

Public Prosecution Service for Northern Ireland

Annual Report & Resource Accounts 2010-11



Independent, Fair and Effective



Public Prosecution Service for Northern Ireland

Annual Report & Resource Accounts 2010-11

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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Annual Report and Resource Accounts



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Foreword

by the Attorney General for Northern Ireland

The devolution of policing and justice to the Northern Ireland Assembly on 12 April 2010 was undoubtedly a significant event.

By virtue of the Justice (Northern Ireland) Act 2002, the arrangement whereby the Attorney General for England and Wales was also Attorney General for Northern Ireland came to an end and a statutorily independent Attorney General for Northern Ireland could be appointed. I am honoured to have been the first person appointed under the 2002 Act, and to be the first locally based Attorney since 1972.

The relationship between the Attorney General for Northern Ireland and the PPS also changed on 12 April 2010. Before that date the Attorney General for Northern Ireland had superintendence of the PPS and the power to direct the Director of Public Prosecutions, amongst other functions. Following the devolution of policing and justice the relationship between the Attorney General and the Director is now one based only on consultation, with no power to direct remaining with the Attorney.

Although I have not hidden my view that I do not think the present arrangements can be considered ideal I also take the view that what matters at least as much as the quality of any formal system is the quality of the relationships working in and around that system. It is my duty and pleasure to record that both before and since my appointment I have received nothing but co-operation from the previous Director, Sir Alasdair Fraser QC and from the present Acting Director, Mr Jim Scholes.

Sir Alasdair, who after many years of selfless public service, retired in September 2010, displayed a leadership and vision that has accompanied and driven the transformation of the old Department of the Director of Public Prosecutions to the new PPS. I have to record my personal thanks for the generous support he and the excellent lawyers on his staff gave me when I was first appointed.

It is part of the prosecutorial style in this jurisdiction that the work of the PPS is not preceded or followed by a fanfare or parade; I think it would be unwise if prosecutors here were to adopt the practice observed in other jurisdictions of conducting argument or press liaison on courthouse steps. This is not to say that there should not be a greater effort to ensure that the public understands the important work that is undertaken on its behalf by prosecutors. In recent years much good work has already been done in helping



John Larkin QC

Attorney General for Northern Ireland

citizens understand how decisions are reached; working with victims and witnesses; and in responding to the special demands of domestic violence cases.

One of my most important responsibilities as Attorney General for Northern Ireland is that of appointing a new Director. With Sir Alasdair's retirement that process has already begun. I should pay tribute to Sir Alasdair's Deputy, the present Acting Director, Mr Jim Scholes, for the quality of the leadership he is currently giving to the organisation.

Valuable work has been taken forward by the PPS in the last year, a year in which they, as an organisation, have experienced a number of significant changes. In the months ahead the PPS will experience more changes, not least the appointment of a new Director. There will be challenges from a range of quarters – meeting demands from other parts of the criminal justice system; maintaining and improving standards of service; and continuing to build public confidence in the PPS.

I look forward to working with the new Director and the PPS as they meet these challenges.



John Larkin QC

Attorney General for Northern Ireland

Foreword

by the Advocate General for Northern Ireland

Section 27 of the Justice (Northern Ireland) Act 2002 provided that the Attorney General for England and Wales shall, by virtue of that office, also be Advocate General for Northern Ireland.

I am honoured to hold this position, which came into existence upon the devolution of policing and justice powers to the Northern Ireland Assembly on 12 April 2010. My principal responsibilities include national security and terrorism, in respect of which I consult with the Director of Public Prosecutions for Northern Ireland.

Whilst my role as Advocate General relates solely to those matters reserved by the 2002 Act to Westminster, nevertheless I have had the opportunity to see and recognise the considerable advances which the PPS has made in meeting the challenges, both in terms of increased scrutiny and the need to establish new working relationships, brought about by the devolution of justice powers.

I would wish to take the opportunity which this Foreword presents to pay tribute to Sir Alasdair Fraser, who retired in September after a distinguished career of over twenty years as Director. He worked tirelessly to transform the then-existing Department of the Director of Public Prosecutions into a regionally based organisation delivering an increased range of services arising in respect of all prosecution decisions, including those previously taken by police.

I would also wish to acknowledge the contribution of Jim Scholes as Acting Director in leading and managing the Service pending the appointment of a new Director. The process of appointing the new Director is presently underway and I look forward to establishing a good working relationship with the newly appointed Director.



Dominic Grieve QC MP

Advocate General for Northern Ireland



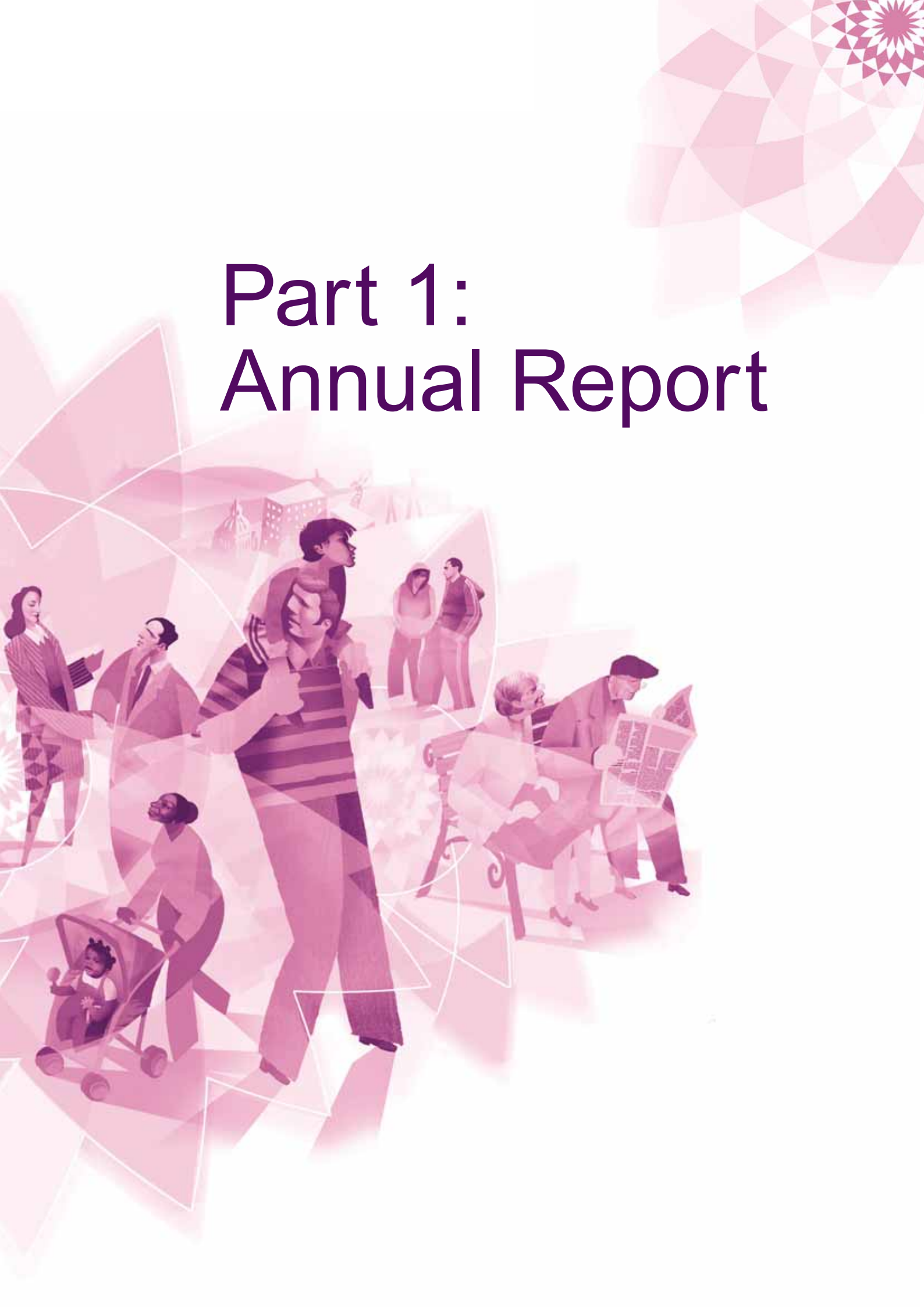
Dominic Grieve QC MP

Advocate General for Northern Ireland





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 2011. 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 going concern.

Statutory Background

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

The resource expenditure of the PPS up to 2009-10 was reported within the Resource Accounts of the NIO, of which PPS was a part.

Accountability Arrangements

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

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

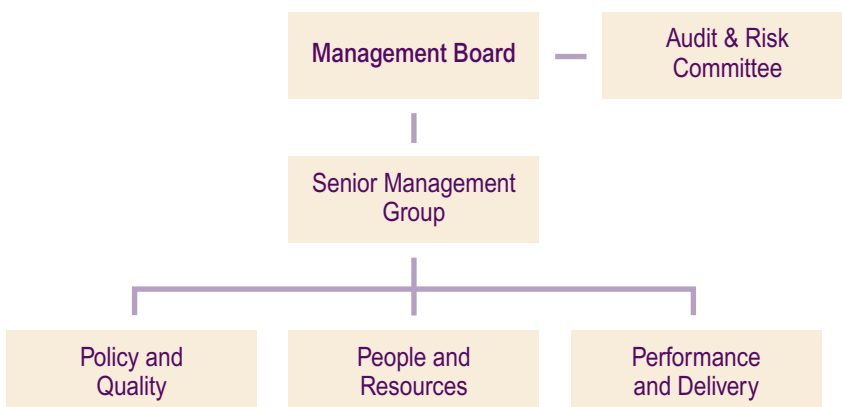
Management Board

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 of appropriate strategy and in meeting his corporate governance responsibilities.

The Management Board comprises the PPS Senior Management Team and two independent members. Members of the Management Board in 2010-11 were:

- **Sir Alasdair Fraser**
Director of Public Prosecutions
(until retirement on 28 September 2010);
- **James Scholes**
Deputy Director of Public Prosecutions
(Acting Director from 29 September 2010);
- **Raymond Kitson**
Senior Assistant Director
(Acting Deputy Director from 29 September 2010);
- **Alice Quinn**
Independent Board Member;
- **Barry Hancock**
Independent Board Member;
- **Pamela Atchison**
Senior Assistant Director for Central and Headquarters
Functions;
- **Stephen Burnside**
Senior Assistant Director for Regional Prosecutions
(temporary appointment from 23 August 2010);
- **Ian Hearst**
Senior Assistant Director for Finance and Resources
(temporary appointment from 12 April 2010).

PPS Board Structure 2010-11





The Board undertakes an annual evaluation of its performance. Every three years it formally considers its remit, membership and operating procedures.

The Board met on seven occasions during 2010-11.

Audit and Risk Committee

The Management Board is assisted by the Audit and Risk Committee (ARC). The ARC consists of three members, all of whom are independent; two of the members also sit on the Management Board as Non Executive Directors and the third is a Public Sector Employee:

- Alice Quinn (Chair)
- Barry Hancock
- Barney McGahan

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. The Committee functions in accordance with best practice contained in HM Treasury's Audit Committee Handbook and Corporate Governance Code of Good Practice.

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;
- the quarterly statements of assurance;
- internal audit work plans and reports;
- progress made against internal audit action plans;
- PPS policy guidance on whistle-blowing, fraud prevention and gifts and hospitality;
- the external audit strategy for the audit of annual resource accounts; and
- information assurance.

Board Sub-Committees

All sub-committees of the Management Board 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.

The Senior Management Group (SMG), comprising the Deputy Director (as Chair) and Senior Assistant Directors, meets on a monthly basis. Its purpose is to enable and coordinate the effective

management of the full range of operational and strategic issues, on a formal basis. A particular role of the Senior Management Group is to ensure active and effective communication across the three Management Board Sub-Committees.

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.

The corporate risk register is reviewed at each meeting of the Management Board and Senior Management Group. The ongoing management of risk is the responsibility of all managers and staff across the Service.

On a quarterly basis, all senior managers within the Service are required to submit a Statement of Assurance. The purpose of these statements is to provide assurances to the Director with regard to the effectiveness of risk management, governance arrangements and the management of resources, finances and performance across the organisation. These confirm that systems of internal control are operating satisfactorily in practice and, where appropriate, draw the Director's attention to significant internal control issues.

Details of key corporate risks for the Service are set out in the PPS Corporate and Annual Business Plans which are available via the PPS website.

Inspection and Internal Audit

The PPS is subject to review by Criminal Justice Inspection Northern Ireland, 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 2010-11 are set out at page 26.

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. 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, 9 and 20.1 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 supplier invoices within 10 working days of receipt. PPS payment processing is currently carried out by the Department of Justice. For the year to end March 2011, PPS paid 96% within 10 working days.

External Audit

The Service'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 58.

The audit of the financial statements for 2010-11 resulted in a notional audit fee of £35,000 and is included in the programme costs in the statement of comprehensive net expenditure. The audit cost for 2009-10 of £17,000 is an estimated proportion of the comparative cost for the audit of the PPS element of the Northern Ireland Office Resource Accounts. However for Parliamentary reporting purposes, the full 2009-10 audit cost has been included in the comparative figures of the NIO Resource Accounts 2010-11.

The Accounting Officer has taken appropriate steps to make himself aware of relevant audit information and to establish that the C & AG is aware of that information. To his knowledge there is no relevant audit information of which the C & AG is unaware.



James Scholes
Accounting Officer
7 July 2011

Management Commentary

Overview of the PPS

PPS Vision and Aim

Vision

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

Aim

To provide the people of Northern Ireland with an independent, fair and effective Prosecution Service.

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.

A range of options is also available for dealing with offenders other than through prosecution. These options include restorative cautioning, informed warnings and youth conferencing. Prosecutors may also refer offenders to the NI Driver Improvement Scheme or to a Community Restorative Justice Scheme.

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 support services including Finance, Human Resources, ICT, Business Assurance, Business Improvement, Management Information and Property Management. (See Organisation Chart, Annex A).

Regional Offices

The PPS has opened six regional offices, known as 'Chambers'. These are Belfast (which serves as the headquarters of the PPS), Ballymena, Lisburn, Londonderry, Omagh and Newry. Each regional office provides the full range of services. For example, each office includes a Community Liaison function which provides information to victims and witnesses regarding the progress of their case and arranges for their attendance at court.

An additional Belfast office, Linum Chambers, accommodates the Fraud and Departmental Section and the various Corporate Services functions.

Caseload

A total of 58,821 cases were received in 2010-11 compared with 63,443 in 2009-10.

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 barristers instructed on behalf of the Director.



The evidential Test for Prosecution was met in the majority of cases considered by public prosecutors during 2010-11. Of the 72,721 persons subject to a prosecutorial decision during 2010-11, more than seven-tenths were issued with a decision for prosecution or for diversion from the courts.

Conduct of Prosecutions

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

The PPS has established a panel scheme for the instruction of independent counsel. Where possible, all 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 and with the Code of Ethics.

Unduly Lenient Sentences

In certain serious cases, the Director has the power to refer a case to the Court of Appeal to review a sentence imposed in the Crown Court on the grounds that the sentence was unduly lenient.

The Court of Appeal has a wide discretion in deciding what to do. In 2010-11 the Director referred four cases to the Court of Appeal. The Court increased the sentence in two of the cases, did not change the sentence in one case and one case was withdrawn.

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

The PPS works in partnership with the Department of Justice, the Northern Ireland Courts and Tribunals Service, the Northern Ireland Prison Service, the Police Service of Northern Ireland, the Probation Board for Northern Ireland and the Youth Justice Agency, as part of the Criminal Justice System Northern Ireland.

