

Public Prosecution Service for Northern Ireland

Annual Report and Resource Accounts

2013-14



Independent, Fair and Effective



Public Prosecution Service for Northern Ireland

Annual Report & Resource Accounts 2013-14

Annual Report presented to Parliament by the Advocate General for Northern Ireland under section 42(6) of the Justice (Northern Ireland) Act 2002.

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Foreword

by the Attorney General for Northern Ireland

The task of the prosecutor requires not only a sound knowledge and application of the law, but also a careful balancing of the public interest in coming to a decision on whether or not to prosecute.

In March of this year, I laid before the Assembly guidance on international human rights standards relevant to Public Prosecutors pursuant to section 8 of the Justice (Northern Ireland) Act 2004. As explained in the guidance itself, it has been designed to provide reassurance and confidence to professionals within the PPS that, by following the guidance, they will be complying with international human rights standards. I am confident that, in most cases, compliance with such standards will require no more than that prosecutors continue to diligently apply the high professional standards that we rightly expect of them.

During the period to which this report relates the Director and his staff have, for example, demonstrated their commitment to the rights of victims and witnesses by bringing forward the new Victim and Witness Care Unit, in conjunction with the police and other partners. Acting as a witness in a criminal prosecution can be an unnerving and uncomfortable experience. The frustration and anxiety of victims, survivors and witnesses can be augmented by difficulties in obtaining, in a timely fashion, appropriate information concerning the cases in which they are involved. I am confident that this project will play a major role in improving the experience that victims and witnesses will have of the criminal justice system, not only by giving them greater access to appropriate information about the progress of, and relevant developments in, their case through a single point of contact, but also by assisting in the identification of any particular needs which individual victims and witnesses may have.

During this period, I have had the pleasure working with the Director and his colleagues on a range of issues. I very much look forward to continuing this engagement in the future in furtherance of our common aim of increasing the confidence that the public here should be able to enjoy in its criminal justice system.



John F Larkin QC
Attorney General for Northern Ireland

A handwritten signature in black ink, which appears to be 'J. F. Larkin'.

John F Larkin QC
Attorney General for Northern Ireland

Foreword

by the Advocate General for Northern Ireland

With a broad and challenging scope of work, the Public Prosecution Service, established in June 2005, is now well settled into its central role within the criminal justice system in Northern Ireland.

On one hand it deals with the day-to-day crime that provides the bulk of work in the Magistrates', County and Crown Courts, and on the other, complex terrorism cases.

It also deals with the particular challenge of legacy cases. Sadly, the Troubles gave rise to many appalling crimes that remain unresolved or may need to be looked at again. There are many hurdles to tackle in dealing with cases that may be decades old but its ability to cope perhaps makes the PPS unique amongst prosecuting authorities.

However, the PPS is very much a forward looking service that has achieved so much in the nine years of its existence. Its mix of experienced senior and new young lawyers, as well as being the largest legal employer within Northern Ireland, make it a formidable resource for justice. That resource is being effectively utilised by its current director, Barra McGrory QC.

I commend the report to anyone with an interest in criminal justice matters.



The Rt Hon Dominic Grieve QC MP
Advocate General for Northern Ireland



Dominic Grieve QC MP
Advocate General for Northern Ireland

PPS Vision and Aim

Our Vision

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

Our Aim

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.

Part 1: Annual Report



Director's Report

Introduction

The Public Prosecution Service presents its Annual Report and Resource Accounts for the financial year ended 31 March 2014. The accounts demonstrate the resources that have been used in delivering the Service's objectives.

The accounts have been prepared in accordance with the guidance set out in the Government Financial Reporting Manual and guidance as directed by the Department of Finance and Personnel and on the basis of PPS being a going concern.

Accountability Arrangements

The Public Prosecution Service (PPS) was established on 13 June 2005 by the Justice (Northern Ireland) Act 2002. The Service is headed by the Director of Public Prosecutions for Northern Ireland, Barra McGrory QC, who was appointed on 7 November 2011. The responsibilities of the Director are specified in the 2002 Act.

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 through the bi-annual Estimate process (main and supplementary). 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.

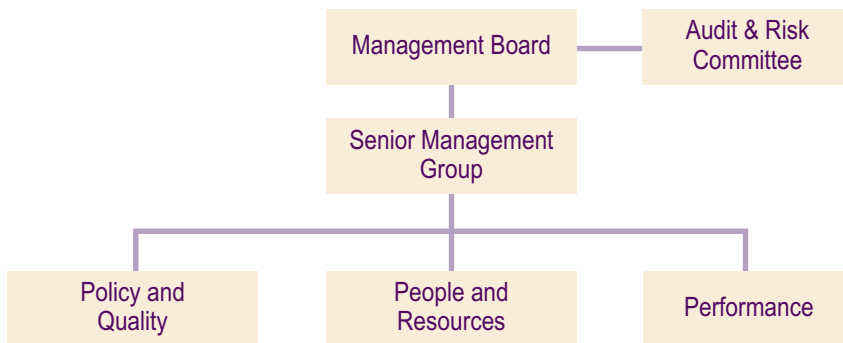
In May 2010 John Larkin QC was appointed as the Attorney General for Northern Ireland, as part of the devolved justice arrangements. The Justice (Northern Ireland) Act 2002 provides for the Director and Attorney General to consult with each other from time to time on any matter for which the Attorney 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.

At present a number of prosecutorial matters are reserved to Parliament at Westminster. Duties in respect of these matters are performed by the Advocate General for Northern Ireland, the Rt. Hon. Dominic Grieve QC MP, who is the Attorney General for England and Wales.

Management Structures

The PPS Management Board comprises the PPS Senior Management Team (Director, Deputy Director and Senior Assistant Directors) and two independent members. The Board is assisted by the Audit and Risk Committee (ARC), the remit of which is to provide assurances to the Director that governance arrangements within the Service are operating effectively. There are also four sub-committees, which play key roles in the overall governance of the PPS (see organisation chart below). All sub-committees are chaired by a Management Board member and have clear terms of reference, covering the scope of any decision making and the reporting requirements for the Board.

PPS Board Structure 2013-14



Details of the Management Board's membership and key activities during 2013-14 are set out later in this report (see 'Governance Statement', page 45). Information regarding the remit of the ARC and the Board's sub-committees is also provided.

Corporate Governance

The PPS is committed to high standards in corporate governance. The policy of the PPS is to ensure that effective risk management processes are maintained which serve to improve the quality of decision making and the ability to deliver on strategic and operational objectives. The PPS risk management framework complements the current Corporate Plan, Annual Business Plans and financial management arrangements which together provide the systems to manage the Service's resources.

Inspection and Audit

The PPS is subject to review by Criminal Justice Inspection Northern Ireland (CJINI), within the provisions of Part 3 of the Justice (Northern Ireland) Act 2002.

Internal Audit provision within the PPS is provided by the Internal Audit Branch of the Department of Justice (DoJ). An annual programme of audits is agreed with the PPS Audit and Risk Committee, in consultation with the DoJ's Head of Internal Audit. The internal audit service is provided in accordance with the Government Internal Audit Standards. Details of audit activity during 2013-14 are set out at page 56.

Complaint Handling

The PPS has a three tier process for handling complaints. In the first instance complaints are referred to the relevant Regional Office and will normally be considered by the Regional Prosecutor. The majority of complaints are satisfied at this early stage, and the matter goes no further. Where it is not possible to resolve a complaint at this initial stage, it can be escalated to a Senior Assistant Director at PPS Headquarters.

There is also an external Independent Assessor of Complaints for the Public Prosecution Service. The role of the Independent Assessor is to review a complaint where the complainant is not satisfied with the way in which the PPS has decided to deal with the matter. The Independent Assessor can investigate only after the case has been considered by the PPS, and if it is not primarily prosecutorial in nature. A new Independent Assessor, Mr Alan Henry OBE, was appointed in June 2013.

Details of complaints received and dealt with during 2013-14 are presented at page 24.

Register of Interests

All members of the Management Board are required to disclose significant interests or anything which may conflict with their responsibilities as Board members. A register of interests is maintained by the Service and conflicts of interest are declared at each Management Board meeting. Access to the register can be arranged by email request to info@ppsni.gsi.gov.uk.

Pension Liabilities

The treatment of pension costs and liabilities is disclosed in the Remuneration Report and Notes 1.7, 2 and 14.1 to the accounts.

Disabled Persons

The PPS follows the NICS Code of Practice on the Employment of Disabled People and aims to ensure that disability is not a bar to recruitment or advancement.

Equal Opportunities

The PPS is committed to pursuing the NICS Equal Opportunities Policy whereby all staff have equality of opportunity for employment and advancement on the basis of their ability, qualifications and aptitude for the work.

Payment of Suppliers

PPS is committed to the prompt payment initiative which sets out a target for Northern Ireland Departments to pay 95% of external supplier invoices within 10 working days of receipt. For the year to end March 2014, PPS paid 93% of invoices within 10 working days (30 days 97%).

The PPS has introduced a Central Fees Team to administer all payments to external Counsel and this has assisted in improving prompt payment performance during 2013-14.

External Audit

The PPS's accounts are audited by the Comptroller and Auditor General (C & AG) as head of the Northern Ireland Audit Office. The C & AG and his staff are wholly independent of the PPS and he reports his findings to the Assembly. The C & AG's certificate is set out at page 60.

The audit of the financial statements for 2013-14 resulted in a notional audit fee of £42,000 and is included in the programme costs in the Statement of Comprehensive Net Expenditure.

As Accounting Officer I have taken appropriate steps to make myself aware of relevant audit information and to establish that the C & AG is aware of that information. To my knowledge there is no relevant audit information of which the C & AG is unaware.



Barra McGrory QC
Accounting Officer
13 June 2014

Strategic Report

PPS Function and Role

The PPS is the principal prosecuting authority in Northern Ireland. In addition to taking decisions as to prosecution in cases investigated by the police in Northern Ireland, it also considers cases investigated by other statutory authorities, such as HM Revenue and Customs.

The primary role of the PPS is to reach decisions to prosecute or not to prosecute and to have responsibility for the conduct of criminal proceedings. A range of additional services are available which have been designed to enhance the effectiveness of the Service, including the provision of prosecutorial and pre-charge advice and an enhanced service to victims and witnesses.

PPS Structures

The PPS 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 (Assistant Director). 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 cases which are considered by prosecutors in Headquarters.

There are also a number of other sections within the Service, each headed by an Assistant Director, which deal with specialised areas of work. These include Central Prosecutions, Fraud and Departmental Prosecutions, Policy and Information and High Court and International Matters.

Corporate Services is responsible for the organisation's support services such as Finance, Human Resources and ICT (see Organisation Chart, Annex A).

Regional Offices

The PPS has six regional offices, known as 'Chambers'. These are located in Belfast (which serves as the headquarters of the PPS), Ballymena, Lisburn, Londonderry, Omagh and Newry. An additional Belfast office, Linum Chambers, accommodates the various Corporate Services functions, as well as the Belfast Victim and Witness Care Unit.

Caseload

A total of 47,269 cases were received in 2013-14 compared with 49,628 in 2012-13.

Prosecution Decisions

Prosecutions are instituted or continued only where the public prosecutor is satisfied that the Test for Prosecution is met. The Test for Prosecution is met if:

- The evidence which can be adduced in court is sufficient to provide a reasonable prospect of conviction – the Evidential Test; and
- Prosecution is required in the Public Interest – the Public Interest Test.

The Test for Prosecution is the key element in the Code for Prosecutors issued under Section 37 of the 2002 Act. The Code gives guidance on the general principles to be applied in determining in any case whether criminal proceedings should be brought, what charges should be preferred and how prosecutions should be conducted. It also sets out the standards of conduct that the PPS requires from prosecutors including external counsel instructed on behalf of the Director.

The Evidential Test for Prosecution was met in the majority of cases considered by public prosecutors during 2013-14. Of the 57,401 persons subject to a prosecutorial decision during 2013-14, more than seven-tenths (73%) were issued with a decision for prosecution or for diversion from the courts. This was a slight increase on the previous financial year (72%).

Conduct of Prosecutions

Normally prosecutions in the Magistrates' and Youth Courts, and appeals at the County Court, are conducted by public prosecutors. Generally, external counsel represent the PPS at the Crown Court, High Court and the Court of Appeal. In performing this role members of external counsel are essential to the effective delivery of PPS services.

The PPS has established a panel scheme for the instruction of external counsel. Where possible, counsel instructed by the PPS are drawn from this panel. All panel members are required to comply with the policies and guidance of the Director in the conduct of prosecutions, the PPS Advocacy Standards and with the PPS Code of Ethics.

During 2013-14 the overall conviction rate in the Crown Court was 84.2%. The equivalent figure for the Magistrates' Courts was 80.1%.

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

The PPS works in partnership with the Police Service of Northern Ireland, the Northern Ireland Courts and Tribunals Service, the Northern Ireland Prison Service, the Probation Board for Northern Ireland, the Youth Justice Agency and the Department of Justice, as part of the Criminal Justice System Northern Ireland. The PPS is represented on the Criminal Justice Board which comprises the Heads of these Services.

The Director is a member of the Criminal Justice Delivery Group which is chaired by the Minister of Justice. This was established by the Minister to improve engagement between the most senior leaders within the criminal justice system, and to provide strategic oversight to the work of the Criminal Justice Board.

Overview of Performance for the Year 2013-14

PPS Corporate Plan 2011 - 2014

The PPS's three year Corporate Plan, published in June 2011, was based around four strategic priorities. Within each priority area a number of objectives were set out as the focus of the Service's work programme for the period and which would progress the delivery of our vision for the Service. These are as follows:

STRATEGIC PRIORITY 1:

Delivering an efficient and effective prosecution service

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

STRATEGIC PRIORITY 2:

Building the confidence and trust of the community we serve

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

STRATEGIC PRIORITY 3:

Strengthening our capability to deliver

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

STRATEGIC PRIORITY 4:

Building the capability of our people

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

Key Performance Milestones and Delivery Targets for 2013-14

The PPS Annual Business Plan for 2013-14 set out how the PPS objectives were to be taken forward and included a range of performance milestones for the year, spanning the four PPS strategic priorities (see below for details).

The Annual Business Plan also included a total of twenty key delivery targets against which the performance of the Service was to be measured. Details of the Service's performance for the year are presented at Annex B.

STRATEGIC PRIORITY 1: Delivering an efficient and effective prosecution service

Objective 1.1:

To promote the highest standard of prosecutorial decision-making and case preparation and prosecute in the most effective manner

Legal Quality Assurance

Quality Assurance Team

The Legal Quality Assurance Team's work programme for 2013-14 included a number of thematic reviews. These focused on a variety of matters, including cases involving domestic violence and No Bills granted in the Crown Court.

During 2013-14 the Service also maintained an administrative quality assurance service to conduct free-standing administrative reviews and to manage those parts of legal thematic reviews which concerned operational processes. Reviews carried out during the year included an assessment of case file maintenance and the recording of information on hate crime.

All Quality Assurance reports set out recommendations for service improvement and have been considered by the Service's Policy and Quality Sub-Committee.

Dip Sampling

A key component of the PPS's legal quality assurance arrangements is the dip sampling of cases by Regional Prosecutors and Assistant Directors. All cases for dip sampling are selected independently by statisticians from the Northern Ireland Statistics and Research Agency (NISRA).

During the year, 889 cases were dip sampled. An analysis of the findings has shown the quality of decision-making to be high, with 98.5% of decisions assessed as being 'within the range' a prosecutor could reasonably take, as specified in the Code for Prosecutors.

In addition, senior managers have reviewed a range of serious cases where there has been an unsuccessful outcome to ensure that any lessons learned have been considered. This has included 'No Bills', as well as cases in which a request for review has resulted in a change to the original decision.

Guidance to Prosecutors

Guidance was issued to prosecutors on a range of legislative, policy and case handling issues. Arrangements are in place for all significant judgments delivered by the Court of Appeal, Supreme Court and European Court of Human Rights to be passed to Policy Section to ensure that any learning points are identified and promulgated to staff.

PPS Quality Standards

A working group has been established to develop new PPS Quality Standards. This is with a view to strengthening the existing quality assurance and monitoring framework, including the dip sampling of casework. In taking this forward, members of the working group have considered quality standards in place in other jurisdictions, including England and Wales. The new standards will be published during 2014-15.

Policy Development

A new policy statement on the handling of cases involving human trafficking was published in October 2013, following a period of consultation. This policy statement addresses the significant degree of public concern about this class of offending. The official launch of the Policy was attended by representatives from both the statutory and voluntary sectors.

A number of other policy statements were to be published for consultation during 2013-14, including policies in relation to the handling of cases involving youth offenders and cases involving people with mental health problems. However publication of these documents was deferred, pending legislative changes and/or the implementation of related initiatives within the criminal justice sector. For example, the youth offender policy was deferred in order for an evaluation to be conducted of the CJSNI 'Youth Engagement' Pilot scheme, which has materially changed the arrangements for offering alternatives to prosecution to young people (see below).

A major review of the PPS Code for Prosecutors has been progressed and it is anticipated that the revised document will be finalised and published during 2014.

Criminal Justice Inspection Northern Ireland

The Chief Inspector has published a number of reports which focused on the work of the PPS and/or its interface with partner agencies. Among these were:

- A Corporate Governance Inspection of the Public Prosecution Service (April 2013).
- Sexual Violence and Abuse (Follow-up Inspection Report, October 2013).
- Domestic Violence and Abuse (Follow-up Inspection Report, October 2013).
- Securing Attendance at Court (Follow-up Inspection Report, March 2014).

The Service has considered all findings and, where appropriate, has liaised with partner agencies to ensure that recommendations are addressed.

Details of the PPS's response to the corporate governance inspection are presented later in this report (see page 55).

Change Management: The ‘First Class Prosecution Service Programme’

The Service has implemented a new change initiative, the ‘First Class Prosecution Service Programme’. As part of this programme, the Management Board has identified a number of priority change issues which are being taken forward via four projects, as follows:

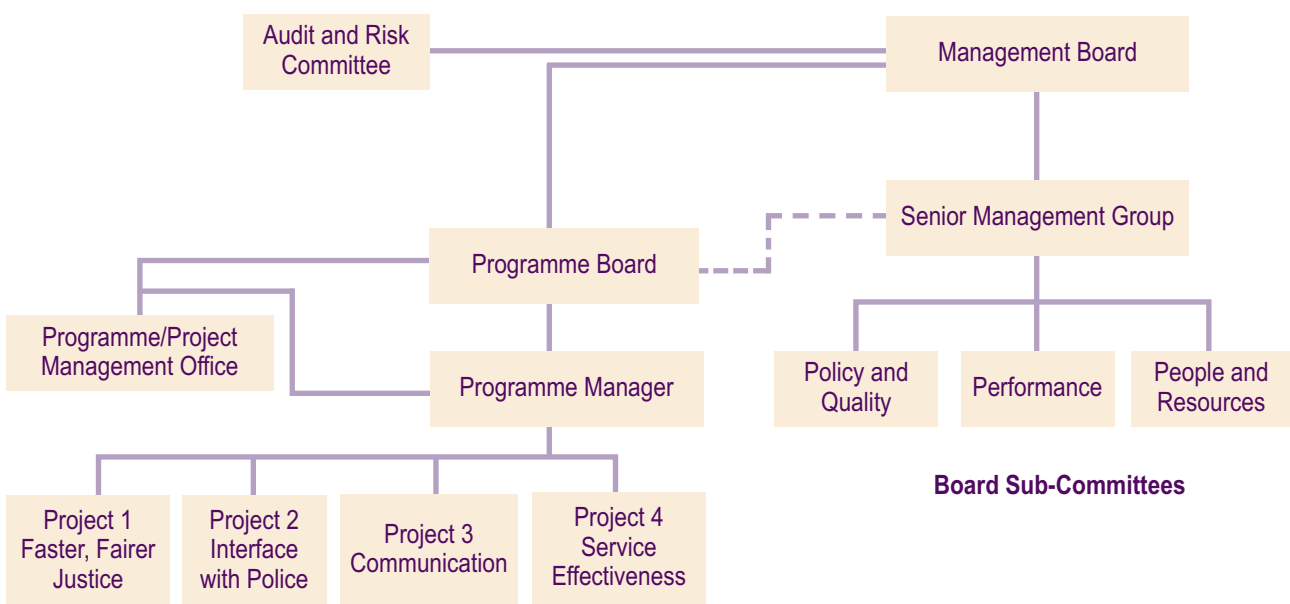
- Project 1: Faster, Fairer Justice.
- Project 2: Interface with Police.
- Project 3: Communication.
- Project 4: Service Effectiveness.

The Senior Assistant Director (SAD) Resources and Change has been nominated as the Senior Responsible Owner (SRO) for the programme and will chair the Change Programme Board. All change projects will report directly to the Change Programme Board, with each having a separate Project Manager and Deputy at SCS Grade 5 (see Figure 1, below). A Programme Manager will act as the link between the individual projects and the Programme Board. It is anticipated that the work of the change projects will not extend beyond 31 December 2015. Responsibility for existing projects will remain with the Board’s Sub-Committees.

