

Public Prosecution Service for Northern Ireland

Annual Business Plan 2017-18



Independent, Fair and Effective



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Annual Business Plan

2017-18

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Foreword

By the Director

I am pleased to present our Annual Business Plan for the 2017-18 financial year.

This document sets out our priorities as a Service and the milestones we will use to assess our progress. It recognises some of the ongoing uncertainties being faced by the PPS, including the continued suspension of the Assembly, budgetary constraints and the rollout of legislative reform. Together with the Management Board, my focus has been on how best to maintain high standards of service across all areas of our work.



I have implemented further refinements to our structure including the establishment of a new Policy and Information Unit. The formation of the Unit is intended to strengthen our work in key areas such as youth offending, domestic violence, hate crime and the use of diversions. The new team will also act as the lead in relation to partnership initiatives such as committal reform and Problem Solving Justice.

Over the last two years the PPS has seen a reduction in staffing of around a fifth, which has at times created some stress points across the organisation. In order to ensure a more responsive approach to the identification of business pressures and the appropriate allocation of resources, I have also established a new Resource Management Team. This team will be responsible for reviewing and assessing our staffing requirements in line with our targets across business areas, and also for putting in place strategic supports such as corporate training programmes and well-being initiatives.

The next year will see a continued focus on services to victims. This will include further enhancements to the online portal where victims and witnesses can find updates on the progress of the case in which they are involved. The PPS's Victim and Witness Care Unit has fully adopted its responsibilities under the Victim Charter and the new Witness Charter. A new expenses scheme for victims and witnesses will also be rolled out over the year.

The programme to modernise our communication systems will further extend our capacity for digital working. The rollout of tablet computers for prosecutors at court will continue and it is expected that the development of a new website will be finalised this year. The feedback from all of our stakeholders over the previous year

in relation to online communications has been very insightful and will inform our plans going forward.

This is my final foreword as Director of Public Prosecutions and I want to take this opportunity to express my admiration and respect for my colleagues past and present. I stated in my first foreword five years ago that we aimed to be judged as a first class prosecution service; an organisation that will provide the people of Northern Ireland with an independent, fair and effective prosecution service. Despite the challenging context of ever increasing demands and a decreasing budget, I believe that we have stayed committed to this.

I am confident that this year's business plan will ensure that the Service will continue to earn and deserve the confidence, respect and trust of the community it serves.

A handwritten signature in black ink, appearing to read 'Barra McGrory', with a stylized flourish at the end.

Barra McGrory QC
Director of Public Prosecutions
for Northern Ireland

August 2017

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.

Introduction

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

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

Accountability and Governance Arrangements

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

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

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

PPS Services

The primary role of the PPS is to reach decisions to prosecute or not to prosecute and to have responsibility for the conduct of criminal proceedings. Additional services are also available which have been designed to enhance the effectiveness of the Service, including the provision of prosecutorial and pre-charge advice.

Options are available to allow prosecutors to deal with offenders other than through prosecution. These include cautions, informed warnings and youth conferencing.

Prosecutors may also refer offenders to the National Driver Alertness Course. The purposes of diversion include dealing quickly and simply with less serious offenders, reducing the risk of re-offending and engaging the offender in a restorative process with the victim and society as a whole.

PPS Structures

The PPS is a regionally based organisation. There are two regions:

- Belfast and Eastern; and
- Western and Southern.

Each region is headed by an Assistant Director (AD). The AD is responsible for working with the courts and the police to provide a high quality prosecution service in their area. The regions deal with a wide range of cases, from the less serious summary cases, which are heard in the Magistrates' Courts, through to more serious indictable cases which are heard in the Crown Court.

In addition there are four legal sections, based in PPS Headquarters, which are also headed at AD level. These sections are as follows:

- The Serious Crime Unit deals with a range of the most serious offences including murder, manslaughter, rape and other serious sexual offences, human trafficking, prostitution and related offences.
- Central Casework Section deals with some of the most high profile and difficult cases in Northern Ireland, including files relating to terrorism and organised crime.
- Fraud and Departmental Section deals with serious and complex fraud files submitted by the police, as well as files from Government Departments and agencies.
- High Court and International Section deals with a range of specialist legal matters, including High Court bail applications, restraint and confiscation orders, extradition, international letters of request, judicial reviews, appeals to the Court of Appeal and cases referred by the Criminal Cases Review Commission.

