

Public Prosecution Service for Northern Ireland

# Annual Business Plan 2013-14



Independent, Fair and Effective

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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 2013-14 financial year.

This document sets out our priorities as a Service, the milestones we will use to assess our progress and the risks we will have to manage in order to ensure that we deliver.

Over the last 12 months a great deal of work has gone into shaping the PPS to meet the challenges ahead. The coming financial year is also likely to be one of transition as we continue this change process.

We must do our utmost to improve the services we provide. Meeting the needs of victims and witnesses is vital and the implementation of new Victim and Witness Care Units is an important step forward in this regard. The purpose of these Units is to improve the experience of victims and witnesses by, for example, providing a single point of contact and identifying particular witness needs at an early stage through an assessment process. An initial pilot has already been established in the Magistrates' and County Courts and from April 2013 we will implement pilot arrangements in the Crown Court. An evaluation will be conducted to refine procedures, prior to the further rollout of the concept across Northern Ireland, commencing before the end of the financial year.

The Service must review its performance management arrangements, both at a strategic and an operational level. Like many public sector bodies, the challenges facing the PPS are increasingly financial, business and efficiency related and there is a recognition that performance management systems help to drive the improvement of service delivery.

We will maintain our focus on working collaboratively with other criminal justice agencies in tackling avoidable delay, as part of the overall programme agreed by the Criminal Justice Board to deliver speedier justice. We will also work with PSNI to reduce the submission of incomplete police files which has been identified as a key issue in avoidable delay.



**Barra McGrory QC**

*Director of Public Prosecutions  
for Northern Ireland*

“Meeting the  
needs of victims and  
witnesses is vital...”

Improvements in these areas must not be at the expense of the quality of our decision-making, case preparation and presentation at court. During 2013-14 we intend to reinforce existing quality assurance arrangements to include the formal monitoring of advocacy across all court tiers, including in-house Public Prosecutors and Higher Court Advocates.

Of course the foundation for all of this is our people. The recent re-accreditation of the Service under the Investors in People Standard is a signal of our commitment to ensuring that we have a highly engaged, motivated and skilled workforce. We will continue to provide the support needed by staff which will be designed to improve our performance and achieve our vision, to be recognised as providing a first class prosecution service.

I am confident that we can rise to the challenges presented to us in the year ahead.



**Barra McGrory QC**  
*Director of Public Prosecutions  
for Northern Ireland*

May 2013

“ The Investors in People Standard is a signal of our commitment to ensuring that we have a highly engaged, motivated and skilled workforce. ”

# 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.

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





# Introduction

**The Public Prosecution Service (PPS) is the principal prosecuting authority in Northern Ireland. In addition to taking decisions as to prosecution in all cases initiated or investigated by the police, it also considers cases initiated or investigated by other statutory authorities, for example, HM Revenue and Customs.**

The Service was established on 13 June 2005 by the Justice (Northern Ireland) Act 2002. The Act creates the Public Prosecution Service and defines its statutory duties and commitments and the legislative framework within which it must provide its services.

## **Accountability and Governance Arrangements**

Since the devolution of policing and justice to the Northern Ireland Assembly in April 2010, the PPS has been designated as a non-ministerial government department. Funding for the PPS is provided by the Northern Ireland Assembly and, as Accounting Officer for the Service, the Director of Public Prosecutions is responsible for ensuring that the public monies provided are used efficiently and effectively. All members of staff are Northern Ireland Civil Servants.

The PPS Management Board supports the Director in his leadership of the PPS and in reaching decisions on the strategic direction of the PPS, the development and implementation of appropriate strategy and in meeting his corporate governance responsibilities. The Board comprises the Director (as Chair), Deputy Director and two Senior Assistant Directors. There are also two independent non-executive members.

In May 2010 John Larkin QC was appointed as the Attorney General for Northern Ireland, as part of the devolved justice arrangements. The Justice (Northern Ireland) Act 2002 provides for the Director and Attorney General to consult with each other from time to time on any matter for which the Attorney General is accountable to the Northern Ireland Assembly. In accordance with the 2002 Act the functions of the Director shall be exercised by him independently of any other person.

## **PPS Services**

The primary role of the Public Prosecution Service is to reach decisions to prosecute or not to prosecute and to have responsibility

**“...the Director of Public Prosecutions is responsible for ensuring that the public monies provided are used efficiently and effectively.”**

for the conduct of criminal proceedings. Additional services are also available which have been designed to enhance the effectiveness of the PPS, including the provision of prosecutorial and pre-charge advice.