Project Initiation Documents have been agreed for all projects, detailing the objectives, expected benefits and timescales for delivery. It should be noted that costs for the programme will come from within existing resources.

The change programme is now a standing item on the Management Board agenda.

Figure 1: PPS Board Structures – Change Programme Board



Objective 1.2:**To work with partners to improve our service delivery and reduce avoidable delay****Tackling Avoidable Delay***Faster, Fairer Justice Programme*

The PPS is participating in the 'Faster, Fairer Justice' Programme which provides the strategic context and framework for the range of initiatives which are underway. The work is wide-ranging and covers a number of different strands. Key issues under consideration include:

- Encouraging earlier guilty pleas: Encouraging those persons who are guilty of an offence to admit their guilt at an earlier stage in proceedings.
- Reform of committal proceedings: Abolishing the use of oral evidence in committal proceedings and allowing the direct transfer of certain cases to the Crown Court.
- Alternatives to prosecution: Dealing with less serious offending where it is not considered proportionate to proceed with a court prosecution – approaches include the use of 'conditional cautions' or prosecutorial fines by PPS.
- Statutory case management: Providing the judiciary with enhanced case management powers.
- Vulnerable and Intimidated Witness Working Group: Development of a Registered Intermediaries Scheme.

Other initiatives relate to Statutory Time Limits (STLs); extending the use of video links; the provision of forensic evidence; and improving the experience of victims and witnesses.

Not all of the initiatives will require legislation. However, for those that do it is intended to legislate in a Faster, Fairer Justice Bill. The Bill should be introduced to the Assembly during 2014, with Royal Assent anticipated for 2015.

It should be noted that the Director has made submissions to the Minister of Justice urging more radical legislative change to the administration of criminal justice than the changes proposed in respect of committal proceedings, early guilty plea and sentence and judicial case management. The Director will bring these proposals to the attention of the Justice Committee during its deliberations on the proposed draft legislation.

Internally a project team has been established to scope the impact of the various initiatives, to co-ordinate activity with CJSNI partners and to ensure that appropriate preparations are made by the Service.

Expediting Prosecution Cases

While the PPS is working in partnership within the Faster, Fairer Justice Programme, the Service has also maintained an internal focus on service delivery, and in particular improvement in the time taken to issue prosecution decisions. The Performance Sub-Committee, chaired by the Deputy Director, has taken the lead on corporate performance issues and has sponsored the development of a Performance Improvement Action Plan. This sets out a range of initiatives in areas such as performance management, process enhancements and training and development. The majority of these initiatives have been implemented.

Performance in respect of timeliness is monitored by senior management on an ongoing basis. The PPS's Annual Business Plan for 2013-14 included six timeliness targets, covering the issue of indictable prosecution decisions, summary prosecution decisions and diversionary decisions. All six targets have been achieved (see Annex B).

The timeliness of indictable cases has been a key focus for the Performance Sub-Committee. There has been a marked improvement in the average time taken for the issue of indictable prosecution decisions, with a fall from 212 days in 2012-13 to 156 days in 2013-14.

Decision Information Requests – Early Intervention Initiative

A Decision Information Request (DIR) is issued by PPS to police where the evidence and information contained in an investigation file is incomplete and a further written report or action from the police is required. The time taken for DIRs has been identified as a key issue in delay, particularly in more serious cases; over half of the indictable prosecution decisions issued by PPS during 2013-14 required one or more DIRs. As outlined above, indictable prosecution decisions were issued in an average of 156 days during 2013-14; excluding DIR time, such decisions were issued in an average of 117 days.

The PPS continues to work with PSNI to address this issue. As part of the Early Intervention Initiative, a new 'Gatekeeper' role has been implemented within PSNI which is aimed at achieving a reduction in the volume of DIRs in indictable cases. Five gatekeepers (at Inspector rank) have been appointed, whose role is to review case material prior to submission to PPS. This is seen by both organisations as an important step which should lead to a substantial improvement in file quality. The progress of the initiative is being monitored jointly.

Youth Engagement

The PPS has worked with the Youth Justice Agency, PSNI and other partners in piloting a new 'Early Youth Engagement' initiative. The underlying idea is that if the young person is provided with more support early in the process to help them to make a properly informed decision about the offer of a diversion, it should be possible to avoid cases being taken to court that do not need to be there. The pilot, which was conducted in PSNI's A and B Districts, ran until May 2013.

An evaluation of the pilot has been completed. While the evaluation report reflected positively on the benefits arising from the initiative, it also flagged a number of technical issues which will need to be addressed before the scheme is rolled out across Northern Ireland.

Objective 1.3: To develop and embed our advocacy strategy

Advocacy

Advocacy Strategy

The Management Board has agreed a new three-year Advocacy Strategy for the PPS, which will act as a focus for driving improvements in this important area.

Training is a main component of the Advocacy Strategy. A successful advocacy training programme was initiated in March 2013, during which all Public Prosecutors participated in an

intensive advocacy course led by the US-based National Institute for Trial Advocacy (NITA). On an annual basis a number of prosecutors also attend advocacy training arranged by the Law Society of Northern Ireland.

Another element within the Strategy is the use of in-house prosecutors as advocates in Crown Court cases. Four Higher Court Advocates (HCAs) have been appointed to date.

The PPS must ensure that quality is at the heart of this process. Advocacy Standards, modelled on those in place in England and Wales, have been adopted by the Service. Steps have also been taken to address the need to have formal quality review systems. A new Advocacy Monitoring Unit, comprising two experienced prosecutors, has been established on the basis of a 12 month pilot. The initial focus of the Monitoring Unit will be on in-house advocacy.

A new external advocacy monitoring form was introduced in February 2014, to be completed by PPS Crown Court staff.

Panel Counsel Scheme

In 2009 the Service established a Panel Scheme for the instruction of external counsel. A refresh of the scheme was taken forward in 2012, via an open competition, with new panels of junior and senior Counsel appointed. These Panels have continued to operate successfully during 2013-14.

STRATEGIC PRIORITY 2: Building the confidence and trust of the community we serve

Objective 2.1:

To provide an enhanced service to victims and witnesses

Services to Victims and Witnesses

Victim and Witness Care Unit

Improving services and support is vital to building effective relationships between victims and witnesses, the PPS and the criminal justice system.

A key initiative in this area is the implementation of a new Victim and Witness Care Unit (VWCU) which has been developed with police and other partners, including the Department of Justice and Victim Support. 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. The PPS Management Board recognises the importance of the VWCU initiative in terms of engaging with this key stakeholder group.

The VWCU, which is based in the PPS's Belfast and Foyle Offices, has now been rolled out across Northern Ireland. An initial pilot was established in November 2012, covering the Magistrates', Youth and County Courts in Belfast. Pilot arrangements in the Belfast Crown Court were subsequently implemented in April 2013. Over the course of 2013-14, the coverage of the Belfast Office has been extended to take in the PPS Eastern Region. The Foyle unit was also opened, covering the Service's Western and Southern and Northern Regions.

An interim evaluation of the Belfast unit was conducted in spring 2013, which was intended to highlight any areas where processes and procedures needed to be amended or refined. A more comprehensive evaluation will be conducted during 2014-15 and will include consultation with VWCU stakeholders and service users.

Victim and Witness Task Force

The PPS is a member of the inter-agency Victim and Witness Taskforce (VWTF) and has contributed to the new five year 'Making a Difference' Strategy.

Intermediaries Scheme

Registered Intermediaries, a new special measure, are provided to assist witnesses and defendants who have communication difficulties and may otherwise be unable to give their best evidence.

The pilot of the scheme commenced in May 2013 and was restricted to indictable only offences occurring within the Belfast District Council area and which were prosecuted in Belfast Crown Court. From November 2013 this pilot was extended to include all indictable only offences committed in Northern Ireland and prosecuted in any Crown Court. It is anticipated that the pilot will run until November 2014, at which point a decision will be taken as to whether or not the scheme will be rolled out.

Victims and Witnesses Policy

A planned revision of the PPS Victims and Witnesses Policy was deferred pending a review of the policy on the 'Giving of Reasons' (see below), and also to allow for any lessons learned from the implementation of the VWCU.

Witness Expenses

PPS is responsible for the payment of expenses to prosecution witnesses arising from their attendance at court in respect of proceedings to which they have been summoned. The rates of witness expenses payable are equivalent to those paid by the Crown Prosecution Service in England and Wales. Total PPS witness expenses for 2013-14 were £497.5k, which compared with £470k in 2012-13 (restated on a like for like basis with 2013-14).

A planned review of court witness expenses has now commenced and a revised scheme will be implemented during 2014-15.

Revised Arrangements for the 'Giving of Reasons'

PPS policy has been developed so that in a number of specific case categories, detailed reasons for a decision not to prosecute are given to all victims and their families, irrespective of whether such a request has been made. The categories of cases include homicide, sexual offences, hate crime and those involving victims who are vulnerable on account of their age or mental or physical incapacity.

Following a review by Criminal Justice Inspection in 2012-13, a pilot scheme was established to assess the level of demand for provision of more detailed reasons and to identify whether the arrangements should be: (i) extended to automatically give detailed reasons in all cases; (ii) extended to a wider range of offence types than set out in the current policy; or (iii) whether the existing policy should continue unamended.

Evaluation of the pilot has been completed, and following discussions with CJINI, it has been agreed that further, more focused consultation will be carried out.

During 2013-14 it had been intended that the Service would commence publication of reasons for no prosecution in those cases in which the public may have an interest. This has not been taken forward, pending agreement of the Giving of Reasons Policy.

Requests for Review

Information concerning the process by which a review of a prosecutorial decision can be initiated is contained in the PPS Code for Prosecutors.

During 2013-14 there were 176 requests for review of a prosecution decision, six of which resulted in the original decision being changed.

Objective 2.2:

To engage effectively with stakeholders and the wider community

External Communication Strategy

In 2013 the Director commissioned an independent review of the PPS's approach to external communication, encompassing the overall strategy for engagement with the public, the media and key stakeholders. The recommendations from this review are now being taken forward via the First Class Prosecution Service Programme. This will include the preparation of a new Communication Strategy for the organisation.

A new Head of Communications role has also been established to lead in the development of communications on behalf of the PPS. The recruitment process for this post is at an advanced stage and it is anticipated that an appointment will be made by July.

Public Confidence: Northern Ireland Omnibus Survey

In January 2014, the PPS commissioned questions for inclusion in the Northern Ireland Omnibus Survey, which is carried out by NISRA's Central Survey Unit. A total of seven questions were included in the survey to gauge public awareness of the PPS and its role. Just over seven-tenths (71%) of those who had heard of the PPS were very or fairly confident regarding the fairness and impartiality of the Service. This compared with 68% in 2013.

The results of the survey, which were published in April 2014, have been considered by the Management Board and will help to inform the development of PPS policy.

Community Outreach

The PPS Community Outreach Strategy for 2012-2014, published in July 2012, includes a number of key milestones which the Service will seek to achieve in order to deliver the objectives of the strategy.

Over the course of 2013-14 a series of outreach events and activities were conducted across the PPS. These included:

- Meetings with victims and witnesses and victim and witness groups;
- Presentations to various groups within the Criminal Justice System, for example to the Antrim Policing and Community Safety Partnership;
- Presentations to the voluntary sector and community and minority groups, such as Women's Aid;
- Participation in multi-agency working groups, such as the Domestic Violence Partnership, the Children and Young Persons Strategic Partnership, Court User Group meetings and the Victim and Witness Steering Group;
- Meetings with elected representatives such as MPs and MLAs;
- Presentations to prosecutors and law enforcement agencies from other jurisdictions;
- Participation in Business in the Community initiatives;
- Provision of work experience to university students;
- Participation in community events, such as MELA and Pride; and
- Radio and television broadcasts and articles in newspapers and journals.

Between 1 April 2013 and 31 March 2014 a total of 307 outreach activities and events were recorded, involving a total staff contribution of approximately 1,387 hours.

Complaint Handling

Complaints Dealt with in 2013-14

All complaints about the service delivered by the PPS (i.e. non-prosecutorial complaints) are monitored centrally and are used to identify areas for improvement in service delivery.

During the year, a total of 73 complaints were received by the PPS. In terms of outcomes, 11 complaints were upheld and two were partially upheld.

Independent Assessor of Complaints

The Independent Assessor, Mr Alan Henry OBE, produced his annual report in June 2014, covering complaints received during 2013-14. The report is available via the PPS website at www.ppsni.gov.uk.

Working Arrangements with Partner Agencies

PPS / PSNI Protocol

PPS is committed to building and maintaining effective working relationships with police. A protocol governing the relationship between PPS and police has been in place since 2003.

Recognising the importance of the relationship between PPS and PSNI, one of the projects under the First Class Prosecution Service Programme is examining several key issues for the two organisations, including:

- The development of relationships between PPS and PSNI at all levels.
- The definition and development of performance reports to support the management of the relationship.

- Establishment of a Memorandum of Understanding to support the development of more detailed Service Level Agreements (SLAs).

Due to the large number of issues covered within the existing Protocol, a new approach has been agreed whereby PPS and police will now develop a series of individual SLAs outlining roles and responsibilities in specific areas, such as the investigation, prosecution and management of individual case types.

Participation in CJSNI Working Groups

PPS is involved in a wide range of inter-agency working groups, all designed to improve the efficiency and effectiveness of the Criminal Justice System, and to ensure that all key interests are represented and considered during policy development and implementation.

Proceeds of Crime

During the year the PPS has continued to build effective working relationships with those criminal justice investigative agencies which have a particular focus on proceeds of crime issues, including restraint and confiscation. Representatives from PPS actively participate in regular meetings of the Organised Crime Task Force (OCTF), including the Strategy Group and the various sub-groups within the OCTF.

During 2013-14 a total of 51 confiscation orders have been granted by the courts, with a value of more than £2.1 million. This compared with the total of 45 orders granted during 2012-13, which had a value of £1.36 million.

The PPS has also expanded its network of contacts to assist in obtaining mutual legal assistance from other jurisdictions. Obtaining essential evidence in this way contributes to the effective investigation and subsequent prosecution of all types of offences. Such co-operation is also paramount in effecting the restraint and confiscation of assets representing the proceeds of crime, particularly where the criminality has been conducted in more than one jurisdiction or where the proceeds of crime have been transferred to another jurisdiction.

Training

During the year PPS has delivered a programme of training to PSNI and other key stakeholders, including voluntary sector partners.

STRATEGIC PRIORITY 3: Strengthening 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

Financial Management

Savings Delivery Planning

The Budget 2010 settlement, covering the period 1 April 2010 - 31 March 2015, reduces PPS current expenditure year on year, resulting in an 8.4% reduction by year four of the Budget 2010

period. Taking into account estimated inflationary increases of 2-2.5% per annum the PPS budget will experience a reduction in real terms of over 18% by the fourth year.

This represents a challenging settlement which has required the Service to review its expenditure and operational processes. The nature of the services provided means that remaining within budget is not solely within the control of the Service. The necessary costs arising from the delivery of prosecution services are demand-led and, to that extent, difficult to forecast.

The PPS published its final Savings Delivery Plan in February 2012 and performance against target is monitored on a bi-annual basis by the Department of Finance and Personnel. The bulk of the savings over the Budget period were delivered through procurement savings, including savings derived from the general procurement of goods and services, the use of external counsel and the introduction of a new fee scheme for the remuneration of counsel.

The financial performance of the PPS during 2013-14 is outlined later in this report (see 'Financial Performance during 2013-14', page 33).

Incentivisation

The PPS is an approved recipient of incentivisation receipts under the DoJ's Asset Recovery Incentivisation Scheme, and as such is eligible for 22.5% of funds recovered from confiscations secured on conviction under the Proceeds of Crime Act 2002. Incentivisation receipts totalled £635k in 2010-11, £613k in 2011-12, £245k in 2012-13 and £346k in 2013-14. The funding received during 2013-14 has contributed to a number of initiatives, including the establishment of an Advocacy Monitoring Unit and the development of the PPS ICT infrastructure.

The realisation of cash has become increasingly difficult in the current economic environment and therefore these amounts are not easy to forecast. Depending on the timing of receipts, these funds can also be difficult to use effectively as they are not subject to automatic End of Year Flexibility.

Account NI

The purpose of Account NI is to provide an integrated Resource Accounting and Budgeting System for all NICS Departments. PPS joined Account NI on 2 July 2012.

A technical refresh of the system was completed in September 2013.

Payment of Counsel Fees

The PPS introduced a new fees payment scheme for external counsel on 5 November 2012. The new scheme broadly aligns PPS fees with the DoJ rates paid to the defence, and has brought with it the benefits of clearly evidenced value for money and greater predictability for this demand-led area of spend. The large majority of fees are now paid promptly.

In the medium term it is intended that both defence and prosecution rates should align with those paid in England and Wales. Under the new Prosecution Fee Scheme the PPS has introduced rates payable in the Magistrates' and Youth Courts which are similar to England and Wales. This has led to the withdrawal of services from these courts by members of the NI Bar and PPS has implemented measures to ensure that all sittings are covered.

The DoJ has been considering the review of the defence remuneration scheme during 2013-14 and PPS has been working closely with them to ensure the schemes progress in tandem to deliver fair remuneration to independent counsel, while delivering the required savings in overall costs.

Payment of Suppliers

PPS is committed to the Government prompt payment initiative which sets out a target for Northern Ireland Departments to pay external suppliers within 10 working days of receipt of approved invoices. PPS payment processing is now carried out by Account NI.

For the year ended March 2014, PPS paid 93% of invoices within 10 working days (30 days 97%). While performance for 2013-14 was below the 95% government target, the outcome represented a considerable improvement on performance in 2012-13 (69%). This positive trend is expected to continue as new processes bed in across the Service.

Information and Communications Technology (ICT)

During the financial year, there has been ongoing investment in ICT systems, including the Case Management System (CMS), which supports the PPS's business processes. Investment has also been directed towards key elements of the ICT infrastructure.

In order to support the enhanced services now being delivered via the Victim and Witness Care Unit, the Service has taken forward the design and development of a new 'online' Victim and Witness Information Portal. Victims and witnesses will be able to log on securely to the portal to obtain details of their case, such as forthcoming court dates. It is anticipated that the portal will be implemented by summer 2014.

Efforts are being made to exploit the benefits offered by digital working. The Causeway System already provides for electronic sharing of information between the main criminal justice organisations in Northern Ireland. However, once a decision is taken to prosecute by the PPS, under current arrangements a paper file must still be printed and transported for use at court. Preparations have been made to pilot a new electronic case file application which will run on secure tablet PC devices. These devices will be taken into court by PPS staff and should reduce significantly the requirement for paper files. This initiative should also generate financial savings due to a reduction in courier costs.

Sustainable Development

The PPS continued to deliver on the commitments in its Sustainable Development Action Plan. During 2013-14 further energy assessments were carried out in respect of all PPS buildings. This provided information on energy efficiency which is contained in Display Energy Certificates (DECs) which are displayed in each building in line with regulatory requirements.

As part of the 'green housekeeping' agenda the Service continues to promote and encourage the three key tenets of sustainability – reduce, re-use and recycle. This has seen an increase in support and contribution towards all three areas across the organisation.

PPS have initiated a review of its commitments and responsibilities in relation to Corporate Responsibility which includes the themes of People, Planet and Place. This review will baseline our position against these areas and set priorities for the next 1-2 years.

Objective 3.2

To strengthen our accountability as a non-ministerial department by developing and maintaining a transparent and effective governance framework

Corporate Governance

CJINI Corporate Governance Inspection (April 2013)

The Service has responded to CJINI's inspection findings by way of an action plan, which was published in October 2013. Key measures taken forward to date have included: the agreement and production of a new suite of corporate performance data; the implementation of quarterly performance and accountability meetings, led by the Deputy Director and Senior Assistant Director (SAD) Regional Prosecutions; and the development of an Advocacy Strategy for the Service.

Security Policy Framework

Information Assurance

The Service is committed to improving its information assurance capability and ensuring that arrangements are driven by the Cabinet Office Security Policy Framework (SPF), the Data Protection Act and issues identified in PPS Information Risk Registers. An overarching Information Assurance and Risk Policy is in place that links all the Service's information assurance policies and procedures and sets out the governance structure.

During 2013-14, the PPS reviewed its policies and procedures and developed additional guidance to ensure the smooth implementation of the Government's new Protective Marking Scheme in April 2014.

Business Resilience

Following an incident in October 2013, work has been ongoing to review the Service's Incident Response Procedures and emergency communications. This will be completed early in 2014-15.

Disability Action Plan

The Service's Disability Action Plan (DAP) covered the three year period to 31 March 2014. The plan set out a range of actions through which the Service would implement its disability duties in areas such as communication, partnership working and staff training. Issues addressed during 2013-14 included a quality assurance review of the operation of the PPS Hate Crime Policy and participation in the Registered Intermediaries pilot. However several matters, such as a planned review of special measures, were deferred until 2014-15. This was mainly due to the availability of resources.

