



Public Prosecution Service for Northern Ireland

Annual Business Plan 2009-2010

Independent, Fair and Effective

Getting in Touch

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The PPS website provides more detailed information about the Service and various published reports and policy documents are available to download as PDF files. It also contains links to other criminal justice agency websites.

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Foreword by the Director of Public Prosecutions for Northern Ireland

I am pleased to present our Annual Business Plan for the 2009–10 financial year.

The year ahead presents significant challenges for the Public Prosecution Service (PPS), which include the launch of a number of new policy initiatives; the implementation of the next phase of the Causeway data sharing mechanism; the introduction of a new scheme for the payment of Counsel fees; and taking initial steps to develop a Higher Court Advocacy Scheme, which will extend the role of public prosecutors into the County Courts and the Crown Court.

Perhaps the most significant change will be the devolution of criminal justice to the Northern Ireland Assembly. Our working assumption is that devolution will take place during the currency of this annual plan, and we will continue to work closely with the Northern Ireland Office and colleagues within the Northern Ireland Civil Service to ensure that the necessary legislative, financial, personnel and other arrangements are in place.

This is the second year of our three-year Corporate Plan. We must build on the achievements made in recent years and ensure that progress is maintained across our five strategic priorities:

- **Strategic Priority 1 – Enhancing the prosecution process in partnership with our stakeholders:**

We will continue to engage with other agencies across the criminal justice system in order to reduce avoidable delay. We are committed to the achievement of overarching timeliness targets set by Ministers and which form part of this plan. We will seek to introduce further efficiencies in our internal processes and review the arrangements with police with the assistance of the Criminal Justice Inspectorate and develop and evaluate new initiatives, such as the ‘Early First Hearing’ Pilot Scheme in the PPS Northern Region. The roll-out of the Causeway Programme, which will facilitate working in partnership, is of particular significance.

- **Strategic Priority 2 – Strengthening our accountability and capability to deliver:**

The Service must demonstrate that it provides value for money through its management of resources, performance and procurement. We are committed to achieving efficiency savings, as part of the Northern Ireland Office (NIO) Efficiency Programme, and the strengthening of ‘front-line’ services.



Sir Alasdair Fraser CB QC
*Director of Public Prosecutions for
Northern Ireland*



We must build on the achievements made in recent years and ensure that progress is maintained across our five strategic priorities.”

- **Strategic Priority 3 – Addressing the needs of victims and witnesses:**

We must build on the range of PPS services already in place to ensure that victims and witnesses have access to the information and support they require. The development of our regional offices makes the PPS increasingly accessible to the community and enables us to address local issues whilst maintaining a consistent approach in our decision-making and service delivery across Northern Ireland. Our new Londonderry office, ‘Foyle Chambers’, opened in March 2009 and is the fifth of the six regional offices planned for the Service. This is an important step in becoming a regional service. During 2009–10 we will make further efforts to secure a suitable site for the remaining regional office in Newry.

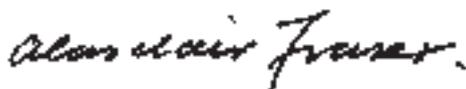
- **Strategic Priority 4 – Building the confidence of the community:**

The PPS is at the heart of the criminal justice system. It is essential that it provides a service in which the people of Northern Ireland can have confidence. We must reach out to the community and explain what we do. Over the next year we will design and implement a comprehensive communication strategy to engage with the community, the media and key stakeholders, including the voluntary sector. We will re-examine our policy on the ‘giving of reasons’ in cases where the decision is for no prosecution.

- **Strategic Priority 5 – Building the commitment and skills of all our people:**

Our staff are our most important resource. We must ensure that the training and development provided continues to meet our business needs in a rapidly changing environment. The Service remains committed to the Investors in People standard. We will continue to respond to the issues highlighted in the 2008 ‘Your Views’ staff survey.

