

COMMONWEALTH DIRECTOR OF PUBLIC PROSECUTIONS



2015–19 CORPORATE PLAN

For the period 2015–16



CDPP

Australia's Federal Prosecution Service

OUTCOME

TO PROVIDE AN INDEPENDENT FEDERAL PROSECUTION SERVICE THAT CONTRIBUTES TO A FAIR, SAFE AND JUST SOCIETY WHERE THE LAWS OF THE COMMONWEALTH ARE RESPECTED AND MAINTAINED AND THERE IS PUBLIC CONFIDENCE IN THE JUSTICE SYSTEM.

AIM

TO BE FAIR, CONSISTENT AND PROFESSIONAL IN EVERYTHING WE DO—RECOGNISING, VALUING AND DEVELOPING THE KNOWLEDGE, SKILLS AND COMMITMENT OF OUR PEOPLE AS THEY DELIVER AUSTRALIA'S FEDERAL PROSECUTION SERVICE.

STRATEGIC THEMES

1

Our Service

EFFICIENT, EFFECTIVE, ETHICAL AND APPROPRIATE
COMMONWEALTH PROSECUTION SERVICE DELIVERY

2

Our People

INVESTING IN OUR PEOPLE

3

Our Partners

ENGAGING PROACTIVELY AND
EFFECTIVELY WITH PARTNER AGENCIES
AND STAKEHOLDERS





THE CDPP 2015–19 CORPORATE PLAN AIMS TO GUIDE AND CONNECT
OUR WORK, OUR PEOPLE AND OUR PARTNERS.

THIS PLAN OUTLINES OUR WAY FORWARD—FOCUSED ON BUILDING ON OUR
STRONG CULTURE OF INTEGRITY AND SERVICE DELIVERY—TO ACHIEVE EVEN
MORE EFFECTIVE PROSECUTION OUTCOMES IN ACCORDANCE WITH THE
PROSECUTION POLICY OF THE COMMONWEALTH.

THE SUITE OF STRATEGIES TO BE DELIVERED UNDER THIS PLAN COUPLES
DELIVERABLES WITH CLEAR PERFORMANCE MEASURES. WE HAVE ASSESSED
THEIR IMPACT ON OUR STAKEHOLDERS AND THE WIDER COMMUNITY,
AND WILL USE THEM TO CONTINUE CONTRIBUTING TO A FAIR,
JUST AND SAFE AUSTRALIA.

WITHIN A CHALLENGING RESOURCING ENVIRONMENT WHERE CRIME
COMPLEXITY IS CONTINUALLY EVOLVING WE ARE DETERMINED TO ADVANCE
OUR STRATEGIC APPROACH TO DELIVERING OUR PROSECUTIONS WORK.
THROUGH THIS WORK WE SUPPORT LAW ENFORCEMENT AND INVESTIGATIVE
AGENCIES TO ENSURE THE LAWS OF THE COMMONWEALTH ARE RESPECTED,
OFFENDERS BROUGHT TO JUSTICE AND POTENTIAL OFFENDERS DETERRED.

THE JOURNEY OVER THE NEXT FOUR YEARS WILL EMBED OUR NATIONAL
LEGAL PRACTICE GROUP MODEL, FURTHER DEVELOP THE CAPABILITY AND
AGILITY OF OUR PEOPLE, AND ENHANCE OUR PROSECUTION SERVICES TO
THE BENEFIT OF ALL OUR STAKEHOLDERS AND THE WIDER COMMUNITY.



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Statement of preparation

I, Robert Bromwich, as the accountable authority of the Office of the Director of Public Prosecutions, present the 2015–16 Commonwealth Director of Public Prosecutions Corporate Plan. This plan covers the period of 2015–16 to 2018–19 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

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

Robert Bromwich SC
Director

About this plan

This is the first four year Corporate Plan for the Commonwealth Director of Public Prosecutions.

The plan has been developed in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and *Public Governance, Performance and Accountability Rule 2014*.

Building on the existing 2014–17 CDPP Corporate Plan, this plan will guide annual business and operational planning across this national prosecutions practice through to 2019. It articulates the strategic objectives that need to be met in order to deliver the CDPP outcome.

The plan complies with the minimum requirements for corporate plans as set out by the PGPA Act, the PGPA Rule, and the Department of Finance *Resource Management Guide no. 132 Corporate plans for Commonwealth entities* by:

- covering four financial years, beginning with 2015–16
- conveying the CDPP's purpose and core operational activities
- explaining the environment and context in which the CDPP operates
- detailing performance, capability and risk management frameworks
- linking to the requirements for the Annual Performance Statement to be published in October 2016.

The CDPP will publish a new plan annually in August to ensure that strategic objectives, deliverables and performance measures align with the corporate priorities for the coming reporting period.

Statement of purpose



Our outcome

The CDPP provides an independent prosecution service that contributes to a fair, safe and just society where the laws of the Commonwealth are respected and maintained and there is public confidence in the justice system.

Our aims

We will be fair, consistent and professional in everything we do—recognising value and developing the knowledge, skills and commitment of our people.

