



Crown Prosecution Service

Annual Report and Accounts

2015–16

(For the period April 2015–March 2016)



CPS

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(for the period April 2015–March 2016)

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of the Government Resources and Accounts Act 2000

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By Command of Her Majesty

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Performance Report

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Foreword



I am pleased to present the 2015–16 annual report for the Crown Prosecution Service (CPS).

Over the course of the year we continued to focus on our strategic priorities to further improve the service we provide to the public. We have done so in the context of a dramatically changing caseload, with increases in cases involving terrorism, sexual abuse and assault, domestic violence and fraud, all of which are more complex and require specialist skills.

Full details are set out in the report, but the following highlights some key developments in relation to each of our strategic objectives.

- We enhanced **our service to victims and witnesses**. In September we published the results of our first national victim and witness satisfaction survey showing that 65% victims and 72% witnesses were 'very' or 'fairly' satisfied with the service they received. Contact with CPS Victim Liaison Units was felt to be helpful by 82% of victims. To further improve the service victims receive we successfully tested a new approach to supporting victims and witnesses at court, and are implementing this nationally. In a new development for the CPS, we also ran our first social media campaign – #ConsentIs – to promote discussion and educate the public on the crucial issue of consent to sex.
- We made a number of changes to ensure delivery of the **highest standard of Casework Quality**. We prioritised our resources to deal with the changes in our caseload, as well as reviewing our approach to serious casework to ensure we can best handle future demands. To improve the way cases are managed through the criminal justice system, we played a leading role in embedding the Transforming Summary Justice programme and worked with partners to implement the Better Case Management initiative.

- We invested in **providing our people with the tools and skills for the job**.

The new initiatives mentioned above have been supported by comprehensive training while our new 'Prosecutor App' has improved the way both our prosecutors and administrators deal with magistrates' court work both in and out of the courtroom. All our senior leaders completed a bespoke leadership programme, while we continued to provide a development programme for all new managers.

- We continued to **maximise efficiency**.

The Digital Case System and new equipment in courtrooms allowed us to work more digitally – reducing the use of paper as well as removing duplicated effort. We also continued to work with the Ministry of Justice and the police on the Common Platform programme, which will create a unified process for the future.

Having received our spending review settlement in the autumn, we also focused on planning for the years ahead. We did this in discussion with our staff – holding events across the organisation to discuss the organisation we want to be by 2020, and how we will get there. I am very grateful for the contributions of our staff to this important conversation, as I am always for their dedication and professionalism. The CPS was established 30 years ago and all of its achievements since then have been thanks to the efforts and talents of its people.

Finally, I would like to pay tribute to our former Chief Executive Peter Lewis, who retired in March having made an immense contribution to the criminal justice system, and to welcome Nick Folland to the organisation as our new Chief Executive.

As I look to the year ahead and beyond to the organisation we wish to be in 2020, I am enthusiastic about what we can offer the criminal justice system and the wider public we are all here to serve.

A handwritten signature in black ink that reads "Alison Saunders."

Alison Saunders CB
Director of Public Prosecutions
16th June 2016

About the CPS

Who we are

The CPS is the principal prosecuting authority for England and Wales, acting independently in criminal cases investigated by the police and other investigators including HM Revenue and Customs (HMRC) and Department for Work and Pensions (DWP). The CPS was established in 1986.

The Director of Public Prosecutions (DPP) is the head of the CPS and operates independently, under the superintendence of the Attorney General. As a government minister, the Attorney is accountable to Parliament for the work of the CPS.

The CPS comprises 13 geographical Areas in England and Wales together with CPS Direct, which provides advice on prosecution charges to the police and other investigators.

A Chief Crown Prosecutor (CCP) leads each Area and is responsible for working with the courts and the police to provide a high quality prosecution service in their Area. CPS Areas deal with a wide range of cases, from the less serious – the majority – which are heard in the magistrates' courts, through to the most serious, including homicide, which are heard in the Crown Court.

There are also four central Casework Divisions that handle the most complex prosecutions, covering Specialist Fraud, Special Crime & Counter Terrorism, Organised Crime, International Justice and Proceeds of Crime, as well as corporate Headquarters.

What we do

The CPS:

- decides which cases should be prosecuted – keeping them all under continuous review;
- determines the appropriate charges in more serious or complex cases – advising the police during the early stages of investigations;
- prepares cases and presents them at court – using a range of in-house advocates, self-employed advocates or agents in court; and
- provides information, assistance and support to victims and prosecution witnesses.

This role is governed by two key documents that are available from our website (www.cps.gov.uk):

- The Code for Crown Prosecutors; and
- Casework Quality Standards (CQS).

Our four strategic objectives in 2015–16 were:

- to ensure the highest standard of **Casework Quality** – using revised Casework Quality Standards that place more emphasis on 'core quality', the

quality that should be at the heart of the work that everyone in the CPS performs;

- to make our **Service To Victims and Witnesses** central to everything we do – by ensuring that the way we explain our decisions and interact with victims and witnesses takes account of their needs, is more open and direct, and shows empathy;
- to provide our people with the **Tools and Skills For The Job** to deliver the highest quality service built on CPS values and our People Strategy – ensuring they have the right technology, systems and skills, and that decisions are made fairly at the right time and at an appropriate level; and
- to maximise **Efficiency** through a resilient long-term business model – using **Digital Working** and a culture of continuous improvement to transform our processes to deliver with fewer resources.

How we do it

Central to everything we do are our values:

We will be independent and fair

We will prosecute independently, without bias, and will seek to deliver justice in every case.

We will be honest and open

We will explain our decisions, set clear standards about the service the public can expect from us and be honest if we make a mistake.

We will treat everyone with respect

We will respect each other, our colleagues and the public we serve, recognising that there are people behind every case.

We will behave professionally and strive for excellence

We will work as one team, always seeking new and better ways to deliver the best possible service for the public. We will be efficient and responsible with taxpayers' money.



A YEAR IN NUMBERS

637,798
total cases

More defendants are pleading guilty - a sign that we are prosecuting the right cases in a changing crime environment.



Prosecutions have risen in **child sexual abuse, rape and serious sexual offences, fraud, counter terrorism and domestic abuse.**



£102 million
reduction in net expenditure since 2011/12



viewers for **The Prosecutors** documentary on BBC 4

and **£111.6 million**
recovered from proceeds of crime and put back into

45 million potential reach on our first social media campaign **#Consents**



5,915 staff with **92%**

working on front-line prosecuting



Performance Analysis

Overview

Over the period 2009–10 to 2015–16, the Service experienced a significant change in the profile of cases prosecuted.

Although the overall number of cases we prosecuted continues to fall – to 637,798 this year (compared to 664,493 in 2014–15), we have seen:

- increases in terrorism cases associated with Iraq and Syria;
- a rise in child sexual abuse cases, following the Savile Inquiry;
- growth in other sexual and domestic violence offences; and
- increased fraud, much of which now involves digital technology.

