

COMMONWEALTH DIRECTOR OF PUBLIC PROSECUTIONS



2016–20
CORPORATE PLAN

For the period 2016–17



CDPP

Australia's Federal Prosecution Service

Outcome

CONTRIBUTE TO A FAIR, SAFE AND JUST SOCIETY BY DELIVERING AN EFFECTIVE, INDEPENDENT PROSECUTION SERVICE IN ACCORDANCE WITH THE *PROSECUTION POLICY OF THE COMMONWEALTH*.

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



Our Service

PROVIDING
AN EFFICIENT
AND EFFECTIVE
PROSECUTION
SERVICE



Our Partners

ENGAGING WITH
PARTNER AGENCIES
AND STAKEHOLDERS



Our People

INVESTING IN OUR
PEOPLE

THE CDPD 2016–20 CORPORATE PLAN
AIMS TO GUIDE AND CONNECT
OUR WORK, OUR PARTNERS AND OUR PEOPLE.

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*.

OUR CORPORATE PLAN SETS OUT A SUITE OF STRATEGIES DESIGNED TO IMPROVE OUR PERFORMANCE AGAINST THREE KEY STRATEGIC THEMES. IN ADDITION, THIS PLAN IDENTIFIES A NUMBER OF WAYS IN WHICH WE WILL BETTER MEASURE OUR PERFORMANCE SO AS TO ENSURE THAT THESE OBJECTIVES ARE MET. IMPROVED PERFORMANCE AGAINST THESE STRATEGIC THEMES WILL HELP US DELIVER A MORE EFFECTIVE, INDEPENDENT PROSECUTION SERVICE WHICH CONTRIBUTES TO A FAIR, JUST AND SAFE AUSTRALIA

FEDERAL PROSECUTORS INCREASINGLY WORK IN A DYNAMIC ENVIRONMENT PROSECUTING A DIVERSE RANGE OF COMPLEX CRIMES BASED ON ELECTRONIC EVIDENCE AND EVIDENCE GATHERED FROM OVERSEAS. IN THIS ENVIRONMENT, STRONG PARTNERSHIPS WITH LAW ENFORCEMENT AND INVESTIGATIVE AGENCIES ARE ESSENTIAL TO ENSURE THAT LIMITED RESOURCES ARE USED MOST EFFECTIVELY. STRATEGIC AND PRODUCTIVE PARTNERSHIPS WITH LAW ENFORCEMENT AND INVESTIGATIVE AGENCIES WILL DELIVER BETTER OUTCOMES AND ENSURE THAT LAWS OF THE COMMONWEALTH ARE RESPECTED, OFFENDERS BROUGHT TO JUSTICE AND POTENTIAL OFFENDERS DETERRED.

THE JOURNEY OVER THE NEXT FOUR YEARS WILL CONSOLIDATE 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.

Contents

Statement of preparation	6
About this plan	7
Purpose statement	8
Our legislative framework	8
The way we work	8
Our governance and reporting framework	9
Our environment	10
Influencing factors	10
Our performance	11
Measuring how well we deliver	12
2016–17 Business Plan	16
Statistical reporting on the prosecution service	19
Improvement	20
Resourcing	20
Our capability	21
Workforce planning	21
Legal Learning and Professional Development	22
ICT capability	22
Our risk oversight and management	23
CDPP Risk Profile	24



Statement of preparation

I, Sarah McNaughton, as the accountable authority of the Office of the Director of Public Prosecutions, present the 2016–17 Commonwealth Director of Public Prosecutions Corporate Plan. The plan covers the period 2016–17 to 2019–20 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Sarah McNaughton SC
Director

About this plan

The Corporate Plan for the Commonwealth Director of Public Prosecutions (CDPP) defines the priorities required to deliver the CDPP outcome in 2016–17.

It 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 2015-19 CDPP Corporate Plan, this plan will guide annual business and operational planning across our national prosecutions practice through to 2020. It describes 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, section 16E of 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 2016–17
- 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 strategic objectives, deliverables and performance measures align with the corporate priorities for the coming reporting period.

Purpose statement

As defined in the 2016–17 Portfolio Budget Statement, the CDPP's purpose is:

To provide an independent prosecution service that contributes to the respect and maintenance of Commonwealth criminal law and public respect in the justice system through the prosecution of crimes.

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 delegates 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 and the *Prosecution Policy of the Commonwealth*, are the touchstones of our work. All prosecutions are governed by this policy which all prosecutors must apply.