We will:

- work with our partner agencies to assist them in advancing their goals and priorities in accordance with the *Prosecution Policy of the Commonwealth*
- treat victims of crime with courtesy, dignity and respect
- provide information to the public about Commonwealth criminal law and prosecutions.

Our strategic themes

1. Efficient, effective, ethical and appropriate Commonwealth prosecution service delivery
2. Investing in our people
3. Engaging proactively and effectively with partner agencies and stakeholders

Our legislative framework

At the centre of the CDPP legislative and policy framework are the:

- *Director of Public Prosecutions Act 1983* (the DPP Act)
- *Public Governance, Performance and Accountability Act 2013* (the PGPA Act)
- *Public Service Act 1999* (Public Service Act) together with the Australian Public Service (APS) Values and Code of Conduct and APS Employment Principles
- *Prosecution Policy of the Commonwealth*.

The DPP Act establishes the Office of the Director of Public Prosecutions and the statutory position of Director. It sets out the functions and powers of the Director including independent responsibility for conducting prosecutions for offences against the laws of the Commonwealth. The Director may delegate most of those functions or powers to staff of the CDPP. The Director and staff together constitute a statutory agency and the Director is the head of that statutory agency.

The DPP Act, together with the *Prosecution Policy of the Commonwealth*, are the touchstones of our work. All prosecutions are governed by this policy which is required to be applied by all prosecutors.

The way we work

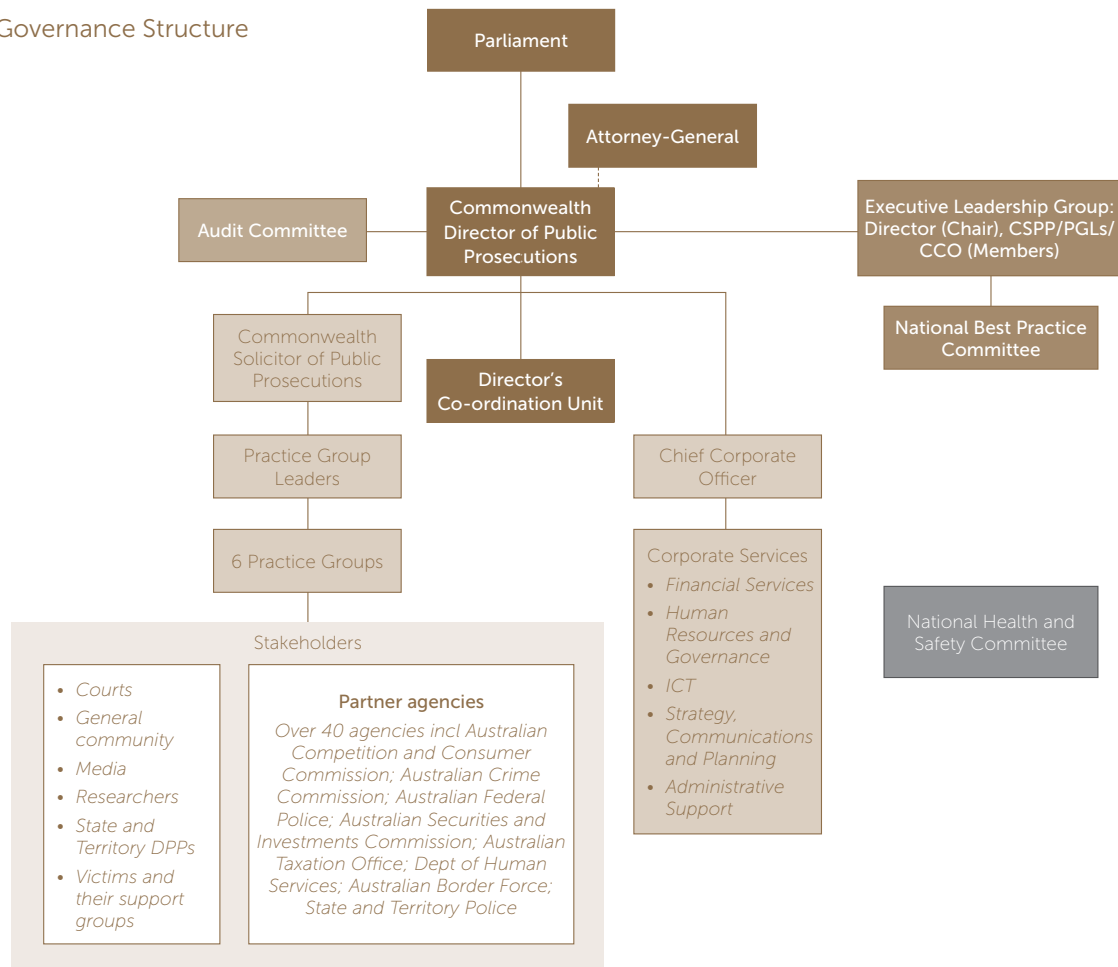
The CDPP performs one core activity, prosecuting Commonwealth offences, and related activities including advice and training.