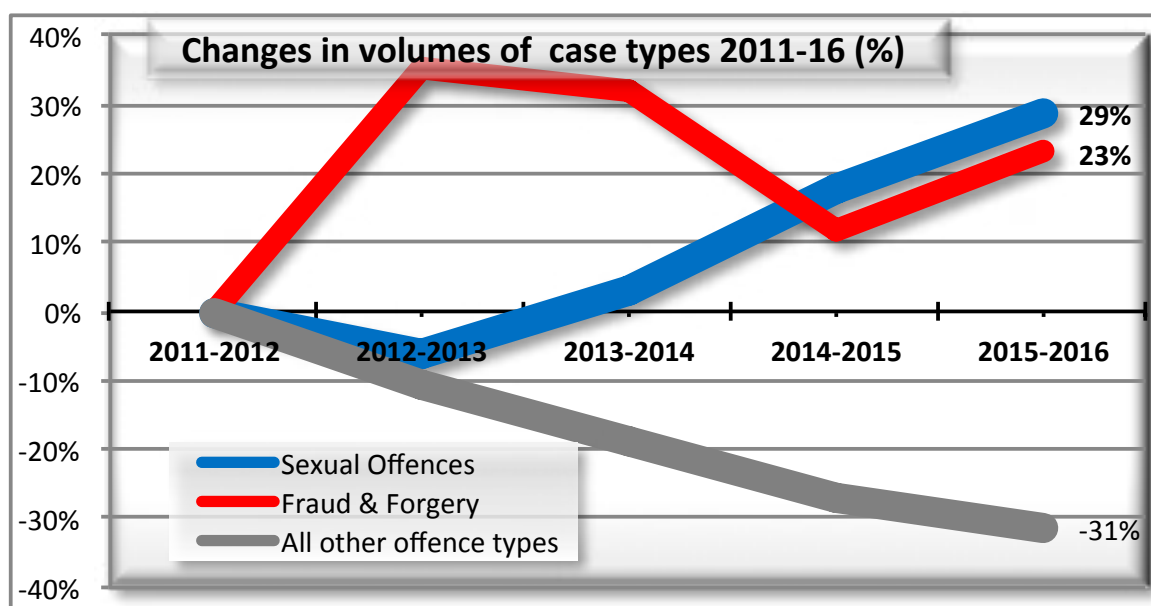
Such case types are often evidentially complex with a heavy reliance on often vulnerable victims and witnesses. This impacts the quality of casework and effort required to bring successful prosecutions.

Despite these challenges, we have continued to improve the service we offer, while working with our criminal justice partners to improve the efficiency and effectiveness of the criminal justice system as a whole through digitisation.

Over the year, CPS secured 530,199 convictions, representing 83.1% of all cases. In magistrates’ courts, our conviction rate was 83.8%, while in the Crown Court, 79.2% of our cases resulted in conviction.

The financial results for the year are shown in the Statement of Parliamentary Supply and the related notes on pages 26-28. The CPS’s net funding, as voted by Parliament, for the year to 31 March 2016 was £499.8 million.

In delivering the public prosecution service the Department spent a total of £557 million. After taking into account £68.8 million income, the total net resource requirement (including capital) as shown in the Statement of Parliamentary Supply was £488.2 million which was £11.6 million or 2.3% less than the sum Voted to the CPS by Parliament.



Our Service to Victims & Witnesses

The focus on improving the quality of service to victims and witnesses continued during 2015–16 in accordance with the priorities of the DPP and the Board.

Implementation of recommendations following **Dame Elish Angiolini QC's** review of rape investigations and prosecutions in London (published in June 2015) is being completed through a Multi-Agency Rape Investigation Group chaired by the Metropolitan Police Service.

The insight provided by Dame Elish in her report helped to further strengthen the work already underway as part of the joint Police/CPS National Rape Action Plan, which was created in response to the rising number of rape cases.

In September 2015, the CPS launched its first ever social media campaign – #ConsentIs – to promote discussion about the issue of consent. On the day of launch, the hashtag trended on Twitter, and over two and a half weeks it is estimated to have reached almost 12 million accounts with over 4,000 tweets sent using the hashtag.



CONSENT

We published two **toolkits on consent** in rape cases that were launched by the Director of Public Prosecutions at the National Conference for the Investigation and Prosecution of Rape.

Prosecution of Child Sexual Abuse has continued to be a focus in the CPS's work. The CPS worked closely with the Ministry of Justice, Home Office and others throughout the year to develop a cross-government response to child sex abuse.

An **Independent Inquiry into Child Sexual Abuse** (IICSA) led by Dame Lowell Goddard has announced 13 lines for investigation, designating the CPS as Core Participants in each of the initial four lines of investigation:

- Lord Greville Janner;
- London Borough of Lambeth Council;
- The Anglican Church; and
- Cambridge House Boys' Hostel, Knowl View School and the Borough Council in Rochdale.

A Victims and Witnesses Business Board was established during 2015 to ensure that we effectively advise on and implement initiatives to improve the service we offer to victims and witnesses.

The key areas of activity for 2015–16 were:

- Ensuring Victim Liaison Units (VLUs) are operating effectively and delivering an improving service to victims and witnesses;

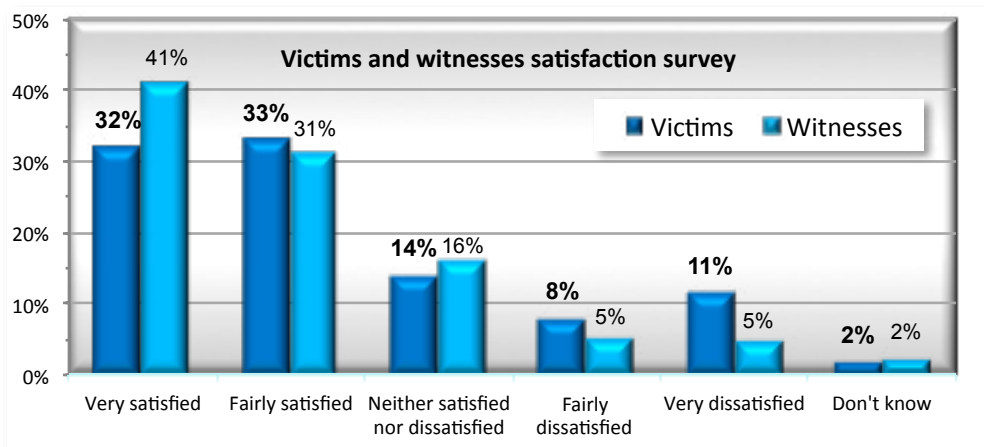
- Influencing operational performance. For example, reducing the numbers of cases lost due to victim issues and improving the delivery of our Victim Communication and Liaison commitments and Bereaved Family Service;
- Recommending and overseeing the implementation of a new approach to support victims and witnesses at court, including advice on training requirements;
- Reviewing and acting on any reports from the Victims' Commissioner and Inspectorate that are relevant to our work and the service we provide to victims and witnesses;
- Ensuring that the victims and witnesses focus is maintained across other business boards.

