



PUBLIC  
PROSECUTION  
SERVICE

Independent, Fair and Effective

Public Prosecution Service  
for Northern Ireland

**Corporate Plan  
2008 – 2011 and  
Annual Business Plan  
2008/09**



# CONTENTS

FOREWORD BY THE DIRECTOR	2
PPS VISION AND AIM	4
INTRODUCTION	5
PLANNING CONTEXT	8
PROGRESS DURING 2004 – 2008	11
STRATEGIC PRIORITIES 2008 – 2011	12
DELIVERING OUR PRIORITIES	13
2008/09 ANNUAL BUSINESS PLAN: KEY PERFORMANCE INDICATORS AND TARGETS	20
MANAGING RISK	22
NOTES	23
ANNEX A: ORGANISATION CHART	24

## GETTING IN TOUCH

For further information about the PPS, please contact:

**Departmental Records and Information Manager**  
**Public Prosecution Service**  
**Belfast Chambers**  
**93 Chichester Street**  
**Belfast BT1 3JR**

Telephone **02890 897100**  
Fax **02890 897030**  
E-mail **info@ppsni.gsi.gov.uk**  
Website **www.ppsni.gov.uk**

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 provides links to other criminal justice agency websites.

# FOREWORD BY THE DIRECTOR OF PUBLIC PROSECUTIONS



I am pleased to present the Corporate Plan for the Public Prosecution Service for Northern Ireland (PPS) for the three year period from April 2008 to March 2011.

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

This document sets out the context in which we will operate and the strategies we will pursue in order to progress the delivery of our vision; to be recognised as providing the people of Northern Ireland with a first class prosecution service.

The Corporate Plan is based around five strategic priorities which will be the focus of our work programme for 2008 – 11.

- **Enhancing the prosecution process in partnership with our stakeholders:**

We will continue to work closely with other agencies across the criminal justice system in Northern Ireland. We are fully committed to reducing avoidable delay and the achievement of new overarching timeliness standards, agreed by the Criminal Justice Board. We will seek to introduce further efficiencies in our internal processes and assist in the development of new initiatives, several of which are included in this Plan. The ongoing development of the Causeway Programme, which will

facilitate partnership working, is particularly important in this regard.

- **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 the use of NI Civil Service-wide services and contracts, including the principle of shared services, where we consider that they represent best value for addressing our business needs. The Service has also been working closely with the Northern Ireland Office to ensure that the necessary legislative, financial and personnel arrangements are in place when criminal justice matters devolve to the Assembly.

- **Addressing the needs of victims and witnesses:**

The Service is committed to providing effective services to victims and witnesses. We will build on the range of new PPS services



already in place and ensure that victims and witnesses have access to the information they need.

- **Building the confidence of the community:** The PPS lies at the heart of the criminal justice system and it is essential for society that it provides a service which is independent, fair and effective. The continued development of regional offices will make the PPS increasingly accessible to the community and gives the Service the opportunity to reach out to the community to explain what we do.
- **Building the commitment and skills of all our people:** The staff of the Service 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.

I believe that a great deal was achieved during the four years covered by our previous Corporate Plan, a period which saw the establishment of the PPS, the opening of new regional offices and the availability of new PPS services across Northern Ireland. The next three years will present new challenges as we work to ensure that the PPS earns and deserves the confidence and trust of the community it serves.

*Alasdair Fraser.*

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

# 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 impartial 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.

# INTRODUCTION

The Public Prosecution Service for Northern Ireland (PPS) 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 commitments 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 and the Director presently discharges his functions, under the superintendence of the Attorney General.



PPS Management Board

There is also a PPS Management Board, including two non-executive members, which 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.

## INTRODUCTION CONT'D

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.

### 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 four (of six) regional offices, known as 'Chambers', which are planned for the Service. These include Belfast (which also serves as the headquarters of the PPS), Ballymena, Lisburn and Omagh.



