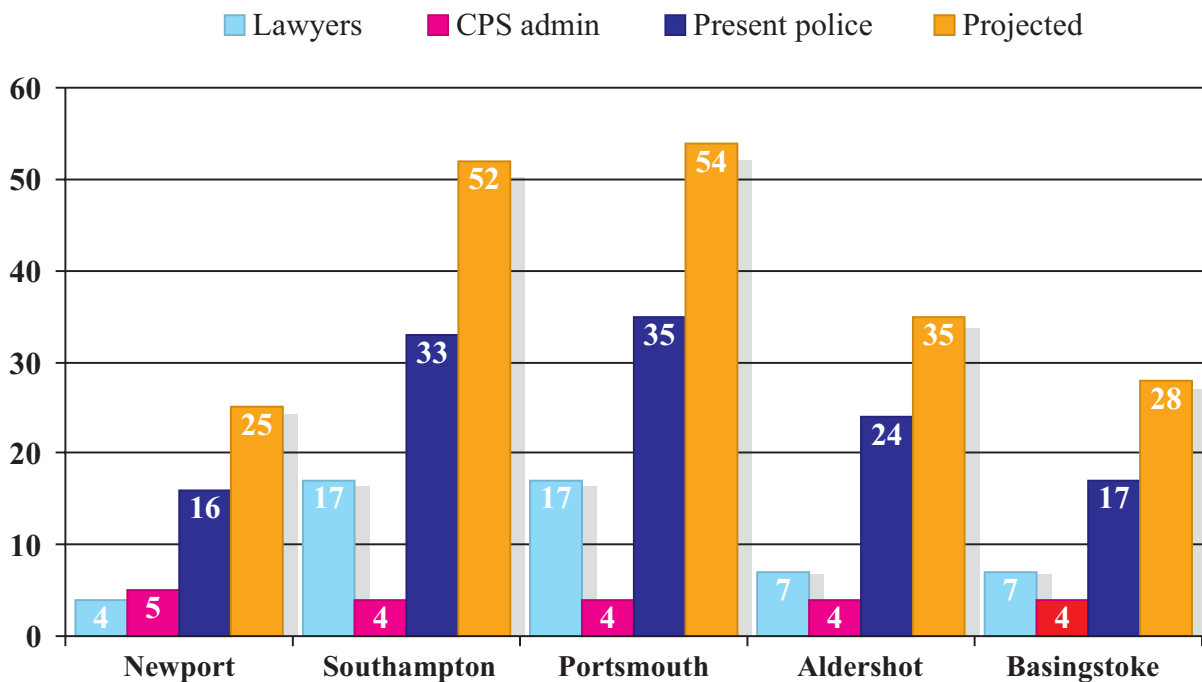
## 2001



# Improvements in working relationships

In general, the main ‘personnel’ impact will be upon the CPS staff as they move into police premises and restructure the Trials Units. That said, there will be a need to review some police levels within the Criminal Justice Units, Personnel departments and the Staff Associations are already part of the process within the working groups. Consultation and negotiation will form a key part of the strategy for managing this change.

## Summary of proposed staffing levels in Glidewell CJUs:



There are also some potential personnel issues in respect to the moving of the Vice Squad and Scenes of Crime offices, but these will be minimised as much as possible.

Certainly, it will be the intention of the Project Board that staff moves will be kept to a minimum for either agency and that all groups will be provided with relevant and timely information at all times. Indeed that is one of the key functions of the Communications working group and the need to inform and engage all staff at an early stage is seen as essential, so a training and communication strategy has been agreed.

## *Other efficiency improvements*

One of the key gains arising from Glidewell will be the formation of improved witness warning and witness care teams. The current geographical gap between the Lawyers who select witnesses, the CPS administrators who fax and phone the Police will be bridged, with the action of warning and caring for witnesses being directly adjacent to the decision making and case management functions. This will bring a great deal of process efficiency to the prosecution process and is keenly awaited.