This business plan sets out our priorities, the measures and milestones we will use to assess our progress and the risks we will have to manage in order to ensure that we deliver. I believe that it provides a challenging programme for 2009–10. The Public Prosecution Service will continue to work to ensure that it earns and deserves the confidence, respect and trust of the community which it serves.



Sir Alasdair Fraser CB QC

June 2009



The PPS is at the heart of the criminal justice system. It is essential that it provides a service in which the people of Northern Ireland can have confidence.”

Vision and Aim

Vision

To be recognised as providing a first-class prosecution service for the people of Northern Ireland.

Aim of the PPS

The aim of the Public Prosecution Service is to provide the people of Northern Ireland with an independent, fair and effective prosecution service.

Independence

The Service will be wholly independent of both police and government; its decisions will be impartial, based on an independent and professional assessment of the available evidence and the public interest.

Fairness

All actions will be undertaken with complete impartiality, to the highest ethical and professional standards. All persons, including those accused of offences, will be treated fairly. All victims and witnesses will be treated with respect and sensitivity.

Effectiveness

All prosecution decisions will be taken and every prosecution conducted in an effective and efficient manner. We will provide value for money, while delivering a timely and quality service.



All actions will be undertaken with complete impartiality, to the highest ethical and professional standards.”

Introduction

The Public Prosecution Service for Northern Ireland was established in June 2005 by the commencement of the Justice (Northern Ireland) Act 2002. The Act defines the Public Prosecution Service, its statutory duties and responsibilities and the legislative framework within which it must provide its services.

The PPS is the principal prosecuting authority in Northern Ireland and is responsible for all criminal cases previously prosecuted by the former Department of the Director of Public Prosecutions (DPPNI) and the Police Service of Northern Ireland (PSNI). In addition to taking decisions as to prosecution in all cases initiated or investigated by the police in Northern Ireland, it will also consider cases initiated or investigated by other statutory authorities, for example HM Revenue and Customs.

The PPS is headed by the Director of Public Prosecutions for Northern Ireland. There is also a Deputy Director of Public Prosecutions. The Deputy Director has all the powers of the Director but must exercise them subject to his direction and control. Both posts are public appointments made by the Attorney General for Northern Ireland. The Director presently discharges his functions, under the superintendence of the Attorney General.

The PPS Management Board, which includes two non-executive members, supports the Director in his leadership of the PPS and in reaching decisions as to the development and implementation of the Service and its proper governance.

The funding for the PPS is provided by the Secretary of State for Northern Ireland and the Director is responsible for ensuring that the public monies provided are used efficiently. All members of staff are Northern Ireland Civil Servants.



The PPS is the principal prosecuting authority in Northern Ireland.”

Regional Structures

The Public Prosecution Service is a regionally based organisation. There are four regions, each coterminous with one or more court divisions. Each of the four regions is headed by a Regional Prosecutor. The Regional Prosecutor has overall responsibility for decisions as to prosecution and for the conduct of all prosecutions in that region, with the exception of those files that are considered by prosecutors in Headquarters.

To date, the PPS has opened five (of the six) regional offices, known as ‘Chambers’, which are planned for the Service (see map). These include Belfast (which also serves as the headquarters of the PPS), Ballymena, Lisburn, Londonderry and Omagh. Capital funding has been secured for the remaining office in Newry and efforts continue to identify suitable premises in the city.

An additional Belfast office, Linum Chambers, accommodates a number of central legal functions and support services, including Fraud and Departmental Section, Finance Branch and Human Resources.

PPS Regional Office Locations

Regions	Offices
Belfast	Belfast (Corporate HQ)
Eastern	Lisburn
Northern	Ballymena Derry
Western and Southern	Omagh Newry

Implementation

The PPS has been implemented over a number of phases, commencing with an initial pilot project in December 2002. Full implementation of the Service was achieved in October 2007 when the Service assumed responsibility for the prosecution of all criminal cases across the eight Police Districts in Northern Ireland.



The Public Prosecution Service is a regionally based organisation.”