Within the Commonwealth Attorney-General's portfolio, the CDPP operates independently of the Attorney-General and the political process. The Commonwealth Attorney-General has power under section 8 of the DPP Act to issue directions or guidelines to the Director. Directions or guidelines must be in writing and tabled in Parliament, and there must be prior consultation between the Attorney-General and the Director.

Our governance and reporting framework

We are continually refining our governance arrangements to ensure they are fit for purpose and clear to everyone within the organisation, while being consistent with whole-of-government governance policy. The governance structure provides clarity on accountabilities while remaining agile and responsive to our strategic goals and operational challenges.

CDPP Governance Structure



We recognise the changing environment and community expectations in a modern and dynamic Australia.

In June 2014 the CDPP implemented a new operating model consisting of national practice groups. The objective of the new operating model is to provide a more effective, efficient and nationally consistent federal prosecution service.

The practice groups are based on compatible crime types. They are:

- Commercial, Financial and Corruption
- Revenue and Benefits Fraud
- International Assistance and Specialist Agencies
- Organised Crime and Counter Terrorism
- Illegal Imports and Exports
- Human Exploitation and Border Protection.

Each practice group is led by a Deputy Director who has responsibility for:

- the prosecutions conducted by that practice group across Australia
- national liaison in relation to the practice group
- policy development for issues that concern the practice group
- the CDPP's contribution to law reform in relation to the crime types included in the practice group.

The Executive Leadership Group is the key advisory group to the Director. It comprises the Commonwealth Solicitor of Public Prosecutions, the Deputy Directors who, as practice group leaders, provide advice on prosecutions, policy development and law reform, and the Chief Corporate Officer who advises on corporate management.

Our environment

Commonwealth criminal activity continues to evolve and expand, reflecting changes in contemporary society and posing significant threats to Australia. For this reason the CDPP prosecutes a diverse range of offences against Commonwealth law. Prosecutions protect the Australian community and fundamental concerns of our community, in particular our national security and our borders, Commonwealth revenue and benefits, and maintaining the integrity of corporate and other regulatory and compliance frameworks.

We aim to contribute to public confidence in the criminal justice system, by ensuring that prosecutions are conducted fairly, consistently and efficiently and in accordance with the *Prosecution Policy of the Commonwealth*.

Prosecution of offences including the importation of drugs, revenue and benefit fraud, people smuggling, slavery, online child exploitation, terrorism and corporate offending form part of the wide and varied practice of the CDPP.

Commonwealth prosecutions are often complex and are prosecuted after the CDPP has assessed an extensive brief of evidence referred by our partner investigative agencies. International transactions and overseas evidence often feature in our prosecutions, reflecting the international character of Commonwealth offending.

Prosecutions are exclusively conducted in State and Territory courts in accordance with applicable State and Territory procedural laws.

Influencing factors

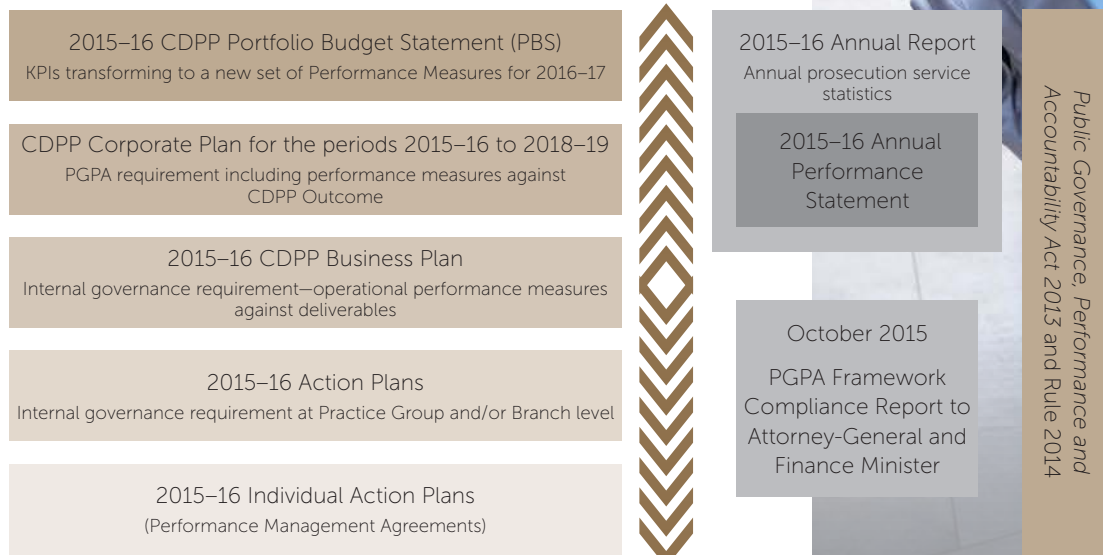
The CDPP takes a risk and evidence based approach to monitoring the influencing factors in its operating environment. Internal and external environmental factors impact on the CDPP's operations as detailed below. They are addressed within the CDPP's risk management framework and planning processes.