## *Reduction in delays*

Despite some of the difficulties in drawing together the two agencies information technology systems , there will be huge improvements in communication, some of which has already been felt during the Narey roll out, but this will increase still further with permanent presence in police stations. It is hoped that advice to officers, use of E mail and shared correspondence will take this aspect a stage further, which will be to the advantage of all in the Criminal Justice system.

A move towards a fully functioning Glidewell CJU is already being trialed at Portswood police station. Police administrative staff are retaining control of summary files up to trial stage, whilst providing the necessary details to update CPS records. CPS lawyers review full files at the police station ready for court. Early indications are very promising; files are assessed and altered quickly through better communication, only relevant witnesses are being warned to give evidence and files are arriving in the right court on the right day. Consequently, less cases are delayed and less time wasted by all concerned. Soon, Shirley and Bitterne police stations will be incorporated in the scheme and CPS staff will start to work at Portswood.

# *Improvements for victims and witnesses*

## **Improvement in the service delivered to victims and witnesses**

There is a strong agreement between both agencies that there is a need for improvements to the way victims and witnesses are supported, both by information supplied and attention to their welfare throughout the prosecution process. We intend to explore all avenues to improve that service, including the establishment of joint witness care teams. Any developments will take account of other agency developments in an effort to improve the care of victims and witnesses. These will include:

- **Witness service being set up for support of witnesses in the magistrates courts.**
- **Remote video project for witnesses to tender evidence via ISDN telephone lines from a secure site away from the court building.**
- **Better use of police officers' time and less time taken up unnecessarily waiting to give evidence.**
- **Better court listing!! (Roger, any other benefits you can think of??)**

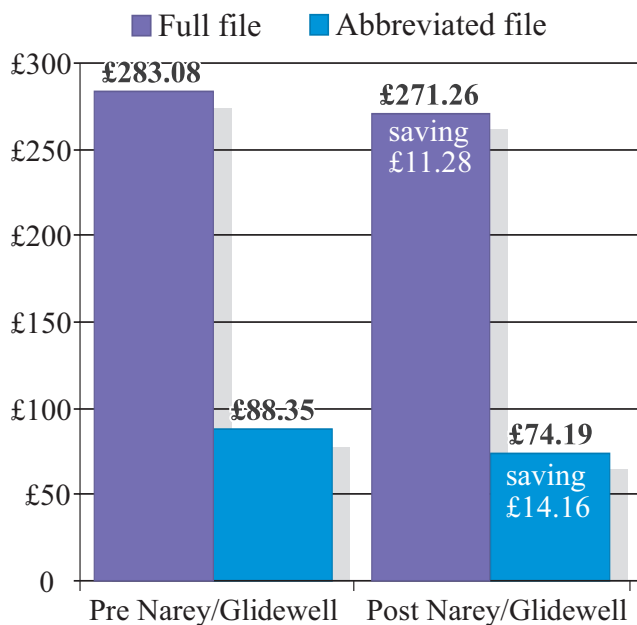
A move towards joint administration is already taking place at Portswood and early indications are very promising.

# Financial implications

The set up costs for the Glidewell implementation are estimated to be £677,137.