Corporate Services is responsible for the organisation's support services such as Policy and Information, Finance, Resource Management and ICT, as well as the Victim and Witness Care Unit (VWCU).

A structure chart for the PPS is presented at Annex A.

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

The PPS works in partnership with the Police Service of Northern Ireland (PSNI), the Northern Ireland Courts and Tribunals Service (NICTS), the Northern Ireland Prison Service (NIPS), the Probation Board for Northern Ireland (PBNI), the Youth Justice Agency (YJA) and the Department of Justice (DOJ), as part of the Criminal Justice System Northern Ireland. The PPS is represented on the Criminal Justice Programme Delivery Group (CJPDG) which comprises senior officials from each of these Services.

The Director is a member of the Criminal Justice Board 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 CJPDG.

PPS Resources

The PPS's budget position continues to be challenging. In particular, the demand-led nature of the PPS workload makes budgetary management difficult as the standard measures of reducing services or discontinuing activities are not readily available.

The 2016-17 budget settlement was based on the 2015-16 baseline, but with a further 5.7% (£1.9 million) budget reduction. PPS made the Department of Finance aware that this budget was unsustainable, and that there needed to be a reconsideration for 2017-18.

Due to the dissolution of the Northern Ireland Assembly, a Budget Act has not yet been passed for 2017-18. Accordingly under section 7 of the Government Resources and Accounts Act (Northern Ireland) 2001 and section 59 of the Northern Ireland Act 1998 the Permanent Secretary of the Department of Finance (DoF), as authorised officer, made an indicative allocation of funding. The powers exercised by the DoF Permanent Secretary are simply an interim measure designed to ensure that services are maintained until such times as a Budget is agreed and a Budget Act passed (see table below).¹

PPS Budget Settlement 2015-16, 2016-17 and 2017-18

PPS	Budget Settlement (£m)		
	2015 16	2016 17	2017 18
<u>RESOURCE</u>			
Current Expenditure	34.3	32.4	34.2
<u>CAPITAL</u>			
Capital Investment	0.8	1.5	0.8

Beyond the actions PPS has committed to within its Transformation Programme (see below), there is little further PPS can do to reduce operating costs while meeting its statutory obligations.

¹ An adjusted position was announced by the Secretary of State on 19 July 2017 to provide further clarity, to support services and continue to uphold the commitments arising from the Stormont House and Fresh Start Agreements. This position did not reflect input from the UK Government nor constrain the future ability of an incoming Executive to adjust its priorities, manage its Budget and make use of the funding available.

PPS Transformation Programme

The Transformation Programme was established by the PPS Management Board to take forward a fundamental review of the delivery of the Service's functions, in the light of the proposed budget settlements for 2015-16 and the next Spending Review period. This was to enable the PPS to minimise operational spend, while protecting the impact on front-line services and particularly those provided to victims and witnesses.

The Transformation Working Group (TWG) commenced in October 2014 in order to support the Board in the development of future operational structures and plans. Following consideration of a number of options, a new model for the Service was presented to the Board in June 2015. This was formally signed off by in September 2015.

The following measures have now been implemented:

- The consolidation of operations across four office locations, at Belfast Chambers, Foyle Chambers and Newry Chambers, with a satellite office in Omagh. Three offices (Ballymena Chambers, Lisburn Chambers and Linum Chambers) have all now closed.
- Implementation of a 2 region structure, reducing from the 4 regions in place previously.
- The creation of the new centralised Serious Crime Unit.
- A more streamlined senior management team, with the number of SCS Grade 5 posts reducing from 8 to 6.
- A reduction in PPS staff numbers from a complement of 566 to 486.

The full savings from this transformation will not be achieved until vacated office space is fully sublet. PPS staff continue to seek suitable tenants both from the public sector via the Strategic Investment Board and independently from the private sector.