Factors influencing CDPP outcomes

CDPP HAS FULL CONTROL	CDPP HAS PARTIAL CONTROL	BEYOND OUR CONTROL
<ul style="list-style-type: none"> – Applying the Prosecution Policy of the Commonwealth – Complying with all statutory obligations 	<ul style="list-style-type: none"> – Relationships with partner agencies and other stakeholders 	<ul style="list-style-type: none"> – Constrained fiscal environment for CDPP and its stakeholders – Volume, timeliness, complexity and quality of incoming briefs of evidence – Changes in the law – Operation of the courts – Instructions of defendants – Changes to goals, priorities and enforcement policies of partner agencies

Our performance

Our performance is managed through a combination of careful planning, effective measurement and monitoring of performance, and appropriate transparent reporting. The CDDP performance measurement, planning and reporting framework for 2015–16 is illustrated below. This framework is expected to remain in place for the four reporting periods covered in this plan.



Measuring how well we deliver

The CDPP has adopted three performance measures at the strategic level designed to assess how well we deliver an efficient, effective and independent prosecution service.

These measures are collectively expected to build a three dimensional picture of how well the CDPP is meeting its outcome.

The CDPP will continue to collaborate with other agencies to develop effective means of measuring our collective performance in contributing to a fair, safe and just society, where the laws of the Commonwealth are respected and maintained and there is public confidence in the justice system.

1

COMPLIANCE IN
ADDRESSING THE
TERMS OF THE TEST FOR
PROSECUTION IN THE
*PROSECUTION POLICY OF
THE COMMONWEALTH*

2

PARTNER AGENCY
SATISFACTION WITH CDPP
SERVICE DELIVERY

3

PROSECUTIONS RESULTING
IN A CONVICTION

PERFORMANCE MEASURE


1

PERFORMANCE MEASURE	DESCRIPTION	WHEN	METHOD	RATIONALE	TARGET	PREVIOUS RESULT/S	RELATED PROGRAMMES
Compliance in addressing the terms of the test for prosecution in the <i>Prosecution Policy of the Commonwealth</i> , namely existence of a prima facie case, reasonable prospects of conviction and that prosecution is required in the public interest, when deciding to commence or continue a prosecution	Whether the CDP is addressing the criteria governing the decision to institute or continue a prosecution, which are specified in the <i>Prosecution Policy of the Commonwealth</i>	Annual compliance testing commencing 2015–16	Data mining through internal audit / compliance framework Sample checking of procedural documentation and authorisation underpinned by monthly executive oversight and exception reporting	New measure of how fully the CDP is addressing the prosecution test in the <i>Prosecution Policy of the Commonwealth</i>	100%	N/A	Not applicable

100%

2

PERFORMANCE MEASURE

PERFORMANCE MEASURE	DESCRIPTION	WHEN	METHOD	RATIONALE	TARGET	PREVIOUS RESULT/S	RELATED PROGRAMMES
Partner agency satisfaction with CDPP service delivery	Quantitative and qualitative evidence of partner agency satisfaction with CDPP service delivery characteristics including timeliness, relevance to partner agency business, responsiveness, level of communication	Biennial beginning July 2016	Surveys	Proposed combination of electronic survey of all partner agencies with targeted focus groups of key agencies to deliver a comprehensive evidence base that will inform continuous improvement	 <p>90%</p> <p>of partner agencies surveyed rate themselves as satisfied or very satisfied with CDPP service delivery</p>	Survey undertaken March 2014 began the process of seeking stakeholder response to services provided	Not applicable

90%

3

PERFORMANCE MEASURE

PERFORMANCE MEASURE	DESCRIPTION	WHEN	METHOD	RATIONALE	TARGET	PREVIOUS RESULT/S	RELATED PROGRAMMES
Prosecutions resulting in a conviction	The conviction/ finding of guilt rate is calculated by taking the number of defendants convicted as a percentage of defendants convicted or acquitted. The calculation does not include defendants where the CDPP discontinued the prosecution against them in its entirety or where a prosecution has commenced and the defendant failed to appear before a court. It does include findings of guilt that do not result in a conviction.	Data collected annually	Quantitative indicator obtained through data mining	Records stretch back more than 15 years providing a useful, quantitative measure of CDPP outputs. The CDPP considers it is useful to retain this quantitative indicator in support of its performance measurement into the future. Multiple statutory, prosecution, prosecution performance and criminal confiscation statistics are collected, analysed and provided on the CDPP website for interested stakeholders.	90%	Apart from 2011–12 at 96% and 2010–11 at 99%, every other year since 2000 has achieved a 98% conviction rate	Undertaken in response to the enforcement activities of more than 40 Commonwealth, State and Territory partner agencies

Measuring our business performance

The CDPP approach to monitoring, evaluating, reporting and improving its operational performance is integrated in our 2015–16 business plan.

We want to deliver prosecution outcomes which provide our stakeholders and the Australian community with the reassurance that offenders are being brought to justice and potential offenders are deterred.

Our approach to monitoring, evaluating, reporting and improving our operational performance is guided and supported by our governance practices as they assist us in ensuring we achieve our outcome in the best possible way.

Putting greater emphasis on the measurement of our effectiveness by aligning our strategic themes across all our work means better service with the right capabilities.