The way we work

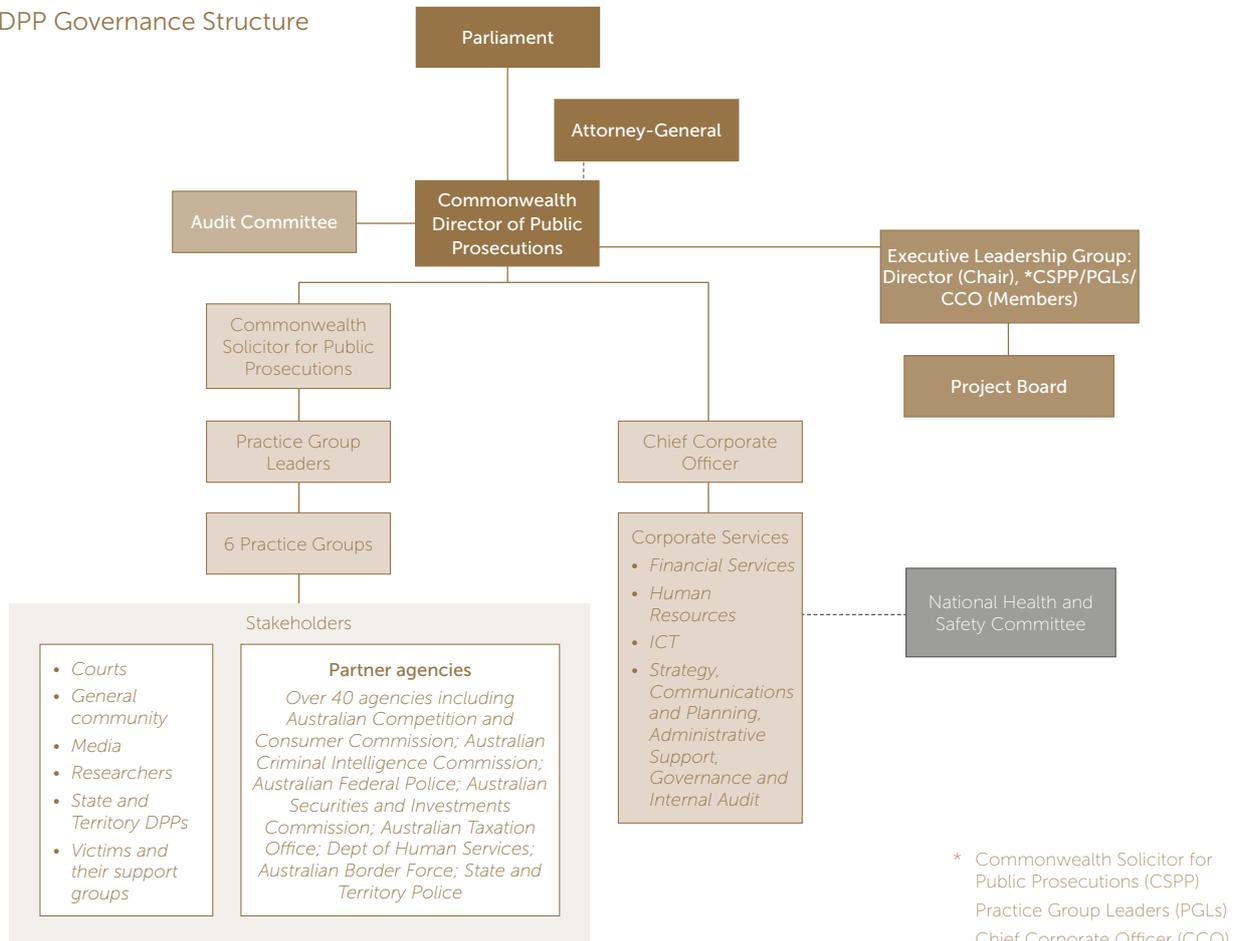
The CDPP performs one core activity—prosecuting Commonwealth offences, and related activities including advice and training.

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.

The CDPP has a national practice operating model to provide a more efficient, effective and nationally consistent federal prosecution service.

The legal practice groups are based on compatible crime types:

- 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 prosecuted by the practice group.

In 2015–16, the CDPP established a National Business Improvement Practice Group to advance our approach to legal learning and professional development, national standards and improvements in our processes, policy and legislative reform and stakeholder engagement. The Deputy Director of this new practice group also leads the International Assistance and Specialist Agencies Practice Group.