PPS Services

In addition to the PPS's primary role in reaching decisions as to prosecution and for the conduct of criminal proceedings in Northern Ireland, a range of other services is available. These include:

- provision of prosecutorial and pre-charge advice to police;
- review of all charges prior to submission to court;
- an enhanced service to victims and witnesses;
- production and issue of summonses; and
- PPS lawyers conduct the vast majority of prosecutions in the Magistrates' and Youth Courts.

A number of diversionary options have also been developed for dealing with offenders other than through prosecution. These include restorative cautioning, informed warnings, youth conferencing and referrals to the Northern Ireland Driver Improvement Scheme.



An enhanced service to victims and witnesses.”

Working in Partnership: Criminal Justice System Northern Ireland (CJSNI)

The Public Prosecution Service works in partnership with the Northern Ireland Office, the Northern Ireland Court Service, the Northern Ireland Prison Service, the Police Service of Northern Ireland, the Probation Board for Northern Ireland and the Youth Justice Agency, as part of the Criminal Justice System Northern Ireland.

Our purpose is to deliver a criminal justice system that serves and protects the people of Northern Ireland and in which the whole community can have confidence.

We aim to deliver this by:

- providing an independent, fair and effective criminal justice system for the community;
- working together to help reduce crime and the fear of crime;
- making the criminal justice system as open, inclusive and accessible as possible, and promoting confidence in the administration of justice; and
- improving service delivery by enhancing levels of effectiveness, efficiency and co-operation within the criminal justice system.

PPS Strategic Priorities 2008–11

The current Corporate Plan is based around five strategic priorities. Within each priority area, a number of objectives have been set out as the focus of our work programme for 2008–11 and will progress the delivery of our vision for the Service.

Strategic Priority 1:

Enhancing the prosecution process in partnership with our stakeholders

- To reduce avoidable delay.
- To take decisions in accordance with the Code for Prosecutors and, where appropriate, prosecute in the most effective manner.

Strategic Priority 2:

Strengthening our accountability and capability to deliver

- To secure efficiencies and greater value for money through improved management of resources, performance and procurement.
- To ensure that management structures and governance arrangements support transparent and effective decision-making.
- To strengthen the provision of corporate services in support of operational delivery.

Strategic Priority 3:

Addressing the needs of victims and witnesses

- To ensure that our service delivery addresses the needs of victims and witnesses of crime.

Strategic Priority 4:

Building the confidence of the community

- To improve public confidence by engaging with the community.

Strategic Priority 5:

Building the commitment and skills of all our people

- To ensure that our HR strategies support our vision and strategic priorities.
- To develop our people to meet the needs of the Service in a changing environment.



To improve public confidence by engaging with the community.”

PPS Resources for 2009–10

The financial resources for 2009–10 were set as part of the 2007 Comprehensive Spending Review (CSR07).

In common with many public bodies, the final settlement for the period presents a challenging financial environment for the Service that will be met by an internal efficiency programme to include a review of our staffing levels and fees payable to Counsel.

CSR 2007 Settlement (£ millions)

	2007-08	CSR 2007 Allocations		
	Baseline	2008-09	2009-10	2010-11
Administration	2.3	2.4	2.5	2.6
Programme	34.7	33.1	33.6	33.7
Capital*	0.3	1.8	1.9	0.3
Overall Total	37.3	37.3	38.0	36.6

* Includes capital costs for regional offices in Londonderry and Newry.

Objective 1.1: (continued)

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Immediate (Adult) Cautioning Scheme The Immediate Cautioning Scheme, which is now in operation across all PSNI Districts, set up a procedure whereby PPS prosecutors can provide PSNI with an early decision in adult cases deemed suitable for caution. A full file is not required by the PPS, reducing the administrative burden on police. The scheme commenced in 2007 and procedures will now be updated in line with Causeway DSMI. The scheme will be evaluated to ensure that it is operating effectively.</p>	<ul style="list-style-type: none"> • Relaunch Scheme in line with revised Causeway procedures. • Submit evaluation report to PPS Management Board. 	<p>In line with agreed Causeway timetable</p> <p>31 March 2010</p>