The Director is a member of the Criminal Justice Board which comprises the Heads of these Services. Its shared purpose is to deliver a criminal justice system which serves and protects the people of Northern Ireland and in which the whole community can have confidence.

The Director is also a member of the Criminal Justice Delivery Group which is chaired by the Minister of Justice. The new group has been 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.

Performance for the Year 2010-11

Corporate Plan 2008-2011

The Public Prosecution Service's Corporate Plan for 2008 - 2011, published in April 2008, encompassed the period covered by the *2007 Comprehensive Spending Review (CSR 2007)*. The Corporate Plan was based upon five strategic priorities:

- **Strategic Priority 1:**
Enhancing the prosecution process in partnership with our stakeholders;
- **Strategic Priority 2:**
Strengthening our accountability and capability to deliver;
- **Strategic Priority 3:**
Addressing the needs of victims and witnesses;
- **Strategic Priority 4:**
Building the confidence of the community;
- **Strategic Priority 5:**
Building the commitment and skills of all our people.

Within each of these priorities a number of strategic objectives were developed:

- To reduce avoidable delay (1.1)
- To take decisions in accordance with the Code for Prosecutors and, where appropriate, prosecute in the most effective manner (1.2)
- To secure efficiencies and greater value for money through improved management of resources, performance and procurement (2.1)
- To ensure that management structures and governance arrangements support transparent and effective decision-making (2.2)
- To strengthen the provision of corporate services in support of operational delivery (2.3)
- To ensure that our service delivery addresses the needs of victims and witnesses of crime (3.1)
- To improve public confidence by engaging with the community (4.1)
- To ensure that our HR strategies support our vision and strategic priorities (5.1)
- To develop our people to meet the needs of the Service in a changing environment (5.2)



Key Performance Milestones and Delivery Targets for 2010-11

2010-11 was the final year covered by the Corporate Plan. The Annual Business Plan for the year set out how the PPS objectives were to be taken forward and included twenty-eight performance milestones, spanning the five PPS strategic priorities. Nineteen of these milestones were achieved and a further five were achieved in part. Four milestones were deferred by the Management Board as they could not be achieved due to external factors (see below and Annex B).

The Annual Business Plan also included a total of sixteen 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 C.

Strategic Priority 1:

Enhancing the Prosecution Process in Partnership with our Stakeholders

Tackling Avoidable Delay

The improvement of service delivery, and, in particular, a reduction in avoidable delay in expediting prosecution cases, is a priority for the PPS and its criminal justice partners, working as part of the Criminal Justice System Northern Ireland (CJSNI).

PPS is committed to the achievement of CJSNI performance standards set by Ministers. The current standards, which were intended to complement the CJSNI's 'Tackling Avoidable Delay' strategy, were based on the three year period 2008-09 to 2010-11 and reflected a desired outcome, in terms of average processing times, to be achieved by 31 March 2011.

There are five standards in all, spanning the three court tiers; i.e. the Crown, Magistrates' and Youth Courts. There are also specific PPS targets for decision-making, covering the period from the date of file submission by police to the date of issue of the PPS prosecution decision. At time of writing final figures were not available, however on the basis of provisional data, PPS is on course to meet four of its five decision-making targets for 2010-11.

The PPS is working with partners, as part of the Criminal Justice Board's Case Management Project, to implement new performance standards for 2011-12 (see below).

It should be noted that a number of timeliness targets set out in the PPS Annual Business Plan for 2010-11 were not met (see Annex C). This performance must be viewed in context. While there has been a small reduction in the overall number of cases received compared with 2009-10, there has been a significant increase in

the most serious categories of case. It has also been necessary for the Service to manage its budget through a review of staff numbers and therefore during the year the Service has operated well below its staff capacity level. This has made the task of improving timeliness a very challenging one.

A range of measures were introduced during the year to improve timeliness. These included greater flexibility in the use of prosecutors across the PPS regions and the appointment of temporary public prosecutors.

Decision Information Requests

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 two-fifths (46%) of the indictable prosecution decisions issued by PPS during 2010-11 required one or more DIRs. An improvement in the preparation of investigation files by police should provide significant efficiency savings and PPS continue to work with PSNI to address the issue.

It should be noted that performance by the PPS against both the CJSNI Performance Standards and its own internal targets includes the time taken by police to respond to DIRs. This adds significantly to the overall time attributable to PPS.

Criminal Justice Board: Inter-Agency Projects

The Criminal Justice Board (CJB) has agreed four new inter-agency projects, as part of an overall programme to deliver speedier justice. The projects will focus on the following areas:

- Case Preparation;
- Case Management;
- Governance and Accountability; and
- Youth Cases.

The aim of Case Preparation Project, which is led by the PPS in conjunction with PSNI, is to support the CJB in its delivery of a Revised Programme on Combating Avoidable Delay. The remit of the Project Team is: to examine the existing arrangements, structures and processes for the preparation of police investigation files and their submission to the PPS; to identify issues at the case preparation and file submission stages which are contributing to or causing avoidable delay; to make recommendations for change to secure improvement in case processing times; and to identify and make recommendations for legislative change, including the abolition of committal proceedings and the introduction of alternatives to prosecution.

Several work streams are currently ongoing and will report during 2011-12.

Criminal Justice Inspection

In June 2010 the Chief Inspector published his report on avoidable delay which incorporated an inspection of the interface between the PPS and the PSNI. The PPS, PSNI and other partner agencies have responded to the report by producing a detailed action plan. Key initiatives taken forward to date have included the introduction of streamlined police case files and minimum standards for police case file submission. The Assembly's Committee for Justice has been briefed on these initiatives.

The Causeway Programme

This latest phase of the Causeway Data Sharing Mechanism ('DSM 1') was launched at the end of November 2009. This broadened the portfolio of information to be shared electronically. For example:

- PPS send information requests to PSNI via Causeway, rather than by email, as was previously the case.
- PPS prosecutorial decisions are sent automatically to PSNI for information and action.
- Court results feed into the PPS Case Management System via Causeway.

An assessment of the potential benefits as a result of the Causeway implementation is under way. Further work will be conducted during 2011-12 in conjunction with our CJS partners.

Working with Partners

PPS / PSNI Protocol

PPS is committed to building and maintaining effective and properly structured working relationships with police. A protocol governing the relationship between PPS and Police has been in place since December 2003. The protocol has been reviewed during the year and will be signed off in 2011-12.

During the year PPS has continued to contribute to the training of police officers.

Participation in CJSNI Working Groups

The PPS has contributed to the work of the Criminal Justice Board and the range of sub-groups which report to it. These have included the Victims and Witnesses Task Force, the Hate Crime Sub-group, Public Information Working Group, Youth Justice Forum and Steering Groups on Domestic Violence and Sexual Offences.

Development of Service Level Agreements

Departments and Agencies

In addition to taking decisions as to prosecution in cases investigated by the police in Northern Ireland, the PPS also considers cases investigated by other statutory authorities. The Service is seeking to establish a series of service level agreements (SLAs) which will set out the working arrangements, roles and responsibilities of the PPS and relevant Departments and Agencies. The SLAs completed to date include the Driver and Vehicle Agency, Social Security Agency and Child Maintenance and Enforcement Division which together account for four-fifths of the cases received by the PPS Departmental Section.

It is planned to complete the SLA work programme during 2011-12.

Organised Crime

During the year the PPS has continued to build an effective working relationship not only with SOCA, but also with criminal justice investigative agencies and the Northern Ireland Courts and Tribunals Service, with particular focus on proceeds of crime issues. The PPS was instrumental in establishing a cross agency working group to discuss emerging trends and issues in this area of work. The group, chaired by PPS, is drafting a standard service level agreement and documentation which will be proposed for use by all agencies, subject to discussion and agreement. It is anticipated that service level agreements will be agreed with the other agencies in 2011-12.

Legal Quality Assurance

Quality Assurance Team

The Quality Assurance Team's work programme for 2010-11 was agreed in April and included a series of thematic reviews.

Reviews completed during the year were as follows:

- Review of Crown Court outcomes.
- Giving of reasons to victims.
- Giving of reasons to the investigator.
- Use of the disclosure record sheet.
- Endorsement of investigation files with reasons for the alteration or withdrawal of charges.
- Statute barred cases.
- Bad Character and Hearsay applications in the Crown Court.
- Evaluation of revised arrangements for the instruction of Senior Counsel.



Each report sets out a number of issues for the PPS to address, as well as recommendations for service improvement. The Team's findings will also be used to inform legal training requirements for the year ahead.

Dip Sampling

A key component of the PPS's legal quality assurance arrangements is the dip sampling of cases by Regional Prosecutors / Assistant Directors and Senior Public Prosecutors. The results of dip sampling, which is carried out on a monthly basis, are recorded on the Case Management System.

An analysis of the findings from dip sampling has shown the quality of decision-making to be generally high and the key performance indicator in this area has been met (see Annex C).

Guidance to Prosecutors

Guidance was issued to prosecutors on a number of legal and policy issues including: the use of diversions; the prosecution of offences relating to electoral fraud; the endorsement of files with the reasons for alteration / withdrawal of charges; PPS policy for writing to family representatives in fatality cases; the service of summonses in the Republic of Ireland; and file closure and retention.

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.

Policy Development

During 2010-11 the PPS has released a number of final policy documents, including:

- Hate Crime Policy.
- Policy for Prosecuting Cases of Rape.
- Policy for Prosecuting Road Traffic Offences.

All documents are available via the PPS website, including responses to the consultation exercises carried out by the Service.

Advocacy Standards

Advocacy Standards, modelled on those in place in England and Wales, have been agreed by the Management Board. These standards will now form the basis for the assessment of independent counsel and public prosecutor performance.

The PPS Higher Court Advocacy Working Group is considering the wider issue of monitoring and the assessment options.

Monitoring of the performance of public prosecutors in the Magistrates' Courts is currently being undertaken by Senior Public Prosecutors.

Strategic Priority 2:

Strengthening our Accountability and Capability to Deliver

Financial Management

Savings Delivery Plan

The Northern Ireland Executive's 'Draft Budget 2011-15' was announced by the Minister for Finance and Personnel on 15 December 2010, setting out the proposed departmental current expenditure and capital allocations for the four year budget period. The announcement of the Draft Budget marked the commencement of a period of public consultation ending in mid-February. The public consultation on departmental spending plans and savings proposals were to run in tandem with the public consultation on the Executive's Draft Budget.

The PPS published its savings proposals in January 2011. The paper set out the impact of the Draft Budget on the spending plans of the Service over the period 2011-15. One response was received to this consultation exercise.

The final Budget settlement reduces PPS current expenditure year on year, resulting in a 8.4% reduction by year 4 of the Budget 2010 period. Taking into account estimated inflationary increases of 2% per annum the PPS budget will experience a reduction in real terms of 16% 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. It had been assumed for planning purposes that caseloads would remain steady at 2009-10 levels and that there will not be an increase in the levels of crime which impact most significantly on costs such as serious organised crime and terrorist cases.

The bulk of the savings will be delivered through procurement savings over the 4 year period, including savings derived from the general procurement of goods and services, the use of counsel and the planned introduction of a new fee scheme for the remuneration of independent counsel. The remaining savings are forecast from a review of Senior Civil Service posts within the PPS, from revisions to the PPS estate and the re-negotiation

of the arrangements for meeting the costs of interpreter services in court.

Efficiency Savings

Prior to devolution, as a legal office of the NIO, PPS committed to the achievement of £663k in cash releasing efficiency savings during 2010-11. This was the Service's share of £17 million of savings applied to the Northern Ireland Office by HM Treasury. These savings were achieved through the management of staff costs and the use of Counsel.

Incentivisation

The PPS is an approved recipient of incentivisation receipts under the Department of Justice'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 £304k in 2009-10 and £636k in 2010-11.

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 expenses scheme currently operated by the PPS is compensatory in nature and meets witness costs up to a fixed limit. The level of witness costs are equivalent to those paid by the Crown Prosecution Service in England and Wales.

Total PPS witness expenses for 2010-11 were £288k. Ninety-nine percent of such claims were processed and authorised for payment within seven working days. The target for the year was 95%.

A review of court witness expenses will be conducted during 2011-12.

Payment of Counsel Fees

The PPS has carried out a major project to develop a new fees payment scheme for independent counsel in the Crown Court. The objective of the project was to establish a framework for the payment of all fees, including appropriate policies and procedures, within the monies available. The anticipated benefits from such a scheme include:

- Increased transparency in the determination of fees;
- Improved efficiency and timeliness of payments;
- Demonstrable value for money in the payment of counsel;
- Greater predictability of future spend; and
- A reduced administrative overhead on senior PPS legal staff.

In developing the proposed arrangements the PPS evaluated existing schemes, such as the Graduated Fee Structure employed by the Crown Prosecution Service (CPS) and The Legal Aid for Crown Court Proceedings (Costs) Rules (Northern Ireland) 2005, administered by the Legal Services Commission.

The framework needed to operate the scheme is largely in place. However the target date for implementation has been deferred. This was in order to allow PPS management to assess the outcome of the consultation exercise carried out by the NI Courts and Tribunals Service with respect to proposed amendments to legal aid payments under the Legal Aid for Crown Court Proceedings (Costs) (Amendment) Rules (Northern Ireland) 2010, and a recognition that a broad equivalence between defence and prosecution fees was desirable.

Sustainable Development

The Service continued to deliver on the commitments in its Sustainable Development Action Plan. During 2010-11 arrangements were made for an energy usage assessment to be carried out in respect of all of PPS buildings. This provided the information now contained in the Energy Certificates displayed in all premises. As part of the 'green housekeeping' agenda the Service has also introduced a recycling scheme within PPS premises.

PPS procurement was carried out in line with central guidance on Equality of Opportunity and Sustainable Development in Public Sector Procurement.

A copy of the Sustainable Development Action Plan is available via the PPS website.

Corporate Governance Arrangements

Internal Audit

Internal audit activity during the financial year has focused on the following issues:

- The PPS Information Assurance Framework;
- Business Continuity Management;
- Recording and Processing of Payments on behalf of the Department of Justice, Northern Ireland Office and PPS;
- Counsel fees accruals process.

The Audit and Risk Committee has considered all reports. Action plans have been developed to address the various recommendations made by the audit team.

Relationship with the Attorney General

The nature of the relationship between the PPS and the Attorney General for Northern Ireland has been subject to review by the Assembly Committee on Procedures. The Acting Director has given evidence before the Committee on this matter.

PPS Management Board: Review of Effectiveness

An effectiveness review of the Management Board was completed in December 2010. The issues discussed included the statistical, financial and other information provided to members and the future induction requirements for new independent members of the Management Board.

Management Board Sub-Committees

In accordance with the agreed terms of reference, membership of the PPS Sub-Committees (People and Resources; Policy and Quality; and Performance and Delivery) was reviewed in summer 2010, and the membership rotated so as to spread experience across Regional Prosecutors and Assistant Directors.

Security Policy Framework

Information Assurance

The Service is committed to developing its information assurance arrangements and ensuring that arrangements are in line with the Cabinet Office Security Policy Framework. Since the establishment of the Service as a non-ministerial department in April 2010, steps have been taken to revise PPS information assurance arrangements. All senior managers have been designated as Information Risk Owners and the Senior Assistant Director for Finance and Resources has been appointed as Senior Information Risk Owner.

Where appropriate PPS has complied with the cost allocation and charging requirements set out in DFP guidance.

Business Resilience

The Government's Security Policy Framework emphasises the need for effective Business Continuity Management (BCM). The PPS has established a programme to deliver BCM in a manner that enables the continued delivery of key services during an interruption and which will align the PPS with the British Standard (BS25999).