The Executive Leadership Group is the key advisory group to the Director. It comprises the Director as Chair, the Commonwealth Solicitor for 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

The CDPP contributes to a fair, safe and just society by delivering an effective and independent prosecution service. Through this work we aim to build public confidence in the criminal justice system by ensuring prosecutions are conducted fairly, consistently and efficiently, in accordance with the *Prosecution Policy of the Commonwealth*.

As Commonwealth criminal activity continues to expand and evolve so does the diversity of crimes prosecuted by the CDPP—criminal cartels, foreign bribery, child exploitation using carriage services, sophisticated revenue and benefits fraud, large scale and cross border organised crime activity including drug offences, human trafficking, slavery and terrorism offences represent just some of the diverse matters prosecuted.

Commonwealth prosecutions are often complex and routinely involve international transactions, electronic evidence as well as evidence from other countries. This reflects the increasingly international nature of Commonwealth offending. With few exceptions, Commonwealth prosecutions are conducted in State and Territory Courts in accordance with applicable State and Territory procedural laws pursuant to the provisions of the *Judiciary Act 1903*.

The nature of our work also involves risk and its mitigation. We do this by consistently applying the sufficiency of evidence test in the *Prosecution Policy of the Commonwealth*. The test requires there be a prima facie case and a reasonable prospect of conviction. In addition a public interest test is applied to ensure that only prosecutions that are in the public interest are commenced or continued. After matters are brought to a close, cases are reviewed and outcomes assessed to capture and communicate lessons learned. This also assists partner agencies improve their processes.

The CDPP works closely with partner agencies and stakeholders including during the investigation of matters in order to maximise the effective and efficient use of resources and better support agency partner goals and priorities. This includes providing legal advice to our partner agencies while matters are under investigation and working together to identify law reforms.

Central to our approach is improving the brief assessment and prosecution process through closer engagement with partner agencies and the increasing use of technology.

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

- Applying the *Prosecution Policy of the Commonwealth*
- Complying with all statutory obligations

CDPP HAS PARTIAL CONTROL

- Relationships with partner agencies and other stakeholders

BEYOND CDPP'S CONTROL

- 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

2016–17 CDPP Portfolio Budget Statement (PBS)
includes Performance Measures for 2016–17

CDPP Corporate Plan for the periods 2016–17 to 2019–20
PGPA requirement including performance measures against
CDPP Outcome

2016–17 CDPP Business Plan
Internal governance requirement—operational performance measures

2016–17 Action Plans
Internal governance requirement at Practice Group and/or Branch level

2016–17 Individual Action Plans
(Performance Agreements)

2015–16 Annual Report
Annual prosecution service
statistics

2015–16 Annual
Performance
Statement includes
measures of success
against actions

*Public Governance, Performance and
Accountability Act 2013 and Rule 2014*

Our performance is managed through a combination of careful planning, effective measurement and monitoring of performance, and appropriate transparent reporting. The CDPP performance measurement, planning and reporting framework for 2016–17 is illustrated above. This framework is expected to remain in place for the reporting period 2016–20.

Measuring how well we deliver

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

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

In 2015–16, the first year of reporting, results have been favourable across all three measures.

1. Compliance in addressing the terms of the test for prosecution in the *Prosecution Policy of the Commonwealth*

This new performance measure has been in place since 1 November 2015. Compliance is measured at selected stages of the prosecution process based on sampling of cases and certification by the CDPP case officer or supervisor that the test for prosecution in the Prosecution Policy of the Commonwealth has been complied with. The test is that there is a prima facie case, reasonable prospects of a conviction and that prosecution is required in the public interest. Since its introduction the CDPP has achieved 100 per cent compliance at these stages and the CDPP is continuing to develop mechanisms to assess compliance with the measure. These mechanisms and the stages in the prosecution at which the compliance assessment is made will be kept under review.

2. Partner agency satisfaction with CDPP service delivery

Understanding partner agency perceptions of the CDPP across a range of service areas provides valuable insights that help shape and improve processes, procedures and performance. To align with the introduction of the biennial satisfaction survey in 2015–16, the CDPP set a partner agency satisfaction target of 90 per cent and achieved a satisfaction rating of 83 per cent. While this result fell slightly short of the target, it captured valuable feedback to assist the CDPP to meet the target in the future.

