



2001 – 2003

The mission of the Director of Public Prosecutions
and his Office is:

*"To provide on behalf of the
People of Ireland
a prosecution service
which is independent,
fair and effective".*

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FOREWORD

This is a time of major change in the Office with implementation of the recommendations of the Report of the Public Prosecution System Study Group (the Nally Report) taking place.

On 3 December 2001 the solicitor service in relation to prosecution work was transferred from the Attorney General to me and is now headed by the newly appointed Chief Prosecution Solicitor as an integral part of my Office.

This Strategy Statement outlines the major management issues and key objectives which will face the Office in the period 2001-3 consequent on this and other changes to enable the Office to achieve its mission, that of providing on behalf of the People of Ireland a prosecution service which is independent, fair and effective.



James Hamilton
Director of Public Prosecutions

1. Introduction

- 1.1 This detailed statement of strategy defines the major management issues likely to face the Office of the Director of Public Prosecutions for the three-year period to the end of 2003 and provides a framework for dealing with those issues. It has been prepared in the context of the Government's Strategic Management Initiative.
- 1.2 The biggest factor to be taken into consideration in the next three years is the implementation of the Public Prosecution System Study Group Report (the Nally report) which was adopted by the Government in October 1999. This Report recommended a restructuring of the prosecution service under the aegis of the Director. The next three years will therefore involve the Office in reorganisation and indeed a re-location to new premises.

2. The Functions of the Director of Public Prosecution within the Public Prosecution System

The Director of Public Prosecutions

- 2.1 The office of Director of Public Prosecutions was established by the Prosecution of Offences Act, 1974, which conferred on the Director "all functions capable of being performed in relation to criminal matters" by the Attorney General immediately before the passing of the Act.
- 2.2 The principal such function is the power to prosecute criminal offences. The power to prosecute indictable offences (the more serious offences which are tried before a jury or in the Special Criminal Court) comes from Article 30 of the Constitution of Ireland. The power to prosecute summary offences comes from the Criminal Justice (Administration) Act, 1924. Only the Director may prosecute indictable cases, but summary offences may also be prosecuted by relevant Ministers, Departments of State or by individuals acting as "common informers".
- 2.3 The 1974 Act also conferred on the Director the Attorney General's functions in relation to election and referendum petitions.
- 2.4 For a more detailed description of the Director's functions the reader is referred to the Annual Reports of the Office for 1998 and 1999, and the Statement of General Guidelines for Prosecutors published by the Director in 2001.
- 2.5 The 1974 Act provides that the Director of Public Prosecutions shall be independent in the performance of his functions. This independence is reinforced by the statutory provisions relating to the appointment and security of tenure of the Director and the statutory prohibition on communications intended to influence the Director's decisions.
- 2.6 The Director of Public Prosecutions is assisted by a staff of 17 legal professional officers, both solicitors and barristers, whom he has statutory power to direct to perform any of his functions on his behalf. A total of 50 staff are employed in the Office of the Director of Public Prosecutions. Implementation of the Nally Report, which will give the Director responsibility for the solicitor service which acts on his behalf, will lead to a substantial increase in the number of staff employed by the Director and will require a relocation to new premises near the Four Courts.

The Public Prosecution System

- 2.7 The public prosecution system in Ireland consists of a number of different agencies and actors whose interaction is complex. Implementation of the Nally Report will simplify the system to an extent. The various agencies and actors in the process are as follows:

1. The Director of Public Prosecutions and his staff. They are responsible for the overall direction of serious criminal proceedings. This includes making the decision whether to prosecute and for what offence, for making any decision to withdraw proceedings or to accept pleas to lesser offences, and to bring appeals in relation to points of law or seek reviews of unduly lenient sentences.
2. The Garda Síochána's investigative function is entirely independent of the Director and his Office. The Garda Síochána are responsible for investigating crime. They also make the decision whether to prosecute in respect of most minor offences, and conduct those cases in court. When the Garda Síochána prosecute in the Director's name they are subject to any direction the Director may give in respect of that prosecution.
3. The Chief State Solicitor, who is an officer of the Attorney General, is at present responsible for providing the solicitor service to the Director. This includes the preparation of books of evidence, the general preparation of indictable cases and attendance on counsel at the hearing, and the conduct of summary prosecutions on the Director's behalf. The relationship between the Chief State Solicitor and the Director is that of a solicitor and client. The Chief State Solicitor is responsible to the Attorney General, and not the Director, for the organisation of his office. This situation will change in late 2001 when the Report of the Public Prosecution System Study Group (the Nally Report) is implemented by the establishment of a new position of Solicitor to the DPP who will be answerable to the Director and will provide a solicitor service as an integral part of the Director's Office. The Solicitor to the DPP will be known as the Chief Prosecution Solicitor.
4. The 32 local State solicitors, (one in each county outside Dublin, except Galway, Limerick, Kildare and Tipperary, with two each, and Cork, where there are four) are independent solicitors in private practice who, as a matter of contract with the Attorney General, provide a solicitor service in their respective areas both to the Attorney General and the Director. The Nally Report, which the Government has accepted, has recommended transfer of responsibility for the local state solicitor service to the Director. Their present relationship to the Director is that of solicitor and client.
5. The Bar. The conduct of serious cases in court is entrusted to independent barristers who act for the Director and take their instructions from him.
6. In addition there are a number of other agencies with power to investigate crime in specific sectors and to prosecute summarily. They include the Revenue Commissioners, the Competition Authority, and the Health and Safety Authority. Their relationship to the Director is similar to that of the Garda Síochána.