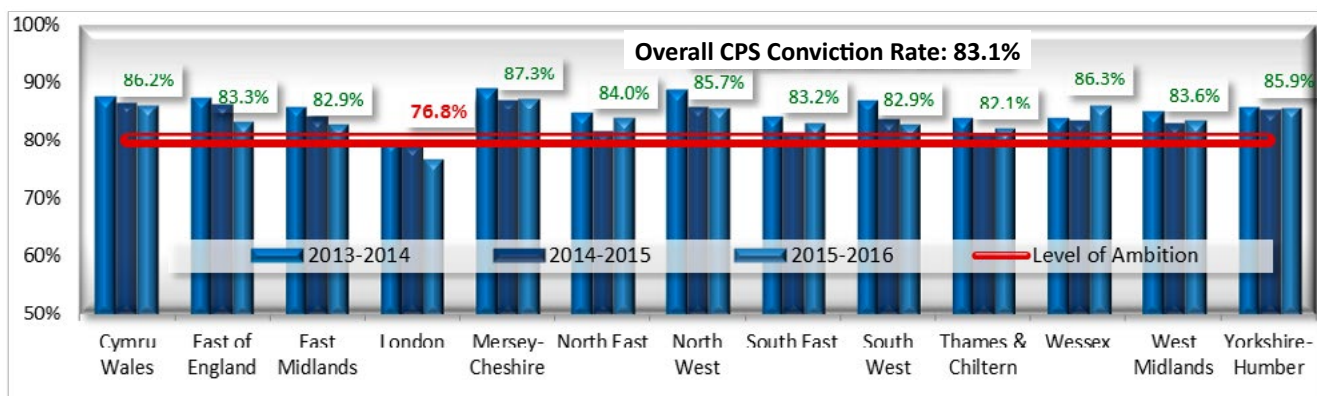
We drafted and successfully tested enhanced 'Speaking to Witnesses at Court' guidance in four court sites. It established clearer roles to provide a better service to the public.

We are now ready for full implementation in the first quarter of 2016–17.

Our progress so far:

- We published data on the performance of our **Victims' Right to Review (VRR)**. Of the 1,798 appeals received, we upheld 197 (11%) of decisions which were subject to appeal under the VRR scheme;
- We published the results of our **victim and witness satisfaction survey** revealing that 65% of victims and





72% of witnesses indicated they were 'very' or 'fairly' satisfied with the service received; and

- **Unsuccessful outcomes** owing to witness issues **continue to reduce** (from 28.3% to 27.8% between quarters 1 and 4 2015–16).

Casework Quality

The year saw a continued increase in serious casework where the complexity and sensitivity requires greater time and effort from prosecutors to prepare.

We completed a Review of Serious Casework which covered our Special Crime and Counter Terrorism Division, Specialist Fraud Division, Organised Crime Division, CPS Proceeds of Crime Division, International Division and thirteen Area Complex Casework Units.

The primary purpose was to ensure that the CPS had the capacity and capability to handle future serious casework demands and we are now implementing the recommended changes.

We have also successfully embedded our **Individual Quality Assessment (IQA)** process. This is designed to ensure prosecutors receive meaningful feedback on their casework, and can identify and access required learning and development opportunities.

In response to the growth in sensitive and demanding cases, we need to free up resource by continuing to ensure other work is dealt with in as proportionate and efficient a way as possible. We have therefore prioritised two key initiatives: Transforming Summary Justice (TSJ) for magistrates' court cases and Better Case Management (BCM) in the Crown Court.

In the magistrates' court we have taken a lead role with our criminal justice partners in embedding TSJ to ensure it realises swifter justice through:

- Guilty pleas being finalised in one hearing; and
- Contested cases being effectively managed at first hearing to progress for disposal by the second.

Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI) has found that the CPS has made a positive early contribution to TSJ. The inspectorate rightly warns that we need to maintain our focus on TSJ to ensure that we get to see its benefits, and has highlighted some areas where there is further work required.

Evidence of the improvement delivered includes:

- A higher proportion of cases that proceed to trial on the day listed – up 1.6% (40.6% to 42.2%); and
- A reduction in the average number of hearings per case in both guilty pleas (1.93 to 1.83) and contested matters (3.68 to 3.54).

The new BCM initiative is now live across England and Wales. BCM introduces a consistent approach to Crown Court business, helping to progress cases through the system more efficiently by eliciting early guilty pleas, reducing the number of hearings, maximising participation and engagement from every criminal justice system (CJS) agency, including the defence, and ensuring compliance with the Criminal Procedure Rules.

The initiative is led by the Senior Presiding Judge but will deliver benefits for the whole criminal justice system, helping all agencies to deal with resource pressures while speeding up the court process for victims and witnesses. There has already been positive feedback from the judiciary about the contribution CPS staff have made to BCM at the early adopter sites.

Many of these changes are aimed at reducing the number of trials scheduled for a specific date but which do not take place. This may happen for a number of reasons, with the most frequent being a change in plea. The result of this 'cracked trial' and late plea is that victims and witnesses have to deal with delays and uncertainty, and for agencies the time allocated and spent preparing for trial has been wasted. Increasing the number of early guilty pleas results in a more efficient service, and this is central to both the TSJ and BCM initiatives.

Over the year, the Crown Court rate of early disposals rose from 37.3% to our targeted level of 41.0% (between quarters 1 and 4).

Alongside BCM, we have also developed:

- A new casework standard operating practice (SOP), covering our Crown Court business, which has been piloted and will be fully implemented in 2016–17; and
- The Digital Case System.

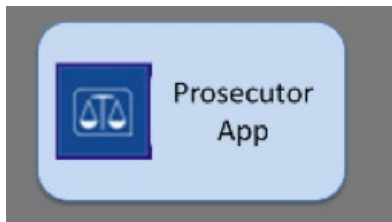
The CPS is achieving an overall conviction rate of 83.1%, with 12 out of 13 Areas exceeding our targeted standard of 80%.

Tools & Skills for the Job

Emerging criminal trends and shifting patterns of crime require the CPS to constantly review the tools and skills that are required for our people to perform effectively. We have remained focused on building our professionalism and striving for excellence in all that we do.