Equality Scheme

A new PPS Equality Scheme, which sets out how the Service proposes to fulfil its obligations under S.75 of the Northern Ireland Act 1998, was approved by the Equality Commission on 28 March 2012.

The Service has also published a detailed Equality Action Plan. Key objectives achieved during 2013-14 included the scoping and design of a new Victim and Witness Information Portal. Outstanding issues, such as the provision of training for PPS staff in respect of mental health, will be addressed during 2014-15.

The Annual Progress Report on Section 75 of the NI Act 1998 and Section 49A of the Disability Discrimination Order (DDO) 2006 was sent to the Equality Commission in August 2013.

STRATEGIC PRIORITY 4: Building the Capability of our People

Objective 4.1:

To develop our staff and promote a culture of continuous improvement

Staffing Levels and Recruitment

The agreed staffing complement of the Public Prosecution Service is 590. As at 31 March 2014, there were 570 staff employed within the PPS, including 22 temporary staff. The 'whole time equivalent' figure at 31 March 2014 was 538.5. The table below provides a breakdown of staff within the Service by grade.

PPS Staff Complement by Grade*

Substantive Grade**	Position at:	
	31/3/13	31/3/14
Senior Assistant Director / Assistant Director	6	10
Senior Public Prosecutor and equivalent grades (6/7)	71	74
Public Prosecutor and equivalent grades (Deputy Principal)	122	125
Staff Officer	28	30
EO1 / EO2	100	96
Administrative Officer / Administrative Assistant	236	235
Total	563	570 ***

* Excludes Director and Deputy Director. ** Excludes temporary promotions.

*** The staff complement of 570 (as at 31/3/14) included 209 males and 361 females.

The Service's 2013-14 recruitment programme involved the use of external recruitment and elective transfers. A total of 50 persons have been recruited during the year. A total of 43 staff left the PPS as a result of elective transfers, promotion, retirement and temporary contracts coming to an end.

Managing Attendance

The PPS manage sickness absence in line with NICS Sickness Absence Policies. During the year line managers have attended mandatory training in managing sickness absence.

The Minister for Finance and Personnel has set sickness absence targets for all NICS Departments covering the period 2010 to 2015. The PPS target for 2013-14 was 7.8 working days lost per whole time equivalent member of staff. The outcome for the year (based on estimated NICS data) was an average of 8.1 days lost per member of staff. While not meeting the NICS target, the estimated outturn for the year represented a significant improvement on 2012-13 (10.2 days lost per staff member).

Training and Development

The development of the 2013-14 corporate training plan was built around training needs identified via the PPS business planning process.

During the year the Departmental HR Team has worked with the Centre for Applied Learning (CAL) in the delivery of generic NICS training. The PPS continue to operate a 'one off - up front' payment system with CAL, in line with other NICS Departments.

Investors in People

The PPS recognises the Investors in People (IIP) standard as a benchmark for the quality of its people, management and training and development. IIP re-accreditation was achieved in August 2012. The assessment report included a number of recommendations for continuous improvement which are being addressed as part of an action plan.

Review of the PPS Senior Management Structure

The Director commissioned an independent review of the PPS senior management structure which commenced in the summer of 2012. The purpose of the review was to ensure that management structures met the needs of the Service as a non-ministerial department and that all senior civil service posts continued to represent value for money.

Following the completion of the review, a recruitment exercise was commenced in April 2013. The posts of SAD for Resources and Change and SAD for Regional Prosecutions were filled on a permanent basis in August, while four Assistant Director vacancies were filled substantively in December.

A comprehensive training and mentoring programme is now being delivered to all Assistant Directors.

Internal Communication

Staff Roadshows

A number of roadshows were held across the PPS regional offices during 2013-14. The roadshows, led by members of the PPS senior management team, covered a wide range of corporate issues including the new PPS Change Programme, performance management, the financial position of the Service, the senior management review and PPS preparations for the G8 Summit in Fermanagh.

Staff Brief

The PPS Staff Brief, launched in June 2011, is published every quarter and used as the basis for team meetings throughout the PPS. Staff also have an opportunity to raise issues for inclusion in the Brief and to provide feedback.

Information on matters of interest to employees is also provided by a number of other means such as the 'HR Connect Portal', the PPS intranet, the issue of circulars and regular team briefings.

TUS Consultation

The PPS has agreed consultation arrangements with the recognised trade union, the Northern Ireland Public Service Alliance (NIPSA), and meets formally several times per year. In addition, trade union side is regularly consulted on matters relating to employees' terms and conditions.

Working within the NICS

As a non-ministerial department, PPS is fully engaged with the NICS on HR matters and is represented on a range of committees and working groups. The Senior Assistant Director for Resources and Change is a member of the HR Directors' Group and the Finance Directors' Group which comprise senior officials from across the NI Departments.

NICS Staff Attitudes Survey

The PPS participate in the NICS Staff Attitude Survey. It provides all members of staff with an opportunity to put forward their views about the PPS, its work and their role within the organisation and the wider Civil Service. The findings of the latest survey, conducted in September 2013, have been made available to all staff.

Examples of positive outcomes for PPS were as follows:

- Overall job satisfaction in the PPS (67%) remains higher than in the NICS (58%) and has risen by two percentage points since 2011.
- More than four-fifths (86%) of PPS staff agree that they are interested in the work they do.
- Eighty-five percent of PPS respondents reported that they have a clear understanding of the PPS's purpose (71% in NICS).
- A large majority of staff (89%) agree that they have the skills they need to do their job effectively.

While there have been positive developments since the previous survey in 2011, there has also been a decline in rates of staff satisfaction across a number of other areas, including aspects of internal communication, organisational culture and managing change.

The Management Board has reviewed the findings, with a particular focus on specific issues highlighted by staff. The Board is keen to ensure that action is taken to address these matters and has tasked the People and Resources Sub-Committee with examining the results in detail and to develop an action plan in response. It is also anticipated that a number of issues will be addressed via the First Class Prosecution Service Programme.

Health and Safety

PPS is committed to adhering to the Health and Safety at Work (NI) Order 1978 and all subordinate legislation to ensure that staff and service users enjoy the benefits of a safe environment. Throughout the year a range of health and safety assessments were carried out, not only on an individual level, but in relation to buildings and various facets of the work within the PPS. A full programme of inspections was carried out on PPS accommodation in the regional courthouses. A number of relatively minor accidents were also investigated over the course of the year.

During 2012-13 HSENI carried out a Stress at Work Survey within the PPS. A working group has considered the findings in detail and produced an action plan to ensure that priority issues are addressed as a matter of urgency.

Employee Volunteering Scheme

During the year the Service has continued to promote Business in the Community's Employee Volunteering Scheme. PPS staff members have participated in a number of individual projects, such as the annual Cares Shop Challenge.

Business Improvement Team

During the year a number of efficiency and effectiveness reviews have been carried out by the PPS Business Improvement Team. Activity has included an interim evaluation of the Belfast Victim and Witness Care Unit, a review of the handling of serious sexual offences by the Service and reviews of a number of regional and headquarters functions.

Financial Performance during 2013-14

Statement of Parliamentary Supply

As a non-ministerial department the PPS is financed directly from the Northern Ireland Consolidated Fund through the supply process operated by the Department of Finance and Personnel (DFP).

Each year the PPS is given approval for its expenditure when the NI Assembly votes the Main and Supplementary Supply Estimates. As set out in the Statement of Assembly Supply, the Service was voted a Resource Estimate Provision of £36,351k for 2013-14 (£36,235k, 2012-13). Details of the PPS Estimates are available from the DFP website.

The PPS outturn for 2013-14 was £42,383k (£36,059k, 2012-13 restated) as shown in the Statement of Assembly Supply. This was £6,032k higher than the net resource limit and breached the Assembly Control Total in respect of Annually Managed Expenditure (AME). As detailed under SOAS2, Analysis of net resource outturn by function, this was due to an outturn of £6,424k in AME against an Estimate Net Total of £175k.

This overspend was not forecast under the Spring Supplementary Estimate and hence additional funding cover was not sought. It was as a result of the decision in an Industrial Tribunal against the PPS and DFP, as outlined under note 14.2, the estimated consequential costs of which have been provided for in 2013-14.

This did not affect the net cash requirement of the Service which, at £37,455k, was £439k less than the Assembly limit as set out in the Reconciliation of net resource outturn to net cash requirement (SOAS 4).

Statement of Comprehensive Net Expenditure

The Statement of Comprehensive Net Expenditure represents the total net administration and programme resources consumed. The net operating costs during 2013-14 were £42,383k (2012-13 restated, £36,059k) as follows:

Staff Costs of which £6,300k represents a provision in respect of costs related to the Tribunal judgement.	£27,416k (2012-13, £20,926k)
Other Administration Costs	£339k (2012-13, £338k)
Other Programme Costs	£15,134k (2012-13 restated, £15,153k)
Income	£506k (2012-13, £358k)

Where relevant the PPS complies with the cost allocation and charging requirements set out in HM Treasury and Office of Public Sector Information Guidance and adheres to the guidelines on fees and charges contained within Managing Public Money NI.

Reconciliation of Resource Expenditure between Estimates, Accounts and Budgets

	2013-14 £000	2012-13 £000 Restated
Net Resource Outturn (Estimates)	36,134	36,059
Adjustments:		
Non Voted Expenditure in the resource account	6,249	
IFRS Adjustments		
Include Consolidated Fund Extra Receipts in the Operating Cost Statement		
Other Adjustments		
Net Operating Costs (Accounts)	42,383	36,059
Adjustments:		
Voted Expenditure outside budget	(42)	(52)
Remove Consolidated Fund Extra Receipts in the Operating Cost Statement		
IFRS Adjustments		
Other Adjustments		
Resource Budget Outturn (Budget)	42,341	36,007
of which:		
Departmental Expenditure Limits (DEL)	35,917	35,837
Annually Managed Expenditure (AME)	6,424	170

Statement of Financial Position

The Department was in a net equity position of £(3.2)M at 31 March 2014 (£1.3M restated, 2012-13). Total Assets comprised property, plant and equipment, intangibles, trade receivables and cash of £11.0M (£11.3M 2012-13). The Service had net liabilities and provisions of £13.8M (£10M restated, 2011-12). During the year investments were made in fixed assets of £459k as set out in notes 6 and 7.

The PPS as a government department is funded from the Assembly and despite a negative equity position is not subject to risks in relation to going concern.

Contingent Liabilities requiring Disclosure

Note 15 details contingent liabilities disclosed.

The Service has no further contingent liabilities required to be disclosed under Assembly Reporting Requirements.

Future Developments

The main factor influencing the future financial performance of the PPS will be the need to operate within the Budget 2010 settlement which reduces the PPS resource budget by 8.4% by 2014-15, the fourth year of the settlement period. The PPS has prepared a Savings Delivery Plan to enable it to achieve this aim and this is available from our website at www.ppsni.gov.uk.

A further pressure, of which DFP are aware, arises from the outworkings of the Tribunal decision. While a provision of £6.3 million has been made, the total liability and associated timing of payments cannot be quantified accurately at present.

Remuneration Report

1. Scope of Responsibility

The salaries of the Director and Deputy Director are set in line with the Judicial Appointments Scale as determined by the Department of Finance and Personnel.

The Non-Executive Directors are remunerated on the basis of a per diem rate. This was uplifted by 1% from 1 August 2013 to £510 per day (2012-13 per diem rate of £505) in line with the recommendations of the Senior Salary Review body. In addition they are entitled to travel and subsistence expenses, at NICS rates, incurred while on departmental business.

The Non-Executive Director's remuneration is paid through the Public Prosecution Service payroll and Employers' National Insurance and PAYE accounted for at source.

2. Remuneration Policy

The PPS became a non-ministerial department at the point of devolution on 12 April 2010. The majority of PPS staff underwent assimilation to NICS terms and conditions with a small minority choosing to remain under the same conditions applicable to the Northern Ireland Office.

The remuneration of senior civil servants is set by the Minister for Finance and Personnel. The Minister approved a restructured SCS pay settlement broadly in line with the Senior Salaries Review Board report which he commissioned in 2010. The commitment to a Pay and Grading Review for SCS was the second phase of the equal pay settlement approved by the Executive.

3. Service Contracts

Civil Service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners can be found at www.nicscommissioners.org.

There has been some change to the PPS Senior Management team within the 2013-14 period. Consultants from the Department of Finance and Personnel conducted a review of the PPS senior civil service structure during 2012-13 and the recommendations of the review were implemented during 2013-14.

Mr Ian Hearst was appointed as Senior Assistant Director for Resources and Change (SCS Grade 3) on 5 August 2013. He had previously conducted this role on a temporary promotion basis. Mr Stephen Herron was appointed to the post of Senior Assistant Director for Regional Prosecutions on the same date. A further four Assistant Directors (SCS Grade 5) were also appointed during the year. All appointments were made as a result of open competition.

4. Salary and Pension Entitlements

The following sections provide details of the remuneration and pension interests of the senior management of the department.

Remuneration (including salary) and pension entitlements (audited information)
see page 38.

Salary

Salary includes gross salary; overtime; reserved rights to London weightings or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any gratia payments.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. The PPS does not provide any benefits in kind to staff.

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2013-14 relate to performance in 2013-14 and the comparative bonuses reported for 2012-13 relate to the performance in 2012-13. The PPS did not pay any bonuses.

Pay Multiples

The Public Prosecution Service, in line with all government bodies, is required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded annualised remuneration of the highest-paid director in PPS in the financial year 2013-14 was £170-175k (2012-13, £170-175k). This was 7.1 times (2012-13, 6.7) the median remuneration of the workforce, which was £24,468 (2012-13, £25,850).

The median salary within the PPS work force fell during 2013-14 due to the profile of staff employed during the period, especially new starts at the minimum point of the scale.

Total remuneration for this purpose includes salary, non-consolidated performance-related pay and benefits in kind. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Remuneration (including salary) and pension entitlements (audited information)

	2013-14					2012-13				
	Salary £'000	Bonus Payments £'000	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)*	Total £'000	Salary £'000	Bonus Payments £'000	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total £'000
Statutory Appointments										
Mr Barra McGrory QC <i>Director of Public Prosecutions</i>	170-175	-	-	65,000	235-240	170-175	-	-	69,000	240-245
Pamela Atchison <i>Deputy Director of Public Prosecutions</i>	135-140	-	-	22,000	160-165	135-140	-	-	470,000	605-610
Officials										
Ian Hearst <i>Senior Assistant Director of Resources and Change Management - appointed 5 August 2013 (temporarily promoted from 1 April 2013 - 4 August 2013)</i>	80-85	-	-	31,000	110-115	80-85	-	-	34,000	115-120
Stephen Herron <i>Senior Assistant Director of Regional Prosecutions - appointed 5 August 2013</i>	75-80 (80-85 full year equivalent)	-	-	3,000	75-80 (85-90 full year equivalent)	-	-	-	-	-
Ronnie McCarey <i>Acting Senior Assistant Director of Regional Prosecutions - ceased 17 September 2013</i>	35-40 (80-85 full year equivalent)	-	-	1,000	35-40 (80-85 full year equivalent)	40-45 (80-85 full year equivalent)	-	-	49,000	90-95 (130-135 full year equivalent)
Non Executive Directors										
Christopher Welford	10-15	-	-	-	10-15	10-15	-	-	-	10-15
David Hughes Hallett	10-15	-	-	-	10-15	10-15	-	-	-	10-15
Band of Highest Paid Director's Total Remuneration (£'000)	170-175					170-175				
Median Total	24,468					25,850				
Ratio	7.1					6.7				

* The value of the pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases excludes increases due to inflation or any decreases due to a transfer of pension rights.

PENSION BENEFITS

Broadly By Analogy Pension Scheme

Some former Directors and Deputy Directors of Public Prosecutions were members of the Broadly By Analogy (BBA) Pension Scheme of public appointments within the Northern Ireland Office Departmental Boundary. On devolution their benefits were retained with this scheme.

The BBA pension arrangements entitle the recipient to benefits similar to the Classic Scheme in the Principal Civil Service Pension Scheme (Northern Ireland). The scheme has now been closed to new entrants however the scheme still exists in respect of two former PPS Deputy Directors who are drawing their pensions. The details of movements within the scheme, in respect of PPS, are covered under Note 14.1.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Pensions (CSP) arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. This is nil for the BBA due to the fact that there are no members in service and hence in receipt of employer contributions.

The newly appointed Director of Public Prosecutions and the Senior Assistant Director for Resources and Charge are members of the nuvos pension scheme. All other senior managers of the PPS are members of the classic scheme.

Pension Entitlements (audited information)

	Accrued pension at pension age as at 31/3/14 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/14	CETV at 31/3/13 (or appointment date as appropriate)	Real increase CETV	Employer contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Statutory Appointments Barra McGroary QC <i>Director of Public Prosecutions</i>	5-10 Lump sum nil	2.5-5 Lump sum nil	124	69	37	-
Pamela Atchison <i>Deputy Director of Public Prosecutions</i>	55-60 Lump sum 165-170	0-2.5 Lump sum 2.5-5	1,223	1,183	20	-
Officials Ian Hearst <i>Senior Assistant Director of Resources and Change Management - appointed 5 August 2013 (temporarily promoted from 1 April 2013 - 4 August 2013)</i>	10-15 Lump sum nil	0-2.5 Lump sum nil	147	118	16	-
Stephen Herron <i>Senior Assistant Director of Regional Prosecutions - appointed 5 August 2013</i>	10-15 Lump sum 35-40	0-2.5 Lump sum 0-2.5	100	96	(2)	-
Ronnie McCarey <i>Acting Senior Assistant Director of Regional Prosecutions - ceased 17 September 2013</i>	40-45 Lump sum 155-160	(0-2.5) Lump sum 35-37.5	910	878	20	-

Northern Ireland Civil Service (NICS) Pension Arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. From April 2011 pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Consumer Prices Index (CPI). Prior to 2011, pensions were increased in line with changes in the Retail Prices Index (RPI). New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the nuvos arrangement or they can opt for a partnership pension account. Nuvos is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. CARE pension benefits are increased annually in line with increases in the CPI. For 2014, public service pensions will be increased by 2.7% for pensions which began before 8 April 2013. Pensions which began after 8 April 2013 will be increased proportionately.

Employee contributions are determined by the level of pensionable earnings. The employee contribution rates for the 2014/15 year are as follows:

Members of **classic**:

Annual pensionable earnings (full-time equivalent basis)	2014 contribution rate before tax relief
Up to £15,000	1.50%
£15,001-£21,000	3.00%
£21,001-£30,000	4.48%
£30,001-£50,000	5.27%
£50,001-£60,000	6.06%
Over £60,000	6.85%

Members of **premium, nuvos** and **classic plus**:

Annual pensionable earnings (full-time equivalent basis)	2014 contribution rate before tax relief
Up to £15,000	3.50%
£15,001-£21,000	5.00%
£21,001-£30,000	6.48%
£30,001-£50,000	7.27%
£50,001-£60,000	8.06%
Over £60,000	8.85%

Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus** and 65 for members of **nuvos**. Further details about the CSP arrangements can be found at the website www.dfpni.gov.uk/civilservicepensions-ni.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the CSP arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Compensation for loss of office

The PPS did not have any payments made under compensation for loss of office in 2013-14 (2012-13 Nil).



Barra McGrory QC
Accounting Officer
13 June 2014

Part 2: Resource Accounts



Statement of Accounting Officer's Responsibilities

For the Year Ended 31 March 2014

Under the Government Resources and Accounts (Northern Ireland) Act 2001 the Department of Finance and Personnel has directed the Public Prosecution Service for Northern Ireland (PPS) to prepare for each financial year resource accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the Service during the year.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the PPS, and of the net resource outturn, the application of resources, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by the Department of Finance and Personnel, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts; and
- Prepare the accounts on a going concern basis.

The Department of Finance and Personnel has appointed the Director of Public Prosecutions as Accounting Officer of the PPS. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding PPS assets, are set out in Managing Public Money NI issued by the Department of Finance and Personnel.

Governance Statement

1. **Introduction**
2. **The PPS Governance Framework**
3. **The Management Board**
4. **Committees of the Board**
5. **Risk Management**
6. **Information Security**
7. **Effectiveness of the PPS Governance Framework**
8. **Criminal Justice Inspection**
9. **Internal Audit**
10. **External Audit**
11. **Significant Control Issues**
12. **Conclusion**

1. Introduction

As the Accounting Officer for the Public Prosecution Service (PPS), I am responsible for maintaining a sound system of internal control that supports the achievement of the Service's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible.

This Governance Statement is a key feature of the PPS's annual report and resource accounts. It provides details of how I, as the Accounting Officer, have ensured the effective management and control of resources during 2013-14 and the action taken to ensure effective risk management and a high standard of corporate governance.

2. The PPS Governance Framework

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

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 through the bi-annual Estimate process (main and supplementary). All members of staff are Northern Ireland Civil Servants.