### Existing and Planned PPS Regional Office Locations

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

\* Denotes new PPS regional office accommodation which is currently operational.

Of the two remaining regional offices, an agreement for an office in Londonderry has now been signed and completion is anticipated in autumn 2008. Capital funding has also been secured for an office in Newry and the identification of suitable premises is well advanced.

An additional Belfast office accommodates a number of central legal functions and support services, including Finance and Human Resources.



### Implementation

Whilst the regional office programme has yet to be completed, the full range of PPS services is now available across Northern Ireland (see below).

As the Service reaches 'steady state', it is anticipated that approximately 60,000 cases will be dealt with each year. This compares with the 9,000 cases dealt with each year by the former DPP(NI).

### 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 to enhance the effectiveness of the Service. 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 will conduct all prosecutions in the Magistrates', Youth and County Courts.

A number of diversionary options have also been developed for dealing with offenders other than through prosecution. These include restorative cautioning, informed warnings and youth conferencing.



# PLANNING CONTEXT

The following section sets out the context in which we will operate during the period 2008 – 2011. These issues were the key drivers in the development of our strategic priorities and objectives in support of our aim of providing an independent, fair and effective prosecution service.

## **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 shared purpose is to deliver a criminal justice system which 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.

### *CJSNI Standards*

The reduction of avoidable delay in the criminal justice process is a key objective for the PPS and its partner agencies. The Service is fully committed to meeting new overarching timeliness standards set by the Criminal Justice Board and these standards have been included as key performance indicators in the 2008/09 Annual Business Plan (see page 20).

### *Causeway*

The Causeway Programme is a joint undertaking by the criminal justice organisations (CJOs) in Northern Ireland. It aims to improve the administration of justice through the development of better information systems, leading to new ways of working across the criminal justice system. A key feature of Causeway is that it will replace paper-based records with systems based on electronic storage,

transfer and retrieval of information. Information will be captured once and then shared and re-used by all CJOs.

The first stage of the Causeway data sharing mechanism (“DSM 0”), introduced in 2005/06, allowed police to submit files to the PPS electronically, as well as requests for prosecutorial and pre-charge advice. The next phase of Causeway (“DSM 1”) will broaden the portfolio of information to be shared electronically to areas such as requests for information, prosecutorial decisions and court results.

### Comprehensive Spending Review

The financial resources for the Service have been set by the Comprehensive Spending Review 2007 (CSR 2007) which covers the Service’s allocations for the 2008/09, 2009/10 and 2010/11 financial years. The final settlement for 2008/09 – 2010/11 presents a challenging financial environment for the Service which will be met by an internal efficiency programme which will include a review of our staffing and of our accommodation requirements.



### Devolution of Policing and Justice

The Director and Management Board make the assumption that policing and justice matters will be devolved to the Northern Ireland Assembly during the life of this Corporate Plan. The Service has been working closely with the Northern Ireland office to ensure that the necessary legislative, financial and personnel arrangements are in place should devolution proceed.

### CSR 2007 Settlement (£ millions)

	2007/08	CSR 2007 Allocations		
Administration	2.3	2.4	2.5	2.6
Programme	34.7	31.2	31.9	32.8
Capital	0.3	1.8	1.9	0.3
Overall Total	37.3	35.4	36.3	35.7

## PLANNING CONTEXT CONT'D



### **Shared Services**

In the interests of efficiency, the PPS is committed to the use of NI Civil Service-wide services and contracts, including the principle of shared services, where the Director considers that they represent Best Value for addressing PPS business needs and meeting PPS statutory responsibilities.

Key NICS linkages / shared services will include Account NI and HR Connect.

### **Improving Services to Victims and Witnesses**

The PPS is committed to improving the services provided to victims and witnesses. The PPS recognises that improving services and support to victims and witnesses, and ensuring their needs are met, are integral to the effectiveness of the criminal justice

system. The Service actively supports the CJSNI's new 5 year Victims and Witnesses Strategy, launched in September 2007.