Investigation and Prosecution

- 2.8 The prosecution of an offence involves three principal stages:
1. the investigation of a crime
 2. the decision to prosecute or not to prosecute and
 3. the management of the case after the decision to prosecute is made.
- 2.9 The Director has no investigative function. The investigation of criminal offences is, in general, the function of the Garda Síochána. There are also the specialized investigating authorities. The Director co-operates regularly with the investigative agencies during the course of criminal investigations, particularly in furnishing relevant legal and prosecutorial advice, but, with the exception of some investigations undertaken by the Garda Complaints Board, does not direct them.

The Decision to Prosecute

- 2.10 The Director and his staff make the decision whether to prosecute and for what offences in all indictable and other serious cases.

Summary cases are in practice in most cases initiated and prosecuted by the Garda Síochána in the District Court in the Director's name but without specific reference to the Director. The Garda Síochána are, however, when prosecuting in the Director's name, subject to any instructions given by the Director, and are expected to act in accordance with his advice. A decision by the Garda Síochána not to prosecute does not preclude the Director from deciding to do so.

The Management of the Case after the Decision to Prosecute

- 2.11 The overall direction of serious cases after the decision to prosecute rests with the Director and his Office. They will take major decisions, such as whether to accept a plea of guilty to a less serious charge or whether to appeal a decision.
- 2.12 The provision of a solicitor service is the responsibility of the Chief State Solicitor or the local State Solicitor. The solicitor is responsible for the general preparation of the case, preparing books of evidence, conduct of preliminary examination, pre-trial matters such as disclosure of documents, pre-trial applications to the court, and ensuring that the case is ready to go ahead on the date fixed for trial. In cases tried on indictment the solicitor instructs and attends on the barrister in court. In late 2001 the Chief Prosecution Solicitor, who will be part of the Director's Office, will take over these functions from the Chief State Solicitor.
- 2.13 Outside the Dublin Metropolitan District summary prosecutions are normally presented in court by a Superintendent or an Inspector of the Garda Síochána. In some cases, the State Solicitor will present the case or, occasionally, counsel may be retained. Within the Dublin Metropolitan District, most summary prosecutions

are presented by members of the Garda Síochána but some are presented by the Chief State Solicitor's Office. In prosecutions on indictment, the decisions of the Director's Office are implemented by the Chief State Solicitor's Office and, at the trial stage, the case is presented by a barrister in private practice retained on a case by case basis who is attended by a solicitor or legal executive.