PPS now has an Incident Management Plan and Business Continuity Plan in place, while work continues to develop corporate services recovery strategies to support the organisation during an interruption. The resilience capability of the PPS has been

significantly enhanced with the completion of important work in respect of the Causeway Data Sharing Mechanism. A formal exercise plan for Causeway is to be established in the near future.

Information and Communications Technology (ICT)

During the financial year, there has been significant investment in ICT systems, particularly in the Case Management System (CMS), which supports the PPS's business processes, and the enhancement of key elements of the ICT infrastructure.

The main work areas taken forward during the year included:

- Management of the CMS and the bedding in of Causeway DSM1;
- Upgrade to the Service's disaster recovery capability, including network links to the Causeway disaster recovery site;
- Development of a system to manage restraint and confiscation cases;
- Implementation of information security enhancements on the CMS;
- Upgrade of the PPS Wide Area Network (WAN).

Strategic Priority 3:

Addressing the Needs of Victims and Witnesses

Services to Victims and Witnesses

Improving services and support is vital to building effective relationships between victims and witnesses, the PPS, and the criminal justice system. Work on the development of PPS services in this area is ongoing, both internally and in conjunction with stakeholders.

The electronic referral scheme for young witnesses, which was implemented in January 2010, continues to work effectively. More than 400 referrals were made during 2010-11. The scheme is conducted in conjunction with the NSPCC. At present NSPCC offer their services at all Crown Courts and in Magistrates' and Youth Courts in Belfast, Craigavon, Lisburn and Londonderry. The PPS is in a position to facilitate NSPCC in the further rollout of the service.

The equivalent scheme for adult witnesses, operated in conjunction with Victim Support Northern Ireland, also continues to operate effectively and more than 11,000 referrals were made during the financial year.

PPS Victim Care Working Group

The Service has established a new working group to review all aspects of PPS services to victims and witnesses. A key work area has been the audit and review of existing correspondence issued to victims and the review of the current Victims and Witnesses Policy. Other issues being addressed include: the review of information leaflets; provision of services for foreign nationals; provision of an on-line portal for victims; and the review of recommendations made by the PPS QA Team.

Review of PPS Community Liaison Teams

The PPS Business Improvement Team has conducted a review of the Service's Community Liaison Teams (CLTs). The objectives of the review were to provide senior management with advice on the optimum number and appropriate grading of CLT posts and the consistent management of processing within the function across all regional offices.

Recommendations included the adoption of a "caseworker" role by administrative staff; i.e. when cases arrive, a single officer should be responsible for all activity associated with the case file, from initial review, through availability checking and monitoring and the handling of queries particular to the case.

Code of Practice for Victims of Crime

In October 2010 the Minister of Justice published a consultation paper on a Code of Practice for Victims of Crime. The draft Code includes details of the services which victims can expect the PPS to provide.

Victim and Witness Taskforce

The PPS is a member of the inter-agency Victim and Witness Taskforce (VWTF) established under the authority of the Criminal Justice Board. The PPS has signed up to its 5 year strategy on services for victims and witnesses.

PPS is also actively engaged in a range of inter-agency subgroups established to take forward VWTF initiatives, such as interpreter provision, witness service referral, data protection, victim impact reports and the analysis of cross-cutting training requirements for staff engaging with victims and witnesses.

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. This is available in hard copy and published on the PPS website. The document is also signposted in a series of information leaflets which are available on the PPS website and in all regional offices and courts.

During 2010-11 there were 135 requests for review of a prosecution decision, 6 of which were upheld.

Revised Arrangements for the 'Giving of Reasons'

PPS policy has been developed so that in a number of specific case categories, detailed reasons are given for a decision not to prosecute 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. The revised arrangements were implemented on 1 October 2009.

During the financial year the operation of these arrangements was evaluated by the PPS Quality Assurance Team. The evaluation highlighted a number of issues with regard to the operation of the scheme. Recommendations by Quality Assurance included the re-issue of the Departmental Instruction and the improvement of available guidance. A follow-up review will be conducted in 2011-12.

Regional Office Programme

Newry Chambers became fully operational in June 2010. All six of the regional offices originally planned for the Service have now been opened.

Satisfaction Survey

As part of the Department of Justice's NI Victim and Witness Survey 2010-11, the PPS included a series of questions designed to determine respondents' views on whether the services and information provided met their needs. Overall just under seven-tenths (69.3%) of respondents were satisfied with the information and services provided by the PPS.

The results of the survey are being considered in detail by the PPS Management Board and will help to inform the development of PPS victim and witness policy.

Strategic Priority 4:

Building the Confidence of the Community

Disability Action Plan

The PPS has published a new Disability Action Plan (DAP), covering the three year period to 31 March 2014. The new plan, which was



subject to consultation, sets out a range of actions through which the service will seek to implement its disability duties in areas such as communication, partnership working and staff training.

Objectives in the DAP for the period ending 31 March 2011 were achieved.

PPS Equality Scheme

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 by the due date of 31 August 2010.

The PPS, in line with other criminal justice organisations, is required to carry out an audit of key inequalities and publish a new Equality Scheme with an associated action plan during 2011. This work commenced in January 2011. It is anticipated that the new Equality Scheme will be published in September.

Policy on ‘Hate Crime’

The Service has published a new policy statement on hate crime. The final document reflects comments made in response to consultation which were received from a range of interested parties including the Northern Ireland Human Rights Commission, Disability Action, Committee on the Administration of Justice, Victim Support NI and the Presbyterian Church Committee on Public Morals.

Community Outreach

Over the course of the year there was a series of outreach events and activities across the PPS Regions. These included:

- Presentations to local District Policing Partnerships;
- The launch of the new PPS office in Newry;
- Articles in newspapers and journals; and
- Presentations to Victims’ and Voluntary Sector Groups, such as Victim Support and Women’s Aid.

A detailed log of all outreach activity is now maintained. From September 2010 to March 2011 there were 160 outreach events, involving 50 PPS staff and a total staff contribution of 665 hours.

Communication Strategy

The PPS issued its Communication Strategy for consultation in December 2010. A final version of the document has been published.

Complaints

Complaints Dealt with in 2010-11

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.

Over the period 1 April 2010 to 31 March 2011, a total of 60 complaints were received by the PPS. Fifty-three have been completed, of which 21 were upheld and 5 partially upheld.

Independent Assessor of Complaints

The Independent Assessor of Complaints, Mr Alasdair MacLaughlin, produced his sixth formal report on 31 March 2011, covering complaints received during the 2010 calendar year.

The 2010 recommendations are now being taken forward by the PPS.

The six reports of the Independent Assessor are available via the PPS website.

Review of the PPS Complaint Handling Arrangements

The Independent Assessor had previously recommended that the PPS should commence a review of the complaints handling arrangements within the organisation, and in the process identify if there are shortcomings in the current systems and procedures.

A review of complaint handling has now been undertaken by an internal project team which reported to senior management in January 2011. A total of nineteen recommendations were made for changes to the present arrangements. These included:

- A stronger role for local Business Managers as 'Complaint Officers';
- PPS should move away from its centrally based recording system to a locally based mechanism so that complaints can be recorded and updated by Business Managers;
- Staff workshops should be conducted to ensure that key personnel are aware of changes to the complaints handling arrangements and the importance of complaints monitoring more generally.

Public Confidence: Northern Ireland Omnibus Survey

In February 2011, the PPS commissioned questions for inclusion in the Northern Ireland Omnibus Survey, which is carried out by the Central Survey Unit of the Northern Ireland Statistics and Research Agency (NISRA). A total of seven questions were included in the survey to gauge public awareness of the PPS and its role. Just under seven-tenths (67.5%) of those who had heard

of the PPS were very or fairly confident regarding the fairness and impartiality of the Service.

The results of the survey are being considered by the Management Board and will help to inform the development of PPS policy.

Criminal Justice Inspection Northern Ireland

Over the course of the year the PPS has contributed to a number of CJINI thematic reviews on a range of subjects, including domestic violence, sexual violence and abuse, avoidable delay and the treatment of victims and witnesses.

Strategic Priority 5

Building the Commitment and Skills of all our People

Staffing Levels and Recruitment

As at 31 March 2011, there were 576 staff employed within the Service, including 19 temporary staff. This compares with a total staff complement of 561 at the end of the 2009-10 financial year. The 'whole time equivalent' figure at 31 March 2011 was 553.7. The table below provides a breakdown of staff within the Service by grade.

The Service's 2010-11 recruitment programme involved the use of open recruitment, temporary recruitment, vacancy notices and level transfer. A total of 39 persons have been recruited during the year.

PPS Staff Complement by Grade

Grade	Position at:	
	31/3/10	31/3/11
Senior Assistant Director / Assistant Director	10	12
Senior Public Prosecutor and equivalent grades (6/7)	64	59
Public Prosecutor and equivalent grades (Deputy Principal)	117	128
Staff Officer	22	26
EOI / EOII	98	102
Administrative Officer / Administrative Assistant	250	249
Total	561	576

A total of 24 staff transferred from the Service. The main reasons included success in inter-departmental vacancy notices, promotion and level transfers.

Managing Attendance

Since its implementation in 2006, the PPS Attendance Management Policy has enabled a more effective control of absence levels which are monitored on a monthly basis.

The PPS target for 2010-11 was not to exceed an average of 9.5 days lost per member of staff. The final outturn for 2010-11 was 8.8 days and therefore the target was met.

Health and Safety

The Service 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 number 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 Public Prosecution Service. A number of minor accidents were also investigated during the course of the year.

The Health and Safety committee met on a regular basis. Matters raised at this forum were taken forward by the branch. Throughout the year the branch also carried out health and safety training, ranging from general induction through to training in specialised subjects.

An annual report is produced by the branch and provides detailed evidence of all aspects of the work carried out during the year.

Internal Communication

Staff Roadshows

A number of roadshows were held across the PPS regional offices during 2010-11. The roadshows, led by members of the PPS senior management team, covered a wide range of corporate issues including devolution, the NICS assimilation exercise, senior management changes, information assurance, Budget 2010 and performance management.

A new internal communication strategy has also been developed. Key issues to be taken forward include a staff 'core brief' and the relaunch of the PPS Staff Communication Forum.

Your Views 2010-11

'Your Views' is the PPS staff survey. Its purpose is to provide all members of staff with an opportunity to put forward their views and opinions about the PPS, its work and their role within the organisation.

The most recent survey, Your Views 2010-11, was conducted in February / March 2011. Questions covered a broad range of issues, such as aims and objectives, training and development, communication, performance management and diversity.

On many key issues the findings of the survey were positive. On some issues the findings indicated that further progress is required and the necessary actions are being examined by the People and Resources Sub-Committee.

Devolution: Transfer to NICS

Prior to the devolution of policing and justice on 12 April 2010, the Northern Ireland Office provided support for the PPS across a number of HR functions, including payroll management and disciplinary procedures. However following devolution, and designation as a non-ministerial department, these functions transferred to the PPS. By way of preparation the PPS identified all potential gaps in its HR functions and support services and an implementation plan was developed to ensure a smooth transition under the new arrangements.

Efforts have also been made to align HR policies with the NICS. The Head of HR has been designated as the Establishment Officer for the Service.

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 Finance and Resources is a member of the HR Directors' Group which comprises senior officials from across the NI Departments.

Training and Development

Corporate Training Priorities

The development of the Service's 2010-11 corporate training plan was built around training needs identified via the PPS business planning process.

During the year the Service's HR Section has worked with the Centre for Applied Learning (CAL) in the delivery of generic NICS training.

Induction Training

The aim of the PPS Corporate Induction Programme is to provide new administrative staff with a broad overview of the PPS and its role and functions. A range of modules are incorporated into the training, including health and safety, equality and diversity and business planning.

During the year 23 staff members completed the full programme.

Investors in People

The PPS recognises the Investors in People (IIP) standard as a benchmark for the quality of its training and development. It has held IIP recognition since 1999.

Higher Court Advocacy

It is intended to extend the use of PPS prosecutors as advocates in Crown Court cases. A working group was set up by the Management Board to establish a Higher Court Advocacy (HCA) Scheme. The focus of the Group has included recruitment, training requirements and management arrangements.

Following an internal competition three HCAs have been appointed to participate in a twelve month pilot scheme.

Financial Performance during 2010-11

Devolution

The Public Prosecution Service became a non-ministerial department on the devolution of policing and justice powers to the Northern Ireland Assembly on 12 April 2010. Prior to this the PPS was a legal office of the Northern Ireland Office and did not have an Estimate, Budget or Statutory Accounts in its own right.

‘Machinery of Government’ refers to the interconnected structures and processes of government, such as the functions and accountability of departments. The term is used particularly in the context of changes to established systems of public administration where different elements of machinery are created.

Machinery of Government guidance (as embodied in the Government Financial Reporting Manual) requires that transfers of functions from one part of the public sector to another are accounted for under Merger Accounting; i.e. new structures are accounted for as if they had always existed because at the Whole of Government level nothing has changed.

The accounts for the PPS for 2010-11 have been prepared on this basis and hence cover the full year ended 31 March 2011. Comparative figures disclosed are those that would previously have been included in the Accounts of the NIO.

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.

Each year the PPS is given approval for its expenditure when the NI Assembly votes the Main Supply Estimates. As set out in the Statement of Parliamentary Supply the Department was voted a Resource Estimate Provision of £33,354k for 2010-11.

The PPS outturn of £32,297k shown in the Statement of Parliamentary Supply reflects the achievement of the Service’s operational objectives and an effective financial management performance for the year. This is a saving of £1,057k against Estimate. £452k of this variance in spend against Estimate derived from the restatement of the Broadly By Analogy Pension Scheme on the basis of CPI rather than RPI in line with HM Treasury instructions and the crystallisation to liabilities on the retirement of a member of the scheme and the death of another during the

period. Pension movements are dealt with in detail in Notes 1.7, 9 and 20.1 to the Resource Accounts. The remaining £605k related to savings in pay costs as a result of unfilled posts along with savings across a range of non staff costs including counsel fees, accommodation running costs and general overheads.

The Reconciliation of resources to net cash requirement (Note 4) highlights a saving of £339k. The main reasons for this are a saving in the PPS resource outturn of £1,057k partially offset by the non cash nature of the pension provision written back in the year along with a decrease in working capital and other payables falling due after more than one year.

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 2010-11 were £32,297k (2009-10 £30,447k) as follows:

Staff Costs	£18,333k (2009-10 £17,334k)
Other Administration Costs	£341k (2009-10 £322k)
Other Programme Costs	£14,450k (2009-10 £13,158k)
Income	£ 827k (2009-10 £367k)

Where relevant the PPS complies with the cost allocation and charging requirements set out in DFP 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

	2010-11 £'000	2009-10 £'000
Net Resource Outturn (Estimates)	33,354	N/A
Adjustments:		
Non Voted Expenditure in the resource account		
<i>IFRS</i> Adjustments		
Include Consolidated Fund Extra Receipts in the Operating Cost Statement		
Other Adjustments	(1,057)	N/A
Net Operating Costs (Accounts)	32,297	N/A
Adjustments:		
Voted Expenditure outside budget	(35)	N/A
Remove Consolidated Fund Extra Receipts in the Operating Cost Statement		
<i>IFRS</i> Adjustments		
Other Adjustments		
Resource Budget Outturn (Budget)	32,262	N/A
of which:		
Departmental Expenditure Limits (DEL)	32,058	N/A
Annually Managed Expenditure (AME)	204	N/A

Statement of Financial Position

The Department held net assets of £2,903k at 31 March 2011 (2009-10 £1,059k) comprising property, plant and equipment, intangibles, trade receivables and cash totalling £13,572k (2009-10 £13,401k) and net liabilities and provisions of £10,669k (2009-10 £12,342k).

During the year expenditure was made on non current assets of £742k as set out in Notes 14 and 15.