PPS Strategic Priorities

This Plan is based around four strategic priorities which act as a framework to drive our planning outcomes and our approach to managing performance and risk. Within each priority area a number of objectives have been set out as the focus of our work programme and which will progress the delivery of our vision for the Service.

Strategic Priority 1: Providing a high quality prosecution service

- 1.1: To promote the highest standard of decision-making, case preparation and advocacy, applying our Quality Standards on a fair and consistent basis.
- 1.2 To reduce avoidable delay and improve our service delivery through stronger partnership working.

Strategic Priority 2: Building the trust of victims, witnesses and the community we serve

- 2.1 To meet our commitments under the Victim and Witness Charters, providing victims and witnesses with the information and support they need.
- 2.2 To improve public confidence by engaging effectively with stakeholders and the wider community.

Strategic Priority 3: Strengthening our capability to deliver

- 3.1 To embed our Transformation Programme and build a resilient and sustainable business model within the resources available.
- 3.2 To strengthen our accountability as a non-ministerial department by developing and maintaining a transparent and effective governance framework.

Strategic Priority 4: Building the capability of our people

- 4.1 To deliver the Service's priorities through strong leadership and effective performance management.
- 4.2 To provide a supportive environment enabling our workforce to meet business needs.

What We Plan to Achieve in 2017-18

This Annual Business Plan describes how we intend to take forward our strategic objectives, building on the achievements of previous years.

Strategic Priority 1: Providing a high quality prosecution service

Objective 1.1: To promote the highest standard of decision-making, case preparation and advocacy, applying our Quality Standards on a fair and consistent basis

What we plan to achieve	How we plan to make it happen
<p>We will maintain existing quality assurance arrangements to ensure that quality standards are met consistently across all business areas.</p> <p>In identifying our quality assurance priorities we will consider the inspections carried out by Criminal Justice Inspection Northern Ireland (CJI) and will review compliance with recommendations made by inspectors. We will respond to any issues identified via quality assurance by providing the necessary training and guidance to staff. During the year, detailed guidelines will be disseminated to staff, for example covering cases of domestic violence and the use of diversions.</p> <p>We will continue to set out the standards and levels of service which all stakeholders can expect. During the year we will develop a new policy statement on cases involving youth offenders. Other policy areas will be updated where appropriate.</p> <p>Certain classes of crime, such as serious sexual offences, are of particular concern to the public. We will review all cases where there has been a ‘No Bill’ or Acquittal by Direction in the Crown Court to ensure that any lessons learned are used to deliver improvements.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Respond to all recommendations made by CJI. • Conduct quality assurance reviews and provide relevant legal guidance and training to staff as required. • Develop a new policy statement on cases involving youth offenders. • Update existing policy statements where appropriate. • Review No Bills and Acquittals by Direction in the Crown Court.

Objective 1.1: To promote the highest standard of decision-making, case preparation and advocacy, applying our Quality Standards on a fair and consistent basis (continued)

What we plan to achieve	How we plan to make it happen
<p>New case management arrangements were implemented in 2016. The purpose of these arrangements is to ensure that risks to a successful outcome in difficult and complex cases are identified at an early stage. A number of measures have also been introduced to improve strategic planning in such cases, for example through the introduction of Prosecution Strategy Documents. Case management panels serve as a forum for the consideration of selected complex and/or high profile cases, involving a structured meeting between the prosecutor, the AD and senior management with a view to discussing issues and challenges and providing additional support and guidance as needed. Refresher training will also be made available to legal staff over the course of the year.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Continue to embed our new case management arrangements, and evaluate their effectiveness.