Our strategic themes cascade from this corporate plan into our annual business plan and our branch action plans. Our operational performance directly aligns to our strategic themes, capturing key areas from our 2015–16 business plan.

Strategic theme 1: Efficient, effective, ethical and appropriate Commonwealth prosecution service delivery

OBJECTIVES	DELIVERABLES	PERFORMANCE MEASURE AGAINST DELIVERABLES
1.1 Successfully embed our national model into a consistent, seamless, high quality and cost effective National Prosecution Service	<ul style="list-style-type: none"> • Consistent national processes used to carry out our prosecutions • Practice Group Instructions, Decision Making Matrix and National Legal Directions consistently applied • Centralised referrals from some partner agencies to take advantage of centres of expertise • National corporate and administrative and support structures fully implemented • Branch work aligned with relevant practice group • Frequent, timely and relevant internal communication within and between practice groups on: <ul style="list-style-type: none"> a. administrative matters b. legal matters 	<ul style="list-style-type: none"> • Increasingly cost-effective and timely prosecution service • Files are allocated to appropriate Practice Group in all cases • Level of partner agency satisfaction with CDPP service delivery • Degree to which referrals from partner agencies have been centralised • Level of implementation of national corporate and administrative and support structures

OBJECTIVES	DELIVERABLES	PERFORMANCE MEASURE AGAINST DELIVERABLES
1.2 Conduct better practice, ethical and cost-effective prosecutions	<ul style="list-style-type: none"> • Annual effectiveness review of National Practice Model • Appropriate, cost effective and compliant corporate and governance frameworks and systems • Focus on 'active prosecution' through early engagement and triage mechanisms • Improved timeliness in assessing briefs • Pairing of lawyers on complex/large matters to improve knowledge and technical skills • Prosecution Performance Indicators reviewed • Devolved responsibility, especially decision making • Work Group Co-ordinators and Administrative Coordinators have the skills to be effective people managers • Engage, develop and retain high quality staff • Redevelop corporate intranet to improve internal communication 	<ul style="list-style-type: none"> • Brief assessment targets are met • 90% of prosecutions result in a conviction • 60% of defendants in defended summary hearings resulting in conviction • 80% of defendants in defended committals resulting in a committal order • 60% of defendants tried on indictment convicted • 60% of prosecution sentence appeals in summary prosecutions upheld • 60% of prosecution sentence appeals in a prosecution on indictment upheld • Efficient and effective corporate and budget management • All Counsel are briefed according to the relevant policy
1.3 Optimise capability and resources	<ul style="list-style-type: none"> • Workload management system in place to improve: <ul style="list-style-type: none"> – alignment of workforce to workloads – measures and monitoring of outcomes – future resource requirements • Regular meetings with Work Group Co-ordinators to assess work flows/capacity 	<ul style="list-style-type: none"> • Workforce planning decisions are made on workload data • Agency partner needs/drivers understood

Strategic theme 2: Investing in our people

OBJECTIVES	DELIVERABLES	PERFORMANCE MEASURE AGAINST DELIVERABLES
2.1 Our people are clearly informed of the CDPP's expectations and provided with the support they need to reach their potential as capable and professional staff who are agile and adaptable	<ul style="list-style-type: none"> • CDPP strategic directions, corporate, business and branch action plans are clear, aligned, understood and embraced by all staff • Learning and development (L&D) needs addressed through an updated L&D strategy and L&D plan that will enhance the capability of our people • National, practice group and corporate communication enhanced • Knowledge, expertise and best practice effectively shared between and across practice groups • Tools required to effectively prosecute are appropriate, available and accessible, for example, to meet the information needs of our people 	<ul style="list-style-type: none"> • All staff are aware of the new four year corporate plan, 2015–16 business plan and branch action plans • Staff have a clear understanding of their role and responsibilities and have Individual Performance Agreements in place • L&D strategy and plan endorsed and implemented • Satisfaction with CDPP as an employer, measured by the annual APS State of the Service survey • Information needs are met
2.2 Our leaders are more effective and better equipped to fulfil their leadership roles	<ul style="list-style-type: none"> • Cascaded leadership capability development programme for employees in key leadership roles—Senior Executive Service, Work Group Co-ordinators, Administrative Assistant Co-ordinators 	<ul style="list-style-type: none"> • 100% of performance plans are in place • All performance plans reviewed bi-annually
2.3 Appropriate, effective performance management	<ul style="list-style-type: none"> • Performance agreements are ably implemented at all levels • Suitable training is incorporated in the L&D plan • Cultural change achieved to ensure performance management is welcomed 	<ul style="list-style-type: none"> • Good and poor performance and behavioural expectations are clear and actively managed • Managers trained in performance management
2.4 A safe working environment	<ul style="list-style-type: none"> • Review Work Health and Safety (WHS) practices and systems to ensure compliance with Australian Standard • Healthy workplace • Meet industry benchmark WHS outcomes 	<ul style="list-style-type: none"> • Executive have the WHS data available on which to assess health and safety of our people • The CDPP WHS Management System is compliant with the Australian Standard