The PPS governance framework aligns with the key principles set out in the Department of Finance and Personnel's Corporate Governance Code. The Management Board has approved a corporate governance framework document which provides detailed information on the system of direction and control within the PPS. A copy of this document is available on the PPS website at www.ppsni.gov.uk.

Accountability Arrangements

The Department of Justice has conducted a public consultation on behalf of the NI Executive, focusing on the future governance and accountability of the PPS. PPS has provided a detailed response to this consultation. A publication date for the results has not yet been released.

Under current arrangements there is no agreement as to which Minister from within the NI Executive should answer for the PPS in the Assembly. Assembly Questions, which cannot be answered by any other Department, are therefore dealt with via correspondence with the MLA concerned.

3. The Management Board

The PPS Management Board supports me in my leadership of the PPS and in reaching decisions on the strategic direction of the Service. The Board's objectives are to: ensure the Service achieves its strategic vision and aim; ensure accountability for the Service's performance; and provide assurances that the PPS is managed effectively.

During 2013-14, the Management Board met on six occasions. Members of the Board and individual's attendance at Board meetings during the year were as follows:

Board Member / Title	Attendance (Out of six meetings)*	Notes
Barra McGrory QC Director (Chair of Management Board)	6	
Pamela Atchison Deputy Director	6	
Ian Hearst Senior Assistant Director (SAD) Resources and Change	6	<i>Temporary appointment as SAD from 12 April 2010. Appointed on a permanent basis from 5 August 2013.</i>
Stephen Herron SAD Regional Prosecutions	3	<i>Appointed as SAD from 5 August 2013.</i>
Ronnie McCarey SAD Regional Prosecutions	3	<i>Temporary appointment as SAD from 17 September 2012 to 17 September 2013.</i>
Christopher Welford Independent Board Member	6	
David Hughes Hallett Independent Board Member	5	

* Excludes a special Board meeting held in October 2013 to review the Service's financial position. This was attended by all six members of the Board. A further review meeting was held in February 2014 and was attended by the SADs and Independent members.

As set out above, for part of the year a number of positions on the Board at SAD level were filled by temporary appointments which I made as Director. The use of temporary appointments, which had also included a number of posts at Assistant Director level (AD - SCS Grade 5), was necessary pending a review of all senior civil service posts within the PPS, undertaken by DFP's Business Consultancy Service. Following the completion of the review, a recruitment exercise was commenced in April 2013. The posts of SAD Resources and Change and SAD Regional Prosecutions were filled on a permanent basis in August, while all AD vacancies were filled substantively in December.

The Management Board carries out its business according to an agreed operating framework which sets out the Board's objectives and remit, membership, responsibilities and procedures. This operating framework was last reviewed by the Board in March 2014.

All members of the Management Board are required to disclose significant interests or anything which may conflict with their responsibilities as Board members. A register of interests is maintained by the Board Secretariat. No specific actions were required at Board level in 2013-14 due to a declaration of interest.

Priority Issues for the Board during 2013-14

The key strategic issues considered by the Board during 2013-14 included the PPS's change management arrangements and the funding position of the Service.

At their planning meeting in January 2013, the Management Board had identified a gap in the Service's approach to managing change. During 2013-14 the Board has therefore acted to ensure that effective change management arrangements are in place. This has been taken forward through the development of a change management strategy and programme which specifies responsibilities for programme and project management within the Service. The 'First Class Prosecution Service Programme' was formally implemented in January 2014.

Funding issues, and in particular the achievement of savings delivery targets, have also been a major focus for the Board. The PPS published its final Savings Delivery Plan in February 2012 and performance against target has been monitored on a bi-annual basis by DFP. The bulk of the savings over the Budget 2010 period were to be delivered through procurement savings, including savings derived from the general procurement of goods and services, the use of external counsel, the introduction of a new fee scheme for the remuneration of counsel and revisions to the PPS estate.

During 2013-14, a series of detailed discussions by the Board have focused on the Service's funding position in 2014-15, and a number of potential savings initiatives were identified in an options paper sent to DFP in December 2013. These options included:

- The introduction of charging (on a full cost recovery basis) for the various statutory authorities for which the PPS conducts prosecutions.
- The development of a new Fee Scheme, in conjunction with the Department of Justice, focusing on aligning rates paid in Northern Ireland with those payable for similar work in England and Wales.
- The use of tablet PC devices in the Magistrates' Courts, enabling the Service to achieve savings in the courier costs associated with the carriage of paper files.

At the Management Board meeting in February 2014, the SAD Resources and Change reported that the baseline position of the PPS for 2014-15 remained under-funded. However members noted the assurances of DFP to consider these needs as they were identified in-year, with their further commitment to reconsider the position under the next Spending Review.

Corporate Planning

On an annual basis the Board members meet to discuss in depth the corporate business plan for the Service for the year ahead. This is an opportunity to agree strategic priorities and objectives and to ensure that these are aligned with the available funding.

At the Board's meeting in December 2013 it was agreed to extend the 2011-2014 Corporate Plan for a further year; that is, for 2014-15 the Service would publish an annual business plan based around these existing strategic priorities and objectives, with a new Corporate Plan taking effect from 1 April 2015. This decision was taken to allow the PPS to align its future planning arrangements with CJSNI partners, including the Department of Justice. The decision recognised that, as an organisation, the PPS does not work alone and that the strategic objectives need to be aligned with the approaches adopted by partner agencies to enhance the efficiency and effectiveness of the criminal justice system as a whole. The availability of resources was a further consideration. Commencement of the next corporate planning cycle in April 2015 will also allow the Service to align its plans with the next Comprehensive Spending Review period (Budget 2015). The Service published its Annual Business Plan for 2014-15 in April 2014.

Quality of the Data Used by the Board

At present the Board receives standing information for each meeting on key areas such as finance, human resources and performance. Briefing papers on other material issues are provided as they arise. All papers are issued a week in advance of any Board meeting to allow members to review and, where appropriate, to raise questions in advance. The relevant business area can then be requested to attend to support discussions or be required to produce more detailed information in advance of the meeting.

All statistical and financial information is provided by professionally qualified teams within Corporate Services. For example, all casework and performance statistics are provided by statisticians from the Northern Ireland Statistics and Research Agency (NISRA), seconded to the PPS. Data are extracted from the PPS Case Management System (CMS), the bulk of which are received via Causeway from CJSNI partners. Financial information is provided in accordance with the Government Financial Reporting Manual, Managing Public Money NI and guidance from the Department of Finance and Personnel, issued primarily as Dear Finance Director or Dear Accounting Officer letters. All transaction records are provided from the Account NI shared service system. Accordingly the Board considers that it can take assurance as to the quality of the data it uses to inform decision-making.

Board Evaluation

I consider that the Management Board operated effectively during 2013-14, fulfilling its role as set out above.

The Board undertakes an annual evaluation of its performance. The most recent evaluation was conducted in January 2014 and was structured around six key themes, including: Board size and structure; leadership; decision-making; performance monitoring and financial management; risk management and governance; and delegation and communication.

All members were satisfied with the overall compliance of the Board in each of these areas, including:

- The frequency of Board meetings;
- The membership of the Board;
- The organisation of agendas; and
- The frequency of the financial, performance and other management information provided.

4. Committees of the Board

Audit and Risk Committee

The Management Board is assisted by the Audit and Risk Committee (ARC). The ARC consists of three independent non-executive members, Christopher Welford (Chair), David Hughes Hallett and Majella Meegan. Majella Meegan joined the Committee in December 2013, following a decision by Marion Killen to step down as a member. Christopher Welford and David Hughes Hallett also sit on the Management Board.

The ARC functions in accordance with best practice contained in HM Treasury's Audit and Risk Assurance Committee Handbook (April 2013). It operates under agreed terms of reference which are reviewed annually. Meetings are attended by representatives of the Northern Ireland Audit Office and by the Head of Internal Audit. The remit of the ARC is to provide assurances to the Director that governance arrangements within the Service, including the management of risk, are operating effectively.

During the financial year, the ARC met on four occasions and dealt with a wide range of issues relating to internal control, risk management, governance and accountability. These included the consideration of:

- Risks reported by way of the corporate risk register;
- Corporate reputational risk;
- The quarterly statements of assurance;
- Internal audit work plans and reports;
- Information assurance; and
- The annual report and resource accounts for 2012-13.

During the year the ARC received regular updates from the Head of Internal Audit. The Committee also examined progress against previous audit reports and were satisfied that recommendations were being adequately addressed.

A report on key issues discussed at Audit and Risk Committee meetings was provided for each Management Board meeting by the ARC Chair. The ARC also completed its annual report for 2013-14, summarising the work of the committee and providing its opinion on the comprehensiveness and reliability of the assurances available to support the Board and, particularly, to support me in my accountability obligations.

Board Sub-Committees

The Board has four sub-committees, which play key roles in the governance of the PPS. These are as follows:

- The Senior Management Group (SMG), comprising the Deputy Director (as Chair) and the Senior Assistant Directors, meets on a monthly basis. SMG's purpose is to ensure there is effective co-ordination and decision-making across the full range of PPS operational and policy issues, as well as effective communication between the Management Board, the PPS senior management team and all Board Sub-Committees. The SMG met on nine occasions during 2013-14.
- The People and Resources Sub-Committee, chaired by the SAD for Resources and Change, considers the key financial and resource issues impacting on the Service. The Sub-Committee met on eight occasions during 2013-14.
- The Policy and Quality Sub-Committee, chaired by the Deputy Director, is responsible for considering the key legal policy issues impacting on the PPS. The Sub-Committee met on eight occasions during 2013-14.
- The Performance Sub-Committee, chaired by the Deputy Director, supports the Board in meeting key organisational performance standards and targets. The Sub-Committee met on eight occasions during 2013-14.

All sub-committees have clear terms of reference, covering the scope of any decision-making and the reporting requirements for the Board.

The key areas progressed by the Sub-Committees during 2013-14 were as follows:

- The Senior Management Group considered a range of matters including the corporate risk register, strategic financial, performance and resource issues and the briefing of Counsel. SMG also oversaw work to develop an action plan in response to Criminal Justice Inspection's review of corporate governance within the PPS (see Section 8, below).
- The People and Resources Sub-Committee examined a range of human resource issues and provided oversight in terms of budgetary monitoring, procurement, health and safety and equality and diversity matters. The Sub-Committee maintained a particular focus on the Service's capacity and resource planning and received regular updates from the PPS Business Improvement Team.
- Matters considered by the Policy and Quality Sub-Committee included the monitoring of progress against the Quality Assurance Team's annual work programme and the examination of legal policy guidance. The Sub-Committee also commissioned a Business Improvement Team review of the Service's handling of serious sexual offences, which led to the development of a detailed action plan.
- Matters considered by the Performance Sub-Committee included case progression in indictable cases, the development of a Performance Improvement Action Plan and the implementation of related performance initiatives.

At each meeting of the Management Board the respective Sub-Committee Chairs provided members with an overview of the main issues discussed. Full minutes of all Sub-Committee meetings were also circulated to Board members.

5. Risk Management

The PPS risk management policy sets out the framework for the management of risk and promotes a consistent approach across the Service. The Director, supported by the PPS Management Board, has overall responsibility for ensuring that an effective risk management process is established and maintained and is responsible for agreeing the Service's Risk Management Framework and defining its risk appetite.

The Senior Management Group undertakes regular and detailed oversight of the key corporate risks and the Service's risk management capability. Regional Prosecutors and Assistant Directors (SCS Grade 5) and Corporate Services Business Heads are responsible for maintaining effective risk management arrangements within their own areas. The quarterly statements of assurance include an assessment of local risk management practice against the PPS risk management policy.

All risks set out at corporate level are owned by members of the Management Board.

Corporate Risk Profile

The Corporate Risk Register is aligned with the four strategic priorities of the PPS. During 2013-14 the Board identified eleven corporate risks that could, if not managed properly, have reduced the Service's ability to deliver against its strategic priorities. These were as follows:

Strategic Priority	Risk Area
Efficiency and effectiveness	<ul style="list-style-type: none"> • Tackling delay in indictable cases. • Assurances provided via the legal quality assurance Framework. • Compliance with the recording of information on the Case Management System (CMS).
Public confidence	<ul style="list-style-type: none"> • The delivery of services to victims and witnesses. • Communication with stakeholders and the public.
Capability to deliver	<ul style="list-style-type: none"> • The management of change. • Uncertainty regarding future funding. • Delivery of advocacy by external counsel. • Future PPS accountability arrangements. • Contingency arrangements for the G8 Summit.
People	<ul style="list-style-type: none"> • Effectiveness of the performance management framework.

The delivery of advocacy by external counsel was identified as a new risk area for 2013-14. This was in response to concerns expressed by counsel, following the introduction of the Prosecution Fee Scheme in November 2012. One risk was added in-year (CMS compliance). This was in response to the identification of potential reputational risk caused by failing to comply with CMS recording requirements.

One risk was 'closed' during the year which related to planning for the G8. This was no longer relevant after the Summit concluded in June 2013.

During 2012-13 the Management Board had identified risks in respect of the inexperience of new and temporary staff, and the ability of the Service to deliver on its commitments under the Security Policy Framework. Following a review of corporate risks for 2013-14, these issues were no longer considered to be a threat to delivery in key priority areas.

During 2013-14 the risk management framework has been complemented by a range of other control measures:

- An Incident Management Plan and a Business Continuity Plan.
- An Anti-Fraud Policy and Fraud Response Plan. In June 2013 a new PPS Fraud Working Group (FWG) was established, chaired by the SAD Resources and Change. The FWG is appointed by the Management Board to support the People and Resources Sub-Committee by acting as a good practice liaison group. Its key purpose is to provide a forum for the exchange of information and sharing of experience on fraud issues and thereby to promote best practice in the management and prevention of fraud. No incidents of fraud were reported during the year.
- The Service has reviewed all new financial guidance issued by the Department of Finance and Personnel and provided briefing to the Audit and Risk Committee, setting out the relevance of any changes to the PPS and the action taken as a result – for example, with regard to updating financial policy and raising staff awareness.
- The PPS procurement and purchasing procedures, which have been revised and updated to reflect changes in procurement policy and Central Procurement Directorate guidance. In parallel with these changes in procedure, a series of procurement training events have been organised for key staff, including Assistant Directors and Business Managers.
- PPS Business Case Guidance has been updated and a series of training sessions are planned for key staff.
- A register of gifts and hospitality and a register of interests has been maintained covering all senior staff.

6. Information Security

Since the establishment of the Service as a non-ministerial department in April 2010, steps have been taken to reinforce PPS information assurance arrangements, to improve information security awareness and disseminate best practice. The SAD for Resources and Change has been appointed as Senior Information Risk Owner. All senior managers have been designated as Information Asset Owners to provide further assurance that information assets are properly managed.

Information assurance is a standing item on the agendas of the Management Board and Audit and Risk Committee and senior managers are required to review information security compliance and to highlight any new assets or risks within their business areas in their quarterly statements of assurance.

The PPS Business Assurance Team co-ordinates the development of the information assurance framework and data handling and security arrangements across the Service. The team also has responsibility for all aspects of security within the PPS, including physical and personnel,

IT Security policy and the accreditation of ICT systems in line with government requirements. In addition, the team provides advice and guidance to key delivery partners outside the core criminal justice system, in particular members of Panel Counsel.

Information Assurance refresher training has been delivered to staff through the new NICS e-learning contract.

To support the implementation of the Government's new protective marking scheme, Business Assurance has developed a suite of guidance documents, and reviewed all existing policies and procedures. Additional e-learning training has also been provided through the NICS e-learning contract.

The PPS is required to ensure that PPS information systems are formally assessed against Information Assurance standards. The PPS ICT Risk Management Accreditation Document Set (RMADS) has been reviewed and accreditation signed off until October 2014. A penetration test was also carried out prior to the G8 Summit in June 2013. The re-accreditation process will recommence in mid 2014.

The PPS has worked with the Bar Library to increase the level of assurance that PPS data is being handled securely. This includes encryption of removable media such as laptops. The use of the CJSM secure mail system by Counsel will also be implemented, subject to the Bar Library meeting the required technical standards.

Personal Data Related Incidents

During the year there was one incident where personal data was compromised by PPS staff. In this incident, a defendant (with no criminal record) was sent the criminal record of another person with the same name. This was the result of a staff member failing to follow agreed procedures. The staff member was reminded of their responsibilities to check data before issue. The prosecutor responsible for the case subsequently apologised to the defendant and a note was placed on the file indicating that the defendant has no criminal record. The defendant returned the erroneous criminal record to PPS and therefore it was not considered necessary to report this incident to the Information Commissioner. The data subject of the criminal record was informed of the breach.

There were also two incidents involving PPS partners.

In the first incident a high profile case file went missing following its return from a member of panel counsel. The investigation revealed that the member of counsel had not sent the file using a tracked delivery service and therefore it was not possible to determine if the file had arrived with PPS. A review of the terms and conditions for panel counsel showed that the wording of the information security section was open to interpretation. In order to prevent a re-occurrence, a reminder was issued to all panel members about the posting of case files. The wording of the relevant section of the terms and conditions was also revised and re-issued to panel members. Following an investigation, the file was located on PPS premises and no further action was deemed necessary. The progress of the case was not affected by the loss as the file information was recreated from the Case Management System.

In the second incident, two items of PPS correspondence relating to a single defendant were sent to a third party. Subsequent investigation revealed that the PSNI had recorded an incorrect address on the defendant's record. No PPS staff member was found to be at fault. Nevertheless the PPS apologised to the third party, who returned the letters, and also informed the defendant. PSNI subsequently corrected the address information.

7. Effectiveness of the PPS Governance Framework

As Accounting Officer, I have reviewed the effectiveness of governance and control systems within the PPS. My review has been informed by the work of the internal auditors and the executive managers within the PPS, who have responsibility for the development and maintenance of the internal control framework, as well as the views of the Independent Board Members and comments made by external auditors in their management letter and other reports.

I have also been advised by the Management Board and the ARC and am assured that there are plans to address any weaknesses and to ensure continuous improvement of the controls currently in place.

Assurances as to the adequacy of the governance, management and controls have been provided by:

Independent Parties:

- The ARC, through feedback by its Chair at Management Board meetings and by review of the Committee's minutes and Annual Report.
- The Head of Internal Audit who has provided an independent opinion on the adequacy and effectiveness of the Service's system of internal control, and an opinion on significant control issues. Details of the audits completed during the financial year are set out below (see Section 9).
- Criminal Justice Inspection Northern Ireland who provide an independent assessment of business efficiency and effectiveness through a programme of thematic reviews (see Section 8).
- DFP, covering the shared services available to PPS. At present this includes HR Connect (which provides transactional HR work and a payroll service for the PPS), Account NI and the Centre for Applied Learning. In addition, the Central Procurement Directorate has conducted all procurement over £30,000 on behalf of the PPS under a service level agreement.
- The Independent Assessor of Complaints (IAC), Mr Alan Henry, who produced the latest IAC annual report in June 2014.

Management:

- The SAD for Resources and Change who is a member of the Management Board and acts as the Principal Establishment and Finance Officer (PEFO) for the Service. In this role the SAD is responsible for ensuring that proper controls are in place to safeguard public funds and departmental assets.
- The detailed statements of assurance which have been provided on a quarterly basis by senior managers who have responsibility for the development and maintenance of the internal control framework in their respective areas. Significant internal control issues highlighted during the year have been recorded at Section 11.
- The regular financial and performance reports provided to the Board and senior management.

Policy and Process:

- The PPS Quality Assurance Team which aims to provide an independent assessment of the quality of decision-making, case preparation and presentation within the Service. The work of the QA Team has been complemented by dip sampling by Regional Prosecutors and Assistant Directors. All cases found to be below the acceptable standard have been followed up by the SAD Regional Prosecutions or Deputy Director.
- The PPS Business Improvement Team which has been commissioned to conduct a number of assignments during 2013-14, including reviews of the Case Preparation Function, the role of local Premises Officers and the new Victim and Witness Care Unit in Belfast. The Team has also supported the review of arrangements for the handling of serious sexual offences.
- Re-accreditation under the Investors in People (IIP) Standard.

8. Criminal Justice Inspection

In April 2013 CJINI published the results of its review of corporate governance within the PPS. 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. However, given the current fiscal environment in Northern Ireland and the increasing demands being placed on the Service by stakeholders, there was a need to develop the framework in a number of key areas, including the performance management regime and the accountability framework.

The inspection also focused on the standards of prosecutorial decision-making and advocacy within the Service. Inspectors rated the Service's performance in respect of prosecutorial decision-making as excellent. While in-house advocacy skills were rated as competent, inspectors found that PPS would benefit from introducing a more comprehensive assessment process.

In total, CJINI made three strategic recommendations and identified a further eleven areas for improvement. The Service has responded to the inspection by way of an action plan, which was published in October 2013. Key actions taken forward to date have included:

- The agreement and production of a new suite of corporate performance data;
- The implementation of quarterly performance and accountability meetings, led by the Deputy Director and SAD Regional Prosecutions;
- Publication of an Advocacy Strategy for the Service; and
- The establishment of in-house advocacy monitoring arrangements, initially on a pilot basis.