3. The Functions of the Director of Public Prosecutions in relation to Election and Referendum Petitions

- 3.1 The role of the Director of Director of Prosecutions within the prosecution service is relatively clearly defined. The Director, however, is conferred with a second role under the Prosecution of Offences Act, 1974, that of exercising all the functions capable of being performed by the Attorney General in relation to election and referendum petitions prior to the passing of the Act.
- 3.2 While the Director is, of course, bound to exercise any statutory function conferred on him by the Oireachtas, any strategic review by an organisation should properly consider the appropriateness of its functions as a whole. Prompted in part by the Strategic Management Initiative itself with its emphasis on such questions, and partly following on the detailed examination by the Public Prosecution Study Group of the Director's core function, that of public prosecution, the Director has given consideration to whether it is appropriate that he should continue to have this second role in addition to his primary role as public prosecutor.
- 3.3 It is not altogether clear what was the reason for transferring these functions to the Director in 1974. The matter does not appear to have been referred to in the Dáil debates at the time. It may be that it was considered that the Director was an appropriate person to exercise these functions because the basis for bringing election and referendum petitions would in many cases involve an allegation of criminality. If so, this reasoning is not, in the Director's opinion, well founded, as the Director could have to take up a position on an election petition which could compromise a subsequent criminal prosecution. However, it is also possible that the reason for the transfer of this particular function was a desire to have such petitions defended by a non-political person, in view of the possibility that any serving Attorney General could be seen as partisan in relation to an election or a referendum, and that it was in fact intended to confer the Attorney General's former functions on the Director whether or not the petition related to criminality – including, for example, the responsibility to apply to and assist the court on legal issues relating to elections and referendums which might arise in areas unrelated to criminal law.
- 3.4 Following his review of the matter the Director has come to the conclusion that this function sits uneasily with his primary functions in relation to criminal matters, and has the potential to embroil him in political controversy, compromise his independence, leave him open to allegations of being partisan and involve his office in conflicts of interest. In addition, there are numerous inconsistencies, anomalies and obscurities in the law. This function could appropriately be transferred to some body other than the Director. If the Director were to be left with any role in this area at all, at the least it would require to be more precisely delineated but the Director's preferred option is that legislation should be introduced to transfer this function to a more appropriate person or agency.

4. The Office of the Director of Public Prosecutions in the Environmental Context

Report of the Public Prosecution System Study Group (The Nally Report)

- 4.1 The Government decision to accept and implement the findings of the Public Prosecutions Systems Study Group will have an immediate and profound effect on the organisation of the Office. Two of its main recommendations involve the transfer of the criminal prosecution functions of the Chief State Solicitor and responsibility for the administration of the local State Solicitor service to the Office of the Director of Public Prosecutions. These functions will be undertaken by the Chief Prosecution Solicitor.

Creation of Office of Chief Prosecution Solicitor

- 4.2 The creation of a post of Solicitor to the Director of Public Prosecutions was recommended in the Nally report. In advance of the formal transfer of functions, that post has already been filled in a designate capacity. The person appointed will be known as the Chief Prosecution Solicitor. The solicitor has responsibility for the establishment of an office comprising staff at present carrying out the work of the Criminal Division of the Chief State Solicitor's Office, and further staff sanctioned for the effective management of the prosecution system.
- 4.3 It is anticipated that the Office of Chief Prosecution Solicitor will be operational in late 2001. This will involve a considerable addition to the staff numbers working under the Director of Public Prosecutions and will have implications for the expansion of support services.
- 4.4 In order to improve communication between the two component parts of the Office, the directorate staff and the solicitor service, and in order to reduce unnecessary duplication and to provide enhanced support services for all the legal staff, it is intended to relocate the Office as a whole in a single building. A possible site close to the Four Courts has been identified by the Office of Public Works and it is intended that this project will be put in hand shortly with a view to completion in 2004.

Changes in the Legal Environment

- 4.5 In respect of the legal functions of the Office there has, over the last decade, been a great increase in the number and complexity of Acts of the Oireachtas affecting the criminal process. It is clear that in the future this process will continue. Some of the main issues which will affect the Office in the near future are:

- Further changes in the criminal law and in particular the enactment of the Criminal Justice (Theft and Fraud Offences) Bill. The Bill, when enacted, will result in substantial changes to the law in respect of theft, forgery, counterfeiting and fraud. It will also introduce legislation to prevent fraud and corruption in relation to the European Community's financial interests;
- The establishment of the Corporate Enforcement Agency means that the Director's Office will receive files in respect of investigations carried out by this Agency in the area of company law. Over time this is likely to become a significant area of prosecution;
- The Revenue Commissioners have decided to concentrate more resources on the investigation of crime and a number of the Director of Public Prosecutions' Officers provide the Office of the Revenue Commissioners with legal advice in connection with investigations and subsequent prosecutions;
- The Competition Authority intends to concentrate more resources on investigations into criminal activity particularly in relation to cartels and price-fixing. Work on the introduction of a cartel immunity programme is ongoing. These developments could result in a large body of work being processed by the Office;
- EUROJUST has been established by the Member States of the European Union to improve co-operation between them in relation to mutual assistance in criminal matters. A Professional Officer from the DPP's Office has been seconded to EUROJUST;
- Developments in the law at international and European level to combat organised crime particularly in the areas of money laundering, drug trafficking and trafficking in human persons are likely to lead to an increase in the number of such cases which are prosecuted;
- Despite a fall in overall crime figures the Office has had to deal with an increase in the number of serious crimes referred to the Office. This is partly due to the large number of cases of sexual abuse which occurred many years previously and which have only in the recent past been the subject of criminal complaint;
- The adoption of the European Convention on Human Rights into domestic law will have an important impact in the area of criminal law;
- There has been a particular increase in the number of complex cases at a time when the law itself has become more complex, both in its substance and in its procedure. Pre-trial applications, whether by way of judicial review or to the court of trial itself, which formerly were relatively rare, have become common.