Strategic theme 3: Engaging proactively and effectively with partner agencies and stakeholders

OBJECTIVES	DELIVERABLES	PERFORMANCE MEASURE AGAINST DELIVERABLES
3.1 Stakeholders have increasing confidence and trust in the CDPP resulting in improved business outcomes	<ul style="list-style-type: none"> Enhanced coordination and planning of liaison through an effective stakeholder engagement strategy including a communications plan Liaison activities upgraded to deliver a stronger, more productive relationship 	<ul style="list-style-type: none"> Increased stakeholder engagement Partner agency /stakeholder reasonable needs met leading to increased confidence and trust in the CDPP Agencies and stakeholders have strong understanding and awareness of the role and expertise of the CDPP, the principles that govern its decision-making and case outcomes Better quality, more targeted briefs Compliance with PGPA Act s17 cooperation with others
3.2 Continually improve our services based on what our stakeholders tell us	<ul style="list-style-type: none"> Evaluation, monitoring, reporting and improvement plan built into stakeholder engagement strategy 	<ul style="list-style-type: none"> 90% satisfaction rating in partner agency surveys Increased understanding of stakeholders needs across CDPP
3.3 Provide the best possible support for victims of crime through the criminal justice process	<ul style="list-style-type: none"> Victims of crime supported and assisted in accordance with the Victims of Crime policy 	<ul style="list-style-type: none"> Victims demonstrate a high degree of satisfaction with their treatment and the information and support provided



Statistical reporting on the prosecution service

The CDPP collects a wide range of data through its Case Recording and Information Management System (CRIMS). These indicators are reported on in the annual report and/or our website and tracked over time to detect emerging trends and risks. In this way the CDPP ensures that its legal policy and procedures are nationally consistent, fit for purpose and best support the efficient and effective application of the *Prosecution Policy of the Commonwealth*. The statistics collected are listed below.



- | | |
|---|---|
| • Defendants dealt with summarily | • Defendants dealt with summarily by referring agency |
| • Defendants dealt with in committal proceedings | • Extensions of criminal responsibility for accused dealt with on indictment (with principal Act and section) |
| • Defendants dealt with on indictment | • Extensions of criminal responsibility for accused dealt with summarily (with principal Act and section) |
| • Duration of trials on indictment completed | • Prosecution appeals in indictable matters |
| • Prosecution appeals in summary matters | • Defence appeals in summary matters |
| • Prosecution appeals against sentence | • Defence appeals in indictable matters |
| • Defence appeals | • Charges dealt with summarily |
| • Charges dealt with summarily and on indictment | • Charges dealt with on indictment |
| • Charges dealt with summarily and on indictment—(Crimes Act 1914) | • Charges dealt with on indictment—(Crimes Act 1914 and Criminal Code only) |
| • Charges dealt with summarily and on indictment—(Criminal Code) | • Charges dealt with summarily—(Crimes Act 1914 and Criminal Code only) |
| • Extensions of criminal responsibility dealt with summarily or on indictment (comparison with principal Act and section) | |
| • Defendants dealt with summarily and on indictment by referring agency | |
| • Defendants dealt with on indictment by referring agency | |



The expected total resourcing for the CDPP for the period of this corporate plan is shown below.

2015–16
\$84.34
million

2016–17
\$82.75
million

2017–18
\$83.20
million

2018–19
\$83.76
million

Improvement

The CDPP is committed to continuous, evidence-based improvement to identify potential innovations. We will ensure that performance measurement outcomes are appropriately reported to relevant stakeholder groups.

Resourcing

Extra funding has been provided as part of the Government's 2015–16 Federal Budget for three new Budget measures in 2015–16 and the three forward years.

» 'Counter-terrorism prosecutions' as part of government's national security programme to address the threat posed by Australians involved in overseas conflicts.

.....

» 'Strengthening the integrity of welfare payments', which relates to an increase of an estimated 200 Centrelink prosecutions resulting from an increase in the targeting of fraud and non-compliance in Centrelink welfare payments. A component of the measure is directed at improving the efficiency of investigation and prosecution processes. It is also proposed that the package will include legislative changes.

.....

» 'Serious Financial Crime Taskforce', a multi-agency taskforce which will focus on high priority serious financial crimes and will build upon the success of Project Wickenby. We will be responsible for prosecutions that result from taskforce activities and will be involved in cases, where appropriate, through the provision of targeted pre-brief advice.

The CDPP has identified the volume, complexity and quality of referrals from investigators as a risk factor beyond its control. This impacts on both operations and resourcing.

The CDPP's strategic themes address this risk, to the extent possible, by engaging proactively and efficiently with our partner agencies.

Variability and volatility in workload may adversely affect the CDPP's capacity to meet these demands within acceptable timeframes and budget allocation.

Evaluation of this plan

The CDPP will assess the planning process, content and the performance of the CDPP against the stated objectives and deliverables in this Plan in the lead up to each new financial year and amend the plan accordingly.

Our capability

An integrated human resource approach guides and shapes our organisation and creates an innovative and agile business that is able to respond to stakeholder needs and future growth.

