



Annex A: Report Recommendations and Action Plan

Strategic Recommendation

Recommendation	Response	Owner
Within six months of the publication of this report, the Criminal Justice Board, while respecting each member's independence, should jointly agree a new criminal justice system vision and strategy to improve quality and reduce delay at each stage of file preparation and disclosure.	<p>The Criminal Justice Board is currently finalising a new Speeding Up Justice programme of work with a shared vision to reduce avoidable delay across the system. Workstreams underway in relation to Early Engagement (SRO: PPS) explore a number of key areas including file preparation, quality, and disclosure.</p> <p>These workstreams are being incorporated into the new Police Service and Public Prosecution Service Working Together Programme arrangements.</p>	Criminal Justice Board
The Police Service of Northern Ireland and the Public Prosecution Service must have an effective partnership to deliver the performance improvement and accountability needed at every stage.	<p>The new Working Together Programme is co-chaired by ACC Justice and the Deputy Director of Public Prosecutions. This programme is intended to provide strategic governance and direction in respect of the joint service/justice reform initiatives and related innovated projects. Initially, this work will focus on key areas such as disclosure improvement, file quality and timeliness, reducing demand, operational effectiveness and modernisations and transformation. This will assist in delivering relevant criminal Justice reform to enhance standards and speed up justice.</p> <p>Key metrics on current functionality are regularly reviewed and will also inform updates for the Criminal</p>	PSNI and PPS



	Justice Board Speeding Up Justice Workstreams.	
The Criminal Justice Board, effectively supported by relevant leaders from each member organisation and the Judiciary, should robustly monitor outcomes.	<p>The Criminal Justice Board monitors key metrics on the current state of the system and will drive delivery of the Criminal Justice Board Speeding Up Justice Workstreams.</p> <p>Individual organisations continue to contribute key data to permit the effective oversight of the Criminal Justice System performance and outcomes. For example the Police Service has also created a new performance framework internally, in respect of file quality and timeliness.</p>	Criminal Justice Board
The member organisations should underpin this vision and strategy delivery by introducing clear targets, reflected in each organisation's Corporate and Business Plan priorities, that address the issues evidenced in this report and previous report recommendations not yet implemented.	<p>Criminal Justice Board Members have agreed the new programme of work and this will be reflected in individual Corporate and Business Plan Priorities.</p> <p>For example the Police Service has the 'delivery of effective crime outcomes' as a clear indication, under outcome 2 – 'we have confidence in policing' within the NI Policing Plan. A new performance framework is being created within the Police Service focused on file quality and timeliness. The vision and Business Plan of the Police Services' Criminal Justice Branch complements the strategic direction of the Criminal Justice board and Working Together Programme.</p>	PSNI, PPS, NICTS
The member organisations should adopt a Case Progression Commitment Document for Northern Ireland to set quality	The Police Service and PPS will prioritise the development of a Case Progression Commitment Document as a key deliverable / output of a new joint	PSNI and PPS



standards, meaningfully monitor system performance and agree improvements to support case progression. (Paragraph 2.25)	<p>Working Together Programme and associated project structures.</p> <p>This will be completed within six months of the establishment of the Programme, after initial work on agreed priorities, governance arrangements and resourcing commitments has been undertaken.</p> <p>The development of this document will be supported not just by operational criminal justice organisations but also by the Department in terms of overarching strategies and policy development.</p>	
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Operational Recommendation

Recommendation	Response	Owner
Within six months of report publication the Police Service of Northern Ireland should provide a programme for enhanced training and ongoing support for supervision as part of new QA measures to tackle quality and delay within the Police Service of Northern Ireland. (Paragraph 3.18)	The Police Service has provided a comprehensive action plan to CJINI to achieve this recommendation. This is included at Annex B.	PSNI
Within three months of the publication of this report, the Police Service of Northern Ireland and the Public Prosecution Service should complete a full joint review of previous recommendations and provide a joint action plan for the completion of all recommendations.	The Police Service and PPS will review each of the previous recommendations and provide a further update on any outstanding recommendations in light of ongoing and planned work as part of the new Working Together Programme.	PSNI and PPS