A copy of the PPS action plan is available on the PPS website at www.ppsni.gov.uk.

It should be noted that the Management Board and ARC have also considered the findings of HM Crown Prosecution Service Inspectorate's (HMCPIS) 'Thematic Review on CPS Assurance and Performance', published in November 2013. The purpose of this was to highlight any issues from within the report which might be applicable to the PPS, for example in terms of potential gaps in the Service's assurance and performance framework. A number of recommendations from the review are being taken forward by PPS senior management.

9. Internal Audit

PPS has established a robust assurance framework that includes primary assurance through line management structures on the achievement of objectives. This primary assurance is supplemented by secondary assurances provided through oversight of management activity, and by the DoJ Internal Audit team operating to Government Internal Audit Standards. They deliver an agreed prioritised programme of systems based audits covering PPS systems over time. The Head of Internal Audit provides an Annual Report and his professional opinion on the level of assurance that he can provide based on the work done. The Head of Internal Audit forms his professional opinion on the basis of the internal audit work completed over a three year period and has provided overall satisfactory assurance.

Internal Audit Activity during 2013-14

During the financial year Internal Audit conducted a number of audit assignments. Three audit reports were produced, focusing on the following areas:

- Legal Quality Assurance – Dip Sampling of Case Files (Report issued August 2013).
- Procurement (Follow-up) and Contract Management (Report issued August 2013).
- Use of Counsel (Report issued February 2014).

The overall assurance level provided in respect of the casework dip sampling process established by PPS was limited. In particular it was found that sampling was not being completed consistently across the regional offices. Steps have since been taken to address the issues raised by Internal Audit which have included the reinforcement of procedures by the Management Board and improved reporting arrangements to increase the transparency of all dip sampling undertaken. Internal Audit conducted a follow-up review in November 2013 and amended the level of assurance to satisfactory.

The original audit of procurement and contract management related to activity in the 2011-12 financial year. While no contracts were found to have been improperly let, the overall audit opinion was limited. The subsequent follow-up review, conducted during April and May 2013, was carried out on the basis of 2012-13 activity. The overall audit opinion remained at limited assurance, although it was recognised that progress had been hampered by a vacancy in the key role of Procurement Officer. Since the publication of the follow-up report in August 2013, PPS has appointed a new Procurement Officer and has taken steps to address outstanding recommendations. A further follow-up audit will be carried out in 2014-15.

The audit of the use of counsel found the overall level of assurance to be substantial. Auditors were content that there is an effective control system in place to ensure that the allocation of briefs to both junior and senior counsel is fair and equitable.

The original internal audit work programme for 2013-14 had included a review of services to victims and witnesses. However, with the agreement of senior management, a decision was taken to postpone this review. The main issue was the potential for significant overlap with other work to be undertaken in this area during the year. This included a CJINI follow-up inspection on securing witness attendance at court and an initial evaluation of the Belfast Victim and Witness Care Unit Pilot by the PPS Business Improvement Team. It is anticipated that the audit will now be carried out during 2014-15.

Internal Audit also provided advice and guidance on the Role of Public Prosecutors in the PPS. While the final report, which was published in August 2013, provided satisfactory assurance, Internal Audit had highlighted a number of areas for improvement, such as the need to ensure that all public prosecutors were included on court rotas. PPS has acted on the report and improved monitoring and reporting arrangements. The SAD Regional Prosecutions now conducts a quarterly check against all court rotas which are held in a central database.

10. External Audit

PPS senior management has reviewed the Northern Ireland Audit Office's Interim Report to those Charged with Governance which sets out the results of their audit work on the PPS Resource Accounts for 2013-14 and their recommendations for action.

No Priority 1 issues (significant issues for the attention of senior management which may have the potential to result in material weakness in internal control) were reported by NIAO as a result of interim audit testing. However a number of Priority 2 issues (important issues to be addressed by management in their areas of responsibility) were identified. These were as follows:

- NIAO reviewed a sample of counsel fees paid during 2013-14. Three of the twelve sampled were fees relating to 2012-13 but had not been accrued in 2012-13, leading to a total under accrual of £47k. PPS has recognised these errors, which were the result of legacy issues in respect of the previous fee payment arrangements. PPS undertook a review of fee payments during 2013-14 and processed a prior period adjustment of £617k in respect of payments against cases which had been under accrued for at 31 March 2013. Robust processes have been introduced since the new PPS Fee Scheme was introduced in November 2012.
- Under the current Fee Scheme, Counsel being briefed on an hourly rate basis should be briefed by means of a standard letter. While the PPS Central Fees Team should be issued with a copy of this letter for accruals purposes, it was found that this did not always happen in practice. In response PPS has moved to reinforce these procedures. Problems had arisen primarily due to an issue around the format of the letter. A new letter template has now been introduced.
- In several cases incorrect payments to counsel had been identified. The sums involved were low value and have been recouped from counsel. Relevant guidance has been issued by the PPS Fees Team to prevent a re-occurrence.
- NIAO identified a coding error in their sample, relating to the cost of an expert witness report which was coded to administration expenditure rather than programme expenditure. PPS has taken steps to amend this error.
- In two instances, where contracts allowed for an extension, these were not issued in a timely manner. The PPS Procurement Officer has worked with the Central Procurement Directorate (CPD) to ensure contract extensions have been addressed. Strict timescales will be observed in the future.
- Beyond the matters outlined above, no significant internal control problems were highlighted by the NIAO.

In their final Report for 2012-13, NIAO raised a number of significant issues, as follows:

- The first issue related to the briefing of a member of junior counsel in the Magistrates' Court. While the individual was not a member of the current PPS Counsel Panel, there was no written approval of a Direct Award Contract to cover the expenditure. The retrospective approval of the Accounting Officer was subsequently documented. Following the introduction of the new fee scheme in November 2012, briefing instructions obliged PPS staff to offer work in the lower courts to members of the junior counsel panel or panel reserve list in the first instance. PPS has since received advice from CPD that the use of Counsel should not be subject to procurement regulations.
- The second issue related to the actuarial valuation of PPS pension disclosures in the PPS annual accounts in respect of former senior members of staff. The NIAO recommendation was that consideration should be given to using more specific financial and demographic assumptions which would more accurately reflect the scheme's membership. The Government Actuarial Service has since confirmed that the PPS treatment in 2012-13 was appropriate.
- The third issue related to the PPS Asset Register, and in particular several observations made regarding non-current assets. For example in order to maintain accuracy, it was recommended that the Asset Register maintained by PPS Finance Branch should be reconciled with local registers. In response Finance Branch has now acted to reinforce procedures with the relevant business areas.

11. Significant Control Issues

Independent Counsel

As stated above, the PPS introduced a fee scheme for the remuneration of independent counsel which came into effect on 5 November 2012. This scheme sought to align the value of prosecution fees and the mechanisms for their determination with those of the defence and fees paid in England and Wales. This initiative has given rise to a number of issues, as follows:

- One of the major changes in the new fees scheme was the introduction of sessional rates in the Magistrates', Youth and County Courts. In recent years members of junior counsel have been used in these courts (albeit on a limited basis), for example, where contested cases were identified as particularly complex or where there were local resourcing issues. Following the introduction of sessional rates, and consultation with the Bar Council, a number of members of junior counsel withdrew from this area of work, with the result that in-house prosecutors have had to cover the above courts. This has been managed successfully through the filling of current vacancies at the public prosecutor grade and by the use of temporary and agency staff.
- Nominated senior counsel have expressed concerns regarding the fees payable in the most complex cases. Revised arrangements are being considered by the DoJ in respect of payments to the defence and this will present PPS with an opportunity to re-examine their payment arrangements for prosecuting counsel. It is anticipated that revised fee schemes will be introduced during 2014-15 for both the prosecution and the defence.

Fair Employment Tribunal Ruling

On 19 March 2014 a Fair Employment Tribunal ruled on a case taken by fifteen PPS staff in respect of equal pay and indirect discrimination, on grounds of sex and age. The respondents to the case were the PPS and DFP.

This claim arose out of the transfer of staff from Grade A of the Northern Ireland Office pay scale to Unified Grade 7 of the Northern Ireland Civil Service pay scale upon devolution of policing and justice powers to the Northern Ireland Assembly in April 2010. Prior to devolution, staff were employed by DFP on secondment to the NIO. The claimants' comparators, with whom they were found to be performing equal work, were transferred to a higher grade (Unified Grade 6) under the agreed interface arrangements, which were determined by the NIO.

The Tribunal found in favour of the claimants. Detailed work has been commenced by DFP and the Government Actuarial Department to calculate the associated costs. The decision may also have implications for comparable staff. The PPS has made some broad assumptions over the potential total future settlement to all parties and an overall provision of £6.3 million has been made in the 2013-14 accounts.

Due to the timing of the ruling PPS was unable to bid for funding cover during any of the 2013-14 in-year monitoring rounds. It was necessary to make provision for these costs at year end which will breach the 2013-14 budget allocated to PPS.

12. Conclusion

The governance framework as outlined has been in place in the PPS throughout the year ended 31 March 2014 and up to the date of approval of the Annual Report and Resource Accounts, and accords with DFP guidance.

It is my assessment that the PPS operates a system of governance and accountability which I can rely on as Accounting Officer to provide assurances that the public funds and other resources for which I am accountable are deployed effectively and appropriately.

During the financial year, with the exception of those matters highlighted at Section 11 above, no significant internal control weaknesses or issues have been identified, and no significant failures have arisen in the expected standards for good governance, risk management and control.



Barra McGrory QC
Accounting Officer
13 June 2014

The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

I certify that I have audited the financial statements of the Public Prosecution Service for Northern Ireland for the year ended 31 March 2014 under the Government Resources and Accounts Act (Northern Ireland) 2001. These comprise the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity and the related notes. I have also audited the Statement of Assembly Supply and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act (Northern Ireland) 2001. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Financial Reporting Council's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Public Prosecution Service for Northern Ireland's circumstances and have been consistently applied and adequately disclosed; the reasonableness

of significant accounting estimates made by the Accounting Officer; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the Statement of Assembly Supply properly presents the outturn against Assembly control totals and that those totals have not been exceeded. I am also required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for qualified opinion on regularity

In 2013-14 the Public Prosecution Service for Northern Ireland expended more resources than the Assembly had authorised in Request for Resource A (RfR A). In doing so, the Public Prosecution Service for Northern Ireland breached the Assembly's control over its expenditure and has therefore incurred an "excess" vote caused by the net resource outturn being exceeded. The net resource outturn for RfR A of £42.383 million was £6.032 million in excess of the £36.351 million authorised by the Assembly.

Qualified opinion on regularity

In my opinion, except for the £6.032 million excess vote, referred to above, in all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Public Prosecution Service for Northern Ireland's affairs as at 31 March 2014 and of its net operating cost, cash flows and changes in taxpayers' equity for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act (Northern Ireland) 2001 and Department of Finance and Personnel directions issued thereunder.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with Department of Finance and Personnel directions made under the Government Resources and Accounts Act (Northern Ireland) 2001; and
- the information given in the Director's Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with Department of Finance and Personnel's guidance.

Report

My detailed observations are included in my report attached to the account.



KJ Donnelly

Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast BT7 1EU

16 June 2014

Financial Statements

For the Year Ended 31 March 2014



Statement of Assembly Supply

In addition to the primary statements prepared under IFRS, the Government Financial Reporting Manual (FRM) requires the Public Prosecution Service to prepare a Statement of Assembly Supply (SOAS) and supporting notes to show resource outturn against the Supply Estimate presented to the Assembly, in respect of each request of resources.

Summary of Resource Outturn 2013-14

Request for Resources	Note	Estimate	Estimate	Estimate	Outturn	Outturn	Outturn	2013-14 £000	2012-13 £000
		Gross Expenditure	Accruing Resources	Net Total	Gross Expenditure	Accruing Resources	Net Total	Net Total Outturn compared with Estimate: saving/(excess)	Restated Outturn Net Total
A	SOAS2	37,032	(681)	36,351	42,889	(506)	42,383	(6,032)	36,059
Total Resources	SOAS3.1	37,032	(681)	36,351	42,889	(506)	42,383	(6,032)	36,059
Non-operating cost Accruing Resources		-	-	-	-	-	-	-	-

Net cash requirement 2013-14

	Note	Estimate	Outturn	2013-14 £000	2012-13 £000
		Estimate	Outturn	Net Total Outturn compared with Estimate: saving/(excess)	Outturn
Net cash requirement	SOAS4	37,894	37,455	439	36,532

Summary of income payable to the Consolidated Fund

In addition to accruing resources, the following income relates to the Department and is payable to the Consolidated Fund (cash receipts being shown in italics):

	Note	Income	2013-14 Forecast £000 <i>Receipts</i>	Income	2013-14 Outturn £000 <i>Receipts</i>
		Income	Income	Income	Income
Total	SOAS5	-	-	-	-

The Service has incurred an Excess of £6,032k because a provision for payroll costs, arising from an industrial tribunal decision, has resulted in the Annually Managed Expenditure outturn being £6,249k above the amount provided in RfR A. The Service will seek Assembly approval by way of an Excess Vote in the next Budget Act.

Explanations of variances between Estimate and Outturn are given in SOAS2 and in the Financial Summary.

The notes on pages 74 to 102 form part of these accounts.

Notes to the Departmental Resource Accounts (Statement of Assembly Supply)

SOAS 1. Statement of accounting policies

The Statement of Assembly Supply and supporting notes have been prepared in accordance with the 2013-14 Government Financial Reporting Manual (FReM) issued by the Department of Finance and Personnel (DFP). The Statement of Assembly Supply accounting policies contained in the FReM are consistent with those set out in the 2013-14 Consolidated Budgeting Guidance and Supply Estimate in Northern Ireland Guidance Manual.

SOAS 1.1 Accounting Convention

The statement of Assembly Supply and related notes are presented consistently with Treasury budget control and Supply Estimates in Northern Ireland. The aggregates across government are measured using National Accounts, prepared in accordance with the internationally agreed framework 'European System of Accounts' (ESA95). ESA95 is in turn consistent with the System of National Accounts (SNA93), which is prepared under the auspices of the United Nations.

The budgeting system and the consequential presentation of Supply Estimates and the Statement of Assembly Supply and related notes have different objectives to IFRS-based accounts. The system supports the achievement of macro-economic stability by ensuring that public expenditure is controlled, with relevant Assembly authority, in support of the Government's fiscal framework. The system provides incentives to departments to manage spending well so as to provide high quality public services that offer value for money to the taxpayer.

The Government's objectives for fiscal policy are set out in the Charter for Budget Responsibility. These are to:

- Ensure sustainable public finances that support confidence in the economy, promote intergenerational fairness, and ensure the effectiveness of the wider government policy; and
- Support and improve the effectiveness of monetary policy in stabilising economic fluctuations.

SOAS 1.2 Comparison with IFRS-based accounts

Many transactions are treated in the same way in National Accounts and IFRS-based accounts, but there are a number of differences. The only one relevant to PPS in 2013-14 is a Prior Period Adjustment as detailed below.

SOAS 1.2a Prior Period Adjustments (PPAs)

PPAs resulting from an error in previous recording, or from an accounting policy change initiated by the department, need to be voted by the Assembly in the current year, whereas in IFRS-based accounts (IAS8) they are treated as adjustments to previous years. (PPAs resulting from a change in accounting policy brought in by a new or modified accounting standard are not included in Estimates, so there is no misalignment). The PPS has a PPA in respect of counsel fees expenditure during 2013-14 which related to prior years but was not accrued in full at 31 March 2013 due to incomplete information.

The notes on pages 74 to 102 form part of these accounts.

SOAS 2 Analysis of net resource outturn by function

	Outturn						2013-14 £000 Estimate	2012-13 £000 Restated		
	Admin	Other Current	Grants	Gross Resource Expenditure	Accruing Resources	Net Total	Estimate Net Total	Net Total Outturn compared with Estimate	Net Total Outturn compared with Estimate adjusted for virements	Prior- year Outturn Restated
Request for resources Central Government spending										
Spending in Departmental Expenditure Limits (DEL)										
Public Prosecution & Legal Service	1,671	34,752	-	36,423	(506)	35,917	36,116	199	199	35,837
Non Budget Notional Charge	-	42	-	42	-	42	60	18	18	52
Spending in Annually Managed Expenditure (AME)										
Public Prosecution & Legal Services	-	6,424	-	6,424	-	6,424	175	(6,249)	(6,249)	170
Resource Outturn	1,671	41,218	-	42,889	(506)	42,383	36,351	(6,032)	(6,032)	36,059

Explanation of the variation between Estimate and Outturn for each Request for Resource

PPS Total Net Outturn was £6,032k in excess of Estimate.

Request for Resources A – £ (6,032)k

Spending in Departmental Expenditure Limits

Operating Costs - £199k

This under spend is largely due to savings in pay costs as a result of unfilled vacant posts along with small savings across a range of non staff costs including accommodation running costs and general overheads, offset by lower than expected incentivisation receipts.

The notes on pages 74 to 102 form part of these accounts.

Spending in Annually Managed Expenditure Limits – £(6,249)k

Provision for the costs arising from an industrial tribunal decision in March 2014 resulted in an excess of £6,249k.

Detailed explanations of the variances are given in the Financial Performance Summary.

SOAS 3 Reconciliation of outturn to net operating cost and against Administration Budget**SOAS 3.1 Reconciliation of net resource outturn to net operating cost**

	Note	Outturn	Supply Estimate	2013-14 £000 Outturn compared with Estimate: saving/ (excess)	2012-13 £000 Outturn
Net Resource Outturn	SOAS2	42,383	36,351	(6,032)	35,442
Prior Period Adjustments		-	-	-	617
Non-supply Expenditure		-	-	-	-
Net Operating Cost		42,383	36,351	(6,032)	36,059

The PPS has a Prior Period Adjustment of £617k in respect of counsel fees expenditure during 2013-14 which related to prior years but was not accrued in full at 31 March 2013 due to incomplete information.

SOAS 3.2 Outturn against final Administration Budget

	Budget	2013-14 £000 Outturn	2012-13 £000 Outturn
Gross Administration Budget	2,226	1,671	1,999
Income allowable against the Administration Budget	-	-	-
Net outturn against final Administration Budget	2,226	1,671	1,999

The notes on pages 74 to 102 form part of these accounts.

SOAS 4 Reconciliation of net resource outturn to net cash requirement

	Note	Estimate £000	Outturn £000	Net Total Outturn compared with estimate: saving/(excess) £000
Resource Outturn	SOAS2	36,351	42,383	(6,032)
Capital				
Acquisition of property, plant and equipment	6,7	465	459	6
Investments		-	-	-
Non-operating Accruing Resources				
Proceeds of asset disposals		-	-	-
Accruals to cash adjustment:				
<i>Adjustments to remove non-cash items:</i>				
Depreciation	4	(1,558)	(1,596)	(38)
New provisions, and adjustments to previous provisions	14	(175)	(6,424)	(6,249)
Prior Period Adjustments		-	-	-
Other non-cash items	3,4	(60)	(42)	18
Changes in working capital other than cash		2,701	2,518	(183)
Changes in payables falling due after more than one year		-	-	-
Use of Provision	14	170	157	13
Excess cash receipts surrenderable to the Consolidated Fund	SOAS5.1	-	-	-
Net Cash Requirement		37,894	37,455	439

The notes on pages 74 to 102 form part of these accounts.

SOAS 5 Income payable to the Consolidated Fund

SOAS 5.1 Analysis of income payable to the Consolidated Fund

In addition to Accruing Resources, the following income relates to the departments and is payable to the Consolidated Fund (cash receipts being shown in italics).

	Note	Forecast 2013-14		Outturn 2013-14	
		£000 Income	£000 <i>Receipts</i>	£000 Income	£000 <i>Receipts</i>
Operating income and receipts – excess Accruing Resources					
Other operating income and receipts – excess Accruing Resources	SOAS 7	-	-	-	-
Excess cash surrenderable to the Consolidated Fund	SOAS 4	-	-	-	-
Total Income payable to the Consolidated Fund		-	-	-	-

SOAS 6 Reconciliation of income recorded within the Statement of Comprehensive Net Expenditure to operating income payable to the Consolidated Fund

	Note	2013-14 £000	2012-13 £000
Operating income	5	506	358
Adjustments for transactions between RfRs		-	-
Gross income		506	358
Income authorised to be Accruing Resources		(506)	(358)
Operating income payable to the Consolidated Fund	SOAS5.1	-	-

SOAS 7 Non-operating income - Excess Accruing Resources

	Note	2013-14 £000	2012-13 £000
Principle repayments of voted loans			
Proceeds on disposal of property, plant and equipment		-	-
Other		-	-
Non-operating income – excess Accruing Resources		-	-

The notes on pages 74 to 102 form part of these accounts.