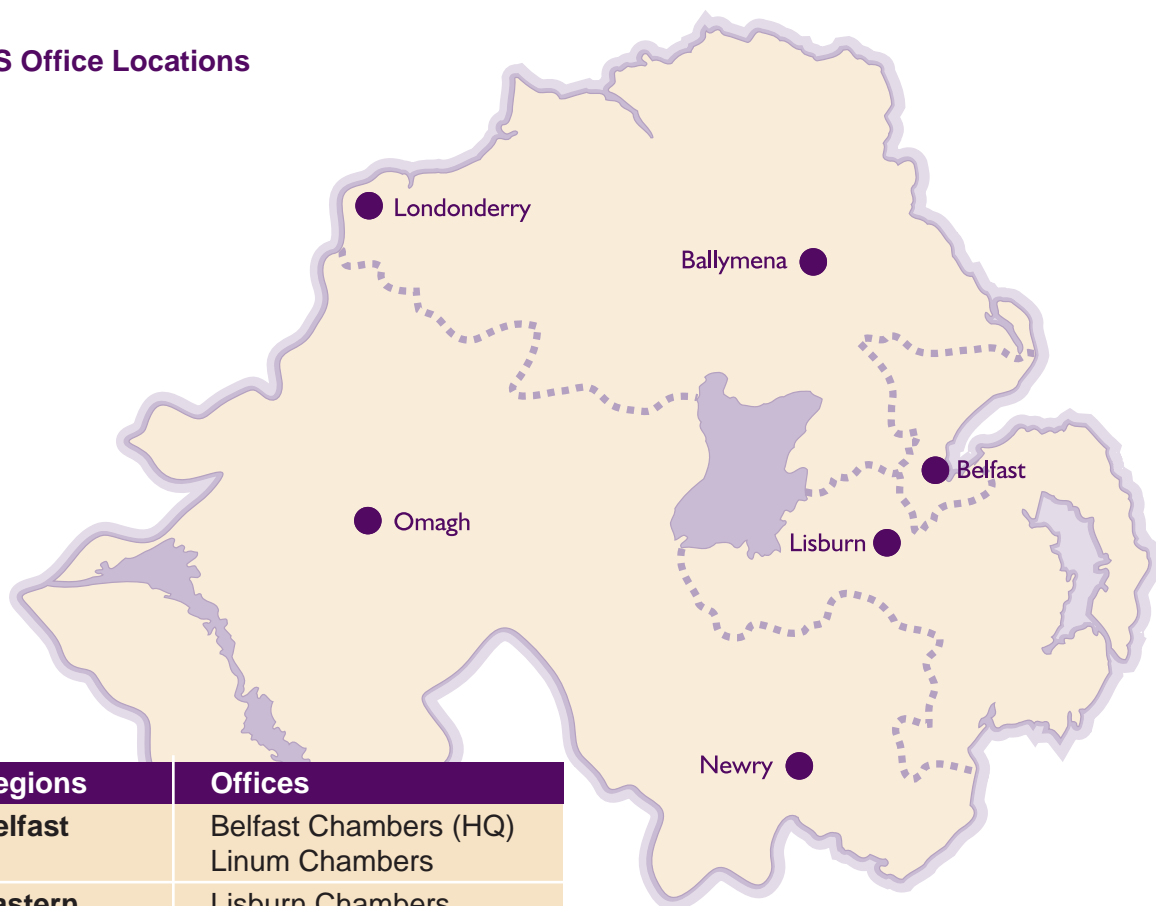
Options are available to allow prosecutors to deal with offenders other than through prosecution. These include restorative cautioning, informed warnings and youth conferencing. Prosecutors may also refer offenders to the NI Driver Improvement Scheme or to a Community Restorative Justice Scheme. The purposes of diversion include dealing quickly and simply with less serious offenders; reducing the risk of re-offending; and engaging the offender in a restorative process with the victim and society as a whole.

“ Additional services are also available which have been designed to enhance the effectiveness of the PPS. ”

### PPS Offices

The PPS has six regional offices, known as ‘Chambers’. An additional Belfast office, Linum Chambers, accommodates various Corporate Services functions, such as Finance, ICT and Human Resources, as well as the Belfast Victim and Witness Care Unit (VWCU).

### PPS Office Locations



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

# PPS Resources

The final Budget settlement for the four year period from 2011-12 to 2014-15 reduces PPS current expenditure year on year. Taking into account estimated inflationary increases of 2.5% each year, the PPS budget will experience a reduction in real terms of 18% by 2014-15.