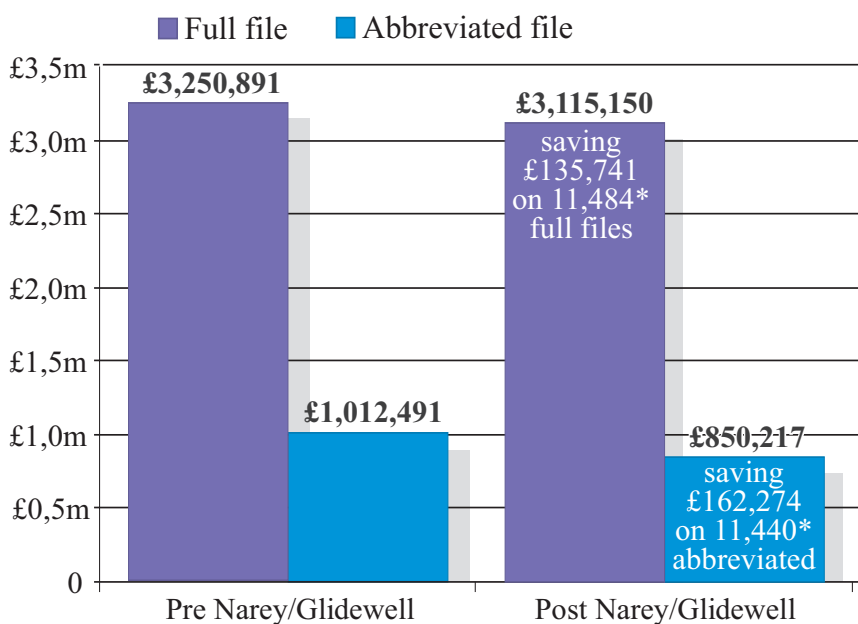
During the Autumn of 1998 a project group was commissioned by ACPO Crime Committee to review and produce costed models for presentation to the Home Office. Fortunately, a great deal of work was undertaken utilising the CPS ABC costings systems to establish for the first time, a generalised activity cost for a file for Police and CPS purposes. Nevertheless, the savings are thought to be substantial and will pay back over the long term.

## COSTS PER FILE



This exercise covered the costs of an Abbreviated file and a Full File, and anticipated the likely impact of Narey files which at that time were not in place. Full year efficiency savings are being estimated at £298,000.

## SAVINGS ON ALL FILES - 1999 \*



The Force has been considering a new northern Major Incident Room and had set aside an amount of money to find suitable accommodation.

**Glidewell**

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# Time scales

The first site to move will be at Newport in August 2000, and it is anticipated that a pilot site will follow in Portsmouth in the November 2000. The other sites are all linked by accommodation moves and will need careful management. The building works at Portswood will be the main “driver” so that staff can leave Grosvenor House and free up the space in Aldershot and Basingstoke etc.

	Date fully functional
Langley Court	Sep 2000
Portsmouth	Nov 2000
Basingstoke	Dec 2000
Aldershot	Feb 2001
Portswood	Apr 2001

# Next steps

## Local Implementation Groups

With agreement, both locally and by the “centre”, Local Implementation Gildewell Groups (LIGGs) will be established for each site. The membership will consist of local managers and staff from both organisations. These will include:

- Local Divisional Commander (Chair)
- Prosecuting Team Leader
- Divisional Administration Manager
- Divisional CJU manager
- CPS Admin Manager
- Local Inspector
- Member of the Glidewell Project Co-ordination Team

The LIGGs will be provided with reports from the five sub-groups working under the PMB including overall guidance on working practices etc. The terms of reference will be to establish a combined CPS and Police Administration Criminal Justice Unit at the relevant location in Hampshire and the Isle of Wight. Some aspects of the guidance will be policy and therefore mandatory, whilst other aspects will be for guidance and adaptation locally. For example, a mandatory element may be that people calling at the front office of the police station to consult with CPS staff will be provided with a direct link without the need to converse with Police staff. Each CJU location will have different building specifications and it will be for the LIGGS to adapt to their local needs.

# Tasks

Tasks for each group will be to:

- ensure that the agreed accommodation is ready for occupation;
- ensure that the combined staff are sufficiently trained in the short term to enable them to carry out the combined functionality of the unit. (This to be achieved through identified training programmes and, where appropriate, interagency training and visits locally before the unit is established);
- streamline working practices to realise savings in terms of time and resources;
- facilitate the smooth transition of staff from their current segregated locations into co-located units;
- ensure that Information Technology requirements of the unit are met.

The above to be completed within the time and budgetary limits set by the Project Board.

# Conclusion

Accompanying this plan are a mixture of detailed documents which serve to illustrate the time and effort already invested by both agencies. These will be subject to further development as this plan becomes a reality. In short, both the CPS and police in Hampshire and the Isle of Wight have, in every sense, endeavoured to embrace the principles of the Glidewell recommendations through a clear and common understanding. We agree that investment now will reap long term benefits for us and the public we serve.