A greater emphasis on the need to disclose unused material to the defence has increased the demands on all the legal personnel involved in prosecution;

- An increased demand for action to deal with white-collar crime generally seems likely to lead to more cases being investigated and referred to the Director for prosecution;
- An increased awareness of, and concern for, the rights of victims has meant that lawyers dealing with prosecutions must ensure respect for those rights.

Effects of the Strategic Management Initiative

- 4.6 The Strategic Management Initiative has emphasised the need of client organisations and agencies for the delivery of an efficient and timely service. As agencies develop action plans to improve their performance, greater emphasis is placed in turn on the providers of services to those agencies. Thus, the development of greater communications with the recipients of services becomes necessary.
- 4.7 The devolution of authority, responsibility and accountability to individual managers and Professional Officers envisaged within the SMI is having a major influence on the way the Office is run. The establishment of a management advisory committee, the development of partnership structures, the planned introduction of performance management, an increased emphasis on training and development, the establishment of a case management system and of information systems generally, all mean that professional staff have to devote more time and energy than ever before to management issues.

Relationship with Other Agencies

- 4.8 In discharging its prosecutorial functions, the Office comes into regular contact with many agencies and people. The main external contacts the Office has are with the following:
- The Attorney General, who is advisor to the Government on matters of law and legal opinion, including criminal law, and who has a statutory function to consult with the Director from time to time in relation to matters pertaining to the functions of the Director. The Attorney General also has to consent to certain prosecutions being brought, notably under the Official Secrets Act, 1963;
 - The Garda Síochána, who submit investigation files to the Office, act as prosecutors in District Court cases and implement the directions given by this Office in relation to such cases;

- Other prosecution agencies, including the Revenue Commissioners and the Competition Authority;
- Victims of crimes who are provided with certain rights and assurances under the Victims Charter which was published in September 1999;
- The Forensic Science Laboratory, the State Pathologists and the Medical Bureau of Road Safety, all of whom provide independent expert evidence in relation to criminal matters;
- The Criminal Assets Bureau;
- Members of the Bar who are instructed to act in criminal prosecutions on behalf of the DPP;
- The medical profession, psychologists and other witnesses who may be called to give evidence on behalf of the prosecution;
- Suspects and their legal advisers;
- The Courts and the Courts Service;
- The Law Reform Division of the Department of Justice, Equality and Law Reform, which is responsible for reforming the criminal law;
- The Law Reform Commission which is responsible for making recommendations for reform of the criminal law;
- EUROJUST, the new agency responsible for coordination among EU prosecutors concerning transnational crime;
- Prosecution agencies abroad;
- International associations of lawyers and prosecutors, including the International Association of Prosecutors, the Heads of Prosecution Agencies Conference, the International Bar Association, and meetings of European prosecutors held under Council of Europe or EU auspices.

4.10 In order to provide services to the highest standards, it is essential for the Office to establish and maintain strong working relationships with all these agencies. The efficient operation of the Office depends to a significant extent on the way its staff interact with people and organisations externally involved in the work environment. These relationships should be developed to feature the following:

- More personal contact. While the Office does not in principle have a lawyer and client relationship in the strict sense with the Garda Síochána, other investigation agencies, or individual members of the public, nevertheless in terms of promptness and standard of response these should be treated as a good law office would treat its clients. Staff should be client-oriented, taking

in general the type of approach which would be regarded as best practice. Case meetings will be more frequent. The Office will need to ensure that the Garda Síochána understand the Office's requirements when seeking legal services whether on the directorial or the implementation side;

- Policy issues will be considered and determined in a more structured way. Meetings to prioritise work items and discuss matters such as work volumes and practices will be a feature of relationships between management and staff. The general guidelines for prosecutors will provide a guide to all prosecutors as to the requirements of the Director's Office.

4.11 The recommendations in the Nally Report in favour of closer relationships between the various agencies of the criminal justice system will be implemented during the period of this strategy statement. This will involve greater interaction between the DPP's Office, the Garda Síochána, the Courts Service and the Department of Justice, Equality and Law Reform.