PPS	Budget 2010 Settlement (£million)				
	2010-11 Baseline	2011-12	2012-13	2013-14	2014-15
<b>Resource</b>					
<b>Current Expenditure</b>	<b>37.386</b>	<b>37.313</b>	<b>35.970</b>	<b>35.394</b>	<b>34.132</b>
% Change against 2010-11 baseline	n/a	-0.2%	-3.8%	-5.3%	-8.7%
<b>Capital</b>					
<b>Capital Investment</b>	<b>0.270</b>	<b>0.178</b>	<b>0.663</b>	<b>0.195</b>	<b>0.150</b>
% Change against 2010-11 baseline	n/a	-34.0%	+145.5%	-27.8%	-44.4%

This represents a challenging settlement which has required the Service to review its expenditure and operational processes. In particular the demand-led nature of the PPS workload makes budgetary management difficult as the standard measures of applying reductions to services or discontinuing activities are not readily available.

The PPS continues to undertake detailed planning in order to operate within this budget, whilst minimising the impact on front-line services and victims and witnesses. A shortfall in funding has been identified in year 4 of the Budget 2010 period. The Department of Finance and Personnel is aware that this is largely driven by costs outside the control of the PPS and that this will be a factor in its consideration of any submitted bid for additional funding in 2014-15.



# PPS Strategic Priorities 2011-2014

**The current PPS Corporate Plan is based around four strategic priorities. Within each priority area a number of objectives have been set out as the focus of our work programme for the three year period from 2011 - 2014 and which will progress the delivery of our vision for the Service.**

## **Strategic Priority 1:**

### **Delivering an efficient and effective prosecution service**

- 1.1 To promote the highest standard of prosecutorial decision-making and case preparation and, where appropriate, prosecute in the most effective manner.
- 1.2 To work with partners to improve our service delivery and reduce avoidable delay.
- 1.3 To develop and embed our advocacy strategy.

## **Strategic Priority 2:**

### **Building the confidence and trust of the community we serve**

- 2.1 To provide an enhanced service to victims and witnesses.
- 2.2 To engage effectively with stakeholders and the wider community.

## **Strategic Priority 3:**

### **Strengthening our capability to deliver**

- 3.1 To provide value for money through the improved management of resources and the development of our resource planning.
- 3.2 To strengthen our accountability as a non-ministerial department by developing and maintaining a transparent and effective governance framework.

## **Strategic Priority 4:**

### **Building the capability of our People**

- 4.1 To develop our staff and promote a culture of continuous improvement.

# What We Plan to Achieve in 2013-14

2013-14 is the final year of the current three year PPS Corporate Plan. This Annual Business Plan describes how we intend to take forward our strategic objectives, building on the achievements of the previous years.

## Strategic Priority 1: Efficiency and Effectiveness

**Objective 1.1: To promote the highest standard of prosecutorial decision-making and case preparation and, where appropriate, prosecute in the most effective manner**

What we plan to achieve	How we plan to make it happen
<p><b>We will build on our existing quality assurance arrangements to ensure that quality standards are met consistently across our business areas.</b></p> <p>We will respond to any issues identified via quality assurance by providing the necessary training and guidance to staff. In developing its programme, the PPS Quality Assurance Team will have regard to the inspections carried out by Criminal Justice Inspection Northern Ireland and will review compliance with recommendations made by inspectors.</p>	<ul style="list-style-type: none"> <li>• Agree QA Team work programme by 30 April 2013 and complete quality reviews to agreed schedule.</li> <li>• Conduct quality assurance dip sampling of cases on a monthly basis and report to senior management.</li> <li>• Develop response to quality assurance and CJINI recommendations and provide legal guidance / training to staff as required.</li> </ul> <p><i>continued over</i></p>

## Objective 1.1 continued

What we plan to achieve	How we plan to make it happen
<p>We will set out clearly the standards and levels of service which all stakeholders can expect. During the year we will publish a number of new policy statements, which will be subject to public consultation.</p> <p>We will also develop new Quality Standards with a view to strengthening our existing quality assurance and monitoring framework. In taking this forward, we will have regard to quality standards in place in other jurisdictions, including England and Wales.</p> <p>There are classes of crime, such as serious sexual offences, which are of particular concern to the public. We will review all such cases in which there has been an unsuccessful outcome, including 'No Bills', to ensure that any lessons learned are taken on board. These quality assurance arrangements will also apply in any case in which a request for review has resulted in a change to the original prosecutorial decision.</p>	<ul style="list-style-type: none"><li>• Release policy statements for consultation:<ul style="list-style-type: none"><li>- Youth Offenders by 31/12/13.</li><li>- Alternatives to Prosecution by 31/12/13.</li><li>- Cases involving people with mental health problems by 31/3/14.</li></ul></li><li>• Consider stakeholder responses to policy consultation.</li><li>• Consider PPS Quality Standards and implement changes to current arrangements as required.</li><li>• Review unsuccessful outcomes in selected case categories.</li><li>• Review cases in which a request for review has resulted in a change to the original decision.</li></ul>