Objective 1.2:

To take decisions in accordance with the Code for Prosecutors and, where appropriate, prosecute in the most effective manner

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Legal Quality Assurance The Service is committed to ensuring that all decisions are reached in accordance with the Test for Prosecution in a timely, effective and efficient manner. In support of this aim, two experienced Senior Public Prosecutors have been identified to establish a separate and distinct Quality Assurance Unit within the PPS Policy Section. During 2009–10, the Team will conduct a number of thematic reviews and a key objective for the year will be to conduct an evaluation of the prosecutorial advice service offered to police. The work of the Team will be supplemented by ‘dip sampling’ of cases by Assistant Directors and Senior Public Prosecutors within the Regions and Sections.</p> <p>Policy Development The purpose of PPS policy development is to promote the highest standard of decision-making, case preparation and presentation and to set out clearly the standards and levels of service which all stakeholders can expect. The main policy areas for 2009–10 will include the prosecution of cases involving rape and, road traffic offences. The new policy statements will be subject to a period of public consultation and will be made available via the PPS website.</p>	<ul style="list-style-type: none"> • 2009–10 Quality Assurance Thematic Review Programme agreed. • Complete evaluation of PPS prosecutorial advice service. • Consult on policy for prosecuting cases: <ul style="list-style-type: none"> - involving ‘Hate Crime’ - involving rape - involving road traffic accidents. 	<p>30 April 2009</p> <p>30 September 2009</p> <p>30 June 2009 30 June 2009 30 September 2009</p>

Objective 1.2: (Continued)

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Departmental Prosecutions The Service will seek to establish a series of Service Level Agreements which will set out the working arrangements, roles and responsibilities of the PPS and relevant Departments and Agencies.</p>	<ul style="list-style-type: none"> • Agreements in place with Departments and agencies. 	31 March 2010

Strategic Priority 2:

Strengthening our accountability and capability to deliver

Objective 2.1:

To secure efficiencies and greater value for money through improved management of resources, performance and procurement

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Use of Independent Counsel In 2008 the Service established a 'Panel Scheme' for independent counsel, following an open competition. The letters of nomination to the panel set out clearly the requirements and duties of junior and senior counsel respectively. All panel members were provided with the PPS Code for Prosecutors and relevant policy documents. As part of the operation of the panel, required standards of advocacy are currently being identified. A new scheme for establishing and paying Counsel fees is also under development.</p>	<ul style="list-style-type: none"> • Implement arrangements for assessment of Counsel performance • Implement revised arrangements for establishing and paying Counsel fees 	30 September 2009 31 January 2010
<p>Sustainable Development The Service produced its first Sustainable Development Action Plan in July 2007. A PPS Sustainability Champion has been appointed at Assistant Director level whose role is to lead and co-ordinate PPS activity in this area and to provide regular progress reports to Management Board.</p>	<ul style="list-style-type: none"> • Produce Annual Progress Report against PPS Action Plan 	31 March 2010

Objective 2.2:

To ensure that management structures and governance arrangements support transparent and effective decision-making