Specific initiatives this year include:

- Introducing a new '**Prosecutor App**' that provides CPS prosecutors with easier access to magistrates' court lists and bundles via their mobile devices, streamlines the way they record and update hearing outcomes and improves the experience of the prosecutor in court;



- Successfully delivering the **CPS Leadership Programme**, supporting the Civil Service Leadership Statement, in partnership with Roffey Park and facilitated through Civil Service Learning;

- Completing **Legal Development Programme (LDP)** training to enable our practitioners to deliver 'Transforming Summary Justice' and 'Speaking to Witnesses at Court' for pathfinder courts;
- Successfully delivering our **Management Development Programme (MDP)** which enables all CPS line managers to gain a formal accredited qualification; and
- Embracing the government-wide **Smarter Working** initiative delivering more flexible and modern working practices.

Notable achievements have been:

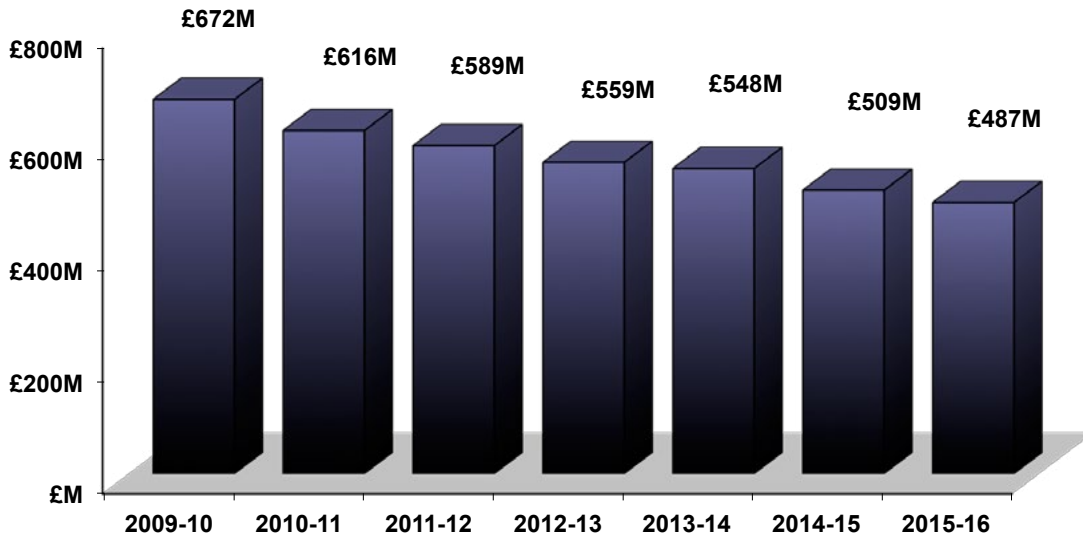
- The organisation has been awarded 'silver' on the Business Disability Forum (BDF) roll of honour. This is a very high achievement, reflecting all the organisation has done to help improve the working lives of colleagues with disabilities;
- By the end of the year, we were receiving 74% of first hearing outcomes via the new **Prosecutor App** and those appearing in court used it to auto-finalise 62% of cases;
- The 2015 People Survey saw our **Employee Engagement Index** increase 1 percentage point to 54%, with improvement in eight of the nine themes (the 9th, 'Organisation Objectives & Purpose' held steady at 83% positive);
- We have exceeded our original ambition for **MDP Accreditation**, with 96% of managers who completed the programme attaining a formal accredited qualification;
- 84.7% of all managers are now qualified to a minimum NVQ Level 3 standard in managing people; and
- We have reduced average annual working days lost from 8.9 days to 7.7 days.

Efficiency

Between 2010–11 and 2015–16 the CPS reduced its cost base in line with available funding.

The graph below shows the CPS’s net expenditure since 2009–10. It indicates that in 2015–16 we spent less than in any other year in this period.

Total Net Expenditure as shown in the Statement of Comprehensive Net Expenditure 2009-2016



The CPS’s resources and expenditure are analysed between Administration Costs and Crown Prosecutions and Legal Services. Administration Costs represents the costs of running the Department and includes only those costs not attributed to front line services directly associated with the prosecution of criminal cases. It includes staff salaries, other staff-related expenditure, accommodation and related costs for administrative staff based in the CPS Headquarters and accounts for just 5.9% of total resource expenditure.

Crown Prosecutions and Legal Services covers the direct and indirect costs of taking cases to court and makes up approximately 94.1% of the CPS’s total resource expenditure. After the cost of front line staff salaries, most of the expenditure is associated with the costs of the more serious cases, which are heard in the Crown Court and comprise the costs of employing barristers as advocates, paying allowances and expenses to prosecution witnesses who attend court, the cost of expert testimony and a number of other less significant costs associated with the prosecution process.

In 2015–16 net expenditure on Crown Prosecutions and Legal Services was £454.7 million compared with provision of £460.6 million representing an under-spend of £5.9 million.

Annex G table 1 on page 65 highlights the decreasing trend in costs of Crown Prosecutions and Legal Services.

Overall, the CPS’s net outturn against its Administration budget was £31.6 million compared to net provision of £32.2 million representing an under-spend of £0.6 million.

Delivering further savings against a backdrop of growth in the most complex and resource intensive cases was challenging.

The following developments were critical to enable the control of costs over the year:

- On 30 June, the last of 753 magistrates’ courtrooms was enabled with in-court presentation facilities. These allow CPS prosecutors and defence solicitors to wirelessly display digital evidence from their laptops on to screens installed in the courtroom. This not only removes the need to produce paper copies, it also gives those presenting greater control over proceedings and, crucially, improves transparency for victims and witnesses. This was one of the projects within the CJS Efficiency Programme and the first to be completed. The programme aimed to introduce digital working throughout the CJS, and in particular to deliver the digital courtroom, through a range of new technologies;
- **Resource and Efficiency measures (REM):** A project to help workforce planning that has been successfully used for magistrates’ court business and is now being expanded to cover our Crown Court activity;

- **New Digital Crown Court courtroom solution:** working in partnership with Her Majesty's Courts and Tribunals Service (HMCTS) and within a highly ambitious timescale, the CPS successfully implemented the Digital Case System (DCS) across all Crown Court centres in England and Wales (except 3 where the age of the building and architectural constraints required slightly protracted works);
- Representing a critical collaboration between CPS and the Ministry of Justice (MoJ), the **CJS Common Platform Programme** is in the process of introducing a single shared digital database and a unified digital business process;
- During 2015–16 we began developing the **Common Platform Core Criminal Case Management** functionality which will be ready for testing via a pilot at Liverpool Crown Court in Autumn 2016;
- The CPS continues to work closely with the MoJ and HMCTS to develop joint estate plans, establishing local contact facilities in the Crown Court, as well as ensuring alignment with the Courts Reform Programme. By exploring ways to work more flexibly we also continue to make more efficient use of the **CPS estate**, while finding savings from **contract negotiation and procurement**; and
- Restraining assets and confiscating the proceeds of crime is an important part of disrupting serious and organised crime, and in turn disrupts, deters and reduces other less serious criminal activity. This year we recovered £84.2m from **proceeds of crime** which represents £6.8m more than in 2014–15.