## Objective 1.2: To work with partners to improve our service delivery and reduce avoidable delay

What we plan to achieve	How we plan to make it happen
<p><b>The improvement of service delivery, particularly a reduction in avoidable delay, is a priority for the PPS and its criminal justice partners.</b></p> <p>We will contribute to improving the efficiency of the criminal justice system. This will include working as part of the overall programme agreed by the Criminal Justice Board to deliver speedier justice. Projects are focused on a range of initiatives, for example the direct transfer of cases to the Crown Court and early guilty pleas.</p> <p>We will work with police to reduce the submission of incomplete files, a key cause of delay. PPS prosecutors will engage with police early in the case preparation stage in the most serious cases so that investigators have a clear understanding of the Service's evidential requirements.</p> <p>The implementation of alternatives to prosecution is also seen as vital in tackling delay. We will ensure that the necessary internal arrangements are in place for the introduction of 'conditional cautions' in line with the legislative timetable, and will liaise with the Department of Justice regarding legislative provisions for the introduction of prosecutorial fines.</p> <p>The Service must review its performance management arrangements, both at a strategic and an operational level. We will continue to drive up performance internally through improvements in performance management, training and support and the sharing of best practice.</p>	<ul style="list-style-type: none"> <li>• Contribute to CJSNI Faster, Fairer Justice programme objectives for 2013-14.</li> <li>• Commence pilot of indictable early intervention arrangements by 31 July 2013 and complete evaluation of the initiative by 31 March 2014.</li> <li>• Agree procedures for implementation of (a) conditional cautions and (b) prosecutorial fines in line with the legislative timetable.</li> <li>• Develop PPS Performance Action Plan by 31 May 2013 and meet 2013-14 performance improvement milestones by 31 March 2014.</li> </ul>



### Objective 1.3: To develop and embed our advocacy strategy

What we plan to achieve	How we plan to make it happen
<p><b>We will build on our advocacy strategy, developing the advocacy role of PPS prosecutors. We will also implement enhanced arrangements for the assessment of advocacy.</b></p> <p>During 2013-14 it is intended to extend the use of PPS prosecutors as advocates in Crown Court cases. Four Higher Court Advocates (HCAs) have already been appointed and it is anticipated that further appointments will be made in the year ahead, subject to post project evaluation.</p> <p>Advocacy Standards, modelled on those in place in England and Wales, have been agreed by the PPS Management Board and form the basis for the assessment of advocacy. Plans are in place to address the need to have formal quality review systems in respect of advocacy. A new Advocacy Monitoring Unit will be established, the role of which will be to assess the quality of advocacy, in respect of in-house prosecutors, including PPS HCAs. We will also seek to introduce arrangements to assess the advocacy standards of external counsel, in conjunction with the Bar Council.</p>	<ul style="list-style-type: none"><li>• Agree PPS Advocacy Strategy by 30 June 2013 and take forward agreed objectives in-year.</li><li>• Appoint additional Higher Court Advocates (subject to post project evaluation).</li><li>• Agree procedures for the monitoring and review of advocacy.</li><li>• Establish the Advocacy Monitoring Unit in line with agreed monitoring arrangements.</li><li>• Conduct advocacy monitoring programme for 2013-14.</li><li>• Identify and implement advocacy training in response to identified needs.</li></ul>