### **Criminal Justice Inspection Northern Ireland**

Criminal Justice Inspection Northern Ireland (CJINI) conducted its first baseline inspection of the PPS in early 2007. The Inspection Team's report, which was published in July 2007, included 17 recommendations and a further 21 'issues to address'.

The PPS has responded to the inspection and has produced a detailed action plan which is designed to address the various issues highlighted by the inspection team. A number of the activities from the PPS action plan have been included as milestones in this Corporate Plan.

# PROGRESS DURING 2004-2008

The Service's previous Corporate Plan, published in April 2004, spanned the four year period to March 2008 encompassing the CSR 2004 period and the implementation phase of the PPS.

The Plan included four strategic priorities, as follows:

- To improve service delivery;
- To enhance the value for money achieved through modernisation and the better use of resources;
- To value, empower, develop and recognise our staff; and
- To develop and maintain an independent, fair and effective prosecution service.

The majority of the 21 key performance milestones included in the Plan have been achieved, either in full or in part. Some of the main achievements of the last four years are listed below:

- The establishment of the PPS as a statutory body in June 2005;
- The opening of three new regional offices in Ballymena, Lisburn and Omagh;
- From October 2007 the Service assumed responsibility for the prosecution of all cases initiated or investigated by the police in Northern Ireland. The full range of PPS services

is now available across Northern Ireland;

- Publication of the PPS Code for Prosecutors and a range of policy documents, including those focussing on victims and witnesses and domestic violence;
- The appointment of an Independent Assessor of Complaints for the prosecution service, the first in any jurisdiction in the United Kingdom;
- The development of a comprehensive induction programme for both legal and administrative staff; and
- The successful operation of the first phase of Causeway.

Issues covered by the 2004 – 2008 Plan where further work is required include the following:

- To put in place new arrangements for establishing and paying Counsel fees;
- Completion of the PPS Regional Accommodation Programme; and
- Implementation of an Equality Impact Assessment Programme.

# STRATEGIC PRIORITIES 2008-2011

The 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 which 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.

# DELIVERING OUR PRIORITIES

The following tables set out the key milestones which the Service will seek to achieve over the next three years in order to deliver on our strategic priorities and objectives. Whilst much of the detail refers to 2008/09, the arrangements will be reviewed and developed in 2009/10 and 2010/11 as part of our normal annual business planning cycle.

## Strategic Priority 1:

### Enhancing the prosecution process in partnership with our stakeholders

Objective	Key Milestones		
	2008/09	2009/10	2010/11
<b>To reduce avoidable delay</b>	<ul style="list-style-type: none"> <li>Initial evaluation of 'Early First Hearing' Pilot Scheme (Northern Region) completed by end April 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations of 'Early First Hearing' Scheme Evaluation implemented across regions by end April 2009.</li> </ul>	
	<ul style="list-style-type: none"> <li>Procedures for revised performance management (case-weighting) implemented by end June 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>Evaluation of 'Immediate Cautioning' Scheme completed by end September 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations of 'Immediate Cautioning' Scheme Evaluation implemented across regions by end June 2009.</li> </ul>	
	<ul style="list-style-type: none"> <li>Causeway DSM1 implemented by end October 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Causeway DSM2/3 implemented (in line with Programme timetable).</li> </ul>	
	<ul style="list-style-type: none"> <li>Review of key business processes completed by end March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations of review of business processes implemented by end March 2010.</li> </ul>	
			<ul style="list-style-type: none"> <li>Review of PPS/PSNI Protocol conducted by end December 2010.</li> </ul>