Other Information

Sustainability Performance

The CPS is committed to government policy to improve sustainability and, as stated in our latest business plan, is reporting on the Greening Government Commitment (GGC) targets which started on 1 April 2011 with a baseline period of 2009–10. The data in Annex A (pages 51–53) reflects our present position for the financial year ending March 2016.

Payment to Suppliers and Witness Expenses

The CPS is committed to paying bills in accordance with agreed contractual conditions, or, where no such conditions exist, within 30 days of receipt of goods or services or the presentation of a valid invoice, whichever is the later. The CPS also seeks to pay all expenses to prosecution witnesses within five working days of receipt of a correctly completed claim form.

In 2015–16 the CPS settled 92% of undisputed invoices and staff and witness expense claims within 10 days of receipt (2014–15 92%). The CPS paid nil (2014–15 nil) in interest due under the Late Payment of Commercial Debts (Interest) Act 1998.

Reporting Cycle

The CPS produces a three-year Corporate Business Strategy and an Annual Business Plan. The Annual Business Plan is submitted by the Chief Executive to the Attorney General in April and sets out the Department's priorities, objectives and annual performance targets. It is the definitive document against which the Department's annual performance is measured.

The CPS's statutory authority to consume resources and spend cash that finances its spending plans comes from the annual Main Estimate which is presented to Parliament, as part of the Supply Procedure, by HM Treasury around the start of the financial year to which the Estimate relates.

Supplementary Estimates are presented as necessary during the year as the means for seeking Parliament's approval for additional resources and/or cash or revisions to the Main Estimate.

The Annual Report and Accounts covering the Department's work for the preceding year is published each year. This includes information on the Department's performance against key performance indicators. Each year the Annual Report and Accounts is audited, published and laid before Parliament as a House of Commons paper.

Copies may be accessed at www.cps.gov.uk

Reconciliation of Main Estimates to Outturn – please refer to page 26.

Auditors

These Accounts have been audited by the National Audit Office on behalf of the Comptroller and Auditor General at a notional cost of £96k (see Note 3). No other external audit services were commissioned by the CPS.

Statement on disclosure to auditors

As far as the Accounting Officer is aware, there is no relevant audit information of which the National Audit Office is unaware, and the Accounting Officer has taken all the steps that she ought to have taken to make herself aware of any relevant audit information and to establish that the CPS's auditors are aware of that information.



Alison Saunders CB
Director of Public Prosecutions
16th June 2016

Accountability Report

- Non-Executive Director's Report
- Statement of Accounting Officer's Responsibilities
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Non-Executive Director's Report

Introduction

The CPS performed well in 2015–16. Despite continuing budgetary pressure, the Department has continued to deliver successful outcomes while enhancing the service it provides to victims and witnesses. It has faced new challenges due to the significant changes in case profile and has managed its resources to deal with the growth in complex areas of casework such as terrorism, sexual abuse, serious fraud and cybercrime.

Significant progress has been made in implementing an ambitious portfolio of change activity within the CPS while playing a leading role in the transformation of the Criminal Justice System (CJS), particularly in the area of digital transformation.

We recognise that the future of the CPS is not something that can be determined by the Board alone. It is vital that our people are also given the opportunity to help shape the organisation we want to become. In February 2016, a conversation with all staff was launched through a series of workshops involving everyone in the CPS. The feedback from this will be used to inform a shared vision for what we want the CPS to be in 2020, supported by a clear plan for how this will be achieved.

Strategic Clarity

The CPS has maintained its focus on four strategic objectives in 2015–16, namely:

- to make its service to victims and witnesses central to everything it does;
- to provide our people with the tools and skills for the job to deliver the highest quality service;
- to ensure the highest standard of casework quality; and
- to maximise efficiency through a resilient long-term business model.

Major operational change is ongoing across the Service, delivered through targeted projects which will fundamentally change the way that business is conducted. Initiatives such as Transforming Summary Justice (TSJ) and Better Case Management (BCM) are helping introduce a consistent approach to how cases are progressed through the system, offering the possibility of a radically more efficient and effective way of delivering justice.

Close collaboration with our partners in the CJS is essential at both national and local level as strategic change can only be delivered in the CPS if there are also significant reforms across the wider CJS.

The Board has continued to monitor the external environment over the course of the year to ensure that the Service's priorities remain current, to identify any future challenges that could impact their delivery, and to ensure that appropriate and robust strategies are in place to manage them.

Commercial Sense

We conducted a wide ranging review of the CPS structure to ensure it is "fit for purpose" for both current and likely future needs and that it gives resilience, as well as flexibility and opportunities for staff. This involved extensive consultation with all the people who work for the CPS, the feedback from which was critical to our decision to retain the existing 13-Area structure. This will enable the implementation of other vital changes – such as BCM, TSJ and digital working – without the distraction of further major structural change.

A number of changes are, however, being made to the organisation of business support functions in the Service to ensure the quality of these matches the quality of legal service. Use of the new Resource and Efficiency Measures model is being developed to help optimise the management of workload and resources across the organisation and this will now be extended to Crown Court work.

The CPS risk management process has continued to develop, and the Audit and Risk Committee has actively engaged with individual areas as well as carrying out a "deep dive" on each of the key organisational risks.

Talented People

The CPS is reliant on its talented, dedicated and engaged people.

It is encouraging that the Department's Employee Engagement Index increased by 1 percentage point in the 2015 People Survey (to 54%). The CPS is now only 4 percentage points below the Civil Service average, which is a positive result given the scale of change staff have experienced. More remains to be done, particularly around leadership and managing change, which has a significant impact on how people feel about working for the organisation. This was one of the key topics for discussion in conversations with staff around CPS 2020.

The Nominations and Governance Committee scrutinises and advises on talent management and succession planning activity within the Department. The Board also receives six-monthly highlight reports on talent programmes in CPS and the wider Civil Service.

Results Focus

Maintaining a continued focus on achieving results ensures that the CPS is properly equipped to provide a professional and high quality service.

The Board reviews performance nationally, and by Area, on a regular basis, including giving scrutiny to progress against a balanced set of key measures contained in the Departmental business plan.

National performance remains on an upward trajectory as a result of the significant progress made by Areas over the course of the financial year against a set of high weighted measures.

Management Information

The Board is well served by appropriate and reliable management information which allows it to take an informed view of both Area and overall performance. From this, we have been able to identify areas of weakness and make recommendations about the type of support necessary to drive improvements.

Board Impact and Effectiveness

The Board continues to perform effectively. The findings of the recent Board effectiveness evaluation have shown the Board's strength in providing strategic clarity to the organisation and a good understanding of how future needs and challenges will be met. Meetings are well attended and Non-Executives participate in various committees and other activities, including carrying out Area visits with the Director and Chief Executive and participating in the recent Conversation, with all CPS staff.