Statement of Comprehensive Net Expenditure for the Year Ended 31 March 2014

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

	Note	Staff Costs	Other Costs	2013-14 £000 Income	2012-13 £000 Restated
Administration costs					
Staff costs	2	1,332			1,661
Other administration costs	3		339		338
Operating income	5			-	-
Programme costs					
Staff costs	2	26,084			19,265
Programme costs	4		15,134		15,153
Income	5			(506)	(358)
Totals		27,416	15,473	(506)	36,059
Net Operating Cost for the year ended 31 March 2014				42,383	36,059

Other Comprehensive Net Expenditure

	2013-14 £000	2012-13 £000 Restated
Net (gain)/loss on revaluation of Property, Plant & Equipment	(654)	(133)
Net (gain)/ loss on revaluation of Intangibles	(3)	(45)
Other Comprehensive Net Expenditure	(657)	(178)
Total Comprehensive Net Expenditure for the year ended 31 March 2014	41,726	35,881

All income and expenditure is derived from continuing operations.

The notes on pages 74 to 102 form part of these accounts..

Statement of Financial Position

As at 31 March 2014

This statement presents the financial position of the Public Prosecution Service. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	Note	2013-14 £000	2012-13 £000 Restated
Non-current assets			
Property, plant and equipment	6	9,427	9,717
Intangible assets	7	242	430
Total non-current assets		9,669	10,147
Current assets			
Trade and other receivables	12	1,300	1,121
Cash and cash equivalents	11	-	-
Total current assets		1,300	1,121
Total assets		10,969	11,268
Current Liabilities			
Trade and other payables	13	(4,144)	(6,640)
Cash and cash equivalents	11	(372)	(214)
Total current liabilities		(4,516)	(6,854)
Non-current assets plus/less net current assets/liabilities		6,453	4,414
Non-current liabilities			
Provisions	14	(9,652)	(3,108)
Other payables		-	-
Total non-current liabilities		(9,652)	(3,108)
Total assets less liabilities		(3,199)	1,306
Taxpayers' equity and other reserves:			
General fund		(4,644)	126
Revaluation reserve		1,445	1,180
Total equity		(3,199)	1,306

Barra McGrory QC
Accounting Officer

June 2014

The notes on pages 74 to 102 form part of these accounts.

Statement of Cash Flows

For the year ended 31 March 2014

The Statement of Cash Flows shows the changes in cash and cash equivalents of the Public Prosecution Service using the reporting period. The statement shows how the Public Prosecution Service generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by the Department. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to the Department's future public service delivery. Cash flows arising from financing activities include Assembly Supply and other cash flows, including borrowing.

	Note	2013-14 £000	2012-13 £000 Restated
Cash flows from operating activities			
Net operating cost		(42,383)	(36,059)
Adjustment for non-cash transactions	4	1,761	1,603
(Increase)/Decrease in trade and other receivables	12	(179)	2,153
Increase/(Decrease) in trade payables	13	(2,496)	(4,503)
<i>Less movements in receivables relating to items not passing through the SCNE</i>		158	214
<i>Less movements in payables relating to items not passing through the SCNE</i>		320	3,007
New provision provided in year	14	6,300	-
Use of provisions	14	(157)	(162)
Net cash outflow from operating activities		(36,676)	(33,747)
Cash flows from investing activities			
Proceeds of disposal of property, plant and equipment		-	-
Proceeds of disposal of intangible assets		-	-
Purchase of property, plant and equipment	6	(745)	(235)
Purchase of intangible assets	7	(34)	(66)
Net cash outflow from investing activities		(779)	(301)
Cash flows from financing activities			
From the Consolidated Fund (Supply) - current year		37,083	33,268
From the Consolidated Fund (Supply) - prior year		214	-
From the Consolidated Fund (Non-Supply)		-	-
Net financing		37,297	33,268
Net increase in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund		(158)	(780)
Receipts due to the Consolidated Fund which are outside the scope of the Department's activities		-	-
Payments of amounts due to the Consolidated Fund		-	-
Net increase in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund		(158)	(780)
Cash and cash equivalents at the beginning of the period	11	(214)	566
Cash and cash equivalents at the end of the period	11	(372)	(214)

The notes on pages 74 to 102 form part of these accounts.

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2014

This statement shows the movement in the year on the different reserves held by the Public Prosecution Service, analysed into 'general fund reserves' (i.e those reserves that reflect a contribution from the Consolidated Fund). Financing and the balance from the provision of services are recorded here. The Revaluation Reserve reflects the change on asset values that have not been recognised as income or expenditure.

	Note	General Fund £000	Revaluation Reserve £000	Total Reserves £000
Balance at 31 March 2012		(1,164)	1,314	150
O/Bal Adjustment		-	(38)	(38)
Balance at 31 March 2012 Restated		(1,164)	1,276	112
Changes in taxpayers' equity for 2012-13				
Net Assembly Funding – drawn down		33,268	-	33,268
Net Assembly Funding – deemed		3,050	-	3,050
Supply (payable)/receivable adjustment		214	-	214
Comprehensive expenditure for the year		(35,442)	-	(35,442)
Net gain/(loss) in revaluation of property, plant & equipment		-	133	133
Net gain/(loss) on revaluation of intangibles		-	45	45
Prior Period Adjustment		(617)	-	(617)
Non-Cash Adjustments:				
Non-cash charges – auditor's remuneration	4	40	-	40
Non-cash charges – other notional charges	4	12	-	12
Actuarial gain/(loss) on pension liability	14	491	-	491
Movements in Reserves:				
Transfers between reserves		274	(274)	-
Balance at 31 March 2013 Restated		126	1,180	1,306
Changes in taxpayers' equity for 2013-14				
Net Assembly Funding – drawn down		37,083	-	37,083
Net Assembly Funding – deemed		-	-	-
Supply (payable)/receivable adjustment	12	372	-	372
CFERS payable to the Consolidated Fund		-	-	-
Comprehensive expenditure for the year		(42,383)	-	(42,383)
Net gain/(loss) in revaluation of property, plant & equipment		-	654	654
Net gain/(loss) on revaluation of intangibles		-	4	4
Non-Cash Adjustments:				
Non-cash charges – auditor's remuneration	4	42	-	42
Non-cash charges – other notional charges	4	-	-	-
Actuarial gain/(loss) on pension liability	14	(277)	-	(277)
Movements in Reserves:				
Transfers between reserves		393	(393)	-
Balance at 31 March 2014		(4,644)	1,445	(3,199)

The notes on pages 74 to 102 form part of these accounts.

Notes to the Financial Statements

Notes to the Departmental Resource Accounts

1. Statement of accounting policies

The financial statements have been prepared in accordance with the 2013-14 *Government Financial Reporting Manual* (FReM) issued by the Department of Finance and Personnel. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Public Prosecution Service for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Public Prosecution Service are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

In addition to the primary statements prepared under IFRS, the FReM also requires the Department to prepare one additional primary statement. The *Statement of Assembly Supply* and supporting notes show outturn against Estimate in terms of the net resource requirement and the net cash requirement.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets.

The accounts are stated in sterling, which is the Department's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in thousands of pounds sterling (£000).

1.2 Property, plant and equipment

Property, plant and equipment comprise building fit out costs, plant and machinery, computer equipment and assets under construction.

Consolidation of asset categories

The property, plant and equipment note requires the amalgamation of asset categories under the Plant and Machinery heading. The asset categories represented by this heading include:

- Furniture and fittings
- Office equipment
- Security equipment

1.3 Valuation of property, plant and equipment

Property, plant and equipment are stated at the lower of replacement cost and recoverable amount. All property, plant and equipment are restated to current value each year by reference to indices compiled by the Office for National Statistics (ONS).

Land and buildings are restated to current value using independent professional valuations, in accordance with IAS 16 *Property, Plant and Equipment*, every 5 years and in the intervening years by the use of indices provided by Land and Property Services (LPS), specific to the Northern Ireland property sector. The valuations are carried out by members of the Royal Institute of Chartered Surveyors (RICS) in accordance with procedures laid out in the RICS Appraisal and Valuation Manual. Costs classified as Buildings within the Public Prosecution Service relate to fit out costs of leased premises. These are depreciated over the term of the lease and there is no requirement for quinquennial revaluation in respect of these costs.

Assets under construction are shown at cost, and relate to assets which are incomplete but for which the Department has incurred a liability.

Expenditure on property, plant and equipment of over £1,000 is capitalised. Within the Department the grouping of a range of property, plant and equipment has also been undertaken in respect of some personal computers, printers, office furniture and equipment.

In compliance with IAS 16, subsequent expenditure on an asset which does not meet the criteria of enhancement or improvement is treated as revenue.

Upward revaluations are credited to the Revaluation Reserve and permanent reductions in the value of property, plant and equipment are charged to the Statement of Comprehensive Net Expenditure. Any subsequent revaluation of assets is credited to the Statement of Comprehensive Net Expenditure to the extent that it reverses previous revaluation decreases recognised as an expense in the Statement of Comprehensive Net Expenditure.

1.4 Depreciation

All property, plant and equipment and intangible assets are depreciated at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives. Assets in the course of construction are depreciated from the point at which the asset is brought into use.

Estimated useful lives, which are reviewed regularly, are:

Asset category	Useful Life
Buildings : Fit out costs	Lease term – generally 15 - 25 years
Plant and Machinery	10 - 15 years
Information Technology	5 – 6 years
Assets under construction	No depreciation
Intangible assets	3 - 5 years

1.5 Realised element of depreciation from revaluation reserve

Depreciation is charged to expenditure on the revalued amount of property, plant and equipment. An element of depreciation therefore arises due to the increase in valuation and is in excess of the depreciation that would be charged on the historical cost of assets. The amount relating to this excess is a realised gain on disposal and is transferred from the Revaluation Reserve to the General Fund.

1.6 Intangible assets

Intangible assets comprise development expenditure, software licenses and general information technology lasting more than one year and costing more than £1,000. Software licences are amortised over three to five years. Intangibles are revalued annually using indices provided by the ONS.

1.7 Pension costs

Past and present employees of the Department are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) and the PCSPS (NI). Each of these defined benefit schemes is unfunded and non-contributory except in respect of dependants benefits. The Department recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' services by payment of annual contributions to the PCSPS and the PCSPS (NI) of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS and the PCSPS (NI).

The Public Prosecution Service has responsibility for the Broadly By Analogy (BBA) pension schemes of public appointments in respect of some retired Directors and Deputy Directors of Public Prosecution. A BBA pension arrangement entitles the recipient to benefits similar to the classic and nuvos schemes in both the PCSPS and PCSPS (NI). The Department and members are obliged to make contributions in line with the PCSPS scheme. Provision has been made for the future cost of benefits under this scheme.

Further details regarding the above schemes are contained in Notes 2 and 14.1 to the Accounts.

1.8 Financing and operating income

Financing

The Department is primarily resourced by funds approved by the NI Assembly through the annual Supply process. Resources are drawn down to meet expenditure requirements and are credited to the General Fund.

Operating Income

Operating income is income which relates directly to the operating activities of the Department. It principally comprises receipts from the Asset Recovery Incentive Scheme, recovery of court costs and fees and charges to other departments. It includes both income classified as Accruing Resources and income due to the Consolidated Fund, which in accordance with FReM, is treated as operating income. Operating income is stated net of VAT.

Operating income may be split under the following headings depending in the Statement of Comprehensive Net Expenditure:

- Administration costs
- Programme costs

1.9 Administration and Programme expenditure

The Statement of Comprehensive Net Expenditure is analysed between administration and programme income and expenditure. The classification of expenditure and income as administration or as programme follows the definition of administrative costs set out by HM Treasury's *Consolidated Budget Guidance*. Broadly, administrative expenditure reflects the costs of running the Department while programme costs relate directly to service delivery activities.

1.10 Leases

Finance leases

Leases of property, plant and equipment where the Department holds substantially all the risks and rewards of ownership are classified as finance leases.

Finance lease assets are capitalised at the commencement of the lease term at the lower of the present value of the minimum lease payments or the fair value of the leased asset. The corresponding lease commitment is included in the statement of financial position as a finance lease obligation. Depreciation on capitalised leased assets is charged in line with the depreciation policy for similar assets.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding obligation so as to achieve a constant rate of interest on the remaining balance of the liabilities.

Operating leases

Leases where substantially all of the risks and rewards are held by the lessor are classified as operating leases. Rentals are charged to the Consolidated Statement of Comprehensive Net Expenditure on a straight-line basis over the period of the lease.

1.11 Provisions

The Department provides for legal or constructive obligations which are of uncertain timing or amount at the reporting date on the basis of the best estimate of the expenditure required to settle the obligation. Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using the real rate set by HM Treasury (currently 3.5 %).

1.12 IAS 37 Contingent liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, the Department discloses for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to the Assembly in accordance with the requirements of HM Treasury's *Managing Public Money Northern Ireland* and *Financial Reporting Manual*.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

1.13 Foreign exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction.

1.14 Value Added Tax

Where output VAT is charged or input VAT is recoverable, the amounts are stated net of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of non-current assets.

1.15 Insurance

Departments do not generally insure. No insurance is affected against the following: fire, explosion, common law, third party and similar risks. Notional insurance premiums are not charged to the Statement of Comprehensive Net Expenditure. Instead, expenditure in connection with uninsured risks is charged as incurred.

1.16 Notional charges

Notional charges, in respect of services delivered to and received from other government departments/agencies, are included to reflect the full economic cost of services.

1.17 Staff Costs

Under IAS19 *Employee Benefits*, all staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the costs of any untaken leave as at the year end. The cost of untaken leave has been determined using data from staff leave records. The PPS did not have any off payroll engagements exceeding £58,200 per annum at 31 March 2014 nor were there any such arrangements at 31 March 2013.

1.18 Financial Instruments

Recognition and de-recognition of financial assets and financial liabilities

A financial instrument is defined as any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. A financial instrument is recognised when, and only when, the Department becomes a party to the contractual provisions of the instrument. Financial assets are derecognised when the Department no longer has rights to cash flows, the risks and rewards of ownership or control of the asset. Financial liabilities are derecognised when the obligation under the liability is discharged, cancelled or expires.

Financial assets

A financial asset is classified in this category if acquired principally for the purpose of selling in the short term (held for trading) or if so designated by management. Financial assets held in this category are initially recognised and subsequently measured at fair value, with changes in value recognised in the income statement in the line which most appropriately reflects the nature of the item or transaction.

Loans and receivables

Loans and receivables are non derivative assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables are initially recognised at fair value less transaction costs and subsequently carried at amortised cost using the effective interest method, with changes in carrying value recognised in the Statement of Comprehensive Net Expenditure in a manner which most appropriately reflects the nature of the item or transaction.

Trade and other receivables

Financial assets within trade and other receivables are initially recognised at fair value, which is usually the original invoiced amount and subsequently carried at amortised cost using the effective method less provisions for doubtful receivables. Provisions are made specifically where there is objective evidence of a dispute or inability to pay.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and have an original maturity of three months or less.

For the purposes of the cash flow statement, cash and cash equivalents are as defined above net of outstanding bank overdrafts.

Impairment of financial assets

The Department assesses at each reporting date whether a financial asset or group of financial assets are impaired. Where there is objective evidence that an impairment loss has arisen on assets carried at amortised cost, the carrying amount is reduced with the loss being recognised in the Statement of Comprehensive Net Expenditure. The impairment loss is measured as the difference between that asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The impairment loss is only reversed if it can be related objectively to an event after the impairment was recognised and is reversed to the extent that the carrying value of the asset does not exceed its amortised cost at the date of reversal.

Impairment losses are assessed individually for financial assets that are individually significant and individually or collectively for assets that are not individually significant. In making collective assessment of impairment, financial assets are grouped into portfolios on the basis of similar risk characteristics. Future cash flows from these portfolios are estimated on the basis of the contractual cash flows and historical loss experience for assets with similar risk characteristics.

Impairment losses are recognised in the Statement of Comprehensive Net Expenditure and the carrying amount of the financial asset or group of financial assets reduced by establishing an allowance for impairment losses. If in a subsequent period the amount of the impairment loss reduces and the reduction can be ascribed to an event after the impairment was recognised, the previously recognised loss is reversed by adjusting the allowance. If a financial asset is deemed unrecoverable, the amount of the asset is reduced directly and the impairment loss recognised in the Statement of Comprehensive Net Expenditure to the extent a provision was not previously recognised.

Financial liabilities

Trade and other payables

Financial liabilities within trade and other payables are initially recognised at fair value, which is usually the original invoiced amount, and subsequently carried at amortised cost using the effective interest method.

Loans and other borrowings

Loans and other borrowings are initially recognised at fair value plus directly attributable transactions costs. Where loans and other borrowings contain a separable embedded derivative, the fair value of the embedded derivative is the difference between the fair value of the hybrid instrument and the fair value of the loan or borrowing. The fair value of the embedded derivative and the loan or borrowing is recorded separately on initial recognition.

1.19 Critical accounting estimates and key judgements

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires the Public Prosecution Service to exercise its judgement in the process of applying the Department's accounting policies. We continually evaluate our estimates, assumptions and judgements based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates. The estimates and assumptions which have the most significant risk of causing a material adjustment to the carrying amounts are discussed below.

(i) Depreciation of property, plant and equipment

Depreciation is provided in the accounts so as to write-down the respective assets to their residual values over their expected useful lives and as such the selection of the estimated useful lives and the expected residual values of the assets requires the use of estimates and judgements. Details of the estimated useful lives are as shown in Note 1.4.

(ii) Impairment of property, plant and equipment

Where there is an indication that the carrying value of items of property, plant and equipment may have been impaired through events or changes in circumstances, a review will be undertaken of the recoverable amount of that asset.

(iii) Pension and other post-retirement benefits

The Department accounts for pension and other post-retirement benefits in accordance with IAS 19. In determining the pension cost and the defined benefit obligation of the pension schemes a number of assumptions are used which include the discount rate, salary growth, price inflation, the expected return on the schemes' investments and mortality rates. Further details are contained in Notes 2 and 14.1.

1.20 Accounting standards, interpretations and amendments to published standards adopted in the year ended 31 March 2014

The Public Prosecution Service has reviewed the standards, interpretations and amendments to published standards that became effective during 2013-14 and which are relevant to its operations. The adoption of these standards has not had a significant impact on the financial position or results of the Department.

1.21 Accounting standards, interpretations and amendments to published standards not yet effective

In addition, certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the Department's accounting periods beginning on or after 1 April 2014, but which the Department has not adopted early. Other than as outlined in the table below, the Department considers that these standards are not relevant to its operations.

Accounting Standards Issued But Not Yet Effective

Standard	Description of Revision	Effective Date	Comments
IFRS 9 – Financial Instruments	The project has three phases. Phase 1 addresses classification and measurement issues. Phase 2 addresses impairments – in particular how impairments of financial assets should be calculated and recorded. Phase 3 addresses hedge accounting. IAS 39 previously contained guidance on Hedge Accounting – this will be updated with more detailed guidance.	No mandatory effective date (not yet EU adopted)	There are likely to be elements of the proposals that will require further review by HM Treasury and the other relevant authorities before due process and consultation. However, this due process cannot commence until a final IFRS has been issued.
IFRS 10 (Consolidated Financial Statements), 11 (Joint Arrangements), 12 (Disclosure of Interests in Other Entities), IAS 27 (Separate Financial Statements), IAS 28 (Investments in Associates and Joint Ventures)	International Accounting Standards Board (IASB) have issued new and amended standards that affect the consolidation and reporting of subsidiaries, associates, joint ventures and investment entities: <ul style="list-style-type: none"> • IFRS 10 definition of control requires more judgement, notably of agency-principal relationships. • IFRS 11 provides a principles-based definition of joint arrangements (joint operations or joint ventures) based on rights and obligations. • IFRS 12 requires more disclosure of the financial effects on, and risks to, the consolidating entity. • Investment entities. IASB updated the reporting requirements effective on or after 1 January 2014, providing guidance on exceptions to consolidation. 	1 January 2013 (EU adoption from 1 January 2014)	<p>The application of these IFRS changes is subject to further review by HM Treasury and the other Relevant Authorities before due process consultation.</p> <p>Accounting boundary IFRS' are currently adapted in the FReM so that the Westminster departmental accounting boundary is based on Office of National Statistics control criteria, as designated by Treasury. Trading funds and NDPB's apply IFRS in full.</p> <p>With the continuation of current adaptations, the impact on departments is expected to focus around the disclosure requirements under IFRS 12.</p> <p>The impact on the consolidation boundary of NDPB's and trading funds will be subject to review, in particular.</p>

Standard	Description of Revision	Effective Date	Comments
IFRS 13 - Fair Value Measurement	IFRS 13 has been prepared to provide consistent guidance on fair value measurement for all relevant balances and transactions covered by IFRS (except where IFRS 13 explicitly states otherwise). The standard defines fair value, provides guidance on fair value measurement techniques, and sets out the disclosure requirements.	1 January 2013 (EU adopted)	The application of IFRS 13 is subject to further review by HM Treasury and the other Relevant Authorities following the consultation which took place in 2013.
IAS 1 - Presentation of financial statements (Other Comprehensive Income (OCI))	Requiring items of OCI to be grouped on the basis of whether they might at some point be reclassified ('recycled') from OCI to profit (e.g. cash flow hedges) or where they will not (e.g. gains on property revaluation). This will make it clearer to users what their potential effect on profit or loss will be in future. Amendments also allow simplified reporting for discontinued operations and OCI tax grouping. The IAS also provides clarification of the requirements for comparative information.	1 July 2012	The application of the IAS 1 amendments interpreted (for terminology) and adapted (requiring a single Statement of Comprehensive Net Expenditure rather than separate Other Comprehensive Expenditure, unless agreed by the Relevant Authority) for the public sector context is effective from 1 April 2013. The clarification re comparatives does not change the minimum requirements.
IAS 12 - Income Taxes (amendment)	IAS 12 requires an entity to measure the deferred tax relating to an asset depending on whether the entity expects to recover the carrying amount of the asset through use or sale.	1 January 2012	There is a potential impact on tax registered arm's length bodies with investment properties.
IAS 16 Property, Plant and Equipment	Classification of servicing equipment – items such as spare parts, stand-by equipment and servicing equipment are recognised under IAS 16 when they meet the definition of property, plant or equipment. They are otherwise classified as inventory under IAS 2	1 January 2013	The FReM applies this change in full.
IAS 17 replacement - Leases	The current proposals include the elimination of the current operating lease categorisation for virtually all leases except short-term leases. Instead, assets and liabilities will be recognised on a 'right of use' basis. However, the IASB plans to re-deliberate significant issues associated with the exposure draft.	No target date for IFRS	HM Treasury has begun an analysis of the revised exposure draft. HM Treasury and the Relevant Authorities will review the implications and follow due process once there is a final standard.