3. Prosecutions resulting in a conviction

The CDPP has consistently exceeded the target of 90 per cent set for this measure. The result of 97 per cent in 2015–16 was achieved through the commitment and hard work of staff in response to the enforcement activities of partner agencies.

The CDPP will continue to collaborate with other partner 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

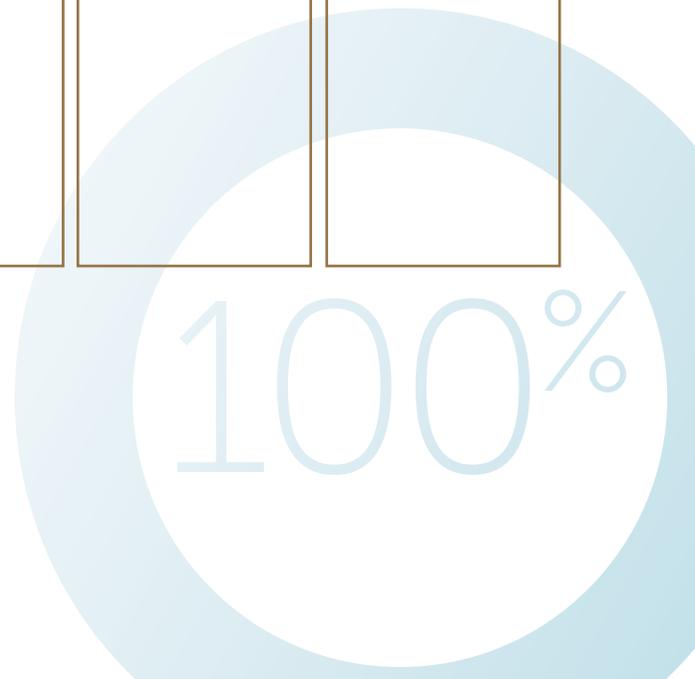
PARTNER AGENCY
SATISFACTION
WITH CDPP
SERVICE DELIVERY

3

PROSECUTIONS
RESULTING IN A
CONVICTION

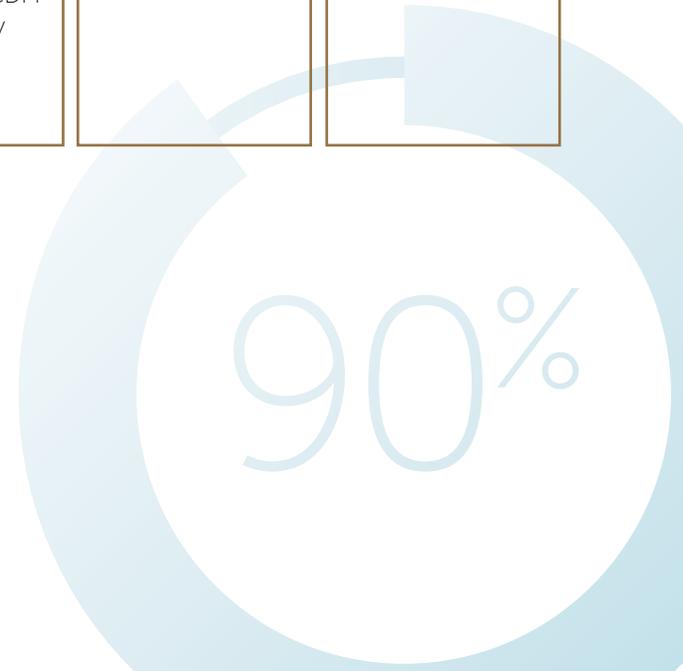
PERFORMANCE MEASURE 1

PERFORMANCE MEASURE	DESCRIPTION	WHEN	METHOD	RATIONALE	TARGET	PREVIOUS RESULT/S	RELATED PROGRAMMES
<p>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</p>	<p>Whether the CDPP 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></p>	<p>Annual compliance testing commenced 2015–16</p>	<p>Data mining through internal audit / compliance framework</p> <p>Sample checking of procedural documentation and authorisation underpinned by monthly executive oversight and exception reporting</p>	<p>Measure of how fully the CDPP is addressing the prosecution test in the <i>Prosecution Policy of the Commonwealth</i></p>		<p>2014–15: Not applicable</p> <p>2015–16: 1 November 2015 to 30 June 2016: 100%</p>	<p>Not applicable</p>



PERFORMANCE MEASURE 2

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 and 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 rated themselves as satisfied or very satisfied with CDPP service delivery</p>	2014–15: Not applicable 2015–16: 83%	Not applicable