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Corporate Governance The Director and Management Board are committed to ensuring that corporate governance arrangements are effective and developed in accordance with HM Treasury’s Code of Good Practice. A key milestone for 2009–10 will be to take forward the recommendations of the review of the PPS Management Board, conducted in December 2008, which include the implementation of a new sub-committee structure to support the Board.</p> <p>The Director and Management Board make the assumption that policing and justice matters will be devolved to the Northern Ireland Assembly. The Service will continue to work closely with the Northern Ireland Office and colleagues within the Northern Ireland Civil Service to ensure that the necessary legislative, financial and personnel arrangements are in place should devolution proceed.</p> <p>Information Assurance The public must have confidence that PPS information systems will protect the information they handle, under the control of legitimate users. The Service is committed to developing its information assurance arrangements in line with Cabinet Office guidance and has identified an Assistant Director as the ‘Information Risk Owner’ for the Service.</p> <p>Business Continuity Management (BCM) complements the Service’s information assurance arrangements. Senior managers recognise that an effective BCM strategy is essential and acknowledge the benefits of developing an approach that is consistent with Cabinet Office guidance and best practice (BS25999). Work undertaken during 2009–10 will include a strategic Business Impact Analysis, an examination of strategic recovery options, regional and section BCM plans and (where appropriate) the rollout of recovery exercises and rehearsals.</p>	<ul style="list-style-type: none"> • Agree 2009–10 Internal Audit Programme. • Implement key recommendations arising from Review of Management Board Effectiveness (2008). • Publish PPS Annual Report. • Procedures in place for preparation of PPS resource accounts. • Agree arrangements for external audit of PPS resource accounts (Northern Ireland Audit Office). • Meet 2009–10 Information Assurance objectives: <ul style="list-style-type: none"> - complete Security audit - align security guidance against Cabinet Office Security Policy Framework. • Develop PPS business continuity strategy and plans. 	<p>30 April 2009</p> <p>30 June 2009</p> <p>31 July 2009</p> <p>30 September 2009</p> <p>31 March 2010</p> <p>30 April 2009</p> <p>30 June 2009</p> <p>31 March 2010</p>

Objective 2.3:

To strengthen the provision of corporate services in support of operational delivery

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Information and Communication Technology Information and Communication Technology (ICT) plays an important role within the PPS and is central to the Service's strategy to improve the efficiency of its operations. Over the next financial year further investment will be made in the Service's ICT systems. Key objectives for 2009–10 will include the development of a new Restraint and Confiscation Module as an addition to the Case Management System and a Library and Archives Management System. During the year, the Service will also review its 'e-business' capability.</p>	<ul style="list-style-type: none"> • Meet 2009–10 ICT Strategy objectives. 	<p>31 March 2010</p>

Strategic Priority 3:

Addressing the needs of victims and witnesses

Objective 3.1:

To ensure that our service delivery addresses the needs of victims and witnesses of crime

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>'Giving of Reasons' Pilot Scheme The Service's current policy is to give reasons for no prosecution decisions in all cases, albeit in the most general terms. Where a request for detailed reasons is made, prosecutors will consider what further information may reasonably be given. In August 2008 a pilot scheme was established in the PPS Southern area in which reasons are given to all victims and their families where the decision is for no prosecution, irrespective of whether a request for the provision of detailed reasons has been made. An evaluation of the pilot is underway.</p> <p>Regional Office Programme To date the PPS has opened five (of the six) regional offices planned for the Service and remains committed to the completion of this programme. Efforts continue to identify suitable premises for the remaining office for the Southern area in Newry.</p>	<ul style="list-style-type: none"> • Submit evaluation report to PPS Management Board. • Confirm site for Newry office. 	<p>30 April 2009</p> <p>31 December 2009</p>

Strategic Priority 4:

Building the confidence of the community

Objective 4.1:

To improve public confidence by engaging with the community

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Complaints Complaints about the service delivered by the PPS are monitored centrally and are used to identify areas for improvement in service delivery. In 2005 the Service appointed an independent Assessor of Complaints. The Independent Assessor’s fourth report, covering the 2008 calendar year, will be published and made available via the PPS website.</p> <p>Communicating with Stakeholders and the Public During 2009–10 the Service will implement a comprehensive communication strategy for engaging with the public, the media and key stakeholders, including the voluntary sector.</p> <p>Disability Discrimination Act Under Section 49A of the Disability Discrimination Act 1995 (DDA 1995) (as amended by Article 5 of the Disability Discrimination (Northern Ireland) Order 2006), the PPS is required when carrying out its functions to have due regard to the need to promote positive attitudes towards disabled people and encourage participation by disabled people in public life. Under Section 49B of the DDA 1995, the PPS is also required to submit a disability action plan to the Equality Commission for Northern Ireland showing how it proposes to fulfil these duties.</p> <p>PPS Equality Scheme A PPS Equality Scheme, which sets out how the Service proposes to fulfil its obligations under s.75 of the Northern Ireland Act 1998, was published in October 2008. The scheme incorporated a detailed action plan and a number of matters have already been taken forward, including the appointment of a dedicated PPS Equality Officer.</p>	<ul style="list-style-type: none"> • Publish 2008 Annual Report of the Independent Assessor of Complaints. • Produce 2009–11 Communication Strategy. • Arrangements in place for responding to requests for documents in alternative formats. • Publish 2009–11 Disability Action Plan (Final). • Meet Disability Action Plan objectives for 2009–10. • Meet Equality Scheme Action Plan objectives for 2009–10, including: <ul style="list-style-type: none"> - submit annual review to Equality Commission - complete review of access to information and services. 	<p>30 June 2009</p> <p>31 July 2009</p> <p>30 September 2009</p> <p>31 July 2009</p> <p>31 March 2010</p> <p>30 September 2009</p> <p>31 March 2010</p>

