



Case Study

Crown Prosecution Service COMPASS Programme

Case management for the 21st century

LogicaCMG was awarded the COMPASS contract by the Crown Prosecution Service (CPS) for England and Wales in December 2001.

This 10-year PFI contract to provide maintenance, support and replacement of the IT infrastructure is worth in excess of £200m.

LogicaCMG now owns and manages the CPS's IT assets, using these to deliver the following business services:

- intranet and internet services
- case management support
- case tracking support
- consultancy
- IT training services
- an IT service desk
- HR, payroll and finance support.

“ The new case management system developed by LogicaCMG will make a major contribution towards creating a modern, joined-up criminal justice system for the 21st century. ”

*Richard Foster, Chief Executive,
Crown Prosecution Service of England and Wales*

CPS overview

The Crown Prosecution Service (CPS) is the principal prosecuting authority in England and Wales. Each year the CPS deals with more than 1.3 million cases in the magistrates' court and about 115,000 in the Crown Court. It employs around 7,600 staff, including around 2,500 lawyers.

The CPS's primary responsibilities include:

- the prosecution of people who have been charged by the police with a criminal offence
- advice to the police on possible prosecutions
- the review of prosecutions started by the police to ensure that the right defendants are prosecuted on the right charges before the appropriate court
- the preparation of cases for court
- the prosecution of cases at magistrates' courts and the instruction of counsel to prosecute cases in the Crown Court and higher courts. In some cases, the CPS's own lawyers will also appear in the Crown Court and other higher courts.

The aim of the CPS is to contribute to the reduction both of crime and the fear of crime, and to increase public confidence in the criminal justice system by fair and independent review of cases and by firm, fair and effective presentation at court.

COMPASS will provide the necessary tools to allow the CPS to spend more time on key tasks and less time on routine administration. This will lead to more effective prosecutions, improved performance and more accurate management information - enabling better use

of CPS resources, improved public confidence in the CPS and improved CPS staff morale.

The business

Previously, a case was built by the police and reviewed by the CPS in paper form. This made it difficult for the case to be reviewed without the paper file, and significant amounts of time were therefore spent locating the appropriate documents.

Furthermore, information entered electronically by the police needed to be re-entered by the CPS into its existing standalone case tracking systems. There were no integrated national case management systems and management information had to be collated manually from data extracted from the local case tracking systems.

The challenge

A number of business drivers led the CPS to require the development of a new national case management system, and a more effective IT infrastructure. These included:

- the need for the CPS to contribute to the modernisation of the Criminal Justice System (CJS)
- the need to receive, manipulate, and transfer case information electronically with other Criminal Justice Organisations (CJOs)
- the need for the CPS to modernise its case management systems and processes in order to make them more efficient and effective
- the need for the CPS to have a sustainable, robust Information and Communication Technology (ICT) infrastructure.

What we did

LogicaCMG is supporting the CPS through a major business change programme. Central to achieving this is the provision of a new efficient and flexible national Case Management System (CMS), compatible and capable of being linked with other IT systems in the CJS.

The CMS provides the CPS with a computerised system for recording, tracking and managing the detailed records of cases. LogicaCMG has supported the CPS in the development of the Business Process Model which underpins the new system and which provided a significant input to its functional specification.

The CMS is based on a set of commercial products integrated by LogicaCMG. The core workflow function adopts a 'rules based' approach, which provides the CPS with the required amount of flexibility and which also enables the system to be tailored to meet local practices and be adaptive to change.

LogicaCMG is also responsible for the CPS's desktop computers and supporting infrastructure, including a wide area network supporting around 7,600 users in some 400 locations across England and Wales including police stations, court buildings and CPS premises. Each office has local workstations and servers operating in a Microsoft Windows environment with associated printers and scanners.

LogicaCMG hosts the back office servers necessary to deliver the service as well as the CPS's intranet and internet sites. LogicaCMG also supports the CPS' finance, HR and payroll systems. Where possible, existing contracts have been transferred to LogicaCMG, and LogicaCMG has also been responsible for supporting the existing legacy

case tracking systems that pre-dated the CMS.

LogicaCMG provides comprehensive IT training and a service desk for all of the supported systems including the CMS.

To achieve all this, the COMPASS Programme involved a team peaking at 230 staff, of which approximately 180 were employed in the development of the CMS.

"This was a ground-breaking initiative designed to transform the way in which the CPS operates. COMPASS is a clear illustration of LogicaCMG consultants' ability to develop and implement a multi-faceted transformational programme on time and to budget. A key motivating factor for the team working on the project was knowing what they did really mattered to people working across criminal justice and to the wider public." Neil Copling, LogicaCMG senior client director.

Releasing your potential

Ongoing services are being provided in accordance with the service levels agreed in the contract, and the CMS has now completed rollout to all 42 CPS areas - having met every milestone on time.

The transition from tracking cases to actually managing cases represents a significant shift in the day-to-day working practices of the CPS, and will ultimately result in some fundamental business benefits.

The following are a couple of stories highlighted in the COMPASS monthly newsletter, 'net:work' that show the practical impact the COMPASS CMS has already had in helping the fight against crime.

When a lorry fire on a motorway prevented a CPS caseworker from attending Crown Court it looked like a potentially dangerous criminal

could go free on bail. The defence counsel made a bail application on the basis that the prosecution could not establish the grounds for opposing bail without any paperwork, therefore compelling the Judge to accept the defence version of events. However, they hadn't counted on the CMS!

The case had initially been logged by a duty lawyer working at a charging centre. Details were sent to the magistrates' court and the case was subsequently referred to the Crown Court, with details being updated on the CMS. The availability of a secure computer terminal at the Crown Court allowed the prosecutor opposing bail to call up the case details and the defence subsequently withdrew their application. The defendant was remanded in custody on charges of possession with intent to supply, grievous bodily harm, kidnap, and intent to kill. The defendant was subsequently convicted of having an offensive weapon, assault occasioning actual bodily harm, common assault and possessing a Class B drug - resulting in a sentence of three and a half years' imprisonment.

Another example is when a Trial Unit Head in the Midlands suspected that a local criminal, charged with conspiracy to commit burglary, may also have committed offences elsewhere. She was able to conduct a quick search on the COMPASS CMS and establish that her hunch was correct. A separate CPS Area in the South West also had reason to suspect the individual, and the Unit Head in the Midlands was able to print off case details and witness and exhibit lists, sharing this information with her local police force. Investigating officers were suitably impressed and the individual concerned subsequently pleaded guilty to the substantive charges of burglary in the Midlands case.

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LogicaCMG is a major international force in IT services. It employs 30,000 people across 36 countries. LogicaCMG's focus is on enabling its customers to build and maintain leadership positions using LogicaCMG's deep industry knowledge and its track record for successful delivery. The company provides business consulting, systems integration and IT and business process outsourcing across diverse markets including telecoms, financial services, energy and utilities, industry, distribution and transport and the public sector. Headquartered in Europe, LogicaCMG is listed on both the London and Amsterdam stock exchanges (LSE: LOG; Euronext: LOG).

More information is available from www.logicacmg.com

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