## Strategic Priority 1 (Continued):

### Enhancing the prosecution process in partnership with our stakeholders

Objective	Key Milestones		
	2008/09	2009/10	2010/11
<b>To take decisions in accordance with the Code for Prosecutors and, where appropriate, prosecute in the most effective manner</b>	<ul style="list-style-type: none"> <li>2008/09 Quality Assurance Thematic Review Programme agreed by end April 2008.</li> </ul>	<ul style="list-style-type: none"> <li>2009/10 Quality Assurance Thematic Review Programme agreed by end April 2009.</li> </ul>	<ul style="list-style-type: none"> <li>2010/11 Quality Assurance Thematic Review Programme agreed by end April 2010.</li> </ul>
			<ul style="list-style-type: none"> <li>Evaluation of Quality Assurance arrangements completed by end March 2011.</li> </ul>
	<ul style="list-style-type: none"> <li>Training in revised disclosure arrangements completed by end June 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>PPS prosecutorial advice service: Guidance disseminated to police by end June 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of PPS prosecutorial advice service completed by end December 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Review of the Code for Prosecutors completed by end March 2011.</li> </ul>
	<ul style="list-style-type: none"> <li>Policy for prosecuting cases involving sexual offences to be published for consultation by end September 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Policy for prosecuting road traffic cases to be published for consultation by end June 2009.</li> </ul>	
	<ul style="list-style-type: none"> <li>Enhanced protocols with Government Agencies in place by end March 2009.</li> </ul>		
			<ul style="list-style-type: none"> <li>2010 Stakeholder Analysis completed by end September 2010.</li> </ul>

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

Objective	Key Milestones		
	2008/09	2009/10	2010/11
<b>To secure efficiencies and greater value for money through improved management of resources, performance and procurement.</b>	<ul style="list-style-type: none"> <li>• PPS Strategy on use of NICS shared services developed by end April 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Arrangements in place for Devolution of Criminal Justice (in line with Devolution timetable).</li> </ul>		
	<ul style="list-style-type: none"> <li>• Revised procedures for establishing and paying Counsel fees implemented by end June 2008.</li> </ul>		<ul style="list-style-type: none"> <li>• Review revised procedures for establishing and paying Counsel fees by end March 2011.</li> </ul>
	<ul style="list-style-type: none"> <li>• Panel Scheme for Independent Counsel established by end June 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>• PPS Sustainable Development Action Plan: Progress Report produced by end March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>• PPS Sustainable Development Action Plan: Progress Report produced by end March 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• PPS Sustainable Development Action Plan: Progress Report produced by end March 2011.</li> </ul>



## Strategic Priority 2 (Continued):

### Strengthening our accountability and capability to deliver

Objective	Key Milestones		
	2008/09	2009/10	2010/11
<b>To ensure that management structures and governance arrangements support transparent and effective decision-making</b>	<ul style="list-style-type: none"> <li>Internal audit programme agreed by end April 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Internal audit programme agreed by end April 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Internal audit programme agreed by end April 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement recommendations of review of Management Board by end September 2008.</li> </ul>		
		<ul style="list-style-type: none"> <li>PPS linkage to Account NI implemented (in line with Account NI timetable).</li> </ul>	
		<ul style="list-style-type: none"> <li>Arrangements for external audit of PPS resource accounts in place by end December 2009.</li> </ul>	
			<ul style="list-style-type: none"> <li>Corporate and Business plans for 2011/12 – 2013/14 produced by end March 2011.</li> </ul>
<b>To strengthen the provision of corporate services in support of operational delivery</b>	<ul style="list-style-type: none"> <li>Facilities Management contracted out to external service provider by end December 2008.</li> </ul>	<ul style="list-style-type: none"> <li>VFM review of Facilities Management service provider conducted by end March 2010.</li> </ul>	
	<ul style="list-style-type: none"> <li>ICT Strategy deliverables for 2008/09 implemented by end March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>ICT Strategy deliverables for 2009/10 implemented by end March 2010.</li> </ul>	<ul style="list-style-type: none"> <li>ICT Strategy deliverables for 2010/11 implemented by end March 2011.</li> </ul>
	<ul style="list-style-type: none"> <li>Business Continuity Plans for PPS Regional Offices in place by end March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Plans for PPS HQ Sections in place by end March 2010.</li> </ul>	