Strategic Priority 5:

Building the commitment and skills of all our people

Objective 5.1:

To ensure that our human resource strategies support our vision and strategic priorities

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Human Resource Policies In preparation for the devolution of policing and justice, the Service will review the range of human resource (HR) policies currently in place to ensure that they are in line with equivalent policies within the Northern Ireland Civil Service.</p> <p>The Service remains committed to Investors in People (IiP) and will continue to respond to issues highlighted in the 2008 'Your Views' staff surveys through an agreed action plan.</p> <p>PPS Staff Complement and Structures The staffing and operational structures, which were initially set out in the PPS Service Delivery Model, have been reviewed on an ongoing basis. Following the implementation of Causeway DSM1 and the revised indictable processes, the Service will conduct a further evaluation.</p>	<ul style="list-style-type: none"> • Benchmark HR policies against NI Civil Service. • Meet staff survey action plan objectives for 2009–10. • Conduct review of PPS Staff Capacity Model. 	<p>In line with Devolution timetable</p> <p>31 March 2010</p> <p>31 March 2010</p>

Objective 5.2:

To develop our people to meet the needs of the Service in a changing environment

Planned Activities during 2009–10	Milestone(s)	Target Date for Completion
<p>Corporate Training The Service recognises that the delivery of timely training to staff is essential for the successful operation of its business. The development of the 2009–10 Corporate Training Plan will be built around the training needs identified by managers and staff as part of the business planning process. All new members of staff will continue to benefit from the PPS Induction Programme</p> <p>Higher Court Advocacy At present the vast majority of cases before the Magistrates’ and Youth Courts are prosecuted by PPS prosecutors, rather than by Independent Counsel. During 2009–10 it is proposed to extend the use of PPS prosecutors in County Court Appeals and Crown Court cases. Guidance and instruction is to be developed and disseminated to staff and a ‘Higher Court Advocates’ Scheme will be developed.</p>	<ul style="list-style-type: none"> • Agree 2009–10 Corporate Training Plan. • Agree specification for new scheme. • Commence HCA pilot scheme. 	<p>31 May 2009</p> <p>31 July 2009</p> <p>31 December 2009</p>

Key Performance Indicators and Targets

The following are the key delivery targets for 2009–10 against which the performance of the Service will be assessed and accounted for in our Annual Report for the coming financial year.

Strategic Priority	Key Performance Indicators (KPIs)	Target
I	<p>Legal Quality Assurance Percentage of decisions which are in accordance with the Code for Prosecutors</p> <p>Timeliness of Decisions¹ Average days required for issuing of –</p> <p>(a) Indictable prosecution decisions: Charge cases only</p> <p>(b) Summary prosecution decisions: Charge cases</p> <ul style="list-style-type: none"> • Adults • Youths <p>(c) Summary prosecution decisions: Summons cases</p> <ul style="list-style-type: none"> • Adults • Youths <p>Crown Court Outcomes² Percentage of defendants in the Crown Courts subject to:</p> <ul style="list-style-type: none"> • a 'No Bill' (all charges); or • an 'Acquittal by Direction' (all charges) 	<p>98%</p> <p>97 days</p> <p>28 days 24 days</p> <p>40 days 44 days</p> <p>Not to exceed 2006-08 average</p>

1, 2: See notes on Page 22.