4.12 The implementation of the Nally recommendations in regard to the DPP's Office being the focal point for the collection of statistics and records in relation to the criminal justice system will be initiated and substantially completed during this period.

5. Mission of the Office

- 5.1 The mission of the Director of Public Prosecutions and his Office is:
To provide on behalf of the People of Ireland a prosecution service which is independent, fair and effective.
- 5.2 The People: The Constitution of Ireland provides that crimes and offences are to be prosecuted in the name of the People. It is central to the role of the Director and his office that prosecutions are brought on behalf of the People.
- 5.3 Independence is a core value of the Office. The Prosecution of Offences Act, 1974, established the office of Director of Public Prosecutions as an independent office. The need for the prosecution service both to be and to be seen to be independent was a key reason for its establishment. Subject to the Courts, the Director is independent of all other bodies and institutions, including both the Government and the Garda Síochána, and decisions are taken free from political or other influence.
- 5.4 Fairness is an essential component of a prosecution service in a democratic society. The Director's Office aims to operate to the highest professional standards and to treat all those with whom it has dealings fairly, equally, and consistently without any wrongful discrimination.
- 5.5 Effectiveness: The Office aims to provide the highest quality service at a reasonable cost. The accounting officer of the Office is accountable to the Comptroller and Auditor General and the Dáil Committee of Public Accounts for its expenditure of public money and for its economy and efficiency in the use of its resources.

6. Key Objectives

6.1 In order to achieve its mission the Office has the following four key objectives:

1. To ensure the proper functioning of the decision-making process in the prosecution system.

2. To ensure that cases are prosecuted to the highest standards.

3. To maintain and foster public confidence in the prosecution system.

4. To contribute to the proper functioning and development of the criminal justice system as a whole.

7. Critical Success Factors for the achievement of Key Objectives

- 7.1 There are a number of general factors which must be put in place to enable the Office to successfully achieve its key objectives. Without them those objectives will not be achieved. The factors relate to staff, training and development, resources, management, information and communication.

Staffing

- The Office must recruit and retain expert legal staff with the necessary professional expertise and standards, as well as the technical support staff needed to support these legal functions to the highest possible standards. In particular there will be a major recruitment drive for solicitors to work for Chief Prosecution Solicitor. The Department of Finance has sanctioned additional legal and para-legal staff for the solicitor's branch of the Office as well as additional clerical and administrative support staff. There will be a particular emphasis on the development of information technology support and the development of library services, and the development of specialised administration services, for example, in providing support for training and development needs.
- It is essential to provide a career structure which ensures an interesting and satisfying career for the staff, with opportunities for career advancement, thereby helping the Office to recruit and retain suitable staff.

Human Resource Management Strategy and Training and Development

- Human resource management systems must be developed. It is proposed to enhance the skills and competencies of staff at all levels through a training and development programme devised in conjunction with implementation of a performance management and development system.
- The training and development programme will aim to maintain and develop the expertise of all staff, as well as lawyers who work on a contractual basis for the Office. Training and development will include the holding of regular legal conferences for prosecutors. It is proposed to establish a dedicated training unit for the Office.
- Necessary specialization must be allowed for in order to meet demands of increasingly complex and novel areas of criminal law.

Resources

- The necessary resources to provide for the needs of the Office will have to be provided if the Office is to achieve its objectives.
- Resources must be used in the most effective manner.

Management, Information and Communication

- Office management systems must support the Office's key objectives.
- The case management system must support the efficient processing of the work of the Office. This should provide rapid access to all necessary and up-to-date information concerning current cases and should record and allow for the efficient processing of criminal proceedings at every stage.
- The legal staff must receive technical and professional support, particularly in the area of information, know-how and library services, to the highest possible standards. Prosecutors require access to the most comprehensive and up-to-date legal information.
- Arrangements for sharing knowledge and experience must be devised and implemented.
- Coordination of the activities of the various agencies and bodies concerned with the prosecution system and the criminal justice system generally should ensure the most effective use of resources.
- Improved communication both within the Office and with other agencies and bodies will be a priority.

Accommodation

- Accommodation should meet the requirements of all members of staff to specifications that will contribute to the achievement of the key objectives of the Office.

8. Strategies to achieve Key Objectives

8.1 This chapter sets out specific strategies intended to achieve each of the four key objectives. These are additional to the critical success factors referred to in the preceding chapter which are essential to the achievement of all four key objectives.

Key Objective No.1:

To ensure the proper functioning of the decision-making process in the prosecution system.