Collaboration and communication underpin all our people, process and technology strategies, ultimately improving what we do and the way we do it. Recognition of skills through education and accreditation to enhance capability and build more rewarding career paths means we can foster positive working experiences for our workforce, extending into a safe, positive and rewarding culture.

Workforce planning

Building on the realignment of our core business, the organisation is now consolidating the new national structure. This will be achieved through a strategic approach to planning that will link an integrated human resources strategy to core CDPP corporate objectives via a strategic workforce plan. The objective will be to embed strategic, tactical and operational workforce planning into business as usual practices across the CDPP.

The proposed workforce plan will be in place by June 2016 and include:

- existing data and metrics to establish an alignment between workload, work complexity and workload distribution
- an agreed ratio for span of control applicable to various business groups informing current and future organisational structures
- an examination of skills gaps identified through the restructure and realignment process
- identification of critical roles aligned to succession planning and resourcing strategies
- workforce trend analysis informing both current and forecasted supply and demand considerations for qualified and experienced criminal lawyers and identified critical roles
- employee life cycle analysis maximising employee engagement and skills development opportunities.

ICT capability

Designing, implementing and maintaining critical ICT systems to support improvements in operational delivery of our services is vital.

Our strategy for technology is focused on delivering fit for purpose IT products and contemporary tools and services that represent value for money. Improving day-to-day IT support services is also a core area of work that will enable better and faster outcomes.

The CDPP is presently assessing service providers and their service catalogues.

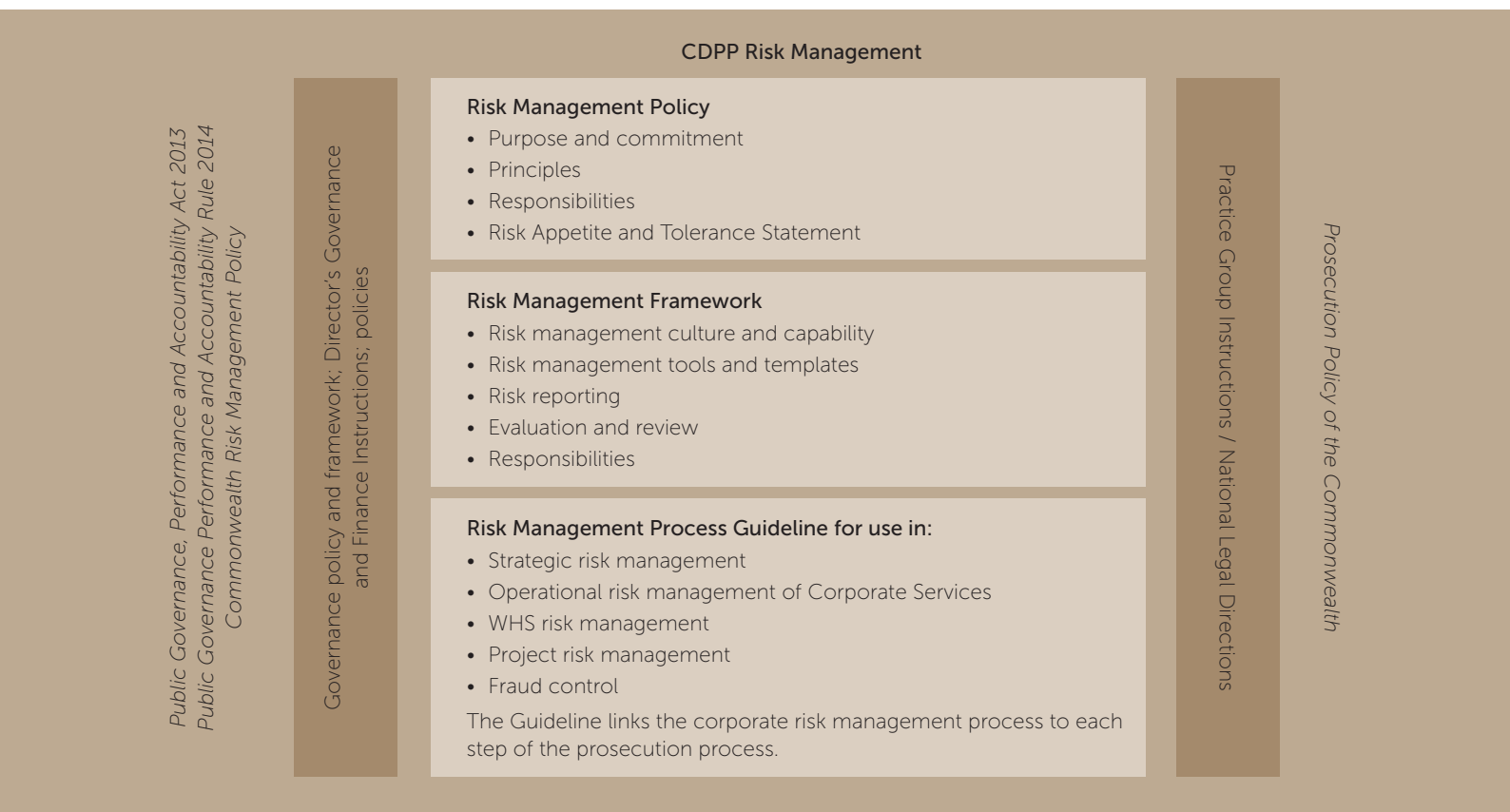
- Human Resources—complete system assessment of payroll services
- Financial Management Information System—complete system assessment of accounts payable and receivable
- Infrastructure required for our computing environment
- Mobile computing capability
- Advanced printing capability.



