



Case Study - The Crown Prosecution Service

Building communications capability

The Crown Prosecution Service (CPS) is the principal public prosecuting authority for England and Wales and is headed by the Director of Public Prosecutions. The Attorney General is accountable to Parliament for the Service. The CPS is a national organisation consisting of 42 Areas. Each Area is headed by a Chief Crown Prosecutor and corresponds to a single police force area, with one for London. It was set up in 1986 to prosecute cases investigated by the police. Although the Crown Prosecution Service works closely with the police, it is fully independent of them.

Peter Lewis, Business Development Director of the CPS approached HarknessKennett to undertake a full review of communications activity and in particular to understand how the Service was perceived by a number of its key stakeholders and how the Communications Division could best support the CPS going forward.

A wide number of activities were conducted as part of the review. These included individual conversations with every member of the Communications Division, Directors from across the organisation, Chief Crown Prosecutors, key members of the media and a MORI poll to assess the public's views. As well as providing a viewpoint on how the Communications Division was perceived the CPS were also keen that recommendations were made to increase both the capability and the capacity of the Communications Division. Feedback from the review has been shared with key stakeholders and has led to a renewed focus and additional resources for the Communications Division.

"Working in partnership with HarknessKennett really gave us the opportunity to evaluate the CPS from the perspective of all our key stakeholders. Taking a holistic view of the organisation and our approach to communication has enabled us to put in place strong foundations so that communications are at the very heart of our organisation."

Peter Lewis,
Business Development Director
Crown Prosecution Service