Contingent Liabilities requiring Disclosure

The Department has no further contingent liabilities required to be disclosed under Assembly Reporting Requirements. Note 25 details contingent liabilities disclosed.

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.

Remuneration Report

1. Scope of Responsibility

The salary 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 remuneration of Non Executive Directors is set at £7,860 per annum for a commitment of 15 days per annum. In addition they are entitled to travel and subsistence expenses at NICS rates incurred while on departmental business. Their remuneration was set in line with OFMDFM guidance.

All Non Executive Directors are remunerated via the Public Prosecution Service payroll in order to take account of Employers National Insurance and PAYE. They are not in receipt of any bonuses, pensions or benefits in kind. The additional member of the Audit and Risk Committee is a public sector employee and as such does not receive any remuneration for his role within the PPS.

2. Remuneration Policy

The Public Prosecution Service became a non-ministerial department at the point of devolution on 12 April 2010. PPS staff have undergone a process of assimilation whereby they have had the opportunity to convert to NICS terms and conditions or 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 freeze on senior pay in respect of 2010-11 and 2011-12 pay awards, in line with the Executive's decision in Budget 2011-15 to mirror the UK Coalition Government's commitment to impose pay restraint.

The pay system in place for senior civil servants in the Northern Ireland Civil Service is currently under review.

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

The majority of PPS senior management posts are currently filled by temporary promotion. The temporary appointments of the Acting Director and Acting Deputy Director have been made by the Attorney General for Northern Ireland. The temporary appointments at Senior Assistant Director (SAD) level have been made by the Acting Director. These appointments have been made for a set period to cease, unless further extended, as follows:

Mr James Scholes: Acting Director	29/07/11
Mr Raymond Kitson: Acting Deputy Director	29/07/11
Mr Ian Hearst: Senior Assistant Director Finance and Resources	29/07/11
Mr Stephen Burnside: Senior Assistant Director for Regional Prosecutions	31/08/11

On cessation the individuals would automatically revert to the lower grade.

A review of senior civil service posts is due to be conducted for the devolved Service but has been postponed until after the appointment of a new Director of Public Prosecutions by the Attorney General.

4. Salary and Pension Entitlements

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

Only those in post at 31 March 2010 are required to be disclosed in the 2009-10 comparative figures.

Salary

Salary includes gross salary; performance pay or bonuses; 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 by the employer and treated by the 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 2010-11 relate to performance in 2010-11 and the comparative bonuses reported for 2009-10 relate to the performance in 2009-10.

Remuneration (audited information)

	2010-11			2009-10		
	Salary (£'000)	Bonus Payments (£'000)	Benefits in Kind (£'000 to nearest £100)	Salary (£'000)	Bonus Payments (£'000)	Benefits in Kind (£'000 to nearest £100)
Statutory Appointments						
Sir Alasdair Fraser Director of Public Prosecutions (retired 28 September 2010)	85-90 (170-175 full year equivalent)	-	-	170-175	-	-
James Scholes * Acting Director of Public Prosecutions	165-170 (170-175 full year equivalent)	-	-	150-155	-	-
Officials						
Raymond Kitson Acting Deputy Director of Public Prosecutions (appointed 29 September 2010)	65-70	-	-	-	-	-
Raymond Kitson Senior Assistant Director of Regional Prosecutions (to 28 September 2010)	45-50	-	-	90-95	10-15	-
Pamela Atchison Senior Assistant Director of Central Prosecutions	80-85	-	-	75-80	-	-
Ian Hearst ** Temporary Senior Assistant Director of Finance and Resources (appointed 12 April 2010)	80-85 (80-85 full year equivalent)	-	-	-	-	-
Stephen Burnside ** Temporary Senior Assistant Director of Regional Prosecutions (appointed 23 August 2010)	70-75 (80-85 full year equivalent)	-	-	-	-	-

* Mr James Scholes was appointed Accounting Officer on 11/05/10 and has held this responsibility throughout the period.

Mr Scholes was in post as Acting Director for the year, except for the period from 24/08/10 to 28/09/10.

** Comparatives are not required as these staff were not in post at 31 March 2010.

Pension Benefits

Broadly By Analogy Pension Scheme (audited information)

	Accrued pension at age 60 as at 28/9/10 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV at 28/9/10 £'000	CETV at 31/3/10*** £'000	Real increase in CETV £'000
Statutory Appointments					
Sir Alasdair Fraser Director of Public Prosecutions (retired 28 September 2010)	95-100 plus lump sum of 285-290	(0)-(2.5) plus lump sum of (0)-(2.5)	2,108	2,064	(9)

*** The actuarial factors used to calculate CETVs were changed in 2010-11. The CETVs at 31/3/10 and 28/9/10 have both been calculated using the new factors, for consistency.

The Director of Public Prosecutions, Sir Alasdair Fraser was a member of the Broadly By Analogy (BBA) Pension Scheme of public appointments within the Northern Ireland Office Departmental Boundary. On devolution his benefits were retained with this scheme and these crystallised with his retirement on 28 September 2010. The BBA pension arrangement entitles the recipient to benefits similar to the Classic Scheme in the Principal Civil Service Pension Scheme (Northern Ireland).

The Cash Equivalent Transfer Value (CETV)

This 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. It 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 pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total service. CETVs are calculated in accordance with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The actuarial factors used in the CETV calculation were changed during 2010, due to changes in demographic assumptions and the move from the Retail Prices Index (RPI) to the Consumer Prices Index (CPI) as the measure used to uprate Civil Service pensions.

The Real Increase in the Value of the CETV

This is the increase in accrued pension due to the PPS's contributions to the scheme, and excludes increases due to inflation and contributions paid by the employee and is calculated using common market valuation factors for the start and end of the period.

Pension Entitlements (audited information)

	Accrued pension at age 60 as at 31/3/11 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV at 31/3/11 £'000	CETV at 31/3/10*** £'000	Real increase in CETV £'000
Statutory Appointments					
James Scholes Acting Director of Public Prosecutions	70-75 plus lump sum of 220-225	7.5-10 plus lump sum of 25-27.5	1,714	1,482	192
Officials					
Raymond Kitson Acting Deputy Director of Public Prosecutions (from 29 September 2010) Senior Assistant Director of Regional Prosecutions	45-50 plus lump sum of 140-145	7.5-10 plus lump sum of 27.5-30	1,067	826	219
Pamela Atchison Senior Assistant Director of Central Prosecutions	30-35 plus lump sum of 90-95	0-2.5 plus lump sum of 5-7.5	688	600	41
Ian Hearst Temporary Senior Assistant Director of Finance and Resources (appointed 12 April 2010)	5-10	0-2.5	55	35	14
Stephen Burnside Temporary Senior Assistant Director of Regional Prosecutions (appointed 23 August 2010)	15-20 plus lump sum of 55-60	0-2.5 plus lump sum of 5-7.5	312	255	34

*** The actuarial factors used to calculate CETVs were changed in 2010-11. The CETVs at 31/3/10 and 31/3/11 have both been calculated using the new factors, for consistency.

The Temporary Senior Assistant Director for Finance and Resources is a member of the nuvos pension scheme. All other senior managers of the PPS are members of the classic scheme.

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 Assembly 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 an 'earned pension' 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%. Earned pension benefits are increased annually in line with increases in the CPI. For 2011, public service pensions will be increased by 3.1% with effect from 11 April.

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. 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.civilservice-pensions.gov.uk

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.

The actuarial factors that are used in the CETV calculation were changed during 2010, due to changes in demographic assumptions and the move from the Retail Prices Index (RPI) to the Consumer Prices Index (CPI) as the measure used to uprate Civil Service pensions.

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 2010-11.



James Scholes
Accounting Officer
7 July 2011

Part 2: Resource Accounts



Statement of Accounting Officer's Responsibilities

For the Year Ended 31 March 2011

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 so as to 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.

The accounts also provide disclosure of any material expenditure or income that has not been applied to the purposes intended by the NI Assembly or material transactions that have not conformed to the authorities which govern them.

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 Acting 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.

Statement on Internal Control

For the Year Ended 31 March 2011

1. Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Public Prosecution Service's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland.

This year has been one of considerable change for the PPS. Prior to 12 April 2010, and the devolution of policing and justice, the Service was a Legal Office of the Northern Ireland Office (NIO) and the Permanent Secretary of the NIO was the Accounting Officer for the Service. Following devolution the PPS was designated as a non-ministerial government department and I was appointed as Accounting Officer. Funding for the PPS is now provided by the Northern Ireland Assembly.

In the light of these significant changes I have put in place clear governance arrangements to make sure that I am able to lead and direct the Service and manage risk effectively. I am supported by the PPS Management Board, which I chair. The Board is comprised of the Acting Deputy Director of Public Prosecutions, the Service's three Senior Assistant Directors and two independent non-executive members.

I am also supported by the Service's Audit and Risk Committee. All three members of the Committee are non-executives, two of whom are also members of the Management Board. The Audit and Risk Committee operates under agreed terms of reference which are reviewed annually. Meetings are attended by a representative of the Northern Ireland Audit Office.

From 12 April 2010 the Service appointed a Senior Assistant Director for Finance and Resources. The Senior Assistant Director is a member of the Management Board and acts as the Principal Establishment and Finance Officer for the Service and in this role is responsible for ensuring that proper controls are in place to safeguard public funds and departmental assets.

All members of the senior management team have a role to play in the Service's governance arrangements. I have drawn on statements of assurance which are provided on a quarterly basis by the Senior Assistant Directors who have responsibility for the development and maintenance of the internal control framework in their respective areas.

On 24 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 on any matter for which the Attorney General is accountable to the Northern Ireland Assembly. I consult regularly with the Attorney General on issues arising from casework and prosecutorial policy.

2. The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of PPS policies, aims and objectives; to evaluate the likelihood of those risks being realised; the impact should they be realised; and to manage them efficiently, effectively and economically.

The system of internal control has been in place in the PPS for the year ended 31 March 2011 and up to the date of approval of the Annual Report and Resource Accounts, and accords with DFP guidance.

3. Capacity to Handle Risk

The PPS risk management policy sets out the framework for the management of risk and promotes a consistent approach across the Service. The document also provides an outline of the roles and responsibilities of those involved in the risk management process.

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. The Senior Management Group, comprising the Acting Deputy Director of Public Prosecutions and Senior Assistant Directors, undertakes regular and detailed oversight of the key corporate risks and the Service's risk management capability. All risks set out at corporate level are owned by members of the Management Board.

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. Region and Section risk registers are reviewed regularly as these underpin the corporate risk register.

Managers and staff at all levels have a responsibility to identify, evaluate, manage or report risks. Risk management is included as part of the PPS induction programme for new staff. Formal risk awareness training was provided to all senior managers, Heads of Corporate Services sections and operational Business Managers in February and March 2010. A number of follow-up sessions were conducted for newly appointed Regional Prosecutors and Assistant Directors during autumn 2010.

A risk management workshop was held in March 2011 which was attended by members of the Management Board and Audit and Risk Committee. The purpose of the workshop was to challenge thinking on risk management. Lessons learned informed the development of the 2011-12 corporate risks. Other factors considered included discussions with partner agencies and recent survey evidence.

A range of supporting material, including the risk management policy, is available to all staff via the PPS intranet site.

4. The Risk and Control Framework

All risk management is aligned to the Service's aim, strategic priorities and objectives. Formal risk management procedures are applied to strategic corporate risks, key operational / business risks and business change programmes and projects.

The main elements of the Service's risk and control framework are outlined below:

- The Management Board agrees the corporate risk register and reviews the position at each board meeting.
- The Senior Management Group identifies corporate risks and updates the corporate risk register on a monthly basis.
- There is a PPS Risk Management Policy in place which includes a statement of the Service's risk appetite. This was reviewed and approved by the Management Board in February 2010. A further review was conducted in March 2011.
- Risk registers are maintained for all regions and sections. The quarterly statements of assurance produced by all senior managers include an assessment of local risk management practice against the PPS risk management policy.

- All performance agreements for management grades must include an objective to manage risk in accordance with the PPS risk management framework and to develop and maintain effective internal controls.
- The Audit and Risk Committee reviews the corporate risks and receives regular reports concerning matters of internal control. On an annual basis the Committee examines a report from senior management outlining key reputational risks for the organisation.
- The Management Board regularly receives a detailed financial briefing and reviews in-year expenditure against forecasts to ensure effective control of PPS financial resources.
- There is regular Management Board scrutiny of performance against key corporate targets.
- There is an annual programme of audits conducted by Internal Audit. Formal reviews of risk management and corporate governance were conducted by the internal auditors in 2009-10. In both instances the overall opinion was satisfactory.
- PPS business resilience has been enhanced through agreement of an Incident Management Plan and a Business Continuity Plan.
- The PPS Fraud Prevention Policy has been approved by the Management Board. Briefings have been held for all senior managers.

5. Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is 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, and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Management Board, the Audit and Risk Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

My review of the effectiveness of the system of internal control is informed by the following:

- The Internal Audit function which operates to the Government Internal Audit Standards and reports on the framework of internal control to the Audit and Risk Committee. Details of the audits completed during the year are set out below (see section 7).

- The Head of Internal Audit who provides an independent opinion on the adequacy and effectiveness of the Service's system of internal control and on any significant control issues.
- The work of the PPS Audit and Risk Committee. The Committee's terms of reference cover the review of PPS resource accounts, internal and external audit activity (including the review of action plans to address weaknesses identified in internal audit reports and external audit management letters), risk management, corporate governance and financial and other internal controls. The Audit and Risk Committee agreed the internal audit programme for 2010-11, taking account of key corporate risks.
- The annual report on the work of the Audit and Risk Committee. This has been reviewed by the Management Board.
- The quarterly statements of assurance provided by all senior managers. These were revised at the start of the 2010-11 financial year. The purpose of the statements is not only to highlight any significant internal control problems, but also to provide assurances regarding compliance with PPS policies and guidance. Issues covered include risk management, business planning, information assurance, HR policies, financial management, internal processes and governance.
- The regular financial and performance reports provided to senior management.
- All procurement over £10,000 is conducted on behalf of the PPS by the Department of Finance and Personnel's centre of procurement excellence, the Central Procurement Directorate, under a service level agreement. Post devolution the PPS has developed and introduced new procedures to ensure continuous improvement in the areas of purchasing and procurement.
- Criminal Justice Inspection Northern Ireland which provides an independent review of efficiency and effectiveness. During 2010-11 the Chief Inspector has undertaken a programme of thematic reviews to promote good practice and has published a number of inspection reports.
- 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.
- Assurances provided by the Department of Finance and Personnel covering the shared services provided to PPS. At present this includes HR Connect which provides transactional HR work and a payroll service for the PPS.

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 Senior Assistant Director for Finance and Resources has been appointed as Senior Information Risk Owner. All senior managers have been designated as Information Risk Owners to provide further assurance that information assets are properly managed. Awareness seminars were provided for Information Asset Owners in spring 2010.

A Business Assurance Manager has been appointed to co-ordinate the development of the information assurance framework and data handling and security arrangements across the Service.

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 in their quarterly statements of assurance.

All staff are required to pass the National School for Government's 'e-Learning' course on data handling, with specific modules required for those with line management responsibilities. All members of staff have also been issued with PPS information assurance 'Golden Rules' and a Guide to Protective Markings.

Work is ongoing to identify all information assets and any associated risks which will further inform the development of the Service's information assurance policies and procedures.

During 2010-11 the Internal Audit Unit conducted a review of the Service's information assurance arrangements. Details are set out below (see section 7).

Personal Data Related Incidents

During the year there were no reported personal data related incidents involving PPS staff.