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

Objective	Key Milestones		
	2008/09	2009/10	2010/11
<b>To ensure that our service delivery addresses the needs of victims and witnesses of crime</b>	<ul style="list-style-type: none"> <li>Improved Community Liaison function implemented (including new enquiry handling system) by end September 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Review of PPS 'E-business' capability (for delivery of services to victims and witnesses) conducted by end December 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Review of PPS Victims and Witnesses Policy conducted by end June 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>New accommodation for PPS Londonderry office operational by end December 2008.</li> </ul>	<ul style="list-style-type: none"> <li>New accommodation for PPS Southern Region operational by end September 2009.</li> </ul>	
	<ul style="list-style-type: none"> <li>'Giving of reasons' Pilot Scheme completed by end December 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>Improved arrangements for the recording and reporting of special measures in place by end March 2009.</li> </ul>		

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

Objective	Key Milestones		
	2008/09	2009/10	2010/11
<b>To improve public confidence by engaging with the community</b>	<ul style="list-style-type: none"> <li>Policy for prosecuting cases involving 'Hate Crime' to be published by end June 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>PPS Communication Strategy (including Media Strategy) in place by end June 2008.</li> </ul>	<ul style="list-style-type: none"> <li>PPS Communication Strategy implemented by end June 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Review of effectiveness of Communication Strategy completed by end December 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>Arrangements for production of key PPS documents in different formats / languages in place by end September 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>PPS Equality and Diversity Strategy (including staff training plan) in place by end December 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Equality and Diversity training delivered by end June 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Equality and Diversity Strategy: Progress Report by end September 2010.</li> </ul>

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

Objective	Key Milestones		
	2008/09	2009/10	2010/11
<b>To ensure that our HR strategies support our vision and strategic priorities</b>	<ul style="list-style-type: none"> <li>PPS Staff Survey Action Plan (a) developed by end June 2008; and (b) implemented by end March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>PPS Staff Survey conducted by end June 2009.</li> </ul>	
	<ul style="list-style-type: none"> <li>Senior management succession plan implemented by end October 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>liP re-accreditation achieved (to current standard) by end December 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>HR Strategies reviewed (in line with NICS) by end March 2009.</li> </ul>		
			<ul style="list-style-type: none"> <li>Review of PPS Capacity Analysis conducted by end December 2010.</li> </ul>
<b>To develop our people to meet the needs of the Service in a changing environment</b>	<ul style="list-style-type: none"> <li>Enhanced Advocacy training programme implemented by end December 2008.</li> </ul>	<ul style="list-style-type: none"> <li>PPS Higher Court Advocacy Scheme: Initial approach paper developed by end December 2009.</li> </ul>	<ul style="list-style-type: none"> <li>PPS Higher Court Advocacy Programme developed by end December 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>Senior management development scheme implemented by end December 2008.</li> </ul>		
	<ul style="list-style-type: none"> <li>Corporate Training Plan implemented by end March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Training Plan implemented by end March 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Training Plan implemented by end March 2011.</li> </ul>

# 2008/09 ANNUAL BUSINESS PLAN

## KEY PERFORMANCE INDICATORS AND TARGETS

The following are the key delivery targets for 2008/09 against which the performance of the Service will be assessed. Performance against the targets will be accounted for in our Annual Report for the coming financial year.