Standard	Description of Revision	Effective date	Comments
IAS 18 replacement – <i>Revenue Recognition and Liabilities Recognition</i>	<p>Re-issued in November 2011, the Exposure Draft sought to develop a single conceptual model, and general principles, for determining when revenue should be recognised in the financial statements – replacing IAS 18 and IAS 11.</p> <p>The five step model:</p> <ol style="list-style-type: none"> 1. Identify the contract with a customer 2. Identify the separate performance obligations in the contract 3. Determine the transaction price 4. Allocate the transaction price to the separate performance obligations 5. Recognise revenue when (or as) the entity satisfies a performance obligation 	Effective no earlier than 1 January 2015 (as per exposure draft)	Although the exposure draft seems relatively straightforward, and potentially applicable in full (as IAS 11 and 18 currently are), there will need to be due process undertaken to consider the impact of the final IFRS once issued.
IAS 19 – Post-employment benefits (pensions)	<p>The amended IAS 19 introduces a number of changes including:</p> <ul style="list-style-type: none"> • Recognition – the elimination of the option to defer the recognition of gains and losses resulting from defined benefit plans (the ‘corridor approach’); • Presentation – the elimination of options for the presentation of gains and losses relating to those plans; and • Disclosures – the improvement of disclosure requirements that will better show the characteristics of defined benefit plans and the risks arising from those plans. <p>It also modifies accounting for termination benefits, including distinguishing benefits provided in exchange for service and benefits provided in exchange for the termination of employment and affect the recognition and measurement of termination benefits.</p>	1 January 2013	<p>The corridor approach is not permitted by the FReM so the main impact of the change will not be relevant.</p> <p>There is an impact on defined benefit pension scheme accounts and other entities consolidating defined benefit schemes due to the new presentation and disclosure requirements.</p> <p>Entities may also be impacted by modifications to accounting for termination benefits.</p>
IAS 32 - Financial Instruments: Presentation (amendment)	Tax effect of distribution to holders of equity instruments.	1 January 2013	The FReM applies this change in full.
IAS 34 - Interim Financial Reporting (amendment)	Interim financial reporting and segment information for total assets and liabilities.	1 January 2013	The FReM applies this change in full if an entity chooses to prepare interim financial reports.

The PPS has considered the remaining additional or revised accounting standards and new (or amendments to) interpretations contained within *FReM* 2013-14. The PPS considers that these changes are not relevant to its operations.

1.22 Going Concern

The PPS is a non ministerial department funded by the NI Assembly. While the liabilities of the PPS are relatively high the going concern concept applies to the activities of the Service and future funding will not be effected.

1.23 Comparatives and prior period adjustments

Comparative figures for the 2012-13 year are shown for those items listed in the primary schedules and associated notes, in compliance with the disclosure requirements of *FReM* unless otherwise stated.

Comparative figures for 2012-13 have been restated to reflect a prior period adjustment (PPA) in respect of fees to independent counsel included within accruals and deferred income which related to prior years but was not accrued in full at 31 March 2013 due to incomplete information.

In addition to the PPA an error in the disclosure of fixed assets was discovered and this has been corrected in the restated figures. The net impact of this is zero.

2. Staff numbers and related costs

2.1 Staff costs

Staff costs comprise:

	Permanently Employed Staff	Others	Ministers	2013-14 £000 Total	2012-13 £000 Total
Wages and salaries	21,619	537	-	22,156	15,980
Social security costs	1,622	-	-	1,622	1,243
Other pension costs	3,497	-	-	3,497	3,626
Sub Total	26,738	537	-	27,275	20,849
Plus Inward Secondments	141	-	-	141	109
Less outturn Secondments	-	-	-	-	(32)
Total Net Costs	26,879	537	-	27,416	20,926
Of which:					
	Charged to Administration		Charged to Programme	Total	
Total Net Costs	1,332		26,084	27,416	
Total Net Costs	1,332		26,084	27,416	

The Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS(NI)] is an unfunded multi-employer defined benefit scheme but the Public Prosecution Service is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2010.

The pension scheme liability reported in the DFP Superannuation and Other Allowance Resource Accounts last year was as at 31 March 2010, however, work is on-going to provide a report on an updated valuation as at 31 March 2012 for the basis of the actuarial valuation rolled forward to the reporting date of the DFP Superannuation and Other Resource Accounts for 2014. Details can be found in the resource accounts of the PCSPS(NI).

For 2013-14, employers' contributions of £2,999,716 (2012-13, £4,340,598) were payable to the PCSPS(NI) at one of four rates in the range 18% to 25% (2012-13, 18% to 25%) of pensionable pay, based on salary bands. The difference between this amount and the amount disclosed above relates to pension costs recouped on seconded staff and pension contributions to the Broadly By Analogy schemes detailed below.

The scheme's actuary reviews employer contributions every four years following a full scheme valuation. A new full actuarial valuation of the scheme based on data as at 31 March 2012 is currently being undertaken by the actuary. As part of this valuation the scheme actuary will review employer contribution rates for the introduction of a new career average earning scheme from April 2015. For 2014-15, the rates will remain in the range 18% to 25%. The contribution rates reflect benefits as they are accrued, not when the cost are actually incurred, and reflect past experience of the scheme.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £3,678 (2012-13, £2,504) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% (2012-13, 3% to 12.5%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £273, 0.8% of pensionable pay (2012-13, £259, 0.8%), were payable to the PCSPS(NI) to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £nil. Contributions prepaid at that date were £nil.

No persons (2012-13, nil) retired early on ill-health grounds and the total additional accrued pension liabilities in the year amounted to £nil (2012-13, nil).

The Public Prosecution Service has responsibility for the Broadly By Analogy (BBA) pension schemes of public appointments in respect of some retired Directors and Deputy Directors of Public Prosecution. A BBA pension arrangement entitles the recipient to benefits similar to the classic scheme in both the PCSPS and PCSPS (NI). The scheme liabilities were calculated by the Government Actuary's Department in April 2014 and amount to £3.352m at 31 March 2014 (2012-13, £3.108m).

2.2 Average number of persons employed

The average number of whole-time equivalent persons employed during the year was as follows.

	Permanent Staff	Others	Ministers	2013-14 Total	2012-13 Total
RfR A					
Objective A	524	22	-	546	539
Total	524	22	-	546	539

3. Other Administration Costs

	Note	2013-14 £000	2012-13 £000
Rentals under operating leases:			
Hire of plant and machinery		-	-
Other operating leases		140	140
Property running costs		77	59
Rates		80	79
Non-cash items:			
Depreciation and amortisation of non-current assets:			
Property, plant and equipment		-	-
Intangible assets		-	-
(Profit)/Loss on disposal of non-current assets		-	-
Permanent diminution		-	-
Auditor's remuneration and expenses		-	-
Provisions:			
Provided in year		-	-
Written back in year		-	-
Other notional		-	-
Total non-cash		-	-
Other expenditure		42	60
Total		339	338

4. Programme Costs

	Note	2013-14 £000	2012-13 Restated £000
Fees to independent counsel		5,282	5,426
Court related costs		930	830
Property running costs		1,615	1,659
Rates		745	719
IT and telephone maintenance and consumables		862	882
Postage, stationery, printing and publications		531	503
Training and professional subscriptions		256	335
Other current expenditure – RfR A		1,310	1,357
		11,531	11,711
Rentals under operating leases:			
Hire of plant and machines		47	58
Other operating leases		1,795	1,781
		1,842	1,839
Non-cash items:			
Depreciation and amortisation of non-current assets:			
Property, plant and equipment		1,369	1,165
Intangible assets		227	218
Permanent diminution		(1)	(2)
Impairment of non-current assets		-	-
(Profit)/Loss on disposal of non-current assets		-	-
Other fixed asset adjustments		-	-
Provisions:			
Provided in year		-	-
Borrowing Costs (Unwinding of discount)		-	-
Interest		124	170
Written back in year		-	-
Notional interest on loans		-	-
Consolidated Fund Standing Services		-	-
Auditor's remuneration and expenses		42	40
Other programme notional excluding auditor's remuneration		-	12
		1,761	1,603
Consolidated Fund Standing Services			
Programme costs (see below)		15,134	15,153
Less: programme income		(506)	(358)
Total		14,628	14,795

Prior Period Adjustment (PPA)

The PPS has a PPA in respect of fees paid to independent counsel during 2013-14 which related to prior years but were not accrued in full at 31 March 2013 due to incomplete information. This has increased independent counsel fees in 2012-13 by £617K.

Auditor's remuneration relates entirely to audit work.

5. Income

The note analyses the income recorded in the Statement of Comprehensive Net Expenditure, net of any transfers between Requests for Resources (see note SOAS6).

5.1 Analysis of operating income

	2013-14 £000	2012-13 £000
<i>Programme income:</i>		
Other Income		
Receipts from the Asset Recovery Incentive scheme	346	245
Recovery of court costs	34	47
Fees and charges to other departments	126	66
Total Programme Income	506	358
Total Income	506	358

6. Property, plant and equipment

	Buildings £000	Plant & Machinery £000	Information Technology £000	Assets Under Construction £000	Total £000
2013-14					
Cost or valuation					
1 April 2013	12,801	1,046	2,914	86	16,847
Additions	58	-	367	-	425
Disposals	-	-	(8)	-	(8)
Transfers	61	25	-	(86)	-
Completed AUC	-	-	-	-	-
Reclassifications	(131)	152	(21)	-	-
Impairment	-	-	-	-	-
Write-off PPE	-	-	-	-	-
Permanent diminution	4	-	(2)	-	2
Indexation (<i>Note a</i>)	1,093	11	(10)	-	1,094
Revaluation (<i>Note b</i>)	-	-	-	-	-
At 31 March 2014	13,886	1,234	3,240	-	18,360
Depreciation 1 April 2013	(4,586)	(560)	(1,984)	-	(7,130)
Charged in year	(742)	(143)	(484)	-	(1,369)
Disposals (negative figure)	-	-	8	-	8
Transfers	-	-	-	-	-
Reclassifications	-	-	-	-	-
Impairment	-	-	-	-	-
Write-off PPE	-	-	-	-	-
Permanent diminution	(1)	-	-	-	(1)
Indexation depreciation (<i>Note a</i>)	(461)	(5)	9	-	(457)
Revaluation (<i>Note b</i>)	-	16	-	-	16
At 31 March 2014	5,790	692	2,451	-	8,933
Carrying amount at 31 March 2014	8,096	542	789	-	9,427
Carrying amount at 31 March 2013	8,215	486	930	86	9,717
Asset Financing:					
Owned	8,096	542	789	-	9,427
Carrying Amount at 31 March 2014	8,096	542	789	-	9,427

Note a: Indexation relates to the changes in cost and the associated depreciation as a result of the application of indexation.

Note b: Revaluation arose due to the re-life of assets during the financial year.

6. Property, plant and equipment (continued)

2012-13 Restated	Buildings £000	Plant & Machinery £000	Information Technology £000	Assets Under Construction £000	Total £000
Cost or valuation					
At 1 April 2012	12,274	1,033	2,419	943	16,669
O/Bal Adjustment (1)	(13)	(3)	(6)	(14)	(36)
O/Bal Adjustment (2)	-	(8)	33	-	25
Revised opening balance	12,261	1,022	2,446	929	16,658
Additions	130	-	183	-	313
Disposals	-	-	(15)	-	(15)
Transfers	-	-	-	-	-
Completed AUC	843	-	-	(843)	-
Permanent diminution	(5)	2	5	-	2
Indexation (<i>Note a</i>)	(428)	22	295	-	(111)
At 31 March 2013	12,801	1,046	2,914	86	16,847
Depreciation					
At 1 April 2012	(4,051)	(463)	(1,645)	-	(6,159)
O/Bal Adjustment (2)	-	4	(66)	-	(62)
Revised opening balance	(4,051)	(459)	(1,711)	-	(6,221)
Charged in year	(703)	(115)	(347)	-	(1,165)
Disposals	-	-	15	-	15
Permanent diminution	2	(1)	(4)	-	(3)
Indexation depreciation (<i>Note a</i>)	166	(11)	(215)	-	(60)
Revaluation (<i>Note b</i>)	-	26	278	-	304
At 31 March 2013	(4,586)	(560)	(1,984)	-	(7,130)
Carrying amount at 31 March 2013	8,215	486	930	86	9,717
Carrying amount at 31 March 2012	8,223	570	774	943	10,510
Asset financing:					
Owned	8,215	486	930	86	9,717
Carrying amount at 31 March 2013	8,215	486	930	86	9,717

NOTES: O/Bal Adjustment (1) – This is to reflect changes to the 2012/13 capital accruals for Property, Plant and Equipment. The 2012/13 capital accruals were included with 'Additions' however the actual cost of the assets in 2013/14 was less than anticipated.

O/Bal Adjustment (2) – This is to reflect an adjustment to the disposal of assets in 2010/11. The assets were disposed of at Historic Cost rather than the Revalued Cost within the 2010/11 accounts, this adjustment corrects the Gross Book Value of the Assets. Due to the migration of PPS financial systems to the Account NI shared service centre this adjustment was processed in year.

Restatement - In 2012-13 O/Bal adjustment 2 was included as an adjustment to the opening balance of cumulative depreciation and also within the body of the depreciation section of the schedule in error. The note has been restated to remove the O/Bal adjustment from the body of the depreciation schedule.

Note a: Indexation relates to the changes in cost and the associated depreciation as a result on the application of indexation.

Note b: Revaluation arose due to the re-life of assets during the financial year.

7. Intangible assets

	Development expenditure £000	Information technology £000	Software licences £000	Total £000
2013-14				
Cost or valuation				
At 1 April 2013	763	365	48	1,176
Additions	34	-	-	34
Disposals	-	(4)	-	(4)
Transfers	12	(12)	-	-
Impairment	-	-	-	-
Permanent diminution	3	-	-	3
Indexation (<i>Note a</i>)	7	5	-	12
Revaluation	-	-	-	-
At 31 March 2014	819	354	48	1,221
Amortisation				
At 1 April 2013	(463)	(248)	(34)	(745)
Charged in year	(147)	(66)	(14)	(227)
Disposals	-	4	-	4
Transfers	-	-	-	-
Impairment	-	-	-	-
Permanent diminution	(2)	-	-	(2)
Indexation depreciation (<i>Note a</i>)	(5)	(4)	-	(9)
Revaluation	-	-	-	-
At 31 March 2014	(617)	(314)	(48)	(979)
Carrying amount at 31 March 2014	202	40	-	242
Carrying amount at 31 March 2013	300	117	13	430
Asset Financing:				
Owned	202	40	-	242
Carrying amount				
At 31 March 2014	202	40	-	242

Note a: Indexation relates to the changes in cost and the associated depreciation as a result of the application of indexation.

7. Intangible assets (continued)

	Development expenditure £000	Information technology £000	Software licences £000	Total £000
2012-13 Restated				
Cost or valuation				
At 1 April 2012	679	234	219	1,132
Reclassification under Account NI	-	172	(172)	-
O/Bal Adjustment (2)	-	(63)	-	(63)
Revised opening balance	679	343	47	1,069
Additions	66	-	-	66
Disposals	-	-	-	-
Transfers	-	-	-	-
Impairment	-	-	-	-
Permanent diminution	7	-	1	8
Indexation (<i>Note a</i>)	11	22	-	33
At 31 March 2013	763	365	48	1,176
Amortisation				
At 1 April 2012	(331)	(117)	(150)	(598)
Charged in year	(140)	(63)	(16)	(219)
Disposals	(3)	(66)	132	63
Impairment				
Permanent diminution	(3)	-	(1)	(4)
Indexation depreciation (<i>Note a</i>)	(11)	(7)	-	(18)
Revaluation (<i>Note b</i>)	25	5	-	30
At 31 March 2013	(463)	(248)	(35)	(746)
Carrying amount at 31 March 2013	300	117	13	430
Carrying Amount at 31 March 2012	348	117	69	534
Asset Financing:				
Owned	300	117	13	430
Carrying amount at 31 March 2013	300	117	13	430

NOTES: O/Bal Adjustment (2) – This is to reflect an adjustment to the disposal of assets in 2010/11. The assets were disposed of at Historic Cost rather than the Revalued Cost within the 2010/11 accounts, this adjustment corrects the Gross Book Value of the assets. Due to the migration of PPS financial systems to the Account NI shared service centre this adjustment was processed in year.

Restatement - In 2012-13 O/Bal adjustment 2 was included as an adjustment to the opening balance of cumulative depreciation schedule in error. The note has been restated to remove the O/Bal adjustment from the schedule.

Note a: Indexation relates to the changes in cost and the associated depreciation as a result of the application of indexation.

Note b: Revaluation arose due to the re-life of assets during the financial year.

8. Impairments

	2013-14 £000	2012-13 £000
Amount charged to the Statement of Comprehensive Net Expenditure	(1)	(3)
Amount taken through the revaluation reserve	657	178
Total Impairment charge for the year	656	175

9. Capital and other commitments

9.1 Capital Commitments

	2013-14 £000	2012-13 £000
Contracted capital commitments at 31 March not otherwise included in these financial statements:		
Property, plant and equipment	-	-
Intangible assets	-	-

9.2 Commitments under leases

9.21 Operating leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	2013-14 £000	2012-13 £000
<i>Buildings:</i>		
Not later than one year	1,834	1,834
Later than one year and not later than five years	7,334	7,334
Later than five years	9,725	11,379
	18,893	20,547
<i>Other:</i>		
Not later than one year	15	46
Later than one year and not later than five years	-	15
Later than five years	-	-
	15	61
Total	18,908	20,608

9.2.2 Finance Leases

The Public Prosecution Service has no obligations under finance leases.

10. Financial Instruments

As the cash requirements of the Public Prosecution Service are met through the Estimates process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts for non-financial items in line with the Public Prosecution Service's expected purchase and usage requirements and the Department is therefore exposed to little credit, liquidity or market risk.

11. Cash and cash equivalents

	2013-14 £000	2012-13 £000
Balance at 1 April	(214)	566
Net change in cash and cash equivalents balance	(158)	(780)
Balance at 31 March	(372)	(214)
The following balances at 31 March are held at:		
Commercial banks and cash in hand	(372)	(214)
Balance at 31 March	(372)	(214)

12. Trade receivables and other current assets

	2013-14 £000	2012-13 £000
Amounts falling due within one year:		
Trade receivables	13	5
Other receivables	372	214
Prepayments and accrued income	434	495
VAT	481	407
	1,300	1,121
Amounts falling due after more than one year	-	-
Total	1,300	1,121

12.1 Intra-Government Balances

	Amounts falling due within one year		Amounts falling due after more than one year	
	2013-14 £000	2012-13 £000	2013-14 £000	2012-13 £000
Balances with other central government bodies	892	736	-	-
Balances with Local Authorities	-	50	-	-
Balances with Public Corporation & Trade Funds	1	1	-	-
Balances with NHS Bodies	-	-	-	-
Intra-Government Balances	893	787	-	-
Balances with bodies external to government	407	334	-	-
Total receivables at 31 March 2014	1,300	1,121	-	-

13. Trade payables and other current liabilities

	2013-14 £000	2012-13 Restated £000
Amounts falling due within one year:		
Trade payables	-	-
Other payables	33	167
Accruals and deferred income	4,025	6,067
Property, plant and equipment accruals	86	406
Consolidated Fund Extra Receipts to be paid to the Consolidated Fund:		
Received	-	-
Excess Accruing Resources	-	-
Amounts issued from consolidated fund but not spent at year end	-	-
	4,144	6,640
Amounts falling due after more than one year:		
Other payables, accruals and deferred income	-	-
Total	4,144	6,640

Prior Period Adjustment (PPA)

The PPS has a PPA in respect of fees paid to independent counsel during 2013-14 which related to prior years but were not accrued in full at 31 March 2013 due to incomplete information. This has increased accruals and deferred income in 2012-13 by £617K.