Following the retirement of Jim Brisbane as Chief Operating Officer in January 2016, the Board decided to replace his role with two new roles – a Director of Legal Services and a Director of Business Services, to work alongside our Director of Corporate Services. This recognises the importance of having a Board member whose primary focus is the quality of our legal services as well as having someone who can ensure the quality of our business operations. The Non-Executive Board members were involved in developing the job descriptions for these roles and a Non-Executive was part of the interview panel for each.

Our CEO, Peter Lewis, retired at the end of the year after giving 30 years' service to the CPS. Peter's contribution to every aspect of the CPS has been immense and his contribution will be missed by all his Board colleagues, as well as by everyone in the CPS and the wider Criminal Justice System (CJS). Following a thorough process, including Non-Executive involvement, the Department has been fortunate to have recruited Nick Folland as its new CEO and we look forward to working with him on the next stage of the development of the CPS.

Jeremy Newman
Chair, Audit and Risk Committee
June 2016

Statement of Accounting Officer's Responsibilities

Under the Government Resources and Accounts Act 2000, HM Treasury has directed the CPS to prepare for each financial year accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the Department during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the CPS and of its net resource outturn, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the *Government Financial Reporting Manual* and in particular to:

- observe the Accounts Direction issued by HM Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the *Government Financial Reporting Manual* have been followed, and disclose and explain any material departures in the accounts; and
- prepare the accounts on a going concern basis.

HM Treasury has appointed the Director of Public Prosecutions as Accounting Officer of the Department, and the Director of Public Prosecutions has appointed the Chief Executive as an Additional Accounting Officer, with responsibility for preparing the Department's accounts and for transmitting them to the Comptroller and Auditor General. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the CPS's assets, are set out in *Managing Public Money* published by HM Treasury. Under the terms of the Accounting Officer's Memorandum, the relationship between the Department's principal and additional Accounting Officers, together with their respective responsibilities, is set out in writing.

Governance Statement

This Governance Statement sets out the Crown Prosecution Service’s governance, risk and compliance framework and our management of the major risks to the achievement of our strategic objectives from 1 April 2015 to 31 March 2016.

We ensure that we have robust governance arrangements in place to promote high performance and safeguard propriety and regularity.

The CPS is a Government department that is not subject to the protocol on enhanced departmental boards but has sought to comply with the practices set out in the Cabinet Office and HM Treasury Corporate Governance Code of Good Practice wherever relevant and practical.

Governance Framework

The CPS Board

The Board provides strategic leadership to the CPS and is responsible for the delivery of the organisation’s public service outcomes and the wider contribution it makes to the Criminal Justice System. It plays a key role in ensuring that the CPS is equipped to provide a professional, efficient and high quality service.

The Board sets and communicates the direction, strategic objectives, priorities and risk appetite of the organisation. It monitors and drives performance and makes strategic decisions about operational, resource, communications and other administrative matters. Board members meet formally with other senior managers, both corporately and in their directorates, to steer and lead on strategically important areas of work.



Audit and Risk Committee (ARC)

The Audit and Risk Committee supports the Accounting Officer and Additional Accounting Officer by maintaining an overview of the risk, control and governance of the CPS, ensuring that the system of internal control is adequate to deliver regulatory compliance. It reviews the comprehensiveness and reliability of assurances

provided by Internal Audit, External Audit and executive management and gives scrutiny to CPS risk management processes. A positive annual internal audit opinion was awarded for 2015–16.

Nominations and Governance Committee

The Nominations and Governance Committee advises the Board on key elements of effectiveness, including ensuring that there are satisfactory systems for developing leadership skills and identifying high potential individuals; scrutinising the incentive structure and succession planning for the Board and senior leadership of the CPS; and scrutinising corporate governance arrangements. It has specific decision-making responsibility in respect of payments to CPS senior management.

Executive Group

The Executive Group comprises the most senior members of Headquarters staff. It takes the strategic direction of the Board and delivers supporting plans and guidance to the business. It is responsible for refining and delivering CPS strategy and for collective delivery of the strategic objectives; CPS Casework Quality Standards; and efficiencies supporting the operational delivery of the business. It gives regular scrutiny to the financial management of the business.

Operational Delivery Group

The Operational Delivery Group brings together the organisation’s most senior prosecutors and is responsible for the implementation and embedding of CPS change programmes and wider CJS initiatives; delivery of Casework Quality Standards; efficiency in front line operations; and coordination of engagement with key stakeholders.

Details of membership and attendance of the CPS Board and its Sub-Committees are shown on pages 54-55. Terms of Reference are publicly available on the CPS website.

The annual Board effectiveness review was recently completed. The findings indicated that the Board has continued to develop and maintain a strong focus on a clear set of objectives, which link to the business plan and strategic priorities. To build on improvements made in 2015–16, an action plan will be taken forward over the course of the next financial year to strengthen the operation of the Board and CPS governance arrangements. This will include activity aimed at enhancing relationships between members following changes in Board composition during 2015–16. Steps will also be taken to ensure the Board has the right combination of skills and experience to discharge its duties effectively in light of future challenges.

The Board is provided with high quality quarterly reports on corporate and Area performance. These serve as a valuable tool for scrutinising performance and have assisted the Board in identifying issues requiring remedial action. It also receives annual reports from the audit and nomination committees which detail their activities and provide assurance on matters delegated by the Board.

To support the efficacy of whistleblowing practices, and to give visibility at Board level, a Non-Executive Board member acts in the capacity of Whistleblowing Champion. A report is provided to them annually on the operation of the CPS whistleblowing policy. This is further scrutinised by the Audit and Risk Committee. The Board also has two Equality Champions – one Executive, one Non-Executive – who raise the profile of equality and inclusion issues.

The Board terms of reference and minutes of meetings are publicly available on the CPS website. A process is in place to record and manage conflicts of interest of Board members. There was nothing to report in 2015–16.

Risk Management and risk profile

The CPS has a structured approach to risk management that is based on Cabinet Office and HM Treasury best practice guidance. Everyone in the CPS has responsibility for risk management. There are seven corporate/strategic risks and each one has an owner who is a member of the Executive Group (EG). During 2015–16, we conducted an in-depth evaluation of each of our seven corporate risks, in terms of alignment with strategic objectives, tolerance and ranking, and appropriateness of associated mitigating action.

This arrangement is working well and the Audit and Risk Committee regularly assesses the position by inviting a risk owner to their meeting to discuss the specific risk in terms of its relevance, ranking and effectiveness of mitigation.

Risks are also formally reported to the Audit and Risk Committee on a quarterly basis.