Objective 1.2: To reduce avoidable delay and improve our service delivery through stronger partnership working

What we plan to achieve	How we plan to make it happen
<p>The approach set out in the NI Executive’s draft Programme for Government recognised the importance of collaborative working in improving service delivery across the CJSNI. A key aspect of this is reducing avoidable delay, which is a priority for the PPS and its partners.</p> <p>The committal reform initiative originates from the Justice (Northern Ireland) Act 2015. The provisions within the Act set out a number of changes to the committal arrangements in Northern Ireland, including the direct committal from the Magistrates’ Court to the Crown Court of an accused person, charged with murder or manslaughter. It also provides for a mechanism to deal with those cases which are suitable to be tried on indictment where the accused indicates at an early stage that he/she intends to plead guilty. The overall aim of the initiative is to speed up justice, facilitate early and targeted case management and reduce demands on witnesses. The target date for implementation is September 2018.</p> <p>During 2015 PPS worked with partner agencies in the operation of a new Indictable Cases Pilot. This was designed in response to the Criminal Justice Board’s request to deliver a ‘radical pilot’ and was initially a test of concept to determine what was potentially achievable in terms of reducing delay. While this was shown to be a resource intensive process for the PPS, the evaluation of the Pilot data demonstrated substantial benefits in terms of timeliness. On this basis, it is now proposed that the Indictable Cases Process (ICP), modelled on the Pilot, will be rolled out for a range of indictable offences, including attempted murder, serious assaults and serious drug offences. The process has already been rolled out to all murder/manslaughter cases handled by the PPS’s Serious Crime Unit. The new arrangements commenced in May 2017.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Contribute to the development and implementation of the new direct committal provisions. • Work with DOJ, PSNI and other partners to implement the new Indictable Cases Process (ICP).

Objective 1.2: To reduce avoidable delay and improve our service delivery through stronger partnership working (continued)

What we plan to achieve	How we plan to make it happen
<p>The aim of the Working Together Project (WTP), set up between the PPS and the PSNI, is to devise and implement revised procedures to improve performance in respect of several key areas for the two organisations, including police file quality. In November 2015 CJI released a report on the quality and timeliness of police files. The WTP was formed as a response to their recommendations. While the emphasis of the Working Together Project is to improve file quality there is also an appreciation that the WTP has the potential to reduce delay. A WTP pilot commenced in February 2017 in Belfast and will be monitored jointly over the course of the year.</p> <p>Problem Solving Justice (PSJ) is a DOJ-led programme which aims to tackle the root causes of offending behaviour and reduce rates of reoffending. In total there are five initiatives under the PSJ umbrella. PPS will contribute to two – a new Domestic Violence Perpetrator Programme and a new Substance Misuse Court. Both of these will be taken forward on a pilot basis, commencing during 2017-18.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Meet agreed objectives of the Working Together Project pilot. • Contribute to the new Problem-Solving Justice pilot initiatives.

Strategic Priority 2: Building the trust of victims, witnesses and the community we serve

Objective 2.1: To meet our commitments under the Victim and Witness Charters, providing victims and witnesses with the information and support they need

What we plan to achieve	How we plan to make it happen
<p>The maintenance of effective services and support is vital to building relationships between victims and witnesses, the PPS and the criminal justice system.</p> <p>PPS is a member of the CJSNI's Victim and Witness Task Force and will contribute to the new five year 'Making a Difference' Strategy.</p> <p>The new Witness Charter sets out the services which are to be provided to witnesses by the criminal justice service providers in Northern Ireland, and the entitlements that will apply. Examples of these services include the provision of a single point of contact, the conduct of needs assessments and the consideration of any special measures required. The Victim and Witness Care Unit, operated in conjunction with police and other partners, will be key to meeting a number of these commitments, which apply from 1 April 2017.</p> <p>Greater support is being provided to vulnerable witnesses via a Registered Intermediaries Scheme which aims to help PPS and other agencies to work better with witnesses who have communication difficulties. The scheme, which is currently operating in the Crown Court, will be extended to the Magistrates' Court on a pilot basis. Funding has been provided by the Department of Justice for 2017-18.</p> <p>Information is being made available to victims and witnesses via a new online 'Track my Crime' Portal. Victims and witnesses are able to log on securely to the Portal to obtain details of their case, such as forthcoming court dates. Over the year, a number of enhancements to the system will be taken forward.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Contribute to 2017-18 CJSNI Victim and Witness Strategy objectives. • Ensure compliance with our commitments under the Witness Charter. • Continue to support the Registered Intermediaries Scheme and contribute to evaluation as required. • Implement agreed enhancements to the 'Track my Crime' Portal.