PERFORMANCE MEASURE

3

PERFORMANCE MEASURE	DESCRIPTION	WHEN	METHOD	RATIONALE	TARGET	PREVIOUS RESULT/S	RELATED PROGRAMMES
<p>Prosecutions resulting in a conviction</p>	<p>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.</p>	<p>Data collected annually</p>	<p>Quantitative indicator obtained through data mining</p>	<p>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.</p> <p>Multiple statutory, prosecution, performance and criminal confiscation statistics are collected, analysed and provided on the CDPP website for interested stakeholders.</p>	<p>90%</p> 	<p>2014–15: 98% 2015–16: 97%</p>	<p>Undertaken in response to the enforcement activities of more than 40 Commonwealth, State and Territory partner agencies</p>



2016–17 Business Plan

The CDPP approach to monitoring, evaluating, reporting and improving its operational performance is integrated in our 2016–17 Business Plan.

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

Our approach to monitoring, evaluating, reporting and improving our operational performance is guided and supported by our governance practices as they help us make sure 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 branch action plans. Our operational performance directly aligns to our strategic themes, to deliver on our 2016–17 Business Plan.

OUTCOME—Contribute to a fair, safe and just society by delivering an effective, independent prosecution service in accordance with the *Prosecution Policy of the Commonwealth*

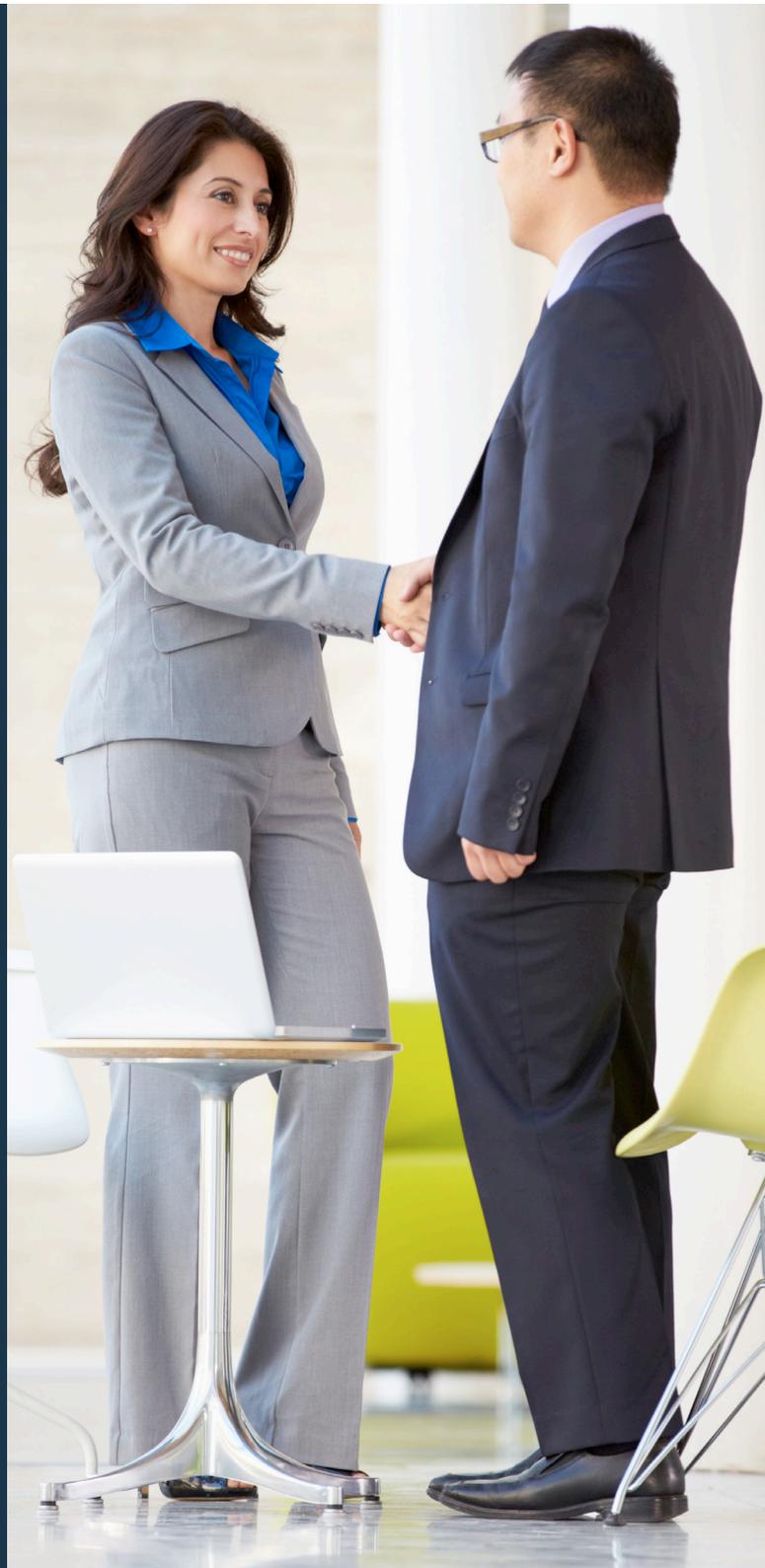
STRATEGIC THEMES	PROVIDING AN EFFICIENT AND EFFECTIVE PROSECUTION SERVICE	ENGAGING WITH PARTNER AGENCIES AND STAKEHOLDERS	INVESTING IN OUR PEOPLE
<p>Supporting Objectives</p>	<p>Speedy, active and innovative management of workload and risk</p>	<p>Increased and better targeted engagement to enhance and support partner agency goals and priorities</p>	<p>Foster innovation at all levels to increase productivity Develop and support capable, agile and professional staff</p>
<p>Headline Deliverables</p>	<ul style="list-style-type: none"> Increased efficiency and effectiveness through improved brief assessment and prosecution processes in accordance with the <i>Prosecution Policy of the Commonwealth</i> through: <ul style="list-style-type: none"> Standardised workflows Repeatable work practices Appropriate digital platforms and use of technology Effective allocation, monitoring and priority setting in cases and resourcing Lessons learned are captured and communicated effectively 	<ul style="list-style-type: none"> Timely and value adding engagement with partner agencies An enhanced prosecution service that increases our standing and influence in federal law enforcement strategy 	<ul style="list-style-type: none"> Our people are supported to deliver on all aspects of this plan An effective professional development programme A Performance Excellence Programme delivering: <ul style="list-style-type: none"> Improved skills Closer alignment with APSC capabilities
<p>Risks to Effective Implementation</p>	<ul style="list-style-type: none"> Inability to deliver a timely, highest quality prosecution service 	<ul style="list-style-type: none"> Partner agency goals and priorities not enhanced and supported 	<ul style="list-style-type: none"> High quality staff not attracted, retained and developed
<p>Performance Measures</p>	<ul style="list-style-type: none"> 100% compliance in addressing the terms of the test for prosecution 90% of prosecutions result in a conviction 	<ul style="list-style-type: none"> 90% of partner agencies surveyed rate themselves as satisfied or very satisfied with CDPP service delivery 	<ul style="list-style-type: none"> 100% effective performance agreements in place by 3 October 2016 Fully implement the Promoting Excellence in Performance Scheme