8.2 The proper functioning of the decision-making process requires that prosecutorial key decisions are made:

- To the highest professional standards;
- Independently of any outside pressure;
- Fairly, treating all persons equally before the law and avoiding any wrongful discrimination;
- Consistently, treating like cases alike and unlike cases differently;
- Promptly;
- Efficiently, ensuring that decisions are clearly expressed and communicated;
- Respecting necessary confidentiality.

8.3 The Office's specific strategies to maintain this objective will be:

- To help achieve consistency of standards through the use of written general guidelines for the guidance of prosecutors;
- To ensure that the case management and information systems and library services support the proper functioning of the decision making process;
- To ensure that decision makers in the Office have the fullest information from other persons involved in the prosecution system, in particular, from the Garda Síochána and from counsel and solicitors in court;
- To ensure that directions given by the Office are carried out.

Key Objective No.2:

To ensure that cases are prosecuted to the highest standards.

8.4 The Office's specific strategies to achieve this objective will be:

- To enhance communication between the decision-makers in the Office and the solicitors who manage criminal cases and ensure a more effective implementation of decisions and a better provision of information to the decision-makers by transferring responsibility for the solicitor service from the Attorney General to the Director of Public Prosecutions;
- To ensure that the services of the best counsel expert in the practice of criminal law continue to be available to and to be used by the Director, bearing in mind his statutory obligation to distribute work fairly among members of the Bar;
- To work for a consistency of approach and standards in the prosecution of cases. The publication of general guidelines for prosecutors is intended to assist in achieving this objective;
- To work for a consistency of approach by members of the Garda Síochána prosecuting on the Director's behalf both through commitment to assist the Garda Síochána in relation to legal training of its members and through implementation of the Nally Report recommendations in relation to codification and consolidation of instructions on prosecution matters.

Key Objective No.3:

To maintain and foster public confidence in the prosecution process.

8.5 The Office's specific strategies to achieve this objective are as follows:

- To treat victims and witnesses of crime in a proper manner with sensitivity and understanding, in accordance with the undertakings given in the Victims Charter;
- To deal with complaints as quickly and as comprehensively as possible;
- To answer correspondence quickly and clearly;
- To provide the public with as much information about the work of the Director's Office as it is possible to give consistently with the Director's duties, in particular through making available to the public the general guidelines for prosecutors published by the Director, through issuing annual reports and through establishment of a website.

Key Objective No.4:

To contribute to the proper functioning and development of the criminal justice system as a whole.

- 8.6 The prosecution service is an integral part of the wider criminal justice system, in which other bodies and groups, the Garda Síochána, the judiciary, the Courts Service, the Department of Justice, Equality and Law Reform, the legal professional bodies, and organisations representing other interested parties, notably victims, all have important roles to play.
- 8.7 The Office's specific strategies to achieve this objective will be:
- To foster cooperation with other groups with a stake in the criminal justice system;
 - To assist the Garda Síochána by helping to provide training in legal matters for the Garda Síochána;
 - To provide the Garda Síochána with legal advice on requests concerning legal questions which may arise at the investigation stage;
 - To contribute to the reform of criminal law by referring problems which arise in practice and which can be resolved by amending the law to the Attorney General, the Minister for Justice, Equality and Law Reform, other relevant Ministers, the Law Reform Commission, or the two branches of the legal profession, as appropriate;
 - To implement the provisions of the Nally Report in relation to the assembly and analysis of information on the operation of the prosecution system, the codification and consolidation of instructions on prosecution matters given to the Garda Síochána, and the coordination of information technology systems with the Garda Síochána and the Courts Service to enable case tracking and evaluation of the operation and effectiveness of the prosecution system;
 - To contribute to the process of international mutual assistance and judicial cooperation through participation in EUROJUST and through cooperation with the Office of the Attorney General, the Garda Síochána and the Department of Justice, Equality and Law Reform;
 - To participate in the work of international organisations of lawyers and prosecutors, thereby ensuring the Office keeps abreast of relevant developments in other jurisdictions and continues to operate in accordance with accepted international standards, notably those set out by the United Nations, the Council of Europe and the International Association of Prosecutors.

