



ACTION PLAN ON RECOMMENDATIONS FROM CJI REPORT

AN INSPECTION OF THE MANAGEMENT OF ORGANISATIONAL PERFORMANCE IN THE PUBLIC PROSECUTION SERVICE

November 2025

Key Recommendations - Strategic and Operational

No.	Report Reference	Recommendation	Lead Agency	Accepted Y/N	Proposed Action	Milestone / Target Date	Update
SRI	Para 2.20	On publication of this report, the Director of Public Prosecutions should initiate discussions with the Attorney General and relevant Ministers on their representation of the Public Prosecution Service for Northern Ireland affairs in the Northern Ireland Assembly.	PPS	Yes	<ul style="list-style-type: none"> Director to write to the Attorney General for Northern Ireland to initiate discussions regarding the representation of the PPS at the NI Assembly, outlining CJI's recommendation and discussions with the Chief Inspector. Director and Attorney General for NI to agree next steps, including contacts with relevant Executive Ministers, as required. 	<p>31 December 2025</p> <p>To be agreed</p>	
SR2	Para 3.31	Within six months of the publication of this report, the Public Prosecution Service for Northern Ireland should commence a Strategic Workforce Plan and complete its People Strategy. It should be	PPS	Yes	<ul style="list-style-type: none"> PPS to engage with NICSHR in relation to the ongoing development of a new Strategic Workforce Plan for the wider NI Civil Service. 	31 March 2026	

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		informed by improved demand modelling undertaken with the Police Service of Northern Ireland.			<ul style="list-style-type: none"> PPS to develop its Workforce and People Plans in line with overarching NICS requirements. PPS to engage with PSNI (via the joint Working Together Programme Board) regarding the scope for improved demand modelling, including early warning of police operations and / or improvement initiatives with the potential to impact on PPS workloads and resources. 	<p>To be agreed</p> <p>31 March 2026</p>	
SR3	Para 4.27	Within six months of the publication of this report, the Public Prosecution Service for Northern Ireland should develop and publish an Outcomes Framework to measure and demonstrate the multi-year impacts of its services	PPS	Yes	<ul style="list-style-type: none"> PPS senior management team to liaise with the Criminal Justice Board regarding the development of a Vision for the CJSNI to ensure that cross cutting transformation 	31 March 2026	

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		and activities in line with the Public Prosecution Service 2030 vision.			<p>initiatives are coordinated and delivered effectively.</p> <ul style="list-style-type: none"> PPS to scope the development of a 'PPS 2030' outcomes framework, commencing with a benchmarking exercise with CJSNI partners, as well as other departments and agencies in NI and GB. 	To be agreed	
ORI	Para 2.25	Within six months of the publication of this report, the Public Prosecution Service for Northern Ireland should have successfully implemented and be effectively utilising a new and effective performance dashboard.	PPS	Yes	<ul style="list-style-type: none"> PPS to continue to refine the current Management Board (MB) dashboard as required by the senior management team, including relevant casework / performance, HR and financial data. MB dashboard to undergo periodic review in conjunction with the senior team and Independent Board 	Ongoing To be agreed	

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					Members to ensure it remains fit for purpose.		
OR2	Para 2.36	Within six months of the publication of this report, the Public Prosecution Service for Northern Ireland should commence a review of the effectiveness of its reporting arrangements and operational committees and assure itself that the Senior Assistant Director Resource and Change role is optimised to support effective organisational performance.	PPS	Yes	<ul style="list-style-type: none"> • MB Committee structures to be discussed at the 2026 MB Planning Event. • PPS to revisit the findings of the review conducted by Business Consultancy Services (BCS) in October 2023 to ensure that all agreed actions with respect to governance structures have been implemented. • All MB committees to undertake a review of their membership and terms of reference, as required. • Framework for Region / Section 'PAMs' (Performance and Accountability Meetings) to be reviewed via Senior 	<p>31 January 2026</p> <p>31 March 2026</p> <p>31 March 2026</p> <p>30 June 2026</p>	

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					<p>Management Group with a particular focus on:</p> <ul style="list-style-type: none"> - Information requirements; - Analysis of key performance issues and how performance and related risks are escalated to Senior Management Group / Board Committees. - Any requirement for additional Corporate Services Support. <ul style="list-style-type: none"> • Ongoing review of regional administrative processes to be completed. Key deliverables to include: <ul style="list-style-type: none"> - Review of all administrative 	31 March 2027	

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					<p>processes within regional functions;</p> <ul style="list-style-type: none"> - Consideration of performance measures for processes, individuals and teams, aligned with the PPS strategic priorities, as well as ongoing monitoring; and - Analysis at the 'hand off' stages between administrators and prosecutors. <ul style="list-style-type: none"> • PPS senior management to consider whether changes are needed to existing administrative reporting arrangements (including Operational Business Managers) in light of the review of administrative processes (see above). 	To be agreed	

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OR3	Para 3.4	The Public Prosecution Service for Northern Ireland should work with the Department of Finance, as part of its engagement on a multi-year budget from 2026- 27, to better align its opening budget to projected budget settlements for criminal justice system organisations funded by the Department of Justice (paragraph 3.4).	PPS	Yes	<ul style="list-style-type: none"> SAD for Resources and Change / Head of Finance to continue to engage with the Department of Finance regarding the alignment of the PPS budget for 2026/27 (and beyond) with projected settlements across DoJ funded organisations, including the Police Service of Northern Ireland. 	Ongoing	
OR4	Para 4.19	Within six months of the publication of this report, the Public Prosecution Service for Northern Ireland should design and implement a Quality Assurance Framework to measure performance in the Courts. The Framework should utilise quantitative (costs) and qualitative data to assess all aspects of the Service Delivery Model for its work in the Courts.	PPS	Yes	<ul style="list-style-type: none"> PPS (Policy and Quality Committee) to undertake a review of how variation of charges and adverse outcomes are recorded in Magistrates' and Crown Court Cases to ensure consistency of approach / reporting across regions. Statistics and Research Team to consult with Assistant Directors and Business Managers 	<p>31 March 2026</p> <p>31 March 2026</p>	<i>Note: Review of MC processes already underway by way of follow-up to the August PQC.</i>

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					<p>regarding the provision of court outcome-related performance metrics as reported as part of the Service's Quarterly Key Performance Measures.</p> <ul style="list-style-type: none"> • PPS (Policy and Quality Committee) to review existing advocacy QA arrangements in the courts and scope alternative options for assessment, including line management checks, implementation of an in-house Advocacy Assessment Team etc. • PPS (Modernisation Team) to consider respective Counsel / PPS staff costs as part of future capacity modelling around provision of advocacy in the Magistrates' Courts. 	<p>To be agreed</p> <p>To be agreed</p>	