Statistical reporting on the prosecution service

The CDPP collects a wide range of data through its Case Recording and Information Management System. These indicators are reported in the annual report and/or our website and tracked over time to detect emerging trends and risks. In this way the CDPP ensures 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 in committal proceedings
- Defendants dealt with on indictment
- Prosecution appeals in summary matters
- Prosecution appeals against sentence
- Defence appeals
- Charges dealt with summarily and on indictment
- Charges dealt with summarily and on indictment—(Crimes Act 1914)
- Charges dealt with summarily and on indictment—(Criminal Code)
- 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
- Defendants dealt with summarily, by referring agency
- Extensions of criminal responsibility for accused dealt with on indictment (with principal Act and section)
- Extensions of criminal responsibility for accused dealt with summarily (with principal Act and section)
- Prosecution appeals in indictable matters
- Defence appeals in summary matters
- Defence appeals in indictable matters
- Charges dealt with summarily
- Charges dealt with on indictment
- Charges dealt with on indictment—(Crimes Act 1914 and Criminal Code only)
- Charges dealt with summarily—(Crimes Act 1914 and Criminal Code only)



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

2016–17
\$85.20
million

2018–19
\$86.24
million

2017–18
\$85.75
million

2019–20
\$80.78
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 of \$17.7 million across the forward estimates was provided as part of the Government's 2015–16 Mid-Year Economic and Fiscal Outlook. Taking into account an efficiency dividend this amounted to \$10 million net across the forward estimates. The funding was provided through the 'National Security-counter terrorism prosecutions' measure. It addresses the threat posed by Australians involved in overseas conflicts and builds on the 2014-15 measure.