9. Monitoring the achievement of Key Objectives

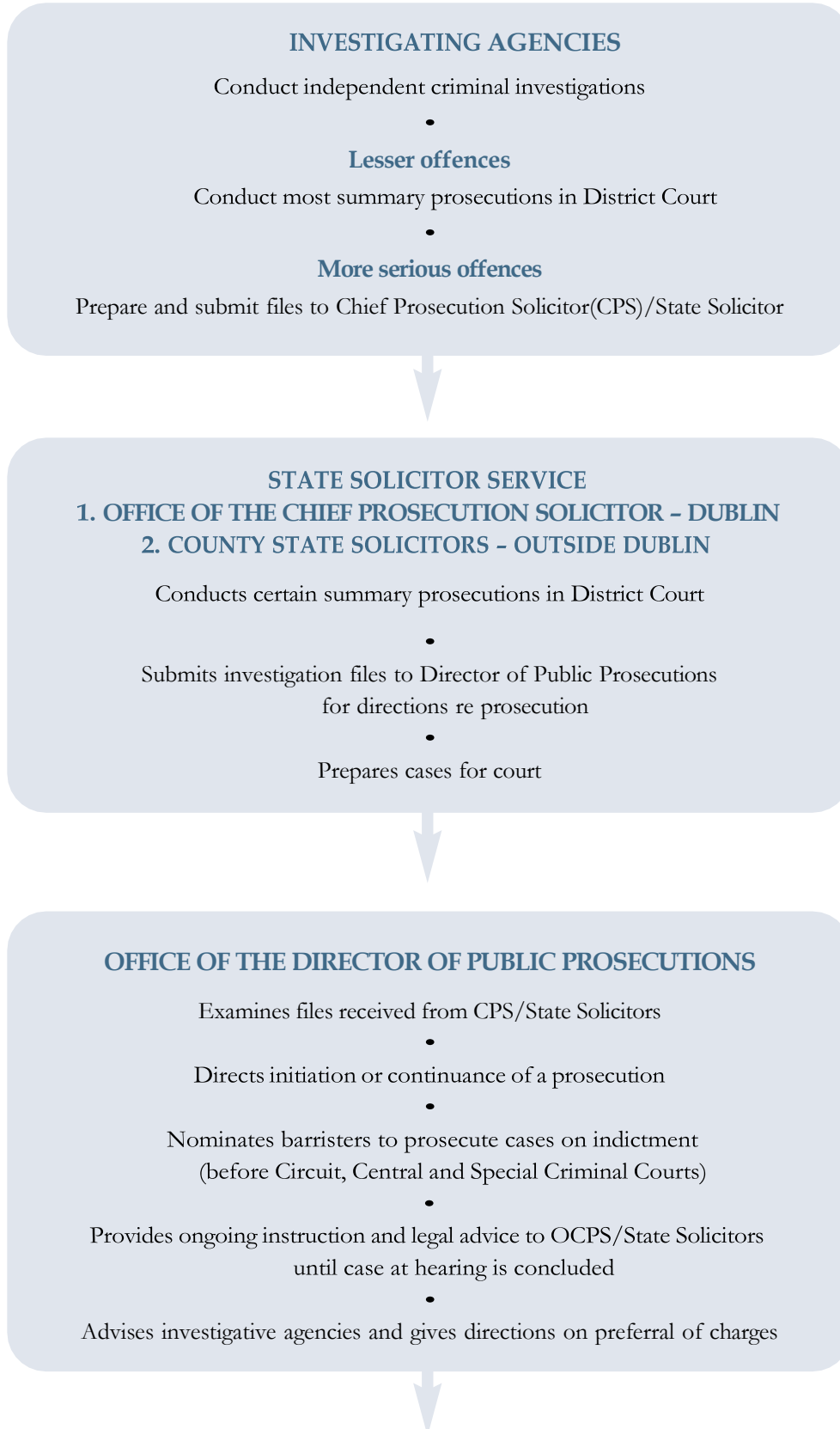
9.1 The work of the enlarged office of the Director of Public Prosecutions will be varied and its performance will be measured by a range of indicators appropriate to the activities involved. The Management Advisory Committee will review progress towards key objectives aided by partnership structures, performance management and other review procedures such as the annual report and feedback from its stakeholders