Our risk oversight and management

Risk management is part of the CDPP's strategy and planning processes and is seen as a preventative measure, rather than as a back-end control. The CDPP aspires to implement good risk management practice through:

- the Executive Leadership Group identifying and considering strategic risks facing the CDPP
- establishing appropriate processes and practices to monitor and manage risks to ensure the successful achievement of the CDPP Outcome
- risk based decision-making
- regular analysis and review of risk management approaches and controls
- active involvement of all CDPP staff in adopting a true risk management culture.



Formal responsibility for risk management ultimately lies with the Director under section 16 of the PGPA Act which creates an explicit duty to establish and maintain systems relating to risk and control.

The CDPP knows that results are more likely to be achieved where ownership of risk identification and treatments is strong. Everyone in the CDPP has a role to play in risk identification and management. Individual risk owners monitor, manage and report on the effectiveness of risk mitigation and follow established escalation protocols where risk trends are increasing rather than decreasing.

Risk management of prosecutions

The CDPP manages its greatest risk of ineffective or non-compliant prosecutions through multi-layered, highly structured policies, procedures, instructions, delegations, decision-making matrices, protocols, guidance and well documented decision-making processes. This requires application of high-level technical expertise by a highly trained, skilled and experienced legal workforce.

The core high level policy document, rigorously applied on an ongoing basis, is the *Prosecution Policy of the Commonwealth*, tabled in parliament. The policy provides a two stage test for the commencement and continuation of every prosecution, namely sufficiency of evidence at all stages (reasonable prospects of conviction—or of success on appeal) and whether such a viable prosecution is in the public interest. That is not a single point of time test, but is required to be, and is revisited, both formally and informally, through all stages of a prosecution.

While these mechanisms do not easily fit the traditional risk management framework, they are transparently and carefully designed to minimise the risks to all stakeholders arising from inappropriately commenced or continued, or poorly managed, prosecutions.

CDPP risk profile

The CDPP identifies, analyses, manages and monitors risk at both strategic and operational levels while acknowledging that risk is present in almost every activity and can be managed but rarely eliminated. The CDPP Executive has addressed the threshold question of “How willing is the CDPP to accept risk related to each of the organisation’s objectives?” as shown in the continuum below. The CDPP Executive is comfortable operating within, and aims to sustain, a low overall risk range.

The CDPP’s lowest risk appetite relates to compliance objectives (principally compliance with the *Prosecution Policy of the Commonwealth*), including employee work health and safety. Reducing to reasonably practicable levels the risks originating from prosecutions and our work environment and meeting our legal obligations take priority over other business objectives.



The *CDPP Strategic Risk Register and Management Plan 2015* identifies the following risks to effective achievement of the CDPP Outcome.

1. Failure to apply the *Prosecution Policy of the Commonwealth*
2. Serious workplace injury or death to one or more staff members
3. Systemic breakdown in external stakeholder relationships

Risk management of the prosecution process is focused on managing all three strategic risks.

Operational risks are identified in the CDPP 2015–16 Business Plan and then assessed, analysed and treatments recorded and monitored in the CDPP 2015–16 Corporate Services Operational Risk Register.



THE CDPP HAS SET OUT A CLEAR PATH—FOCUSED ON BUILDING AND ENHANCING OUR SERVICE DELIVERY THROUGH OUR NATIONAL MODEL TO ACHIEVE EFFECTIVE PROSECUTION OUTCOMES IN ACCORDANCE WITH THE *PROSECUTION POLICY OF THE COMMONWEALTH*.

THIS JOURNEY OVER THE NEXT FEW YEARS, SHAPED BY OUR STRONG HISTORY, WILL ALLOW US TO DELIVER EVER MORE EFFECTIVE SERVICES, HAVING REAL AND POSITIVE IMPACT ON OUR STAKEHOLDERS AND THE WIDER COMMUNITY. OUR EMPHASIS ON ORGANISATIONAL AND PEOPLE CAPABILITY NATURALLY CONNECTS TO ACCOUNTABILITY AND PERFORMANCE—FIRMLY DEMONSTRATING OUR COMMITMENT TO CONTINUOUS IMPROVEMENT IN EVERYTHING WE DO.

THIS DEDICATED PROGRAMME OF WORK CONNECTED TO OUR STRATEGIC THEMES AND CASCADED THROUGHOUT OUR ORGANISATION WILL ENSURE WE FURTHER ENHANCE OUR FEDERAL PROSECUTION SERVICE FOR OUR STAKEHOLDERS—CONTRIBUTING TO A SAFER, FAIRER AUSTRALIA.



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