## Strategic Priority 2: Building Confidence and Trust

### Objective 2.1: To provide an enhanced service to victims and witnesses

What we plan to achieve	How we plan to make it happen
<p><b>Improving services and support is recognised as being vital to building effective relationships between victims and witnesses, the PPS and the criminal justice system. We will continue to develop services and improve our approach, both internally and in conjunction with our stakeholders.</b></p> <p>A key initiative in this area is the implementation of new Victim and Witness Care Units which are being developed with police and other partners. The purpose of the VWCU model is to improve the experience of victims and witnesses by, for example, providing a single point of contact and identifying particular needs at an early stage. An initial pilot has already been established, covering the Magistrates', Youth and County Courts in Belfast. In April 2013 we will also implement pilot arrangements in the Belfast Crown Court. An evaluation will be conducted to refine procedures, prior to the further rollout of the concept across Northern Ireland.</p> <p>During the year we will extend our Giving of Reasons Policy. In cases in which the public has an interest, where possible we will seek to publish reasons for a decision not to prosecute.</p> <p>Greater support will also be made available to vulnerable witnesses in the form of an Intermediaries Scheme which will aim to help PPS and other agencies to work better with witnesses who have communication difficulties.</p> <p>During 2013 we will consult on a revised Victims and Witnesses Policy, which will take on board the various recommendations made by CJINI in their 2011 report on the services provided to victims and witnesses across the CJSNI.</p> <p>PPS is also a member of the CJSNI's Victim and Witness Task Force and will contribute to the new five year 'Making a Difference' Strategy.</p> <p>The PPS pays expenses incurred by witnesses arising out of their attendance at court on behalf of the prosecution. A review of these arrangements will be conducted during 2013-14.</p>	<ul style="list-style-type: none"> <li>• Implement Victim and Witness Care Unit Pilot for Belfast Crown Court by 15 April 2013.</li> <li>• Conduct evaluation of the VWCU Pilots to agreed timescales and commence VWCU rollout by 31 December 2013.</li> <li>• Publish reasons for no prosecution in cases in which the public may have an interest.</li> <li>• Implement an Intermediaries Service for vulnerable witnesses in line with agreed timetable.</li> <li>• Complete review of PPS Victims and Witnesses Policy and publish for consultation by 31 December 2013.</li> <li>• Contribute to 2013-14 CJSNI Victims and Witnesses Strategy objectives by 31 March 2014.</li> <li>• Review arrangements for the payment of witness expenses and implement revised scheme by 31 March 2014.</li> </ul>



## Objective 2.2: To engage effectively with stakeholders and the wider community

What we plan to achieve	How we plan to make it happen
<p><b>We will seek to improve the way we communicate with stakeholders and the public and to increase understanding of what we do and the actions we take.</b></p> <p>The Director has commissioned an independent review of our approach to external communication, which will encompass our overall strategy for engagement with the public, the media and key stakeholders. The recommendations from this review will be taken forward during the year.</p> <p>We will consider the findings of the annual PPS Omnibus Survey with respect to public perceptions of the PPS, and in particular our fairness, effectiveness and impartiality, and take action accordingly.</p> <p>As part of our Community Outreach Strategy we will ensure that Regional Prosecutors and other senior staff are increasingly visible as they attend meetings and other events, including those organised by the voluntary sector and community groups. We will publish details of our outreach activity via the PPS website on a regular basis.</p> <p>We will continue to develop our links with partner agencies and to agree service level agreements (SLAs) and Memoranda of Understanding, clearly setting out the working arrangements, roles and responsibilities of each agency. This will include a series of new SLAs with partner agencies involved in combating organised crime.</p>	<ul style="list-style-type: none"> <li>• Conduct review of external communication and implement agreed recommendations by 31 March 2014.</li> <li>• Publish findings of PPS Omnibus Survey by 30 April 2013.</li> <li>• Carry out Community Outreach activity in accordance with the 2012-2014 PPS Outreach Strategy.</li> <li>• Agree SLAs / MoUs with relevant Departments and Agencies to agreed timetables.</li> <li>• Progress SLAs with PSNI to agreed timetable.</li> </ul>

## Strategic Priority 3: Our Capability to Deliver

### Objective 3.1: To provide value for money through the improved management of resources and the development of our resource planning

What we plan to achieve	How we plan to make it happen
<p><b>The 2011-15 budget settlement represents a challenge for the Service. In the current fiscal environment we will continue to review our expenditure and operational processes in order to enhance value for money.</b></p> <p>We have published our spending plans and savings proposals. The bulk of the anticipated savings will be delivered through procurement savings, including those derived from the procurement of general goods and services and the use of external counsel.</p> <p>We will ensure that there are effective change management arrangements in place across the Service, underpinned by a robust project and programme management framework.</p> <p>Where possible, further ICT efficiencies will also be taken forward, allowing us to explore and exploit the benefits offered by digital working, for example in the electronic presentation of evidence and the use of tablet PCs to prosecute cases at court.</p> <p>The Service will continue to deliver on its Sustainable Development commitments during 2013-14.</p>	<ul style="list-style-type: none"> <li>• Meet Savings Delivery Plan objectives for 2013-14.</li> <li>• Develop our change management strategy and implement agreed structures by 31 March 2014.</li> <li>• Deliver 2013-14 ICT Strategy objectives by 31 March 2014, including (a) scoping of electronic case presentation and (b) evaluation of the use of tablet PCs.</li> <li>• Meet Sustainable Development Action Plan objectives for 2013-14.</li> </ul>

**Objective 3.2: To strengthen our accountability by developing and maintaining a transparent and effective governance framework**