Strategic Priority	Key Performance Indicators (KPIs)	Target
2	<p>Efficiency Savings Transfer of Administration costs to Programme Budget (i.e. 'front-line' services)</p> <p>Requests under Freedom of Information Percentage of requests answered within agreed time limits³</p>	<p>5%</p> <p>100%</p>
3	<p>Victims and Witnesses Percentage of Victims and Witnesses satisfied with the overall service provided by the PPS⁴</p> <p>Witness Expenses Percentage of claims processed and authorised for payment within four working days</p> <p>Better Payments Practice Code Percentage of invoices processed and authorised for payment within four working days</p>	<p>75%</p> <p>95%</p> <p>95%</p>
4	<p>Public Confidence⁵ Percentage public confidence in the provision of a fair and impartial prosecution service</p>	<p>75%</p>
5	<p>Attendance Management Average working days lost due to sickness and absenteeism</p> <p>Staff Satisfaction Percentage of staff who feel that the PPS is a good organisation to work for</p>	<p>Not to exceed 9.5 days</p> <p>75%</p>

3, 4, 5: See Notes on Page 22.

Managing Risk

The Public Prosecution Service faces a range of risks and uncertainties in delivering its strategic priorities over the next year. The Service will address these through its risk management strategy.

The corporate risks identified at the beginning of the 2009–10 financial year include the following:

No.	Risk Description	Risk Owner(s)
1.	Damage to PPS public reputation as a result of adverse publicity or through failure to meet statutory obligations.	Director
2.	Planned process enhancements and value for money initiatives do not deliver the required efficiency gains and business benefits.	Assistant Director, Corporate Services
3.	Failures in corporate governance arrangements or in strategic management capability and/or capacity lead to ineffective delivery of the Service's strategic priorities and objectives.	Deputy Director
4.	Failure in information assurance arrangements or widespread disruption to its services impact on stakeholder and public confidence and undermine the effective delivery of services.	Assistant Director, Corporate Services
5.	Reduction in confidence of victims and witnesses and key stakeholders due to ineffective delivery of services.	Senior Assistant Directors
6.	Changes in the relationships or working arrangements with Criminal Justice System Northern Ireland (CJSNI) partners or other key stakeholders have an adverse impact on the achievement of business objectives and key performance indicators.	Senior Assistant Directors
7.	On devolution of criminal justice, the Service will not have the capacity and/or capability to function effectively.	Director

The identification and review of corporate risks is the responsibility of the Management Board. All corporate risks will be actively managed by the Management Board.