Objective 2.1: To meet our commitments under the Victim and Witness Charters, providing victims and witnesses with the information and support they need (continued)

What we plan to achieve	How we plan to make it happen
<p>In May 2015, Sir Keir Starmer QC published the findings of his independent review of three interlinked cases involving sex abuse and terror-related charges. The PPS responded to the review's recommendations by way of a detailed action plan. In October 2016 the Director invited CJI to carry out a review to assess the effectiveness of the PPS's response. CJI has identified a number of areas for improvement which are now being taken forward by the PPS.</p> <p>The PPS pays expenses incurred by victims and witnesses arising out of their attendance at court on behalf of the prosecution. A review of these arrangements has been conducted and a revised policy will be published in 2017-18.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Respond to areas for improvement highlighted by CJI in respect of the Starmer Review. • Publish our revised scheme for the payment of victim and witness expenses.

Objective 2.2: To improve public confidence by engaging effectively with stakeholders and the wider community

What we plan to achieve	How we plan to make it happen
<p>We will seek to improve our approach to communicating with stakeholders and the public in order to increase understanding of what we do and the actions we take.</p> <p>A programme of work to improve internal and external communications will continue to be progressed. This includes a focus on developing: insights into stakeholder needs; new digital platforms; partnerships with other criminal justice agencies; and a fresh approach to the production of content for stakeholders and the wider public. We will also carry out community outreach activity in accordance with our outreach programme. These priority areas will be part of an overarching communications strategy that seeks to build a greater understanding of the work of the PPS and increase confidence in the criminal justice system.</p> <p>We will consider the findings of the annual PPS Omnibus Survey with respect to public perception of the PPS, and in particular our fairness, effectiveness and impartiality, and take action accordingly.</p> <p>We will continue to develop our links with partner agencies and to agree Service Level Agreements (SLAs), clearly setting out the working arrangements, roles and responsibilities of each agency. These will include SLAs with the PSNI in areas such as Hate Crime and Domestic Violence.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Meet agreed communication objectives for 2017-18, including development of a new website and publication of a corporate communications strategy. • Publish the findings of the PPS Omnibus Survey for 2017. • Agree SLAs with relevant Departments and Agencies, as appropriate.

Strategic Priority 3: Strengthening our Capability to Deliver

Objective 3.1: To embed our Transformation Programme and build a resilient and sustainable business model within the resources available

What we plan to achieve	How we plan to make it happen
<p>The PPS's budget position continues to be challenging. We will continue to review our expenditure and operational processes in order to enhance value for money.</p> <p>We will ensure that all agreed savings delivery / transformation objectives identified for the year ahead are met. We will work with the Department of Finance (DoF) to manage any funding gaps during the year and will carry out relevant preparations for the next Spending Review period.</p> <p>Where possible, efficiencies from the use of information technology will be taken forward, allowing us to explore and exploit the benefits offered by digital working. An example is the use of tablet computers to prosecute cases at court, reducing the need for hard copy files which have to be transported to each court venue.</p> <p>We will meet the objectives set out in our Corporate Social Responsibility Strategy, confirming our commitment to being responsible and sustainable, managing our policies and practices in order to balance environmental, social, ethical and economic considerations.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Meet agreed savings delivery / transformation objectives for 2017-18. • Engage with DoF in funding 2017-18 adequately and in making relevant preparations for the Spending Review. • Deliver our 2017-18 ICT Strategy objectives. • Deliver our Corporate Social Responsibility objectives for 2017-18.

Objective 3.2: To strengthen our accountability as a non-ministerial department by developing and maintaining a transparent and effective governance framework

What we plan to achieve	How we plan to make it happen
<p>We are committed to ensuring that corporate governance arrangements are effective and developed in accordance with DoF’s Code of Good Practice NI.</p> <p>We will continue to improve our information assurance capability, ensuring that arrangements are driven by the Cabinet Office Security Policy Framework.</p> <p>During the year we will continue to meet our objectives under the Disability Discrimination Act (DDA) and under Section 75 of the Northern Ireland Act 1998. This will include the publication of an updated Equality Scheme.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Comply with the mandatory requirements of the Security Policy Framework. • Complete all actions identified through Information Assurance and Risk Policy / Information Asset and Risk Registers. • Meet our DDA / Equality Scheme Action Plan objectives for 2017-18.