13.1 Intra-Government Balances

	Amounts falling due within one year		Amounts falling due after more than one year	
	2013-14 £000	2012-13 Restated £000	2013-14 £000	2012-13 £000
Balances with other central government bodies	415	749	-	-
Balances with Local Authorities	-	-	-	-
Balances with Public Corporation & Trade Funds	-	-	-	-
Balances with NHS Bodies	-	-	-	-
Intra-Government Balances	415	749	-	-
Balances with bodies external to government	3,729	5,891	-	-
Total payables at 31 March 2014	4,144	6,640	-	-

14. Provisions for liabilities and charges

	2013-14 Pension £'000	2013-14 Legal £'000	2013-14 Total £'000	2012-13 £'000
Balance at 1 April 2013	3,108	-	3,108	3,591
Provided in year	-	6,300	6,300	-
Actuarial loss/(gain)	277	-	277	(491)
Provisions not required written back	-	-	-	-
Provisions utilised in year	(157)	-	(157)	(162)
Borrowing costs (unwinding of discount)	124	-	124	170
Balance at 31 March 2014	3,352	6,300	9,652	3,108

14.1 Pensions – Broadly By Analogy pension scheme £3.352m (2012-13, £3.108m)

The Public Prosecution Service is responsible for the Broadly By Analogy (BBA) pension schemes in respect of a number of its former public appointments. A BBA pension arrangement entitles the recipient to benefits similar to the classic scheme in both the PCSPS and PCSPS (NI). The Public Prosecution Service and members were obliged to make contributions in line with the PCSPS and the Department is responsible for paying accrued benefits. The scheme is no longer available to new entrants.

The BBA pension provision is unfunded, with benefits being paid as they fall due and guaranteed by the Department for service provided. There is no fund, and therefore no surplus or deficit. The scheme liabilities at 31 March 2014 were £3.352m (31 March 2013, £3.108m) as calculated by the Government Actuary's Department.

Present value of scheme liabilities

	2013-14 £000	2012-13 £000
Liability in respect of:		
Active members	-	-
Current pensioners	3,352	3,108
Total present value of scheme liabilities at 31 March	3,352	3,108

Liabilities are valued on an actuarial basis using the Projected Unit Method.

Assumptions

	2013-14 %	2012-13 %
Inflation assumption	2.50	1.70
Rate of increase in salaries	4.50	3.95
Rate of increase for pensions in payment and deferred pensions	2.50	1.70
Rate used to discount scheme liabilities	4.35	4.10

Assumptions - Life expectancy at retirement

	2013-14 Years	2012-13 Years
Current Pensioners		
Exact Age:		
Male officers currently aged 60	29.0	28.6
Male officers currently aged 65	24.1	23.9

Analysis of movement in scheme liability

	2013-14 £000	2012-13 £000
Scheme liability at 1 April	3,108	3,591
Movement in the year:		
Current service cost (net of employee contributions)	-	-
Interest cost	124	170
Employee contributions	-	-
Actuarial (gain)/loss	277	(491)
Provisions not required written back	-	-
Benefits paid	(157)	(162)
Scheme liability at 31 March	3,352	3,108

Expense to be recognised in the Statement of Comprehensive Net Expenditure

	2013-14 £000	2012-13 £000
Current service cost (net of employee contributions)	-	-
Interest cost	124	170
Provisions not required written back	-	-
Total expense/(income)	124	170

Actuarial (gain)/loss to be recognised in the Statement of Changes in Taxpayers' Equity

	2013-14 £000	2012-13 £000
Experience (gain)/loss arising on the scheme liabilities	45	(604)
Changes in assumptions underlying the present value of the scheme liabilities	232	113
Total actuarial (gain)/loss	277	(491)

History of experience (gains)/losses

	2013-14	2012-13
Experience (gain)/loss arising on the scheme liabilities		
Amount (£000)	45	(604)
Percentage of scheme liabilities at the end of year	1.3%	(19.40%)

Estimate of contributions expected to be paid into the scheme over the year 1 April 2014 to 31 March 2015

The Public Prosecution Service does not anticipate having any future entrants to Broadly By Analogy pension schemes. On this basis during the financial year 2014-15 it is estimated that total contributions to the scheme will be £Nil.

14.2 Legal Provision

On 19 March 2014 a Fair Employment Tribunal ruled on a case taken by 15 PPS staff in respect of equal pay and indirect discrimination, on grounds of sex and age. The respondents to the case were the Public Prosecution Service of Northern Ireland and the Department of Finance and Personnel (DFP).

This claim arose out of the transfer of staff from Grade A of the Northern Ireland Office pay scale to Grade 7 of the Northern Ireland Civil Service pay scale upon devolution of policing and justice powers to the Northern Ireland administration on 12 April 2010. Their comparators, with whom they were found to be performing equal work, were transferred under the interface arrangements to the higher paid Grade 6.

The Tribunal found in favour of the claimants and detailed work has commenced by the DFP and the Government Actuarial Department to calculate the associated costs. The decision may also have implications for comparable staff. The PPS has made some broad assumptions over the potential total future settlement to all parties and a total cost of £6.3M has been provided for in the 2013-14 accounts.

The case was heard in May 2013 and the decision in this case was originally expected in July 2013 but was delayed by the Tribunal. Due to the timing PPS was unable to bid for funding cover during any of the 2013-14 in-year monitoring rounds. Hence the necessity to make provision for these costs at year end will breach the 2013-14 budget allocated to PPS. The majority of the costs can only be provided for at year end, due to lack of certainty, hence this breach will be in Annually Managed Expenditure.

15. Contingent liabilities disclosed under IAS 37 Provisions, Contingent Liabilities and Contingent Assets

Listed below are the Public Prosecution Service's contingent liabilities that have not been recognised as provisions because their existence will only be confirmed by the occurrence of one or more uncertain future events, not wholly within the Department's control.

<p>(i) Description of liability:</p> <p>Expected date of Settlement:</p> <p>Uncertainties and major assumptions:</p>	<p>Potential damages and defence legal costs which could be awarded against the Public Prosecution Service.</p> <p>Settlement dates are unknown.</p> <p>These costs generally arise from legal proceedings taken against the Public Prosecution Service including, for example, restraint and confiscation proceedings or an award of costs against the Public Prosecution Service to a non-legally aided defendant.</p>
<p>(ii) Description of liability:</p> <p>Expected date of Settlement:</p> <p>Uncertainties and major assumptions:</p>	<p>Supplier contracts, employment and personnel cases outstanding against the Public Prosecution Service.</p> <p>Settlement dates are unknown.</p> <p>These claims have not been provided for in the Department's financial statements as they are as yet unresolved.</p>
<p>(iii) Description of liability:</p> <p>Expected date of Settlement:</p> <p>Uncertainties and major assumptions:</p>	<p>The final liability due under the Developer's Agreement for the PPS Headquarters is disputed with the landlord.</p> <p>Settlement dates are unknown.</p> <p>The Public Prosecution Service has paid all monies that they deem are liable to the supplier on the basis of legal advice. The supplier is seeking an additional final settlement which PPS do not believe is payable.</p>

16. Losses and special payments

16.1 Special Payments

	Number of cases	2013-14 £000	Number of cases	2012-13 £000
Details of cases				
Compensation payments	-	-	1	530
Ex-gratia payment	-	-	2	285
Total	-	-	3	815

The PPS made no special payments during the financial year.

17. Related-party transactions

The Public Prosecution Service has had a number of material transactions with other government bodies. Most of these transactions have been with the Department of Finance and Personnel.

18. Events after the reporting date

There are no other events occurring after the reporting date that require disclosure.

19 Prior period adjustment

During the financial year 2013-14 a prior period adjustment of £617K was made in respect of independent counsel fee accruals. This error relates only to the 2012-13 financial year.

The impact of this adjustment on the 2012-13 Statement of Financial Position was to increase Trade and Other Payables by £617k and decrease the General Fund by £617k.

Programme costs within the Statement of Comprehensive Net Expenditure increased by £617k to record the additional cost for independent counsel.

There was also an error in the disclosure between property, plant and equipment and intangible assets which has been adjusted. The net impact of this adjustment is zero.

Statement of Financial Position

	2012-13 Published Resource Account £000	Prior Period Adjustment £000	2012-13 Restated £000
Non-current assets			
Property, plant and equipment	9,779	(62)	9,717
Intangible assets	368	62	430
Total non-current assets	10,147	-	10,147
Current assets			
Trade and other receivables	1,121		1,121
Cash and cash equivalents	-	-	-
Total current assets	1,121		1,121
Total Assets	11,268		11,268
Current Liabilities			
Trade and other payables	(6,023)	(617)	(6,640)
Cash and cash equivalents	(214)	-	(214)
Total current liabilities	(6,237)	(617)	(6,854)
Non-current assets plus/less net current assets/liabilities	5,031		4,414
Non-current liabilities			
Provisions	(3,108)		(3,108)
Other payables	-		-
Total non-current liabilities	(3,108)		(3,108)
Total Assets less liabilities	1,923		1,306
Taxpayers' equity and other reserves			
General fund	743	(617)	126
Revaluation reserve	1,180		1,180
Total taxpayers' equity	1,923	(617)	(1,306)

Statement of Comprehensive Net Expenditure

	2012-13 Published Resource Account £000	Prior Period Adjustment £000	2012-13 Restated £000
Administration Costs			
Staff Costs	1,661		1,661
Other Administration Costs	338		338
Operating Income	-		-
Programme Costs			
Staff Costs	19,265		19,265
Programme Costs	14,536	617	15,153
Income	(358)		(358)
Total	35,442	617	36,059
Other Comprehensive Net Expenditure			
Net (gain) /loss on revaluation of Property, Plant & Equipment	(133)		(133)
Net (gain) /loss of Intangibles	(45)		(45)
Total current liabilities	(178)		(178)
Total Comprehensive Net Expenditure for the year ended 31 March 2014	35,264	617	35,881

Report by the Comptroller and Auditor General for Northern Ireland

Part 1: Introduction

- 1.1 The Public Prosecution Service for Northern Ireland (PPS) is the principal prosecuting authority in Northern Ireland. In addition to taking decisions on prosecution in cases investigated by the police in Northern Ireland, it also considers cases investigated by other statutory authorities, such as HM Revenue and Customs. The primary role of the PPS is to reach decisions to prosecute or not to prosecute and to have responsibility for the conduct of criminal proceedings.
- 1.2 The PPS prepares its accounts in accordance with the Government Financial Reporting Manual (FReM). The accounting policies contained in the FReM apply International Financial Reporting Standards as adapted or interpreted for the public sector context.

Part 2: Purpose of Report

- 2.1 Each year the Northern Ireland Assembly (Assembly) authorises and sets limits on the expenditure of the PPS on two bases – “resources” and “cash”. These amounts are set out in the Supply Estimates for which the Assembly approval and authority is given in the annual Budget Acts. Where these limits are breached, I qualify my regularity opinion on the financial statements.
- 2.2 PPS’s Statement of Assembly Supply for 2013-14 shows a Net Resource Outturn for Request for Resources A (RfRA) of £42,383,000. However, the limit on resource expenditure for RfRA set out in the main Supply Estimates as amended by the Spring Supplementary Estimates for 2013-14 was £36,351,000. As such, PPS has incurred an excess vote of £6,032,000.
- 2.3 This excess has meant that PPS breached the resource based limit the Assembly had authorised for RfRA. I have therefore qualified my regularity opinion on PPS’s 2013-14 Resource Account in this respect. There was no breach of the cash based limit authorised by the Assembly.
- 2.4 The purpose of this report is therefore to explain the reasons for this qualification and to provide information on the extent and nature of the breach to inform the Assembly’s further consideration.

Part 3: Explanation for Qualified Audit Opinion

- 3.1 The breach of the Net Resource Outturn for Request for Resources A (RfRA) arose as a result of a fair employment tribunal ruling in favour of a case taken by PPS staff in respect of equal pay and indirect discrimination. The effect of the ruling created a liability for PPS for salary, employer's national insurance and pension costs for all affected staff.
- 3.2 As the ruling was not made by the fair employment tribunal until March 2014, PPS were unable to bid for funding cover during any of the in-year monitoring rounds.
- 3.3 PPS have informed us that they will make a request to the Assembly to approve an excess vote at the time of the next Budget Act.

Part 4: Summary and conclusions

- 4.1 In forming my opinion on the PPS 2013-14 resource accounts, I am required to confirm whether, in all material respects, the expenditure and income have been applied to the purposes intended by the Assembly and the financial statements conform to the authorities which govern them; that is, they are regular. In doing so, I have had regard to the supply limits set on expenditure by the Assembly.
- 4.2 On the basis of my findings above, I conclude that the Net Resource Outturn for RfRA of £42,383,000 was in excess of the £36,351,000 authorised by the Assembly. The resource excess of £6,032,000 is therefore irregular and my audit opinion has been qualified in respect of this excess vote.



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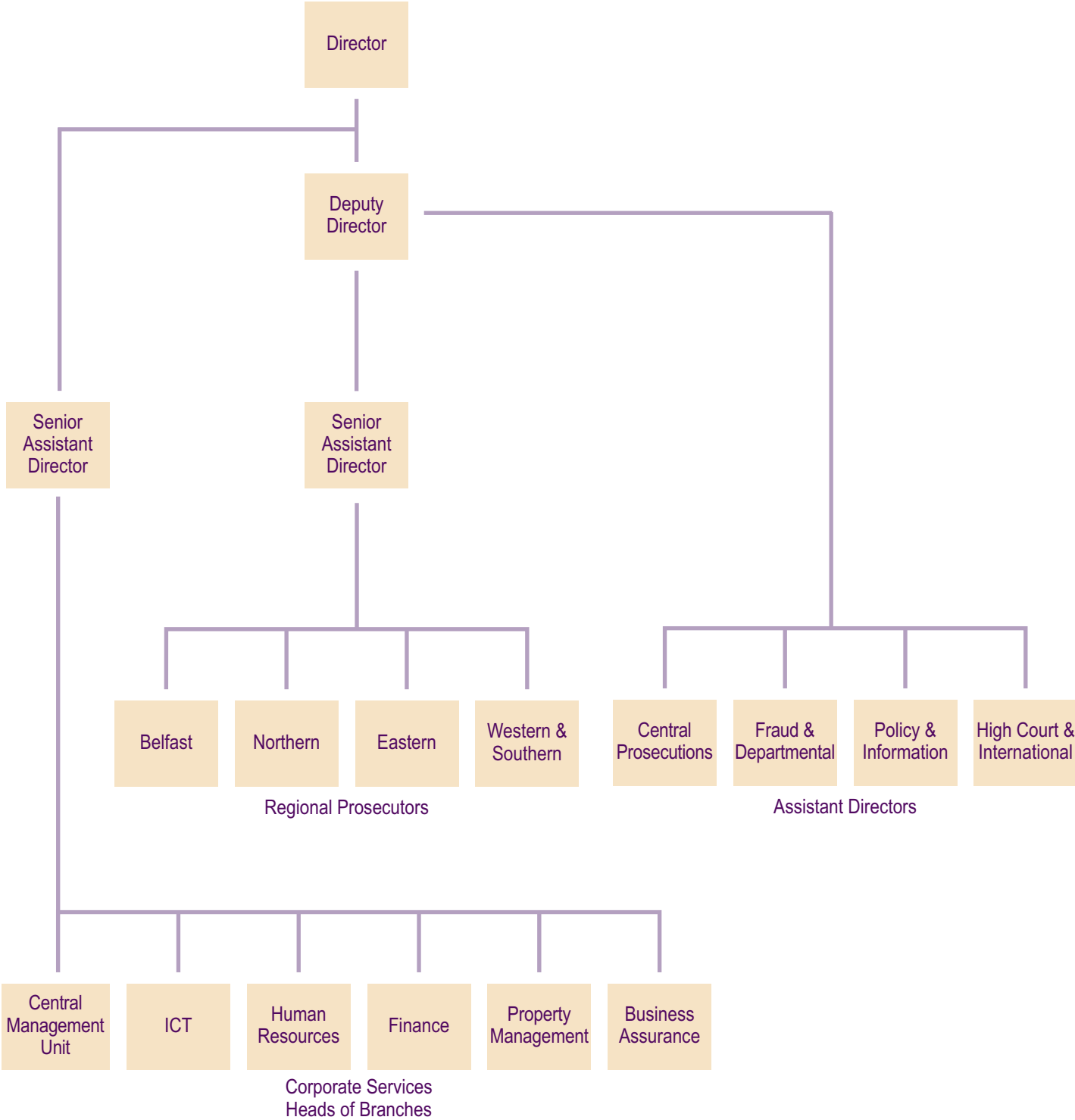
16 June 2014

Part 3: Annexes



Annex A:

PPS Organisation Chart



Annex B:

Performance against Key Delivery Targets 2013-14

Note: Figures in parenthesis indicate 2012-13 performance where applicable.

Strategic Priority	Key Performance Indicators (KPIs)	Target / Outcome
1	<p>Legal Quality Assurance Number of cases dip sampled during 2013-14.</p>	<p>Target: 720 (Minimum) Outturn: 889 (764)</p>
	<p>Percentage of decisions to prosecute, divert or not to prosecute within the range a prosecutor could reasonably take</p>	<p>Target: 98.5% Outturn: 98.5% (98%)</p>
	<p>Review of Charges Percentage of 28 day charge cases where charge sheets are reviewed within at least 3 working days of first appearance at court</p>	<p>Target: 90% Outturn: 91%</p>
	<p>Prosecutorial Decisions - Timeliness Percentage of:</p>	
	<p>Indictable prosecution decisions issued within (i) 100 days</p>	<p>Target: 50% Outturn: 60% (48%)</p>
	<p>(ii) 180 days</p>	<p>Target: 80% Outturn: 83% (72%)</p>
	<p>Summary prosecution decisions issued within (i) 15 days</p>	<p>Target: 65% Outturn: 80% (72%)</p>
	<p>(ii) 40 days</p>	<p>Target: 80% Outturn: 90% (84%)</p>
	<p>Diversory decisions issued within (i) 15 days</p>	<p>Target: 65% Outturn: 81% (77%)</p>
	<p>(ii) 30 days</p>	<p>Target: 80% Outturn: 89% (84%)</p>
	<p>Court Outcomes Number of defendants in the Crown Court subject to a 'No Bill' (All counts)</p>	<p>Target: Not to exceed 38 Outturn: 38 (31)</p>

Performance against Key Delivery Targets 2013-14 (continued)

Note: Figures in parenthesis indicate 2012-13 performance where applicable.

Strategic Priority	Key Performance Indicators (KPIs)	Target / Outcome
2	<p>Victim and Witness Satisfaction Percentage of victims and witnesses satisfied with the overall service provided by the PPS</p> <p>Public Confidence (NI Omnibus Survey) Percentage confidence in:</p> <p>PPS provision of a fair and impartial prosecution service</p> <p>PPS effectiveness in prosecuting people accused of committing a crime</p> <p>Community Outreach Number of regional outreach events</p> <p>Ineffective trials (Magistrates' Courts) Percentage of ineffective trials attributed to the prosecution*</p>	<p>Target: 70% Outturn: 68%</p> <p>Target: 70% Outturn: 71% (68%)</p> <p>Target: 68% Outturn: 68% (65%)</p> <p>Target: At least 24 Outturn: Achieved</p> <p>Target: Reduction on 2012-13 Outturn: 54% (51%)</p>
3	<p>Better Payments Practice Code Percentage of invoices paid within 10 working days</p> <p>Complaints Percentage of complaints acknowledged within 5 working days</p> <p>Percentage of initial complaints dealt with within 20 working days</p>	<p>Target: 95% Outturn: 93% (69%)</p> <p>Target: 95% Outturn: 58% (43%)</p> <p>Target: 90% Outturn: 57% (67%)</p>
4	<p>Attendance Management Average days lost due to sickness and absenteeism (per whole time equivalent) staff member**</p> <p>Staff Satisfaction (NICS Staff Attitude Survey) Percentage of staff who feel that the PPS is a good organisation to work for</p>	<p>Target: 7.8% Outturn: 8.1% (10.2%)</p> <p>Target: 58% Outturn: 53%</p>

* Data supplied by the Northern Ireland Courts and Tribunals Service.

** Estimated data for 2013-14.



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