What we plan to achieve	How we plan to make it happen
<p><b>We are committed to ensuring that corporate governance arrangements are effective and developed in accordance with HM Treasury's Code of Good Practice.</b></p> <p>During the year we will act on the recommendations made by CJINI in their review of corporate governance within the PPS. Whilst the inspection team recognised that there was a sound governance framework in place which had met the needs of the Service during its period of expansion and development, issues highlighted included the need to strengthen strategic management capability and to improve access to performance management information.</p> <p>We will also improve our information assurance capability on a continuous basis, ensuring that arrangements are driven by the Cabinet Office Security Policy Framework.</p> <p>During the year we will continue to meet our objectives as set out in our Action Plans in respect of the Disability Discrimination Act (DDA) and our Equality Scheme.</p>	<ul style="list-style-type: none"> <li>• Meet agreed actions in response to CJINI Review of Corporate Governance by 31 March 2014.</li> <li>• Ongoing implementation / compliance with mandatory requirements of the Security Policy Framework by 31 March 2014.</li> <li>• Complete all actions identified through Information Assurance and Risk Policy/Information Asset and Risk Registers.</li> <li>• Meet DDA / Equality Scheme Action Plan objectives for 2013-14.</li> </ul>

## Strategic Priority 4: Our People

### Objective 4.1: To develop our staff and promote a culture of continuous improvement

What we plan to achieve	How we plan to make it happen
<p><b>Our people are central to the achievement of our objectives and this requires a working environment in which staff can develop and contribute to their full potential.</b></p> <p>We need to make sure that all staff have the skills and support they require and will achieve this through training and the publication of guidance, as well as the promotion of coaching, mentoring and peer review. We also need to ensure that performance is well managed and individual objectives are clearly understood so that we can consistently offer a high level of service to the public.</p> <p>Improving our leadership and management skills is vital to achieving this and we will ensure that the findings of the recent review of the PPS senior management team, completed in February 2013, are implemented without delay.</p> <p>PPS has participated in a stress audit carried out by the Health and Safety Executive (HSENI). We will respond to the findings of the audit so that any issues highlighted are addressed as a matter of urgency.</p> <p>During 2012-13 the Service achieved re-accreditation under the Investors in People (IiP) Standard. We will ensure that we build on this success, introducing improvements where necessary.</p> <p>We will seek to address any matters raised by staff through our participation in the 2013 NICS Staff Attitudes Survey.</p> <p>We will also actively promote the Employee Volunteering Programme.</p> <p>Operational areas will be subject to ongoing review by the PPS Business Improvement Team, who will provide advice regarding working arrangements and processes and the optimum number of legal and administrative staff needed to carry out the duties required.</p>	<ul style="list-style-type: none"> <li>• Identify corporate training needs and meet agreed corporate training priorities by 31 March 2014.</li> <li>• Implement recommendations of the PPS senior management review by 31 July 2013.</li> <li>• Initiate a Management Development Programme for our senior managers by 31 October 2013.</li> <li>• Meet HSENI / IiP Action Plan objectives by agreed timescales.</li> <li>• Consider and respond to the findings of the 2013 NICS Staff Attitudes Survey in line with the research timetable.</li> <li>• Carry out annual Employee Volunteering Programme by 31 March 2014.</li> <li>• Conduct Business Improvement review programme to agreed timescales.</li> </ul>

# Key Performance Indicators and Targets

The following are the key delivery targets for 2013-14 against which the performance of the PPS 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	<p><b>Legal Quality Assurance</b> <sup>1</sup> Number of cases dip sampled during 2013-14</p> <p>Percentage of decisions to prosecute, divert or not to prosecute within the range a prosecutor could reasonably take</p> <p><b>Review of Charges</b> Percentage of 28 day charge cases where charge sheets are reviewed within 3 working days of first appearance at court</p> <p><b>Prosecutorial Decisions - Timeliness</b> <sup>2</sup> Percentage of: Indictable prosecution decisions issued within (i) 100 days (ii) 180 days</p> <p>Summary prosecution decisions issued within (i) 15 days (ii) 40 days</p> <p>Diversionary decisions issued within (i) 15 days (ii) 30 days</p> <p><b>Court Outcomes</b> <sup>3</sup> Number of defendants in the Crown Court subject to a 'No Bill' (All counts)</p>	<p>A minimum of 720</p> <p>98.5%</p> <p>90%</p> <p>(i) 50% (ii) 80%</p> <p>(i) 65% (ii) 80%</p> <p>(i) 65% (ii) 80%</p> <p>Not to exceed 2011 – 2012 average</p>

Notes 1 - 3: See page 22.