There was an incident involving the loss of personal data by a registered data controller, who was counsel for the defence in a case. The information was properly disclosed in criminal proceedings by PPS as material that attracted a duty of disclosure at common law. PPS staff complied with security guidance regarding the delivery of the paperwork and the other party acknowledged safe receipt of the information. Defence counsel was aware at the time of delivery of the nature and sensitivity of the information and has reported the loss to the Information Commissioner's Office.

7. Significant Internal Control Problems

Internal Audit

During the financial year a total of four audit assignments were completed. Whilst satisfactory assurance was provided in respect of the recording and processing of payments (on behalf of the Department of Justice, Northern Ireland Office and PPS) and the accruals process for counsel fees, limited assurance was provided for the remaining two assignments. The results, and the PPS management response, are set out below:

- **Business Continuity Management (BCM)**
Overall audit opinion was limited due to the need for PPS to develop and implement a structured exercise and training programme and to fully roll out BCM to the regional offices. The various issues raised by Internal Audit are being addressed by an action plan and progress is monitored by the PPS Audit and Risk Committee.

- **Information Assurance**

Although the audit opinion was limited, this was tempered by a recognition of the pace at which the work needed to be carried out by the Service as a new non-ministerial department. The report cited evidence that the organisation had embraced the information assurance challenge and was moving forwards.

A number of actions have already been taken in mitigation in line with the PPS Information Assurance Maturity Action Plan, including:

- Development of a Statement of Information Risk Appetite;
- Revised instructions to external partners regarding handling of sensitive personal data;
- Dissemination of the PPS Guide to Protective Security;
- Development of policy on the accreditation of ICT systems;
- Enhancement of protective marking of documents; and
- Drafting of information sharing agreements with external parties.

Independent Counsel

The Public Prosecution Service employs the services of independent counsel in the prosecution of certain cases, primarily in the Crown and higher courts, drawn from a panel of 64 members of the Northern Ireland Bar. Panel members were selected by means of a procurement exercise conducted by the PPS in 2008. The successful applicants demonstrated the necessary breadth of skills and professional competence to prosecute on behalf of the Director.

In its report published on 28 June 2011 on the Use of Legal Services, Criminal Justice Inspection Northern Ireland raised a number of issues concerning independent counsel, including the selection and usage of the PPS panel, the basis of counsel remuneration, the nature of evidence provided in support of fee claims and arrangements for quality assurance. CJINI made a total of seven recommendations which the PPS will have regard to when taking forward various initiatives in this area during 2011-12. These initiatives include:

- The reconstitution of the panel: This is due to be completed by the end of 2011-12. As part of this process the PPS will document the terms of the appointment, including the allocation of work, the records to be maintained by counsel and the basis of remuneration. PPS recognise the need to formalise arrangements for the quality assurance of counsel and is considering issues around monitoring and assessment which will be specified in the terms and conditions of appointment.
- The development of a new fees scheme for the remuneration of counsel: The scheme, which is to be implemented during 2011-12, will aim to deliver increased transparency and predictability in the payment of fees. It will be administered through a Central Fees Team who will ensure the consistent application of the scheme and the maintenance of all necessary records.
- Convergence between prosecution and defence fees: CJINI highlighted the need to develop a common approach to the payment of publicly funded legal services. PPS is seeking to agree with relevant criminal justice partners a common strategy and timetable for this convergence and discussions have commenced with the Department of Justice on this basis.

Counsel Fee Accruals

The PPS acted during the year to further tighten the system of controls on the estimation and payment of fees for the services of independent counsel. It was identified that absences in key staff posts at 31 March 2010 had led to over provision of fees in a number of cases that were settled. A full review of fees was conducted and £1.2M of accruals released. This has been treated as a Prior Year Adjustment in the accounts.

In a small number of incidents overpayments (£9k) were also identified. These are being recovered directly from independent counsel.



James Scholes
Accounting Officer
7 July 2011

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 the year ended 31 March 2011 under the Government Resources and Accounts Act (Northern Ireland) 2001. These comprise the Statement of Parliamentary Supply, the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity, the Statement of Net Operating Costs by Departmental Strategic Objectives 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 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 Auditing Practices Board'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 Department's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Department; 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. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

Opinion on Regularity

In my opinion, 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 the financial statements

In my opinion:

- the financial statements give a true and fair view, of the state of the Department's affairs as at 31 March 2011 and of its net cash requirement, net resource outturn, net operating cost, cash flows, changes in taxpayers' equity and net operating costs applied to departmental strategic objectives 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 Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

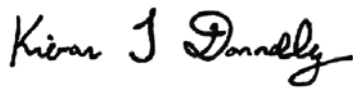
Matters on which I report by exception

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 Statement on Internal Control does not reflect compliance with Department of Finance and Personnel's guidance.

Report

I have no observations to make on these financial statements.



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

8 July 2011

Financial Statements

For the Year Ended 31 March 2011



Statement of Parliamentary Supply

Summary of Resource Outturn 2010-11

				Estimate			Outturn	2010-11 £'000	2009-10 £'000 Outturn
	Note	Gross Expenditure	Accruing Resources	Net Total	Gross Expenditure	Accruing Resources	Net Total	Net Total Outturn compared with Estimate: saving/ (excess)	Net Total
Request for Resources A	2	34,935	(1,581)	33,354	33,124	(827)	32,297	1,057	N/A
Total Resources	3	34,935	(1,581)	33,354	33,124	(827)	32,297	1,057	N/A
Non- operating cost Accruing Resources		-	-	-	-	-	-	-	N/A

Net cash requirement 2010-11

	Note	Estimate	Outturn	2010-11 £'000 Net Total Outturn compared with Estimate: saving/ (excess)	2009-10 £'000 Outturn
Net cash requirement	4	33,389	33,050	339	N/A

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	2010-11 Forecast £'000 <i>Receipts</i>	Income	2010-11 Outturn £'000 <i>Receipts</i>
Total	5	-	-	23	23

Explanations of variances between Estimate and Outturn are given in Note 2 and in the Management Commentary.

The Notes on pages 68 to 106 form part of these accounts.

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2011

	Note	Staff Costs	Other Costs	2010-11 £'000 Income	2009-10 £'000 <i>Restated</i>
Administration costs					
Staff costs	9	1,454			1,196
Other administration costs	10		341		322
Operating income	12			-	-
Programme costs					
Staff costs	9	16,879			16,138
Programme costs	11		14,450		13,158
Income	12			(827)	(367)
Totals		18,333	14,791	(827)	30,447
Net operating cost for the year ended 31 March 2011				32,297	30,447

Other Comprehensive Expenditure

	Note		
Net (gain) / loss on revaluation of Property, Plant & Equipment	14	(281)	(158)
Net (gain) / loss on revaluation of intangibles	15	9	(77)
Other Comprehensive Expenditure		(272)	(235)
Total Comprehensive Expenditure for the year ended 31 March 2011		32,025	30,212

Figures for 2009-10 have been restated following the Machinery of Government transfer from the Northern Ireland Office and removal of the cost of capital charge.

Comparative figures in the Statement of Parliamentary Supply and Note 2 have not been restated as, for the purposes of Parliamentary Control, these figures are indelible.

All income and expenditure is derived from continuing operations.

The Notes on pages 68 to 106 form part of these accounts.

Statement of Financial Position

As at 31 March 2011

	Note	2010-11 £'000	2009-10 £'000 <i>Restated</i>	1 April 2009 £'000 <i>Restated</i>
Non-current assets				
Property, plant and equipment	14	11,312	11,932	12,043
Intangible assets	15	681	601	362
Total non-current assets		11,993	12,533	12,405
Current assets				
Trade and other receivables	16	1,483	868	645
Cash and cash equivalents	17	96	-	-
Total current assets		1,579	868	645
Total assets		13,572	13,401	13,050
Current liabilities				
Trade and other payables	19	(6,873)	(6,579)	(10,626)
Total current liabilities		(6,873)	(6,579)	(10,626)
Non-current assets plus/less net current assets/liabilities		6,699	6,822	2,424
Non-current liabilities				
Provisions	20	(3,455)	(5,147)	(4,095)
Other payables	19	(341)	(616)	(921)
Total non-current liabilities		(3,796)	(5,763)	(5,016)
Assets less liabilities		2,903	1,059	(2,592)
Taxpayers' equity				
General fund		1,760	188	(3,228)
Revaluation reserve		1,143	871	636
Total taxpayers' equity		2,903	1,059	(2,592)



James Scholes
Accounting Officer
7 July 2011

The Notes on pages 68 to 106 form part of these accounts.

Statement of Cash Flows

For the year ended 31 March 2011

	Note	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Cash flows from operating activities			
Net operating cost	13	(32,297)	(30,447)
Adjustment for non-cash transactions	10a	1,367	1,724
(Increase)/decrease in trade and other receivables	16	(615)	(223)
Increase/(decrease) in trade payables	19	19	(4,354)
<i>Less movements in payables relating to items not passing through the SCNE</i>	19	(113)	407
Use of provisions	20	(686)	(160)
Machinery of Government		-	3,584
Net cash outflow from operating activities		(32,325)	(29,469)
Cash flows from investing activities			
Non operating excess accruing resources from sale of property, plant and equipment	5	17	-
Purchase of property, plant and equipment	14	(737)	(1,276)
Purchase of intangible assets	15	(248)	(355)
Net cash outflow from investing activities		(968)	(1,631)
Cash flows from financing activities			
From the Consolidated Fund (Supply) - current year		33,389	-
From the Consolidated Fund (Supply) - prior year		-	-
From the Consolidated Fund (non-supply)		-	-
Machinery of Government changes		-	31,100
Net financing		33,389	31,100
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund			
		96	-
Receipts due to the Consolidated Fund which are outside the scope of the Department's activities	7	6	-
Payments of amounts due to the Consolidated Fund	7	(6)	-
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund			
		96	-
Cash and cash equivalents at the beginning of the period			
	17	-	-
Cash and cash equivalents at the end of the period			
	17	96	-

The Notes on pages 68 to 106 form part of these accounts.

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2011

	Note	General Fund £'000	Revaluation Reserve £'000	Total Reserves £'000 <i>Restated</i>
Balance at 31 March 2009		-	-	-
Machinery of Government		(3,228)	636	(2,592)
Restated balance at 1 April 2009		(3,228)	636	(2,592)
Changes in taxpayers' equity for 2009-10				
Net Parliamentary Funding - drawn down		31,100	-	31,100
CFERs payable to the Consolidated Fund		-	-	-
Comprehensive expenditure for the year	13	(30,447)	-	(30,447)
Net gain / (loss) on revaluation of property, plant & equipment		-	158	158
Net gain / (loss) on revaluation of intangibles		-	76	76
Machinery of Government		3,584	-	3,584
Non-Cash Adjustments				
Non-cash charges - auditor's remuneration	10, 11	17	-	17
Non-cash charges - other notional	10, 11	86	-	86
Actuarial gain/(loss) on pension liability		(923)	-	(923)
Balance at 31 March 2010		188	871	1,059
Changes in taxpayers' equity for 2010-11				
Net Parliamentary Funding - drawn down		33,389	-	33,389
Consolidated Fund Standing Services		-	-	-
Supply (payable) / receivable adjustment		(339)	-	(339)
CFERs payable to the Consolidated Fund		-	-	-
Comprehensive expenditure for the year	13	(32,297)	-	(32,297)
Net gain / (loss) on revaluation of property, plant & equipment		-	281	281
Net gain / (loss) on revaluation of intangibles		-	(9)	(9)
Machinery of Government		-	-	-
Non-Cash Adjustments				
Non-cash charges - auditor's remuneration	11	35	-	35
Non-cash charges - other notional	10, 11	-	-	-
Net gain/(loss) on revaluation of property, plant and equipment		-	-	-
Net gain/(loss) on revaluation of intangible assets	-	-	-	-
Actuarial gain/(loss) on pension liability	20	784	-	784
Balance at 31 March 2011		1,760	1,143	2,903

The Notes on pages 68 to 106 form part of these accounts.

Statement of Operating Costs by Departmental Strategic Objectives

For the year ended 31 March 2011

	2010-11 £'000		2009-10 £'000 <i>Restated</i>			
	Gross Expenditure	Income	Net Expenditure	Gross Expenditure	Income	Restated Net Expenditure
Request for Resources A						
Objective A	33,124	(827)	32,297	30,814	(367)	30,447
Net Operating Costs	33,124	(827)	32,297	30,814	(367)	30,447

Request for Resources A

The Department has developed a single Departmental Strategic Objective (DSO) as follows:

Providing the people of Northern Ireland with an independent, fair and effective prosecution service.

This high level objective covers the totality of the Department's business and use of resources.

See also Note 21 for further details.

Capital Employed by Departmental Strategic Objectives

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
RfR A		
Objective A	2,903	1,059
Total	2,903	1,059

The Public Prosecution Service's capital is employed for both administration and programme purposes in respect of RfR A.

The Notes on pages 68 to 106 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 2010-11 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 two additional primary statements. The *Statement of Parliamentary Supply* and supporting notes show outturn against Estimate in terms of the net resource requirement and the net cash requirement. The *Statement of Operating Cost by Departmental Strategic Objectives* and supporting notes analyse the Department's income and expenditure by departmental objective.

1.a Prior Period Adjustments

In line with DFP Guidance, Prior Period Adjustments (PPAs) arising from the removal of the cost of capital charge were not included in Spring Supplementary Estimates for 2010-11, other than as a note, on the basis that the PPA numbers could have been misleading. The impact of these accounting policy changes on the Statement of Comprehensive Net Expenditure in respect of 2009-10 are shown below.

The Public Prosecution Service has included an additional prior period adjustment as a result of an error in overstatement of the counsel fees accrual at both 31 March 2010 and 31 March 2009.

The effect of this adjustment is to reduce the accruals within Trade and Other Payables (Note 3.1 and 19) by £1,295k at 31 March 2010 and £582k at 31 March 2009. The counsel fees within Programme Costs were reduced by £713k and by £582k for the periods ended 31 March 2010 and 31 March 2009 respectively.

The removal of the cost of capital charge and the counsel fees adjustment has the following effect on the *Statement of Comprehensive Net Expenditure*.

	2009-10 £'000
Opening balance from Machinery of Government transfer	31,100
Removal of the cost of capital charge	60
Counsel fees adjustment	(713)
Adjusted balance	30,447

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 professional valuations, in accordance with *IAS 16 Property, Plant and Equipment*, every five 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. 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 re-valued 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 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 9 and 20 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 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 as administration or as programme follows the definitions set out by DFP'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 Contingent Liabilities

In addition to contingent liabilities disclosed in accordance with *IAS 37 Provisions, Contingent Liabilities and Contingent Assets*, 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 NI Assembly in accordance with the requirements of the Government's Financial Reporting Manual and Managing Public Money Northern Ireland.

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 *IAS 19 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.

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 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 9 and 20.1.



1.20 Accounting Standards, Interpretations and Amendments to Published Standards Adopted in the year ended 31 March 2011

Chapter in FReM 2010-11	Area Affected	Description of Revision	Comments
11	Income and Expenditure	The removal of Cost of Capital charging from accounts.	<p>Applies to all public sector bodies. Guidance issued by DFP meant that this change was budgetary neutral. No impact on the Public Prosecution Service other than disclosure.</p> <p>2009-10 comparatives have been restated accordingly to exclude cost of capital charges. Prior year expenditure included within Net Operating Cost decreased by £60k as a result of this restatement. The decrease was off-set by a corresponding reduction in the level of notional charges against the General Fund. Further details are contained in Note 28.</p>

The Public Prosecution Service has reviewed the remaining standards, interpretations and amendments to published standards that became effective during 2010-11 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

The Public Prosecution Service has reviewed the additional or revised accounting standards and new (or amendments to) interpretations contained within the *Government Financial Reporting Manual (FReM) 2011-12* and considers that these changes are not relevant to its operations.