Strategic Priority 4: Our People

Objective 4.1: To deliver the Service’s priorities through strong leadership and effective performance management.

Objective 4.2: To provide a supportive environment enabling our workforce to meet business needs.

What we plan to achieve	How we plan to make it happen
<p>The PPS is fully committed to the NICS People Strategy. The Strategy is based around four commitments – effective leadership, high performance, an enabled workforce, and improved skills and resources - which are designed to deliver the NI Executive’s priorities through a motivated, committed and skilled workforce.</p> <p>The PPS recognises the Investors in People (IiP) standard as a benchmark for the quality of its people management and training and development. During 2016-17 the Service was re-accredited under the scheme.</p> <p>We will ensure all staff have clear output-focused objectives linked to corporate and local business plans, and that all line managers carry out their responsibilities with respect to the performance management framework.</p> <p>We need to make sure that all staff have the skills and support they require and will achieve this through training and the promotion of coaching, mentoring and peer review.</p> <p>During the year we will also seek to maintain an effective absence management framework and promote health and well-being as part of the NICS WELL Programme.</p> <p>We will continue to promote Business in the Community’s Employee Volunteering Scheme.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Follow up all actions arising from the Investors in People recommendations. • Set clear actions and objectives for staff. • Ensure compliance with the NICS Annual Performance Management cycle. • Identify corporate training needs and meet agreed corporate training priorities. • We will maintain an effective absence management framework and promote health and well-being. • We will carry out our employee volunteering programme for 2017-18.

Key Performance Indicators and Targets

The following are the key delivery targets for 2017-18 against which the performance of the PPS will be assessed. Performance against the targets will be accounted for in our Annual Report for the coming financial year.

Strategic Priority 1: Efficiency and Effectiveness

Objective	Key Performance Indicator(s)	2017 18 Target
1.1	Quality Assurance ¹ Percentage of decisions as to prosecution taken in accordance with the Code for Prosecutors	98%
	No Bills / Acquittals by Direction ² Number of No Bills (All charges) granted in the Crown Court Number of Acquittals by Direction (All charges) in the Crown Court	Not to exceed 2015-2016 average
1.2	Review of Charges Percentage of 28 day charge cases where charge sheets are reviewed within at least 3 working days of first appearance.	90%
	Decisions Issued (Timeliness) ³ Percentage of indictable decisions issued within: (a) 100 days (b) 180 days Percentage of summary decisions issued within: (a) 15 days (b) 40 days Percentage of diversionary decisions issued within: (a) 15 days (b) 30 days Percentage of no prosecution (indictable) decisions issued within: (a) 50 days (b) 150 days Percentage of no prosecution (summary / hybrid) decisions issued within: (a) 30 days (b) 75 days	(a) 50% (b) 80% (a) 65% (b) 80% (a) 65% (b) 80% (a) 65% (b) 80% (a) 65% (b) 80%

Notes 1–3: See page 26.

Key Performance Indicators and Targets (Continued)

Strategic Priority 2: Building Confidence and Trust

Objective	Key Performance Indicator(s)	2017 18 Target
2.2	<p>Public Confidence ⁴ Percentage public confidence in the provision of a fair and impartial prosecution service</p> <p>Percentage of respondents who feel that the PPS is effective at prosecuting people who are accused of committing a crime</p>	Maintain / improve on 2016 NI Omnibus Survey

Strategic Priority 3: Our Capability to Deliver

Objective	Key Performance Indicator(s)	2017 18 Target
3.1	<p>Better Payments Percentage of invoices paid within 10 working days</p> <p>Percentage of Purchase Orders compliant with Account NI procurement guidance ⁵</p>	<p>95%</p> <p>80%</p>
3.2	<p>Freedom of Information ⁶ Percentage of requests answered within agreed time limits</p> <p>Complaints ⁶ Percentage of complaints (a) acknowledged within 5 working days (b) dealt with within 20 working days</p>	<p>100%</p> <p>(a) 95%</p> <p>(b) 95%</p>

Notes 4-6: See page 26.