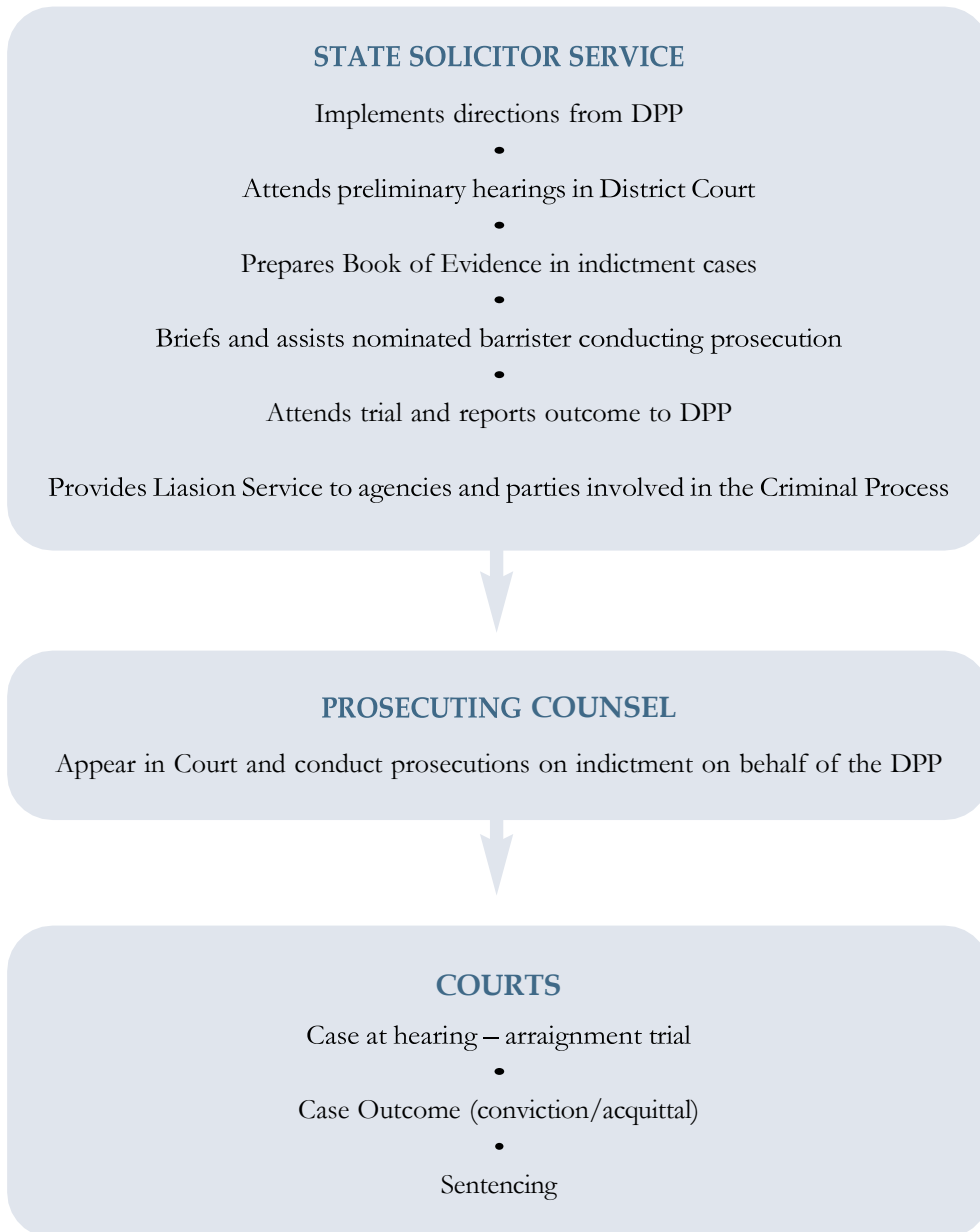
9.2 The success of the office's strategies will be measured by:

- Critically assessing the efficiency and consistency of the office and its existing decision making procedures, by reference to highly developed office information systems, and feedback from stakeholders, in particular the Garda Síochána and other investigation agencies;
- Critically assessing the efficiency of the prosecution's role in the criminal justice process, with particular reference to the progression of cases from charging to final conviction or termination. Systems for positive case appraisal and review will assist in this process, leading to appropriate adjustments of the office systems as a whole;
- Reviewing relationships with our stakeholders on a continuing basis, including the Garda Síochána, with particular reference to their role in submitting investigation files to the office and the level of information required to provide a timely and comprehensive service to them;
- The successful transfer of the prosecution solicitor service in Dublin and around the country to the Chief Prosecution Solicitor, with appropriate review of current systems in operation for the management of cases;
- Reviewing the Office's role in the criminal justice system and its relationship with the other stakeholders including the Courts Service, with particular reference to the Office's designated function in the future as a centre of information for the criminal justice system.

APPENDIX 1

OUTLINE OF THE CRIMINAL PROSECUTION PROCESS





APPENDIX 2

ORGANIZATIONAL STRUCTURE FOLLOWING NALLY IMPLEMENTATION