Strategic Priority	Key Performance Indicators (KPIs)	Target
2	<p><b>Victim and Witness Satisfaction</b> <sup>4</sup> Percentage of victims and witnesses satisfied with the overall service provided by the PPS</p> <p><b>Public Confidence</b> <sup>5</sup> Percentage confidence in: PPS provision of a fair and impartial prosecution service</p> <p>PPS effectiveness in prosecuting people accused of committing a crime</p> <p><b>Community Outreach</b> <sup>6</sup> Number of regional outreach events</p> <p><b>Ineffective trials</b> <sup>7</sup> Percentage of ineffective trials attributed to the prosecution</p> <p><b>Witness Expenses</b> Percentage of claims processed and authorised for payment within 4 working days</p>	<p>70%</p> <p>70%</p> <p>68%</p> <p>At least 24</p> <p>Improvement on 2012-13</p> <p>95%</p>
3	<p><b>Better Payments Practice Code</b> Percentage of invoices processed and authorised for payment within 4 working days</p> <p><b>Complaints</b> <sup>8</sup> Percentage of complaints acknowledged within 5 working days</p> <p>Percentage of initial complaints dealt with within 20 working days</p>	<p>95%</p> <p>95%</p> <p>90%</p>
4	<p><b>Attendance Management</b> <sup>9</sup> Average days lost due to sickness and absenteeism per (whole time equivalent) staff member.</p> <p><b>Staff Satisfaction</b> <sup>10</sup> Percentage of staff who feel that the PPS is a good organisation to work for</p> <p><b>Corporate Training and Development Priorities</b> Percentage of training days delivered</p>	<p>Not to exceed 7.8 days</p> <p>58%</p> <p>90%</p>

Notes 4 - 10: See 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, thereby enhancing its ability to anticipate and deal with risks to the successful delivery of its strategic priorities and objectives.

The corporate risks identified at the beginning of the 2013-14 financial year include the following:

No.	Risk Description	Risk Owner(s)
	<b>Efficiency and Effectiveness</b>	
1	<b>Avoidable Delay</b> Current initiatives aimed at tackling avoidable delay in indictable cases do not produce the required outcomes leading to adverse comment.	Senior Assistant Director, Regional Prosecutions
2	<b>Quality Assurance</b> The Director is not provided with the assurances he requires in respect of the quality of prosecutorial decision-making, case presentation and advocacy due to weaknesses in the legal quality assurance framework.	Deputy Director
	<b>Building Confidence</b>	
3	<b>Provision of Services to Victims and Witnesses</b> Weaknesses in the PPS approach to communication, the delivery of services and the arrangements established for inter-agency working result in a loss of victim and witness confidence.	Senior Assistant Director, Regional Prosecutions
4	<b>External Communication</b> The role of the PPS and its accountability framework are not communicated effectively, resulting in unduly negative reaction in high profile cases and the loss of political and public confidence.	Director
	<b>Our Capability to Deliver</b>	
5	<b>Change Management</b> The pace and direction of change are not managed effectively, thereby damaging staff morale and standards of service delivery.	Senior Assistant Director, Resources and Change

## Managing Risk continued

No.	Risk Description	Risk Owner(s)
6	<b>Savings Delivery Plan</b> Planned savings initiatives are not delivered with the result that the Service does not make the efficiency savings needed to live within its agreed budget.	Senior Assistant Director, Resources and Change
7	<b>Use of External Counsel</b> There is a risk to the delivery of PPS advocacy due to the implementation of new arrangements for the payment of Counsel fees.	Senior Assistant Director, Resources and Change
8	<b>Our People</b>  <b>Performance Management</b> Weaknesses in the performance management framework and/or the application of performance management arrangements result in failure to deliver required efficiency gains and to evidence the effectiveness of the PPS.	Deputy Director