Key Performance Indicators and Targets (Continued)

Strategic Priority 4: Our People

Objective	Key Performance Indicator(s)	2017 18 Target
4.1	Performance Management Percentage of staff with an agreed Personal Performance Agreement (PPA) for 2017-18 by 30 April 2017	90%
	Percentage of end of year Performance Management Reports (for 2016-17) completed by 30 April 2017	90%

Managing Risk

The Public Prosecution Service faces a range of risks and uncertainties in delivering its strategic priorities over the next year.

The Service will address these through its risk management strategy, thereby enhancing its ability to anticipate and deal with risks to the successful delivery of its strategic priorities and objectives.

The corporate risks identified at the beginning of the 2017-18 financial year include the following:

Risk Description	Risk Owner(s)
<p>Providing a high quality prosecution service</p> <p>Case Management There is potential for reputational damage to the organisation due to the ineffective management of serious / high profile cases.</p> <p>Legacy Cases The Service has insufficient resources to manage legacy cases effectively, resulting in potential reputational damage.</p> <p>Building the trust of victims, witnesses and the community we serve</p> <p>Provision of Services to Victims and Witnesses Weaknesses in the PPS approach to communication, the delivery of services and the arrangements established for inter-agency working result in loss of victim and witness confidence.</p> <p>Stakeholder Engagement The Service does not engage effectively with CJSNI partners and the wider community, resulting in a failure to influence criminal justice policy and to build political and public confidence in the organisation.</p>	<p>Deputy Director</p> <p>Senior Assistant Director, Central and HQ</p> <p>Deputy Director</p> <p>Senior Assistant Directors</p>

Managing Risk (Continued)