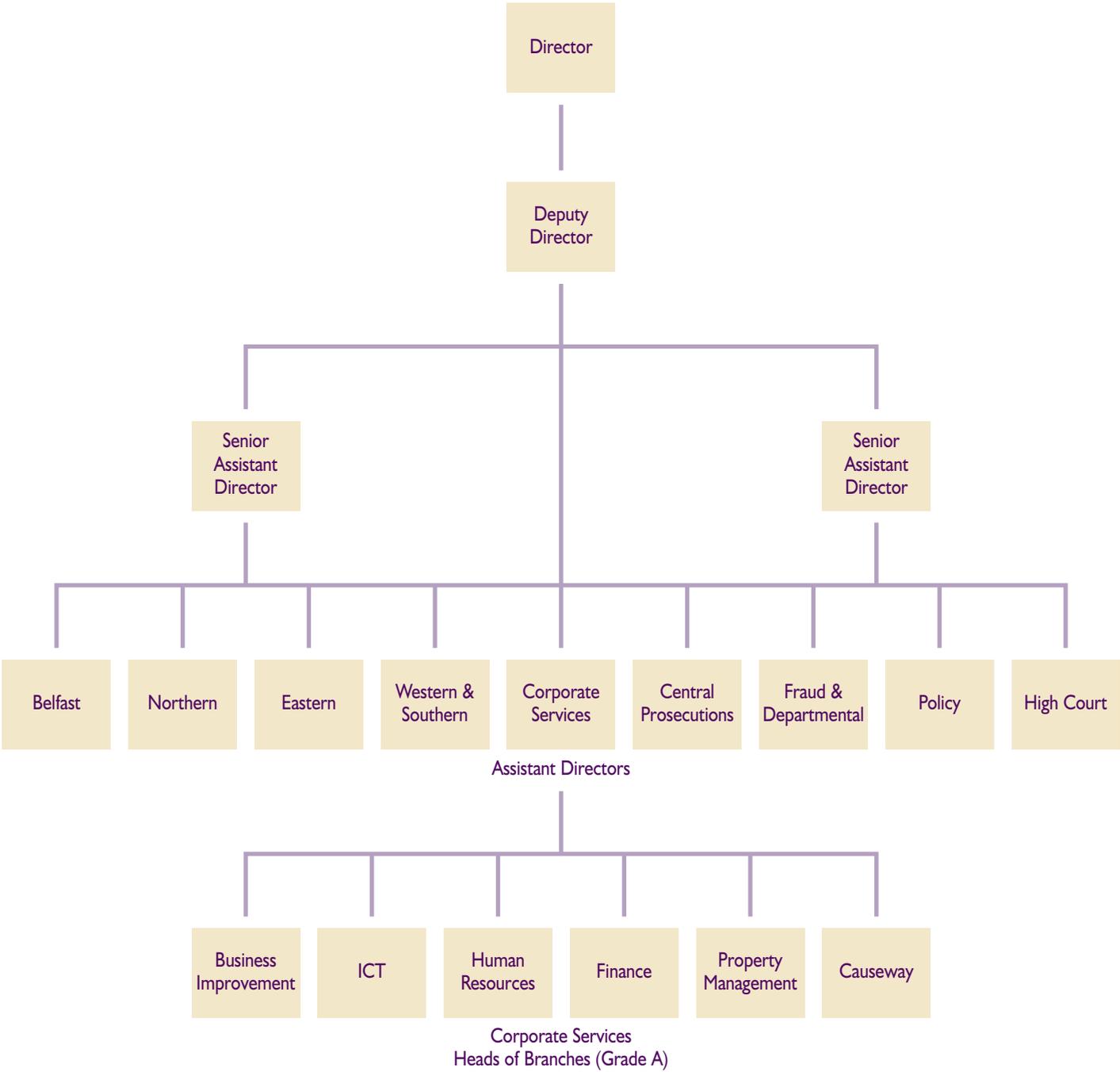
Notes

1. Targets reflect agreed Criminal Justice System Northern Ireland Standards. Monitoring covers the period (in calendar days) from the date initial papers (charge cases only) or files are received by the PPS to the date when the prosecutorial decision issues. Average days include time required for response to Requests for Further Information (RFI) by police.

The equivalent targets for 2008–09 (in average days) were as follows:

- Indictable prosecution decisions: Charge cases – 106.
 - Summary prosecution decisions: Charge cases.
 - Adults – 30
 - Youths – 27
 - Summary prosecution decisions: Summons cases.
 - Adults – 43
 - Youths – 48
2. A ‘No Bill’ occurs in cases before the Crown Court where the Judge, prior to commencement of trial, determines that there is insufficient evidence to proceed on any count or charge. During trial, and on completion of the prosecution case, a defendant may be ‘acquitted by direction’ where the Judge determines that there is insufficient evidence to proceed.
 3. Normally 20 working days, except where clarification is required and an extension is applicable.
 4. To be assessed via the Northern Ireland Victim and Witness Survey (NIVAWS).
 5. To be assessed via the Northern Ireland Omnibus Survey, conducted by the Northern Ireland Statistics and Research Agency.

Annex A: PPS Organisation Chart



For further information about the PPS,
please contact:

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