Strategic Priority	Key Performance Indicators (KPIs)	Target
1	<b>Legal Quality Assurance<sup>1</sup></b> Percentage of decisions which are in accordance with the Code for Prosecutors	96%
	<b>Timeliness of Decisions<sup>2</sup></b> Average days required for issuing of:	
	(a) Indictable prosecution decisions (Charge cases only)	106 days
	(b) Summary prosecution decisions: Charge cases – Adults – Youths	30 days 27 days
	(c) Summary prosecution decisions: Summons cases – Adults – Youths	43 days 48 days
	<b>Crown Court Outcomes<sup>3</sup></b> Percentage of defendants in the Crown Courts subject to a 'No Bill' (all charges) or an 'Acquittal by Direction' (all charges)	Not to exceed 2005 – 2007 average

Strategic Priority	Key Performance Indicators (KPIs)	Target
2	<b>Efficiency Savings</b> Transfer of Administration costs to Programme Budget (i.e. 'front-line' services)	5%
	<b>Requests under Freedom of Information</b> Percentage of requests answered within agreed time limits <sup>4</sup>	100%
3	<b>Victims and Witnesses</b> Percentage of Victims and Witnesses satisfied with the overall service provided by the PPS	75%
	<b>Witness Expenses</b> Percentage of claims processed and authorised for payment within 7 working days	95%
4	<b>Public Confidence</b> <sup>5</sup> Percentage public confidence in the provision of a fair and impartial prosecution service	72%
5	<b>Attendance Management</b> Percentage of working days lost due to sickness and absenteeism <sup>6</sup>	Not to exceed 2007/08 NICS average

# MANAGING RISK

The PPS face a range of risks and uncertainties in delivering its strategic priorities for the next three years.

The Service is attempting to address this by developing its risk management strategy, thereby enhancing our ability to anticipate and deal with risks to the successful delivery of our strategic priorities and objectives.

The corporate risks identified at the beginning of the 2008/09 financial year include the following:

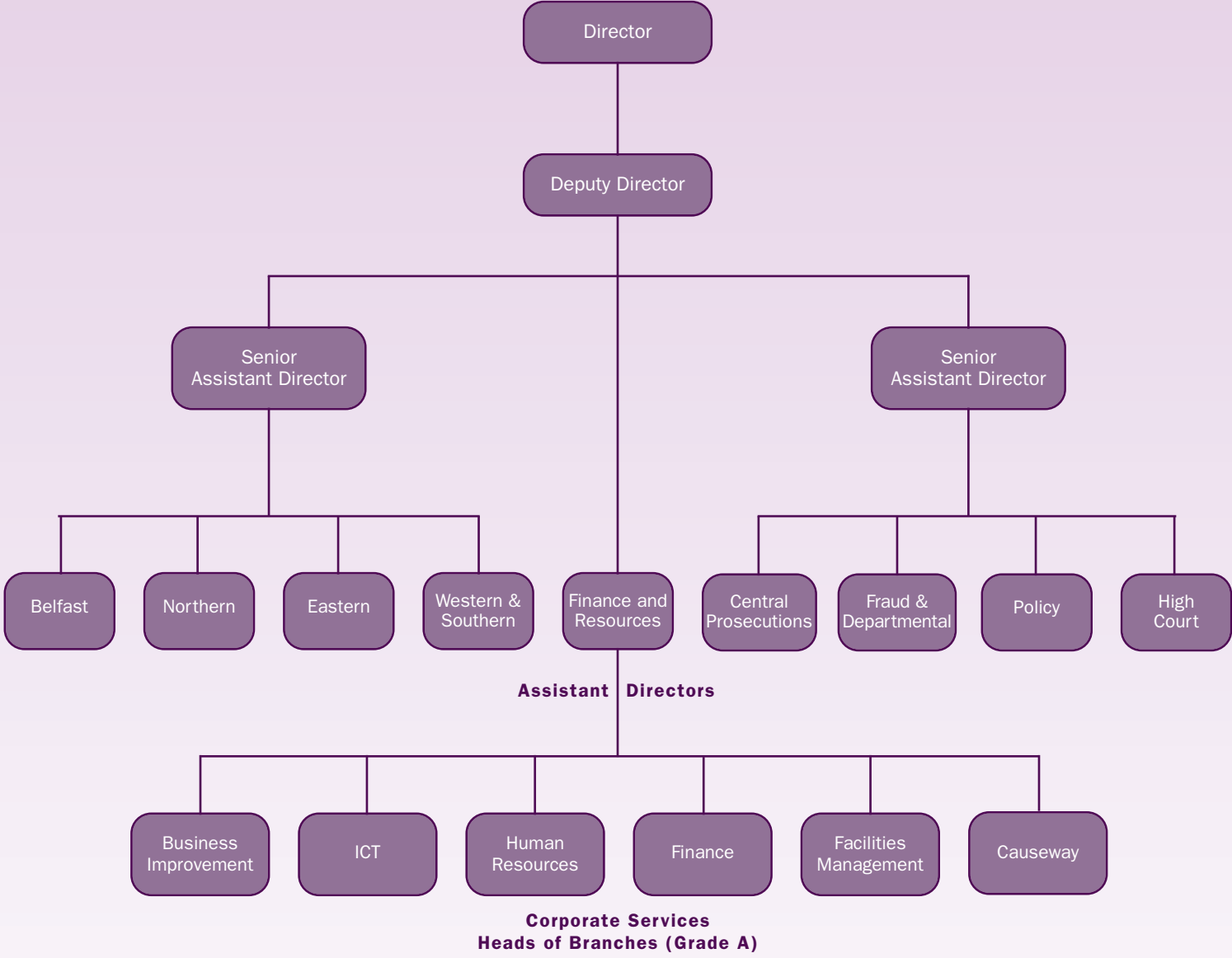
Risk Description	Risk Owner(s)
Partnership / stakeholder relations or performance have adverse impact on the achievement of key performance indicators for the core PPS business.	<i>Senior Assistant Directors</i>
Change management arrangements and planned process enhancements do not deliver required efficiency gains and business benefits.	<i>Assistant Director, Corporate Services</i>
Failure in corporate governance arrangements or in strategic management capability and capacity lead to ineffective delivery of our corporate priorities, objectives and business change commitments.	<i>Deputy Director</i>
Damage to PPS public reputation as a result of adverse publicity in high profile cases.	<i>Assistant Director, Policy</i>
Failure to anticipate changes or limited influence on Government criminal justice policy has adverse impact on service delivery.	<i>Senior Assistant Director (Central and Policy)</i>
Reduction in confidence of victims and witnesses due to ineffective delivery of services.	<i>Regional Prosecutors</i>

# NOTES

- 1.** To be assessed by dip-sampling of case files.
- 2.** Targets reflect agreed CJSNI Standards. Monitoring covers the period (in calendar days) from date initial papers (charge cases only) or file received by the PPS to date decision issued.
- 3.** A 'No Bill' applies in cases before the Crown Court where the Judge (prior to commencement of trial) determines that there is insufficient evidence to proceed. 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.
- 4.** Normally 20 working days, except where clarification is required from the applicant and an extension is applicable.
- 5.** To be assessed via the Northern Ireland Omnibus Survey, conducted by the Northern Ireland Statistics and Research Agency.
- 6.** During 2007/08, 5.8% of working days were lost across the NICS as a whole (provisional data for the period April 2007 to January 2008).



# ANNEX A: PPS ORGANISATION CHART



INTERNATIONAL ASSOCIATION OF PROSECUTORS



INVESTOR IN PEOPLE

For further information about the PPS,  
please contact:

Public Prosecution Service  
Belfast Chambers  
93 Chichester Street  
Belfast BT1 3JR

Tel: 02890 897100  
Fax: 02890 897030  
Email: [info@ppsni.gsi.gov.uk](mailto:info@ppsni.gsi.gov.uk)  
Website: [www.ppsni.gov.uk](http://www.ppsni.gov.uk)

This document can be made available in a range of alternative formats.  
Requests for alternative formats should be made to the Departmental Records  
and Information Manager (contact details as above).

Published April 2008