Strategic Risks and associated mitigating actions in 2015–16 were:

- **Capacity and Capability to Deliver an Effective Service**
There is a risk that the CPS could have insufficient numbers of people in the right roles and with the necessary skills and knowledge to be able to continue to deliver services in an effective manner. To mitigate this, the CPS continues to anticipate and adapt to emerging criminal trends, develop smarter working practices and ways to work flexibly across boundaries to enable effective future workforce planning;
- **Effective Management of Change Programmes**
Diminished capacity and capability to effectively manage change programmes and engage with external partners would put at risk the effective implementation of key change programmes. To mitigate this we maintain joint governance arrangements with key stakeholders for all major national change initiatives;
- **Increasing Workload**
It is an identified risk that increases in Crown Court workload could have a detrimental impact on business delivery in terms of timeliness and/or quality. The CPS mitigates this through detailed resource modelling and the implementation of standard operating procedures, with a focus on compliance and assurance;
- **Managing within Budgetary Constraints**
It would be a risk if CPS operations could no longer run effectively within the spending profile agreed with HMT for the Spending Review period up to 2020. The CPS enjoys a track record of strong financial management and continues to develop our tools and forecasting models to mitigate such risk. We worked closely with HMT through the Spending Review and continue to do so on an on-going basis to ensure that we continue to improve efficiency and deliver within available funding;
- **Providing Required Tools**
There is a risk that the CPS will not be able to build a capable IT infrastructure and equip staff with the right tools, and at sufficient pace, to meet future demands. To mitigate against such a risk the CPS continues to work closely with partners across the criminal justice system to digitise and modernise the way we work. We are working to support a flexible workforce, delivering swifter justice, with fewer hearings and more effective trials;
- **Service to Victims and Witnesses**
Failure to deliver an effective service to victims and witnesses would be a risk. To prevent this materialising we continue to develop standards of service for victims and witnesses, treating them with respect and responding to individual needs through appropriate special measures; and
- **Data and Infrastructure**
There is a risk that our data and infrastructure could become compromised or damaged as a result of inappropriate user behaviour, the adoption of insufficiently secure technical solutions and digital processes, or cyber attacks. To mitigate this the CPS continues to improve cyber skills and education within the CPS and increase our protective monitoring on the network, including Advanced Threat Investigation, to deal with threats as they occur.

Criminal Justice System (CJS) Efficiency Programme

The criminal justice system in England and Wales investigates, tries, punishes and rehabilitates people who are convicted or suspected of committing a crime. The CJS Efficiency Programme has started to utilise modern technology to deliver this service. The CPS has recently supported trials in a number of Crown Courts where juries were given electronic jury bundles on tablets rather than reams of paper. Dedicated facilities are being made available in every court, including Wi-Fi and internet connectivity. This enables the material held to be received and used immediately by the parties in court. On 17 March 2016 the DPP appeared before the Public Accounts Committee to consider the NAO report on Efficiency in the Criminal Justice System. The report acknowledged improvements in the management of cases since 2010–11 and the ambitious reforms led by the CPS, Ministry of Justice, HMCTS and judiciary to reduce reliance on paper records and enable more flexible digital working. Whilst such reforms have the potential to improve future value for money, the report was critical of the level of delays and collapsed trials currently in the system. It recommended that more also needed to be done to explore and address wide regional variations in performance, and create incentives that encourage all parties to operate in the best interests of the system as a whole. Initiatives such as Transforming Summary Justice (TSJ) and Better Case Management (BCM) are key priorities of the CPS and their implementation will enable greater standardisation across the CJS.

Security

In June 2015, the Senior Information Risk Owner (SIRO) formally reported the CPS compliance against the Security Policy Framework (SPF) and Information Assurance Maturity Model (IAMM) (including compliance of its third party suppliers for business critical systems) to the Cabinet Office through the submission of the annual Departmental Security Health Check (DSHC). This report included an assessment of the department's cyber-readiness, in response to the '10 Steps to Cyber Security'.

Security remains integral to the department's fast-paced transition to digital working; assuring new technologies and ensuring secure working in an increasingly digital environment.

Table of data-related incidents can be found in Annex C on page 56.

HMCPsi

Her Majesty's Crown Prosecution Service Inspectorate (HMCPsi) is an independent statutory body reporting to the Attorney General, whose primary function is to promote the effectiveness, efficiency and value for money of the bodies it inspects.

HMCPsi priorities for inspection are set out in an annual Business Plan and it reports annually to the Attorney on the performance of the CPS in addition to other individual and thematic inspection reports.

During 2015–16 HMCPsi conducted the following inspections:

Area Effectiveness Inspections

- CPS South East
- CPS North East (follow up inspection)

Thematic reviews and bespoke inspections

- Communicating with victims
- Rape and Serious Sexual Offences units
- Witness summons
- Transforming Summary Justice

Joint inspections

- Local Criminal Justice Partnerships
- Delivering Justice in a Digital Age
- Witness for the prosecution: identifying victim and witness vulnerability in criminal case files
- Charging Decisions

Copies of HMCPsi reports are available on their website www.justiceinspectorates.gov.uk/hmcpsi/our-reports/

The CPS takes account of HMCPsi's findings and seeks to ensure that its recommendations are implemented as appropriate.

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control in the CPS. My review is informed by the work of Internal Audit and members of the Executive Group who have responsibility for the development and maintenance of the internal control framework, and comments and recommendations made by the external auditors in their annual management letter and other reports.

The effectiveness of the system of internal control was maintained and reviewed this year through:

- Comprehensive operational and financial planning and reporting processes within the CPS;
- Policies and procedures to support the flow of timely, relevant and reliable information across the organisation;
- Formalised authorisation processes and strengthening delegated authorities covering financial transactions and contracts;
- An effective assurance framework that gains assurance around six key management categories covering the CPS; and

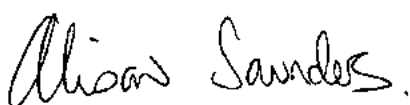
- The work of Internal Audit which provides an independent and objective opinion on the adequacy of processes on risk, control, governance and finance systems. They use a four point scale in assessing the level of assurance:

| |
|----------------|
| Substantial |
| Moderate |
| Limited |
| Unsatisfactory |

In 2015–16 Internal Audit assessed the overall level of assurance in the CPS as a whole to be 'Moderate'. This reflects that only some improvements were identified to further enhance the adequacy and effectiveness of the framework of governance, risk management and control.

- HM Crown Prosecution Service Inspectorate (HMCPSI) who provide an independent review of business efficiency and effectiveness;
- The Information Assurance Maturity Model (IAMM) and Major Supplier 3rd Party Assurance assessments;
- The results of the IQA assessments and validation measures being discussed in quarterly Area Performance Report (APR) meetings which are jointly led by the Director of Business Services and Director of Legal Services and held with CCPs and ABMs;
- Case auditors who are aligned to Areas and Casework Groups to provide support, training and advice on counsel fee and prosecution cost issues;
- The alignment of the IQA and APR framework with that of HMCPSI; and
- The work of the National Audit Office, as external auditors, in forming an opinion on the financial statements.