In addition, certain new standards, interpretations and amendments to existing standards have been published that are mandatory for accounting periods beginning on or after 1 April 2011 or later periods, but which the Public Prosecution Service has not adopted early. Other than as outlined in the table below, the Department considers that these standards are not relevant to its operations.

Standard	Description of Revision	Application Date	Comments
IAS 24	Related Party Disclosures - Revised definition of related parties	Annual periods beginning on or after 1 January 2011	Inclusion of a partial exemption for government-related entities. Given that the FReM interprets the related party requirements significantly to reduce the disclosure on transactions between public sector entities it is unlikely that this will have significant impact.

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.

2. Analysis of Net Resource Outturn by Section

	Outturn							2010-11 £'000 Estimate	2009-10 £'000 <i>Restated</i>
	Admin	Other Current	Grants	Gross Resource Expenditure	Accruing Resources	Net Total	Net Total	Net Total Outturn compared with Estimate:	Prior-Year Outturn
Request for Resources A									
Spending in Departmental Expenditure Limits (DEL)									
Objective A	1,795	31,329	-	33,124	(827)	32,297	33,354	1,057	N/A
Resource Outturn	1,795	31,329	-	33,124	(827)	32,297	33,354	1,057	N/A

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

A saving of £1.057m was made on the net total outturn as compared to estimate with regard to resource spend. The main reasons for this saving are outlined below.

Request for Resources A - £1.057m

Spending in Departmental Expenditure Limits

Pension Costs - £452k

Savings of £452k as a result of the reduction in the Broadly By Analogy pension scheme provision arising from the retirement of the Director and the death of a former Director during the year.

Operating Costs - £605k

The underspend is largely due to savings in pay costs as a result of unfilled vacant posts along with savings across a range of non staff costs including counsel fees, accommodation running costs and general overheads.

Further details regarding financial performance are contained within the Management Commentary.

3. Reconciliation of Outturn to Net Operating Cost and Against Administration Budget

3.1 Reconciliation of Net Resource Outturn to Net Operating Cost

	Note	Outturn	Supply Estimate	2010-11 £'000 Outturn compared with Estimate: saving/ (excess)	2009-10 £'000 <i>Restated</i> Outturn
Net Resource Outturn	2	31,002	33,354	2,352	-
Prior Period Adjustments	28	1,295	-	(1,295)	(713)
Machinery of Government		-	-	-	31,100
Operating Income payable to CF (<i>Note a</i>)	6	-	-	-	-
Non-supply Expenditure		-	-	-	60
Net Operating Cost		32,297	33,354	1,057	30,447

Net resource outturn is the total of those elements of expenditure and income that are subject to Assembly approval and included in the Department's Supply estimate. The outturn against Estimate is shown in the Statement of Parliamentary Supply. Net operating cost is the total expenditure and income appearing in the Statement of Comprehensive Net Expenditure.

See also Note 28 for further details of the restated balances for 2009-10.

Note:

- Operating Income payable to the Consolidated Fund is included as income in the Statement of Comprehensive Net Expenditure.

3.2 Outturn Against Final Administration Budget

	Budget	2010-11 £'000 Outturn	2009-10 £'000 <i>Restated</i> Outturn
Gross Administration Budget	1,805	1,795	1,518
Income allowable against the Administration Budget	-	-	-
Net outturn against final Administration Budget	1,805	1,795	1,518

4. Reconciliation of Net Resource Outturn to Net Cash Requirement

	Note	Estimate	Outturn	2010-11 £'000 Net Total Outturn compared with estimate: saving/ (excess)
Resource Outturn	2	33,354	32,297	1,057
<i>Capital:</i>				
Acquisition of non-current assets	14,15	891	742	149
<i>Accruals adjustments:</i>				
Non-cash items	10b	(1,918)	(1,367)	(551)
Changes in working capital other than cash		352	417	(65)
Changes in other payables falling due after more than one year	19	-	275	(275)
Use of provision	20	710	686	24
Net cash requirement		33,389	33,050	339

Further details regarding financial performance are contained within the Management Commentary.

5. Analysis 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	Forecast 2010-11		Outturn 2010-11	
		Income	£'000 <i>Receipts</i>	Income	£'000 <i>Receipts</i>
Operating income and receipts – excess Accruing Resources	6	-	-	-	-
Other non-operating income not classified as Accruing Resources		-	-	23	23
		-	-	23	23
Non-operating income and receipts – excess Accruing Resources	8	-	-	-	-
Amounts collected on behalf of the Consolidated Fund		-	-	-	-
Excess cash surrenderable to the Consolidated Fund		-	-	-	-
Total income payable to the Consolidated Fund		-	-	23	23

6. Reconciliation of Income Recorded within the Statement of Comprehensive Net Expenditure to Operating Income Payable to the Consolidated Fund

	Note	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Operating income	12	827	367
Gross income		827	367
Machinery of Government Adjustment		-	(367)
Income authorised to be Accruing Resources	2	(827)	-
Operating income payable to the Consolidated Fund	5	-	-

7. Consolidated Fund Income

Consolidated Fund income shown in Note 6 above does not include any amounts collected by the Department where it was acting as agent for the Consolidated Fund rather than as principal. The amounts collected as agent for the Consolidated Fund (which are otherwise excluded from these financial statements) were:

	Note	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Fines and penalties		-	-
Amount payable to the Consolidated Fund	5	23	-
Balance held at the start of the year		-	-
Payments into the Consolidated Fund		(6)	-
Balance held on trust at the end of the year		17	-

8. Non-operating Income - Disposal of Assets

	Note	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Proceeds on disposal of fully depreciated property, plant and equipment	5	17	-
Non-operating income		17	-

Consolidated Fund Extra Receipts which do not fall to be treated as operating income are payable directly to the Consolidated Fund. These amounts comprise sundry receipts, which have not been incorporated into the Estimate due to their irregular nature and/or uncertainty of receipt.



9. Staff Numbers and Related Costs

9.1 Staff Costs

Staff costs comprise:

	Total	Permanently Employed Staff	Others	Ministers	2010-11 £'000 Special advisers	2009-10 £'000 <i>Restated</i> Total
Administration staff costs						
Wages and salaries	1,077	1,077	-	-	-	987
Social security costs	78	78	-	-	-	54
Other pension costs	196	196	-	-	-	155
	1,351	1,351	-	-	-	1,196
Inward Secondments	103	103	-	-	-	
Total Administration	1,454	1,454	-	-	-	1,196
Programme staff costs						
Wages and salaries	13,705	13,356	349	-	-	13,018
Social security costs	1,034	1,011	23	-	-	944
Other pension costs	2,173	2,117	56	-	-	2,176
	16,912	16,484	428	-	-	16,138
Outward secondments	(33)	(33)	-	-	-	-
Total Programme	16,879	16,451	428	-	-	16,138
Total Staff Costs*	18,333	17,905	428	-	-	17,334

* Of the total, £Nil (2009-10: £Nil) has been charged to capital

The Principal Civil Service Pension Scheme (PCSPS) and PCSPS(NI) are unfunded multi-employer defined benefit schemes but the Public Prosecution Service is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuations of both the PCSPS and PCSPS(NI) were carried out as at March 2007. Details of the PCSPS valuation can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice.gov.uk/my-civil-service/pensions). Details of the PCSPS(NI) valuation can be found in the PCSPS(NI) resource accounts.

For 2010-11, employers' contributions of £2,789,198 (2009-10: £2,928,661) were payable to the PCSPS (NI) and PCSPS at one of four rates in the range 16.7% to 24.3% of pensionable pay for PCSPS and 18% to 25% of pensionable pay for PCSPS(NI), 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 PCSPS Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The PCSPS (NI) Actuary reviews employer contributions every 4 years following a full

scheme valuation. From 2011-12, the rates will be in the range 18% to 25%. The contribution rates are set to meet the cost of the benefits accruing during 2011-12 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account; a stakeholder pension with an employer contribution. Employers' contributions of £2,263 (2009-10: £2,654) were paid to one or more of a panel of three appointed stakeholder pension providers. Employer contributions are age related and range from 3% to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £280 (0.8%) of pensionable pay 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 date were £Nil, as the contributions are paid over to the pension providers on a monthly basis. Contributions prepaid at that date were £Nil.

No persons retired early on ill-health grounds and the total additional accrued pension liabilities in the year amounted to £Nil (2009-10 £7,725).

The Public Prosecution Service has responsibility for the Broadly By Analogy (BBA) pension schemes of public appointments in respect of 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 2011 and amount to £3.455m at 31 March 2011 (2009-10: £5.147m).

Provisions included within Note 9 – Staff Costs

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Broadly By Analogy (BBA) pension schemes:		
Provided in year	26	46
Provisions not required written back	(452)	-
Pension provisions provided in year – Notes 10a & 10b	(426)	46

Further details are contained in Note 20.

9.2 Average Number of Persons Employed

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

	Total	Permanent Staff	Others	Ministers	2010-11 Number Special advisers	2009-10 Number Total Restated
RfR A						
Objective A	547	533	14	-	-	547
Total	547	533	14	-	-	547

10. Other Administration Costs

	Note	2010-11 £'000	2009-10 £'000 Restated
Rentals under operating leases:			
Hire of plant and machinery		2	-
Other operating leases		154	148
		156	148
Property running costs		81	77
Rates		76	72
Non-cash items (Notes a & b):			
Depreciation and amortisation of non-current assets:			
Property, plant and equipment	15	-	-
Intangible assets	16	-	-
(Profit)/Loss on disposal of non-current assets	8,15,16	-	-
Permanent diminution	15,16	-	-
Auditor's remuneration and expenses		-	-
Provisions:			
Provided in year	20	-	-
Written back in year	20	-	-
Other notional		-	-
		-	-
Other expenditure		28	25
Total		341	322

10. Other Administration Costs (continued)

Notes:

a. The total of non-cash transactions included in the Statement of Cash Flows comprises:

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Other administration costs - non-cash (as above)	-	-
Programme costs - non-cash (Note 11)	1,367	1,724
Total non-cash transactions	1,367	1,724

b. The total of non-cash transactions included in the Reconciliation of net resources outturn to Net cash requirement (Note 4) comprises:

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Administration non-cash (as above)	-	-
Programme non-cash (Note 11)	1,367	1,724
Less non-cash charges in respect of Consolidated Fund Standing Services (Note 11a)	-	-
Total non-cash transactions (Note 4)	1,367	1,724

11. Programme Costs

	Note	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Fees to independent counsel		5,195	4,981
Court related costs		782	399
Property running costs		1,544	1,223
Rates		738	762
IT and telephone maintenance and consumables		1,090	773
Postage, stationery, printing and publications		443	488
Training and professional subscriptions		290	318
Other current expenditure – RfR A		1,307	992
		11,389	9,936
Rentals under operating leases:			
Hire of plant and machines		30	36
Other operating leases		1,664	1,462
		1,694	1,498
Non-cash items:			
Depreciation and amortisation of non-current assets:			
Property, plant and equipment	14	1,364	1,201
Intangible assets	15	172	173
Permanent Diminution	14,15	25	(89)
Impairment of non-current assets	14,15	-	-
Write-off of non-current assets	14,15	-	-
(Profit)/Loss on disposal of non-current assets	14,15	5	45
Fixed asset opening balance adjustments	14,15	(12)	-
Provisions:			
Provided in year	20	26	46
Unwinding of discount	20	-	-
Interest	20	204	243
Written back in year	20	(452)	-
Notional interest on loans		-	-
Consolidated Fund Standing Services		-	-
Auditor's remuneration and expenses		35	17
Other programme notional excluding auditor's remuneration		-	88
		1,367	1,724
Consolidated Fund Standing Services		-	-
Programme costs (see below)		14,450	13,158
Less: programme income	12.1	(827)	(367)
Total		13,623	12,791

Auditor's remuneration relates entirely to audit work.

Programme Costs Analysed by Request for Resources

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Request for Resources A	14,450	13,158
Total programme costs	14,450	13,158

12. Income

Operating income not classified as Accruing Resources (i.e. surrenderable to the Consolidated Fund) is analysed for resource budget purposes between that which is included in public expenditure and that which is not. In 2010-11, all operating income not classified as Accruing Resources was within public expenditure.

12.1 Analysis of Operating Income

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Administration income:		
Fees and charges to external customers	-	-
Fees and charges to other departments	-	-
Estimate cover Accruing Resources	-	-
Other	-	-
	-	-
Programme income:		
Receipts from the Asset Recovery Incentive scheme	636	304
Recovery of court and conference costs	46	54
Fees and charges to other departments	145	9
	827	367
Total	827	367

13. Analysis of Net Operating Cost by Spending Body

	Note	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Request for Resources A			
Spending body:			
Public Prosecution Service	2	32,297	30,447
Net operating cost		32,297	30,447

14. Property, Plant and Equipment

	Buildings £'000	Plant & Machinery £'000	Information Technology £'000	Assets Under Construction £'000	Total £'000
Cost or valuation					
At 1 April 2010	11,504	888	3,011	740	16,143
Opening balance adjustments (<i>Note a</i>)	-	-	(373)	-	(373)
Revised opening balance	11,504	888	2,638	740	15,770
Additions	50	114	116	214	494
Completed assets under construction	-	-	-	-	-
Disposals	-	(10)	(42)	-	(52)
Transfer to assets held for sale	-	-	-	-	-
Impairment	-	-	-	-	-
Write off	-	-	-	-	-
Permanent diminution	-	(9)	(43)	-	(52)
Revaluations (<i>Note b</i>)	372	29	(12)	-	389
At 31 March 2011	11,926	1,012	2,657	954	16,549
Depreciation					
At 1 April 2010	2,542	223	1,446	-	4,211
Opening balance adjustments	-	-	(368)	-	(368)
Revised opening balance	2,542	223	1,078	-	3,843
Charged in year	637	115	612	-	1,364
Disposals	-	(6)	(41)	-	(47)
Impairment	-	-	-	-	-
Permanent diminution	-	(2)	(29)	-	(31)
Revaluations	101	12	(5)	-	108
At 31 March 2011	3,280	342	1,615	-	5,237
Net book value at 31 March 2011	8,646	670	1,042	954	11,312
Net book value at 31 March 2010	8,962	665	1,565	740	11,932
Asset financing:					
Owned	8,646	670	1,042	954	11,312
Net book value at 31 March 2011	8,646	670	1,042	954	11,312

Notes:

- Opening balance adjustments arose from the restatement of assets capitalised incorrectly historically.
- The Public Prosecution Service has capitalised the fit out costs of its offices as buildings. All assets were revalued on the basis of the latest available indices at 31 January 2011. There was no material difference between this value and the value at 31 March 2011.