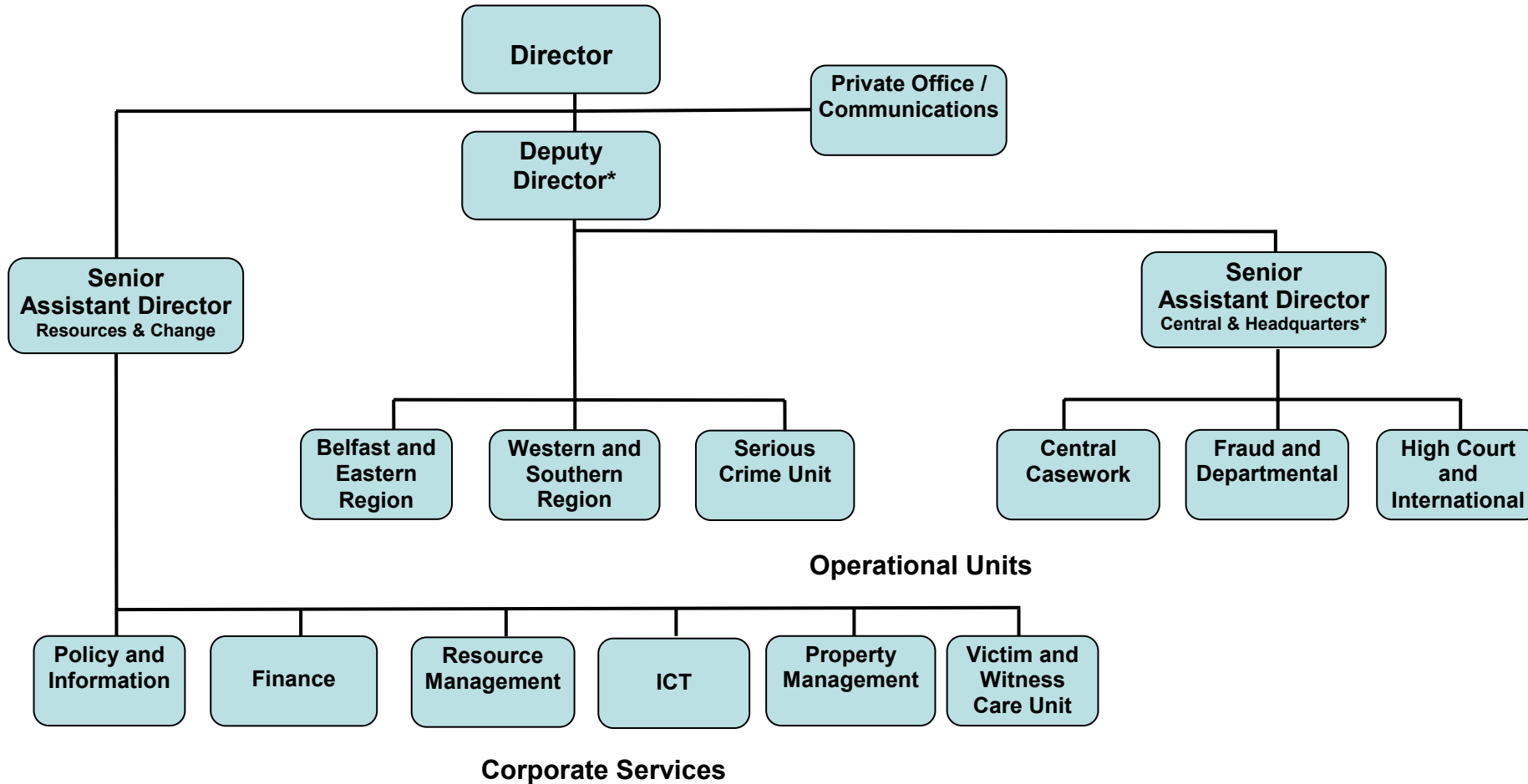
Risk Description	Risk Owner(s)
<p>Strengthening our capability to deliver</p> <p>Change Management The pace and direction of changes arising from the Transformational Programme do not deliver the required business benefits and outcomes, resulting in a failure to achieve our business objectives, damaging staff morale and standards of service delivery.</p> <p>Funding The full range of statutory functions and current levels of service cannot be maintained due to planned reductions in the Service's funding.</p> <p>Information Assurance Gaps in the information assurance framework have the potential to damage the reputation of the Service.</p> <p>Our people</p> <p>Succession Planning There is the potential for deficiencies in the Service's capacity and capability due to the loss of experienced staff.</p> <p>Performance Management The PPS will not meet NICS People Plan commitments due to non-compliance with Performance Management procedures.</p>	<p>Senior Assistant Director, Resources and Change</p> <p>Senior Assistant Director, Resources and Change</p> <p>Senior Assistant Director, Resources and Change</p> <p>Senior Assistant Directors</p> <p>Deputy Director</p>

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

Notes

1. To be assessed via dip sampling of PPS cases by Assistant Directors, based on the new PPS Prosecution Quality Standards Framework. All cases for dip sampling are selected independently by statisticians from the NI Statistics and Research Agency (NISRA).
2. A 'No Bill' occurs in cases before the Crown Court where the Judge, prior to commencement of trial, determines that there is insufficient evidence to proceed on any count or charge. During trial, and on completion of the prosecution case, a defendant may be 'acquitted by direction' where the Judge determines that there is insufficient evidence to proceed.
3. Monitoring covers the period (in calendar days) from the date initial papers (charge cases only) or files are received by the PPS to the date when the prosecutorial decision issues. Time required for response to Decision Information Requests (DIRs) by police is excluded.
4. To be assessed via the Northern Ireland Omnibus Survey, conducted by the Northern Ireland Statistics and Research Agency. Satisfaction rates will be based on respondents who are either 'very confident' or 'fairly confident'. In the May 2016 survey, 71% of respondents were very or fairly confident that the PPS provides a fair and impartial prosecution service. Sixty-five percent of respondents were very or fairly confident that the PPS is effective at prosecuting people accused of committing a crime.
5. Excludes non-procurement spend.
6. Except where an extension is applicable, subject to agreement.

Annex A: PPS Structure Chart (August 2017)



* Currently filled by temporary appointments.

Contact Us

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