The volume, complexity and quality of referrals from investigative agencies remain outside the control of the CDPP. This creates risks both in terms of resourcing and the cost of prosecutions. The variability and volatility in workload can affect the CDPP's capacity to assess matters within acceptable timeframes given the budget allocation. To address this risk the CDPP engages early with our partner agencies as set out on page 10.

In conjunction with the Department of Finance and the Attorney-General's Department, the CDPP is undertaking a project to establish a model for predicting and advising the Government on CDPP resourcing implications of new policy proposals where they are expected to increase the workload of the CDPP.

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. Ongoing learning and continuing education enhances capability, builds more rewarding career paths and fosters positive working experiences for our workforce.

Workforce planning

The proposed workforce planning framework will be further refined and in place by June 2017 and will incorporate:

- ongoing refinement of the tools and metrics used to inform the CDPP Workforce Management Planning decisions incorporating an alignment between workload, work complexity and workload distribution
- establishment of robust people reporting metrics and data sources
- analysis of workforce against the CDPP direction, workforce characteristics and capabilities as well as external labour market and environmental factors
- identification of critical roles informing key succession planning initiatives
- development of integrated business and HR strategies to address identified gaps
- employee lifecycle analysis maximising employee engagement and skills development opportunities.



Legal Learning and Professional Development

Continually developing capability and enhancing our business through targeted learning programmes for our lawyers and administrative support staff will drive improvement in performance, productivity and efficiency. Against the backdrop of a rapidly changing operating environment, this learning programme takes account of internal and external influences that impact on the provision of the Commonwealth's prosecution service.

In line with our strategic theme of investing in our people, an innovative and cost effective legal learning and development plan aims to:

- provide the skills to build **CAPABILITY** for lawyers at all stages and levels through the course of their career at the CDPP
- deliver sustainable, **CONTINUOUS IMPROVEMENT** in our performance as public servants and as prosecutors
- instil **CONFIDENCE** so that lawyers and administrative staff perform their work at the CDPP with the knowledge they are supported in their work
- reinforce national **CONSISTENCY** of prosecutions in accordance with the *Prosecution Policy of the Commonwealth*.

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.

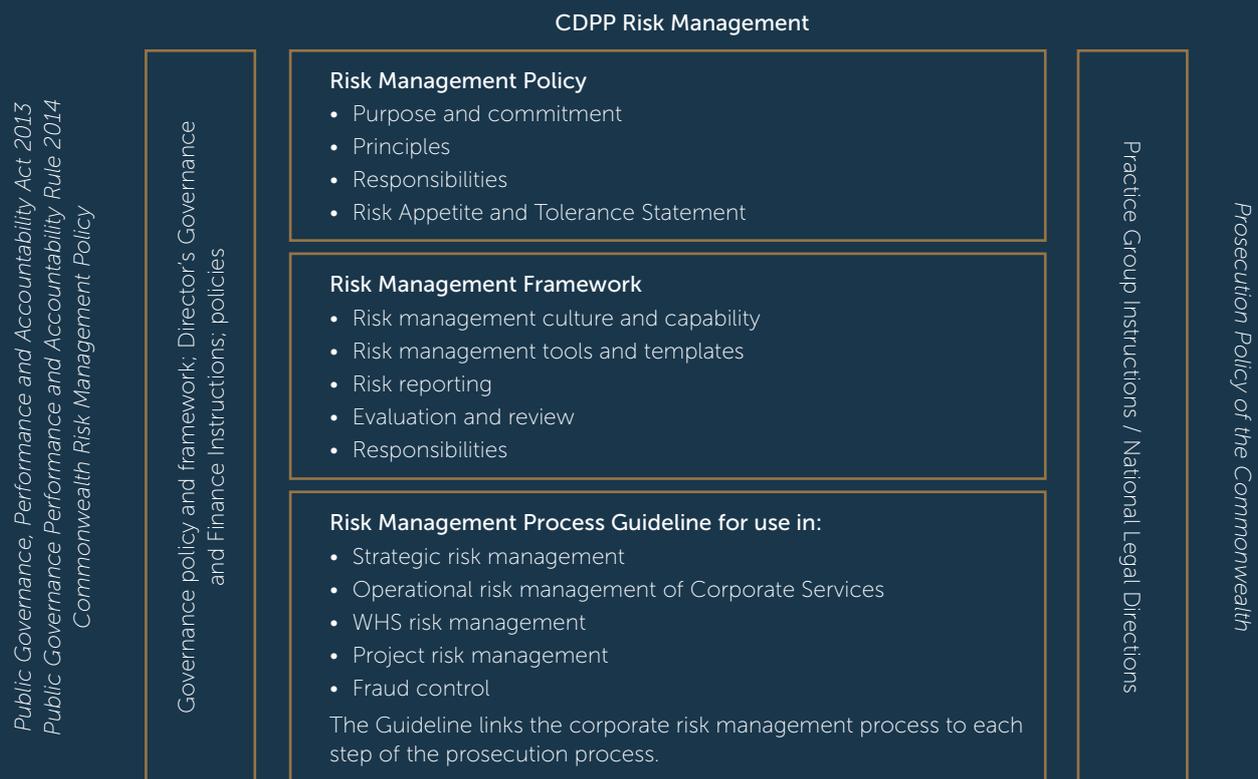
The focus over the next twelve months will be to:

- deploy solutions for the CDPP legal practitioners to work outside the office
- improve the CDPP Work Management system
- enhance video conferencing capability, for internal and external purposes
- complete the Shared Services whole of Government requirement for:
 - Human Resources Management System
 - Financial Management Information System
- continue to deliver solutions that enable increased efficiencies through the Whole of Government Digital Continuity 2020 initiative.

Our risk oversight and management

Risk management is embedded in the CDPP's strategy and planning processes. It 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 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.

CDPP Risk Profile

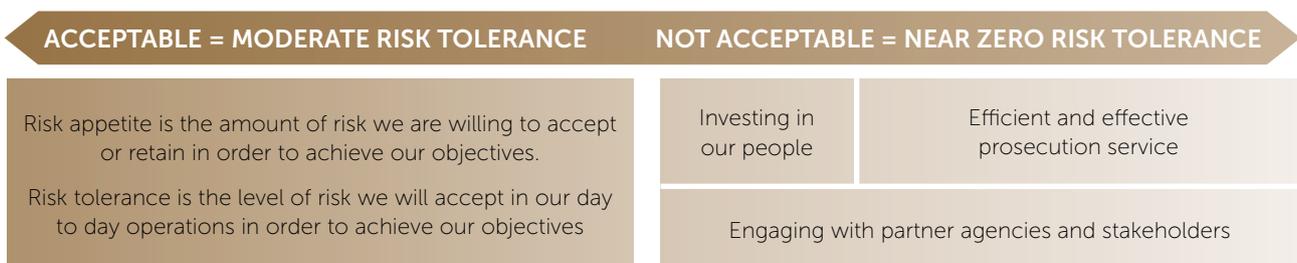
The CDPP's strategic outcome is to contribute to a fair, safe and just society by delivering an effective, independent prosecution service in accordance with the *Prosecution Policy of the Commonwealth*.

The CDPP acknowledges 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 very 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. The CDPP has a slightly higher risk appetite where prosecution outcomes are concerned, ranging to a low risk appetite towards its reporting and corporate operations objectives. This means that reducing to reasonably practicable levels the risks originating from prosecutions and our work environment and meeting our legal obligations will take priority over other business objectives.

The continuum below illustrates the CDPP's risk appetite and the risk tolerance for each objective.



Prosecutions: Tolerance statements consistent with very low risk appetite

- We do not tolerate non-compliance with the *Prosecution Policy of the Commonwealth*.
- We have low tolerance for breaches of Counsel briefing guidelines.
- We have a low tolerance for directed acquittals or successful 'no case' submissions where they arise from legal error or an incorrect assessment of the strength of the admissible evidence rather than a change in the evidence.
- We have a low tolerance for lack of compliance with Brief Assessment targets.

Compliance: Tolerance Statements consistent with near zero risk tolerance

- We aim for full compliance with all our statutory obligations (legislative, regulatory or policy), but accept there will be compliance breaches from time to time which we will actively monitor and manage.
- We will not tolerate errors in, or late submission of the annual report, annual performance statement and annual financial statements.

Corporate Operations: Tolerance statements consistent with low risk appetite

- We tolerate a five per cent variation of actual expenditure to budget reviewed quarterly.
- We have a low tolerance for error across all financial management processes.

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.

GPO Box 3104
Canberra ACT 2601

T: 02 6206 5666
E: inquiries@cdpp.gov.au

www.cdpp.gov.au