14. Property, Plant and Equipment (*continued*)

	Buildings £'000 <i>Restated</i>	Plant & Machinery £'000 <i>Restated</i>	Information Technology £'000 <i>Restated</i>	Assets Under Construction £'000 <i>Restated</i>	Total £'000 <i>Restated</i>
Cost or valuation					
At 1 April 2009	11,448	645	3080	469	15,642
Additions	15	156	322	376	869
Disposals	-	(36)	(770)	-	(806)
Completed assets under construction	-	105	-	(105)	-
Transfer to intangible assets	-	-	-	-	-
Impairment	-	-	-	-	-
Write off	-	-	-	-	-
Permanent diminution	-	-	89	-	89
Revaluations (<i>Note b</i>)	41	18	290	-	349
At 31 March 2010	11,504	888	3,011	740	16,143
Depreciation					
At 1 April 2009	1,890	159	1550	-	3,599
Charged in year	643	76	482	-	1,201
Disposals	-	(18)	(762)	-	(780)
Impairment	-	-	-	-	-
Permanent diminution	-	-	-	-	-
Revaluations	9	6	176	-	191
At 31 March 2010	2,542	223	1,446	-	4,211
Net book value at 31 March 2010	8,962	665	1,565	740	11,932
Net book value at 31 March 2009	9,558	486	1,530	469	12,043
Asset financing:					
Owned	8,962	665	1,565	740	11,932
Net book value at 31 March 2010	8,962	665	1,565	740	11,932

15. Intangible Assets

	Development expenditure £'000	Information technology £'000	Software licences £'000	Total £'000
Cost or valuation				
At 1 April 2010	347	394	201	942
Opening balance adjustments	17	-	-	17
Revised opening balance	364	394	201	959
Additions	203	-	45	248
Disposals	(8)	(5)	-	(13)
Permanent diminution	(3)	-	(1)	(4)
Revaluation (<i>Note c</i>)	(7)	(8)	(3)	(18)
At 31 March 2011	549	381	242	1,172
Amortisation				
At 1 April 2010	71	113	157	341
Charged in year	86	62	24	172
Disposals	(8)	(5)	-	(13)
Permanent diminution	-	-	-	-
Revaluation (<i>Note a</i>)	(3)	(3)	(3)	(9)
At 31 March 2011	146	167	178	491
Net book value at 31 March 2011	403	214	64	681
Net book value at 31 March 2010	276	281	44	601

Notes:

- c. Intangible assets are adjusted to their current value each year by reference to appropriate indices compiled by the Office for National Statistics.



15. Intangible Assets (continued)

	Development expenditure £'000 <i>Restated</i>	Information technology £'000 <i>Restated</i>	Software licences £'000 <i>Restated</i>	Total £'000 <i>Restated</i>
Cost or valuation				
At 1 April 2009	315	136	374	825
Additions	129	209	17	355
Disposals	(141)	-	(215)	(356)
Permanent diminution	-	-	-	-
Revaluations (<i>Note c</i>)	44	49	25	118
At 31 March 2010	347	394	201	942
Amortisation				
At 1 April 2009	135	72	256	463
Charged in year	51	27	95	173
Disposals	(123)	-	(214)	(337)
Permanent diminution	-	-	-	-
Revaluations (<i>Note c</i>)	8	14	20	42
At 31 March 2010	71	113	157	341
Net book value at 31 March 2010	276	281	44	601
Net book value at 31 March 2009	180	64	118	362



16. Trade Receivables and Other Current Assets

	2010-11 £'000	2009-10 £'000 <i>Restated</i>	1 April 2009 £'000 <i>Restated</i>
Amounts falling due within one year:			
Trade receivables	259	-	-
Other receivables	203	-	-
Prepayments and accrued income	662	320	369
VAT	359	548	276
	1,483	868	645
Amounts falling due after more than one year	-	-	-
	-	-	-
Total	1,483	868	645

16.1 Intra-Government Balances

	2010-11 £'000	2009-10 £'000 <i>Restated</i>	1 April 2009 £'000 <i>Restated</i>
Amounts falling due within one year			
Balances with other central government bodies	885	548	390
Balances with bodies external to government	598	320	255
Total Receivables at 31 March	1,483	868	645

	2010-11 £'000	2009-10 £'000 <i>Restated</i>	1 April 2009 £'000 <i>Restated</i>
Amounts falling due after more than one year			
Balances with other central government bodies	-	-	-
Balances with bodies external to government	-	-	-
Total Receivables at 31 March	-	-	-

The above table details the receivables shown in Note 16 and the Statement of Financial Position.

17. Cash and Cash Equivalents

	2010-11 £'000	2009-10 £'000	1 April 2009 £'000
Balance at 1 April	-	-	-
Net change in cash and cash equivalents balance	96	-	-
Balance at 31 March	96	-	-
The following balances at 31 March are held at:			
Office of HM Paymaster General	-	-	-
Commercial banks and cash in hand	96	-	-
Balance at 31 March	96	-	-

18. Reconciliation of Net Cash Requirement to Increase / (Decrease) in Cash

	2010-11 £'000	2009-10 £'000	1 April 2009 £'000
Net cash requirement	(33,050)	-	-
From the Consolidated Fund (Supply) - current year	33,389	-	-
From the Consolidated Fund (Supply) - prior year	-	-	-
Balance held by Department of Justice	(260)	-	-
Amounts due to the Consolidated Fund received and not paid over	17	-	-
Increase / (decrease) in cash	96	-	-

Following devolution the PPS entered into a Service Level Agreement with the Department of Justice to provide transaction processing services. The balance of £260k reflects amounts owed at the reporting date.

19. Trade Payables and Other Current Liabilities

	2010-11 £'000	2009-10 £'000 <i>Restated</i>	1 April 2009 £'000 <i>Restated</i>
Amounts falling due within one year:			
Trade payables	4	1	36
Other payables	570	669	669
Accruals and deferred income	5,662	5,385	8,990
Property, plant and equipment accruals	281	524	931
Amounts issued from the Consolidated Fund for supply but not spent at year end	339	-	-
Consolidated Fund Extra Receipts to be paid to the Consolidated Fund:			
Received	17	-	-
Excess Accruing Resources	-	-	-
	6,873	6,579	10,626
Amounts falling due after more than one year:			
Other payables	341	616	921
	341	616	921
Total	7,214	7,195	11,547

19.1 Intra-Government Balances

	2010-11 £'000	2009-10 £'000 <i>Restated</i>	1 April 2009 £'000 <i>Restated</i>
Amounts falling due within one year			
Balances with other central government bodies	1,041	-	-
Balances with bodies external to government	5,832	6,579	10,626
Total Payables at 31 March	6,873	6,579	10,626

	2010-11 £'000	2009-10 £'000 <i>Restated</i>	1 April 2009 £'000 <i>Restated</i>
Amounts falling due after more than one year			
Balances with other central government bodies	-	-	-
Balances with bodies external to government	341	616	921
Total Payables at 31 March	341	616	921

The above table details the Payables shown in Note 19 and the Statement of Financial Position.

20. Provisions for Liabilities and Charges

	2010-11 £'000	2009-10 £'000	1 April 2009 £'000 <i>Restated</i>
Pension			
Balance at 1 April	5,147	4,095	3,584
Provided in the year	26	46	48
Actuarial loss/(gain)	(784)	923	650
Provisions not required written back	(452)	-	-
Provisions utilised in the year	(686)	(160)	(370)
Interest	204	243	183
Balance at 31 March	3,455	5,147	4,095

All provisions represent the best estimate of the expenditure required to settle the obligation at the date of approval of the financial statements.

20.1 Pensions – Broadly By Analogy Pension Scheme £3.455m (2009-10: £5.147m)

The Public Prosecution Service is responsible for the Broadly By Analogy (BBA) pension schemes of 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 are obliged to make contributions in line with the PCSPS and the Department is responsible for paying accrued benefits.

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 2011 were £3.455m (31 March 2010: £5.147m) as calculated by the Government Actuary's Department.

Present Value of Scheme Liabilities

	2010-11 £'000	2009-10 £'000	1 April 2009 £'000
Liability in respect of			
Active members	-	2,341	1,817
Current pensioners	3,455	2,806	2,278
Total present value of scheme liabilities at 31 March	3,455	5,147	4,095

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

Assumptions

	2010-11 %	2009-10 %	2008-09 %
Inflation assumption	2.65	2.75	2.75
Rate of increase in salaries	4.90	4.29	4.29
Rate of increase for pensions in payment and deferred pensions	2.65	2.75	2.75
Rate used to discount scheme liabilities	5.60	4.60	6.04

Assumptions - Life Expectancy at Retirement

	2010-11 Years	2009-10 Years	2008-09 Years
Current Pensioners			
Exact Age			
Male officers currently aged 60	29	29	29
Male officers currently aged 65	24	24	24
Future Pensioners			
Exact Age			
Male officers currently aged 60	31	31	30
Male officers currently aged 65	26	26	26

Analysis of Movement in Scheme Liability

	2010-11 £'000	2009-10 £'000	2008-09 £'000
Scheme liability at 1 April	5,147	4,095	3,584
Movement in the year:			
Current service cost (net of employee contributions)	25	43	44
Interest cost	204	243	183
Employee contributions	1	3	4
Actuarial (gain)/loss	(784)	923	650
Provisions not required written back	(452)	-	-
Benefits paid	(686)	(160)	(370)
Scheme liability at 31 March	3,455	5,147	4,095

Expense to be Recognised in the Statement of Comprehensive Net Expenditure

	2010-11 £'000	2009-10 £'000	2008-09 £'000
Current service cost (net of employee contributions)	25	43	44
Interest cost	204	243	183
Provisions not required written back	(452)	-	-
Total expense	(223)	286	227

Actuarial (Gain)/Loss to be Recognised in the Statement of Changes in Taxpayers' Equity

	2010-11 £'000	2009-10 £'000	2008-09 £'000
Experience (gain)/loss arising on the scheme liabilities	(566)	17	1,043
Changes in assumptions underlying the present value of the scheme liabilities	(218)	906	(393)
Total actuarial (gain)/loss	(784)	923	650

History of Experience (Gains)/Losses

	2010-11	2009-10	2008-09
Experience (gain)/loss arising on the scheme liabilities			
Amount (£'000)	(566)	17	1,043
Percentage of scheme liabilities at the end of year	-16.4%	0.3%	25.5%

Estimate of Contributions Expected to be Paid into the Scheme over the Year 1 April 2011 to 31 March 2012

The Public Prosecution Service does not anticipate having any future entrants to Broadly By Analogy pension schemes. On this basis during the financial year 2011-12 it is estimated that total contributions to the scheme will be £Nil.

21. Notes to the Statement of Operating Costs by Departmental Strategic Objectives

Programme grants and other current expenditure have been allocated as follows:

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
RfR A		
Objective A	32,297	30,447
Total	32,297	30,447

Capital Employed by Departmental Strategic Objectives at 31 March 2011

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
RfR A		
Objective A	2,903	1,059
Total	2,903	1,059

Capital is employed for both administration and programme purposes.

22. Capital Commitments

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Contracted capital commitments at 31 March not otherwise included in these financial statements:		
Property, plant and equipment	-	270
Intangible assets	-	-

23. Commitments Under Leases

23.1 Operating Leases

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

	2010-11 £'000	2009-10 £'000 <i>Restated</i>
Obligations under operating leases for the following periods comprise:		
<i>Buildings:</i>		
Not later than one year	1,834	1,859
Later than one year and not later than five years	7,334	7,437
Later than five years	15,333	16,631
	24,501	25,927
<i>Other:</i>		
Not later than one year	3	36
Later than one year and not later than five years	-	-
Later than five years	-	-
	3	36
Total	24,504	25,963

23.2 Finance Leases

The Public Prosecution Service has no obligations under finance leases.



24. Financial Instruments

IFRS 7 Financial Instruments: Disclosures requires disclosure that enables evaluation of the significance of financial instruments for the Department's financial position and performance, the nature and extent of risks arising from financial instruments to which the Department is exposed during the period and at the reporting date, and how the Department manages those risks. As a result of the non-trading nature of its activities and the way in which Government Departments are financed, the Public Prosecution Service is not exposed to the degree of financial risk faced by business entities.

The Department has no powers to borrow or invest surplus funds. Financial assets and liabilities are generated by day-to-day operational activities and are not held to change risks facing the Department in undertaking its activities.

Classification of Financial Instruments

All departmental financial instruments are measured at amortised cost. The Department's financial assets are classified as loans and receivables and comprise trade and other receivables (Note 16) and cash and cash equivalents (Note 17). The Department's financial liabilities comprise payables excluding tax assets, accruals and deferred income (Note 19). The carrying value of these financial assets and liabilities, as disclosed in the Notes to the Financial Statements approximates to fair value because of their short maturities. The Department recognises the components of net gain/loss through the Statement of Comprehensive Net Expenditure. Interest on financial instruments is recognised in finance costs (Note 11) under Programme Costs.

Risk Management

Financial risks include credit risk, liquidity risk and market risks (interest rate and currency).

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Department does not provide services to non-governmental organisations and is not exposed to significant credit risk.

Liquidity Risk

The Department's net revenue resource requirements are financed by resources voted annually by the Assembly, as is its capital expenditure. The Public Prosecution Service is not, therefore, exposed to significant liquidity risks.

Currency Risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Public Prosecution Service does not undertake material transactions in currencies other than GBP and is not exposed to significant currency risk.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. All of the Department's financial assets and liabilities carry nil or fixed rates of interest. The Department is therefore not exposed to any interest rate risk.

24.1 Financial Guarantees, Indemnities and Letters of Comfort

The Department has not entered into any quantifiable or unquantifiable guarantees, indemnities or provided letters of comfort that fall to be measured under *IAS 39 Financial Instruments: Recognition and Measurement*.

25. 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.

(i)	<p>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 can arise in a number of ways including from civil proceedings taken against PPS, from restraint and confiscation proceedings, or an award of costs against the PPS to a non-legally aided defendant.</p>
(ii)	<p>Description of liability:</p> <p>Expected date of Settlement:</p> <p>Uncertainties and major assumptions:</p>	<p>There are 3 personal injury cases outstanding against the Public Prosecution Service.</p> <p>One case is likely to be settled in July 2011. Settlement dates are unknown for the remaining cases.</p> <p>These claims have not been provided for in the Department's financial statements as the settlement valuation is as yet unresolved.</p>

26. Losses and Special Payments

26.1 Special Payments

	Number of cases	2010-11 £'000	Number of cases <i>Restated</i>	2009-10 £'000 <i>Restated</i>
Details of cases				
Compensation payments	1	13	2	4
Total	1	13	2	4

With the approval of the Department of Finance and Personnel, an out of court settlement was made during the period in respect of a personal injury claim.

27. 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.

The Public Prosecution Service paid professional fees of £87k (excluding VAT) to a barrister who is married to a Senior Assistant Director in the Public Prosecution Service.

The Department of Justice undertakes transaction processing for the PPS under a Service Level Agreement. There is no charge for this service.

28. Corresponding Amounts

During the financial year 2010-11, the following changes took place:

i. Machinery of Government

Under devolution of the powers of policing and justice to the Northern Ireland Assembly in April 2010, the Public Prosecution Service became a non-ministerial department under Machinery of Government arrangements. The service was previously a legal office of the Northern Ireland Office. As a new department, there were no published accounts for the Public Prosecution Service for the 2009-10 financial year and therefore no comparatives existed. Comparatives have been extracted from the information used to compile the Northern Ireland Office published accounts for 2009-10.

ii. Prior Year Adjustments

The Department identified material accruals made in error at 31 March 2010 in respect of the fee of independent counsel. The Public Prosecution Service has made prior year adjustments which reduced the prior year expenditure included within Net Operating Cost by £713k and Trade and other payables by £1,295k and £582k respectively at 31 March 2010 and 31 March 2009.

The requirement to make provision for the cost of capital in 2010-11 accounts was removed, this adjustment was budget neutral. The 2009-10 comparatives have been restated accordingly to exclude Cost of Capital. Prior year expenditure included within Net Operating Cost increased by £60k.

The net effect of the prior year adjustment has been set out in detail on pages 104-105.

iii. Reclassifications

The Department has taken the opportunity to reclassify a number of balances contained in the Statement of Comprehensive Net Expenditure to better reflect circumstances and improve the overall quality of reporting within the Accounts.

There is a nil effect on the Statement of Comprehensive Net Expenditure as a result of these reclassifications.

iv. Change of Accounting Policies

The liabilities of the PPS were increased by £305k in 2009-10 due to the requirement to account for employee benefits under IAS 19.