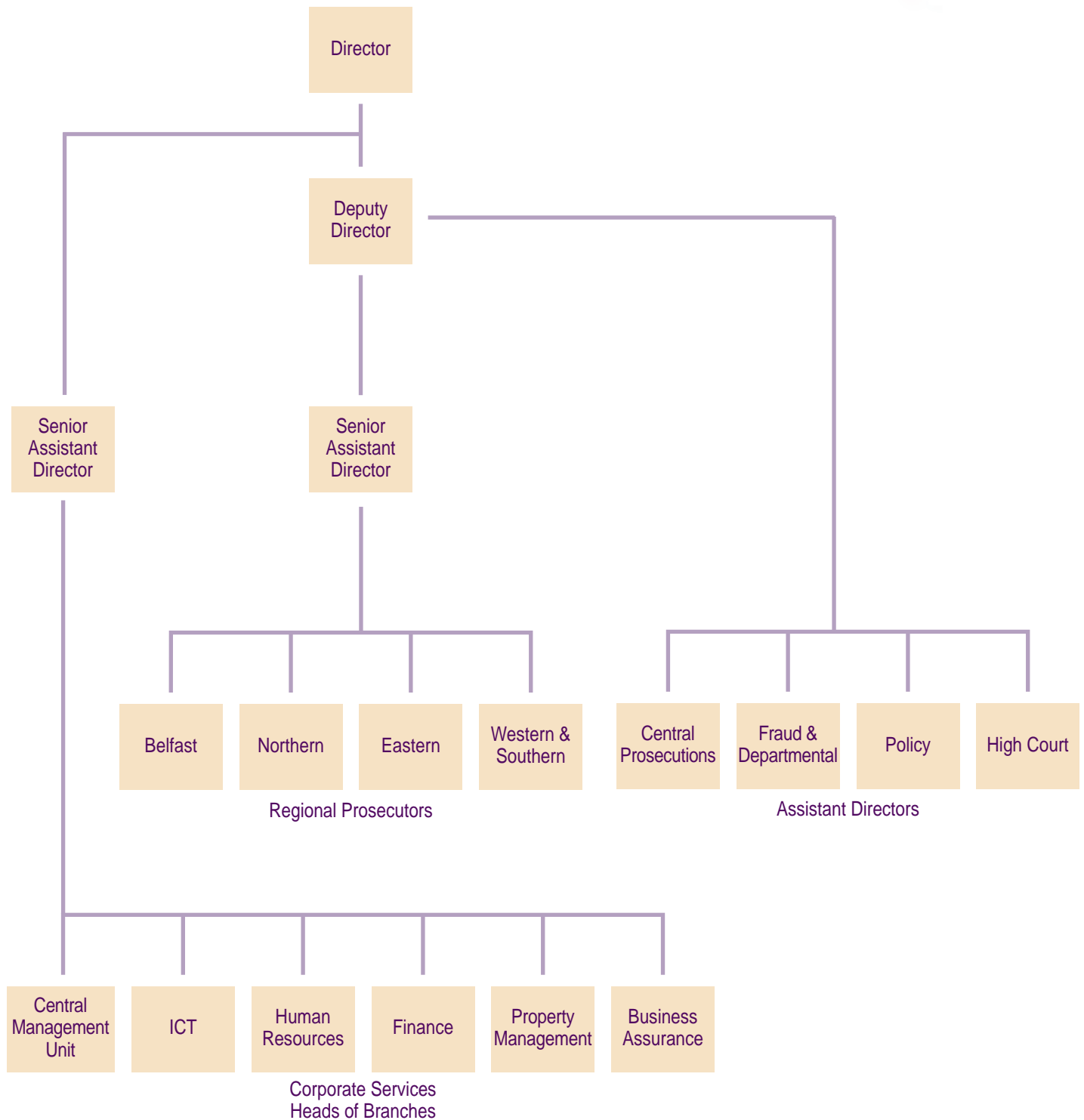
The identification and review of corporate risks is the responsibility of the Management Board. All corporate risks are owned by a member of the Management Board and will be actively managed by the Board over the course of the year.

# Notes

- 1 To be assessed via dip sampling of PPS cases by Regional Prosecutors / Assistant Directors. All cases for dip sampling are selected independently by NISRA statisticians.
- 2 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. Time required for response to Decision Information Requests (DIRs) by police is excluded.
- 3 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.
- 4 To be assessed via the 2013 NI Victim and Witness Survey, to be conducted by the Department of Justice.
- 5 To be assessed via the Northern Ireland Omnibus Survey, conducted by the Northern Ireland Statistics and Research Agency. Satisfaction rates will be based on respondents who are either 'very confident' or 'fairly confident'.
- 6 Based on a minimum of six events per region, to include at least three involving local communities and at least three involving statutory bodies, agencies and other organisations.
- 7 Based on data supplied by the NI Courts and Tribunals Service. An ineffective trial is defined as a contest which has been adjourned for reasons apart from it being an ongoing trial, case management or there is no adjournment reason. 'Attributed to the prosecution' includes cases withdrawn by the PPS.
- 8 Except where an extension is applicable, subject to the agreement of the complainant.
- 9 Reflects agreed sickness absence targets as set out in the NICS strategy for 2010-15.
- 10 To be assessed via the 2013 NICS Staff Attitudes Survey.

# Annex A:

## PPS Organisation Chart



# Getting in Touch

This document is available in a range of alternative formats, for example Large Print and Braille. If you require a copy of this document in an alternative format, or any further information about the Public Prosecution Service and its role, please contact:

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Published May 2013



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Published May 2013



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