Impact on Financial Statements

In accordance with IAS 1 Presentation of Financial Statements, due to the retrospective restatement of items in the financial statements the Public Prosecution Service has provided 3 Statements of Financial Position: at the end of the current period, the end of the previous period and at the commencement of the previous period. In addition, where applicable, two sets of comparatives have been provided in the Notes to the Financial Statements.

The tables below summarise the overall impact of the above on corresponding amounts in the Statement of Comprehensive Net Expenditure and Statement of Financial Position. Comparative figures in the Statement of Parliamentary Supply and Note 2 have not been restated as, for the purposes of Parliamentary Control, these figures are indelible.

Statement of Financial Position as at 31 March 2010

	Machinery of Government transfer £'000	Prior Year Adjustment £'000	Reclassification £'000	2009-10 £'000 <i>Restated</i>
Non-current assets				
Property, plant and equipment	11,932	-	-	11,932
Intangible assets	601	-	-	601
Trade and other receivables	-	-	-	-
Current assets				
Trade and other receivables	868	-	-	868
Cash and cash equivalents	-	-	-	-
Liabilities				
Trade and other payables	(7,874)	1,295	-	(6,579)
Provisions	(5,147)	-	-	(5,147)
Other payables	(616)	-	-	(616)
Assets less liabilities	(236)	1,295	-	1,059
Taxpayer's equity				
General Fund	(1,107)	1,295	-	188
Revaluation Reserve	871	-	-	871
Total taxpayer's equity	(236)	1,295	-	1,059

Statement of Comprehensive Net Expenditure for the year ended 31 March 2009

	Machinery of Government transfer from Northern Ireland Office £'000	Prior Year Adjustment £'000	Change In Accounting Policies £'000	2008-09 Restated £'000
Administration costs				
Staff costs	1,707	-	-	1,707
Other administration costs	485	-	-	485
Programme costs				
Staff costs	15,403	-	149	15,552
Programme costs	16,380	(582)	-	15,798
Less: income	(360)	-	-	(360)
Net Operating Cost	33,615	(582)	149	33,182

Statement of Financial Position as at 31 March 2009

	Machinery of Government transfer from Northern Ireland Office £'000	Prior Year Adjustment £'000	Change In Accounting Policies £'000	2008-09 Restated £'000
Assets				
Property, plant and equipment	12,285	-	(242)	12,043
Intangible assets	120	-	242	362
Trade and other receivables	645	-	-	645
Cash and cash equivalents	-	-	-	-
Liabilities				
Trade and other payables	(10,858)	582	(350)	(10,626)
Provisions	(4,095)	-	-	(4,095)
Other payables	(921)	-	-	(921)
Assets less liabilities	(2,824)	582	(350)	(2,592)
Taxpayers' equity				
General Fund	(3,460)	582	(350)	(3,228)
Revaluation Reserve	636	-	-	636
Total taxpayer's equity	(2,824)	582	(350)	(2,592)

29. Events after the Reporting Date

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

30. Date Authorised for Issue

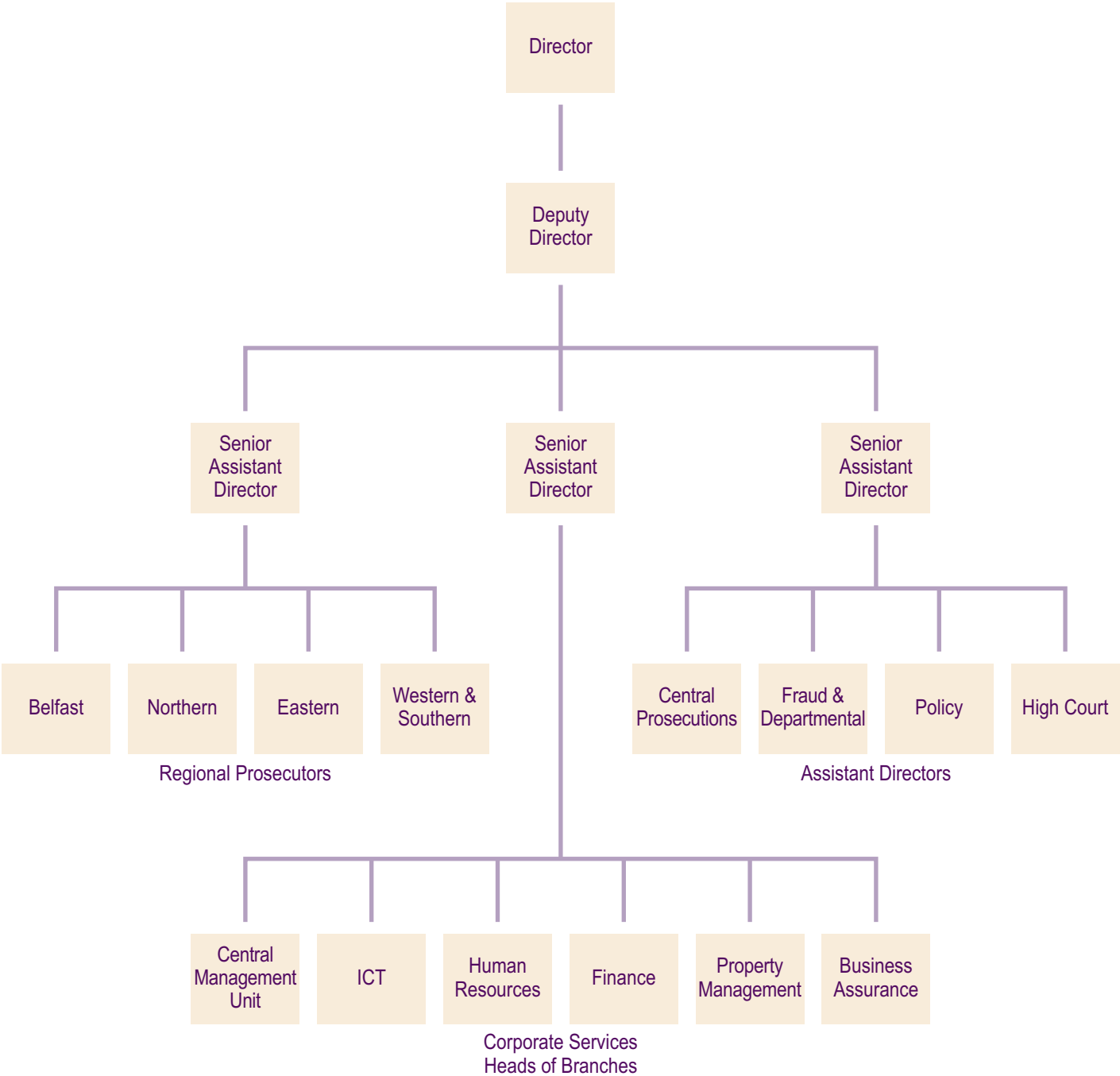
The Accounting Officer authorised these financial statements for issue on 8 July 2011.

Part 3: Annexes



Annex A:

PPS Organisation Chart



Annex B:

Performance against Key Milestones 2010-11

Strategic Priority 1:

2010-11 Objective / Milestone	Target Date for Completion	Outturn
<p>Objective 1.1 To reduce avoidable delay</p> <p>Causeway Programme</p> <ul style="list-style-type: none"> Carry out Causeway Benefits Analysis. Assess new Causeway business requirements. <p>Working with CJSNI Partners</p> <ul style="list-style-type: none"> Meet agreed Case Preparation Project Objectives for 2010-11. 	<p>31 December 2010</p> <p>31 March 2011</p> <p>In line with project timetable</p>	<p>Achieved (see page 21)</p> <p>Achieved (see page 21)</p> <p>Partially Achieved (see page 20)</p>
<p>Objective 1.2 To take decisions in accordance with the Code for Prosecutors and, where appropriate, prosecute in the most effective manner</p> <p>Legal Quality Assurance</p> <ul style="list-style-type: none"> Agree 2010-11 Quality Assurance Thematic Review Programme. Conduct dip sampling of prosecutorial decisions. <p>Service Level Agreements with Departments and Agencies</p> <ul style="list-style-type: none"> Service level agreements in place with relevant departments and agencies. <p>Higher Court Advocacy Pilot Scheme</p> <ul style="list-style-type: none"> Commence HCA Pilot Scheme. Conduct interim evaluation of pilot scheme. 	<p>30 April 2010</p> <p>Monthly</p> <p>31 March 2011</p> <p>31 December 2010</p> <p>31 March 2011</p>	<p>Achieved (see page 22)</p> <p>Achieved (see page 23)</p> <p>Partially Achieved (see page 22)</p> <p>Achieved (see page 36)</p> <p>Deferred (see page 36)</p>

Strategic Priority 1 (continued):

2010-11 Objective / Milestone	Target Date for Completion	Outturn
<p>Standards of Advocacy</p> <ul style="list-style-type: none"> • Arrangements in place for assessment of panel counsel advocacy. 	30 September 2010	Partially Achieved (see page 23)
<p>Proceeds of Crime</p> <ul style="list-style-type: none"> • Agree Protocol with Serious Organised Crime Agency. 	30 June 2010	Deferred (see page 22)

Strategic Priority 2:

2010-11 Objective / Milestone	Target Date for Completion	Outturn
<p>Objective 2.1 To secure efficiencies and greater value for money through improved management of resources, performance and procurement</p> <p>Payment of Counsel Fees</p> <ul style="list-style-type: none"> • Implement revised arrangements for establishing and paying Counsel fees. <p>Sustainable Development</p> <ul style="list-style-type: none"> • Produce Annual Progress Report against PPS Action Plan. 	<p>30 September 2010</p> <p>31 March 2011</p>	<p>Deferred (see page 25)</p> <p>Achieved (see page 26)</p>
<p>Objective 2.2 To ensure that management structures and governance arrangements support transparent and effective decision-making</p> <p>Corporate Governance</p> <ul style="list-style-type: none"> • Agree 2009-10 Internal Audit Programme. • Review membership of Management Board and Sub-Committees. • Agree arrangements for external audit of PPS resource accounts. 	<p>31 May 2010</p> <p>31 March 2011</p> <p>30 December 2010</p>	<p>Achieved (see page 26)</p> <p>Achieved (see page 27)</p> <p>Achieved (see page 14)</p>

Strategic Priority 2 (continued):

2010-11 Objective / Milestone	Target Date for Completion	Outturn
Information Assurance and Business Resilience <ul style="list-style-type: none"> Complete all actions set out in the Information Assurance Maturity Plan. Complete business resilience test and exercise programme. 	31 March 2011 31 March 2011	Achieved (see page 27) Achieved (see page 27)
Objective 2.3 To strengthen the provision of corporate services in support of operational delivery Information and Communication Technology <ul style="list-style-type: none"> Meet 2010-11 ICT Strategy objectives. 	31 March 2011	Achieved (see page 28)

Strategic Priority 3:

2010-11 Objective / Milestone	Target Date for Completion	Outturn
Objective 3.1 To ensure that our service delivery addresses the needs of victims and witnesses of crime Regional Office Programme <ul style="list-style-type: none"> Newry office fully operational. Improving Services to Victims: Giving of Reasons <ul style="list-style-type: none"> Evaluate revised arrangements for the giving of reasons. 	30 June 2011 31 March 2011	Achieved (see page 30) Achieved (see page 30)

Strategic Priority 4:

2010-11 Objective / Milestone	Target Date for Completion	Outturn
<p>Objective 4.1 To improve public confidence by engaging with the community</p> <p>Communicating with Stakeholders and the Public</p> <ul style="list-style-type: none"> Implement agreed actions arising from the 2010-12 Communication Strategy. 	31 March 2011	Partially Achieved (see page 31)
<p>Disability Discrimination Act</p> <ul style="list-style-type: none"> Publish 2011-14 Disability Action Plan for consultation. Meet DDA Action Plan objectives for 2010-11. 	31 December 2010	Achieved (see page 30)
	31 March 2011	Achieved (see page 30)
<p>PPS Equality Scheme</p> <ul style="list-style-type: none"> Submit annual review to the Equality Commission. 	31 August 2010	Achieved (see page 31)

Strategic Priority 5:

2010-11 Objective / Milestone	Target Date for Completion	Outturn
<p>Objective 5.1 To ensure that our human resource strategies support our vision and strategic priorities</p> <p>Human Resource Policies</p> <ul style="list-style-type: none"> Benchmark HR policies against NI Civil Service. 	30 September 2010	Achieved (see page 35)
<p>Staff Survey: Action Plan</p> <ul style="list-style-type: none"> Meet Staff Survey Action Plan objectives for 2010-11. 	31 March 2011	Deferred (see page 35)
<p>PPS Staff Complement and Structures</p> <ul style="list-style-type: none"> Conduct review of PPS Staff Capacity Model. 	31 March 2011	Partially Achieved (see page 33)

Strategic Priority 5 (continued):

2010-11 Objective / Milestone	Target Date for Completion	Outturn
<p>Objective 5.2 To develop our people to meet the needs of the Service in a changing environment</p> <p>Corporate Training</p> <ul style="list-style-type: none"> • Agree 2010-11 Corporate Training Plan. 	<p>31 May 2010</p>	<p>Achieved (see page 36)</p>



Annex C:

Performance against Key Delivery Targets 2010-11

Note: Figures in parenthesis indicate 2009-10 performance where applicable.

Strategic Priority	Key Delivery Targets	Target / Outturn
1	<p>Legal Quality Assurance Percentage of decisions to prosecute, divert or not to prosecute within the range a reasonable prosecutor would take</p>	<p>Target: 99% Outturn: 99.1% (98.5%)</p>
	<p>Timeliness of Decisions Percentage of -</p>	
	<p>(a) Indictable prosecution decisions issued within: 100 days</p>	<p>Target: 55% Outturn: 35.7% (51.1%)</p>
	<p>210 days</p>	<p>Target: 90% Outturn: 77.0% (81.8%)</p>
	<p>(b) Summary prosecution decisions issued within: 20 days</p>	<p>Target: 65% Outturn: 71.7% (66.3%)</p>
	<p>75 days</p>	<p>Target: 95% Outturn: 87.9% (86.4%)</p>
	<p>(c) Diversionary decisions issued within: 20 days</p>	<p>Target: 65% Outturn: 74.3% (70.7%)</p>
	<p>75 days</p>	<p>Target: 95% Outturn: 91.2% (92.3%)</p>
	<p>Crown Court Outcomes Percentage of defendants in the Crown Courts subject to:</p> <ul style="list-style-type: none"> • A 'No Bill' (all charges); or • An 'Acquittal by Direction' (all charges) 	<p>Target: Not to exceed 2007–2009 average (29 defendants) Outturn: 47</p>

Performance against Key Delivery Targets 2010-11 (continued)

Note: Figures in parenthesis indicate 2009-10 performance where applicable.

Strategic Priority	Key Delivery Targets	Target
2	Efficiency Cash releasing efficiency savings	Target: £663k Outturn: £663k
	Requests under Freedom of Information Percentage of requests answered within agreed time limits	Target: 100% Outturn: 100%
3	Victims and Witnesses Percentage of Victims and Witnesses satisfied with the overall service provided by the PPS	Target: 75% Outturn: 69.3% (69.2%)
	Witness Expenses Percentage of claims processed and authorised for payment within 4 working days	Target: 95% Outturn: 99% (98%)
	Better Payments Practice Code Percentage of invoices processed and authorised for payment within 4 working days	Target: 95% Outturn: 96% (95%)
4	Public Confidence Percentage public confidence in the provision of a fair and impartial prosecution service	Target: 75% Outturn: 67.5% (71%)
5	Attendance Management Average working days lost due to sickness and absenteeism	Target: Not to exceed 9.5 days Outturn: 8.8 days (9.2)
	Staff Satisfaction Percentage of staff who feel that the PPS is a good organisation to work for	Target: 75% Outturn: 52%

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