Based on the above, I am able to report that there were no significant weaknesses in the CPS governance and control framework that affected achievement of our strategic objectives in 2015–16.



Alison Saunders CB
Director of Public Prosecution
16th June 2016

Remuneration and Staff Report

Service Contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Except as noted below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at: www.civilservicecommission.org.uk.

The DPP, Alison Saunders, was appointed for a period of five years from 1 November 2013 to 31 October 2018.

Non-Executive Directors

All the Non-Executive Directors have fixed term contracts as follows:

| | |
|---------------|--|
| Derek Manuel | 6 July 2011 to 5 July 2014, renewed 6 July 2014 to 5 July 2017 |
| Alan Jenkins | 6 July 2011 to 5 July 2014, renewed 6 July 2014 to 5 July 2017 |
| Alison Porter | 3 December 2012 to 2 December 2015, renewed 3 December 2015 to 2 December 2018 |
| Jeremy Newman | 3 December 2012 to 2 December 2015, renewed 3 December 2015 to 2 December 2018 |

Either party may terminate the contract for any reason before the expiry of the fixed period by providing one month's written notice. If the appointment is terminated early by mutual consent, no notice will be given by the CPS. No compensation is payable to Non-Executive Directors for early termination of their contract.

Remuneration Policy

The remuneration of CPS senior management is set according to guidance provided by the Cabinet Office, with reference to recommendations made by the Review Body on Senior Salaries. The Review Body provides independent advice to the Prime Minister and the Lord Chancellor, among others, on the remuneration of holders of judicial office, senior civil servants and other such public appointments as may be specified. The Review Body may, if requested, also advise the Prime Minister from time to time on Peers' allowances and on the pay, pensions and allowances of Ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975.

In reaching its recommendations, the Review Body is to have regard to the following considerations:

- the need to recruit, retain, motivate and, where relevant, promote suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and their effects on the recruitment, retention and, where relevant, promotion of staff;
- government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;
- the funds available to departments as set out in the government's Departmental Expenditure Limits (DEL); and
- the government's inflation target.

Further information about the work of the Review Body can be found at: www.gov.uk/government/organisations/review-body-on-senior-salaries.

The Nominations and Governance Committee (NGC) acts as the Remuneration Committee for the CPS senior management team. In 2015–16 this Committee was made up of the following:

| | |
|------------------|------------------------------------|
| Derek Manuel | Non-Executive Board Member (Chair) |
| Alison Porter | Non-Executive Board Member |
| Alison Saunders | Director of Public Prosecutions |
| Peter Lewis | Chief Executive |
| Jim Brisbane | Chief Operating Officer |
| Mark Summerfield | Director of Human Resources |

The Committee is tasked with considering the relative contributions of the Department's senior employees, paying due regard to completed performance reports, consistency and scope of objectives and the impact of external factors. It will then decide individual awards in line with Cabinet Office guidance.

The pay settlement for the Senior Civil Service (SCS) adhered to government policy which limited consolidated pay increases to an average of 1%. Additionally, a Performance Related Pay (PRP) scheme operated, also compliant with Cabinet Office policy. A budget of 3.3% of the total eligible SCS pay bill was available to be paid to the top 25% of the SCS cadre who qualified. The actual distribution of payments was 1.5% of the SCS pay bill.

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the most senior management (i.e. Board members) of the Department.

Remuneration (salary, benefits in kind and pensions) (audited)

| | 2015–16 | | | | | 2014–15 | | | | |
|---|------------------------|--------------------|------------------------------------|-------------------------------|---------|---------|----------------|------------------------------------|-------------------------------|---------|
| | Salary | Bonus Payments | Benefits in Kind (to nearest £100) | Pension Benefits ¹ | Total | Salary | Bonus Payments | Benefits in Kind (to nearest £100) | Pension Benefits ¹ | Total |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Alison Saunders Director of Public Prosecutions | 200–205 | – | – | 60 | 260–265 | 200–205 | – | – | 393 | 590–595 |
| Peter Lewis Chief Executive (to 31 March 2016) | 160–165 | 10–15 | – | – | 175–180 | 160–165 | 10–15 | – | – | 175–180 |
| Paul Staff Director of Corporate Services | 110–115 | – | – | 84 | 195–200 | 105–110 | – | – | 59 | 165–170 |
| Jim Brisbane Chief Operating Officer (to 31 December 2015) | 90–95 (fye 125–130) | 10–15 ² | 17.7 | 34 | 155–160 | 120–125 | – | 21.5 | 23 | 165–170 |
| Jean Ashton Director of Business Services (from 1 January 2016) | 20–25 (fye 90–95) | – | 4.6 | 34 | 60–65 | – | – | – | – | – |
| Gregor McGill Director of Legal Services (from 1 January 2016) | 25–30 (fye 115–120) | – | – | 46 | 75–80 | – | – | – | – | – |
| Alison Porter Non-Executive Director | 10–15 | – | 0.7 | – | 10–15 | 10–15 | – | 1.6 | – | 10–15 |
| Jeremy Newman Non-Executive Director | 10–15 | – | 0.4 | – | 10–15 | 10–15 | – | 0.5 | – | 10–15 |
| Derek Manuel Non-Executive Director | 10–15 | – | – | – | 10–15 | 10–15 | – | 0.2 | – | 10–15 |
| Alan Jenkins Non-Executive Director | 10–15 | – | – | – | 10–15 | 10–15 | – | – | – | 10–15 |

fye = full year equivalent

¹ The Pensions Benefits figure does not represent a cash payment, but is a calculation, provided by the pension administrator, of the estimated value of pension benefits accrued during the year under the scheme. It is calculated as the real increase in pension multiplied by 20, plus the real increase in any lump sum, less the contributions made by the individual. The real increases exclude increases due to inflation or any increase or decrease due to a transfer of pension rights.

² Relates to performance in 2013–14.

Salary

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the Department and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the Department and treated by HM Revenue & Customs as a taxable emolument. Where expenses are for home to office travel, this is assessed by HM Revenue & Customs as constituting a benefit in kind. The tax and National Insurance contributions due on the benefits in kind are paid by the CPS.

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Unless otherwise indicated, the bonuses reported in 2015–16 relate to performance in 2014–15 and the comparative bonuses reported for 2014–15 relate to performance in 2013–14.

Pay Multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

Pension benefits (audited):

| | Accrued pension at pension age as at 31 March 2016 and related lump sum | Real increase in pension and related lump sum at pension age | CETV ¹ at 31 March 2016 | CETV at 31 March 2015 (or date of joining Board if later) | Real increase in CETV |
|---|---|--|------------------------------------|---|-----------------------|
| Officials | £000 | £000 | £000 | £000 | £000 |
| Alison Saunders Director of Public Prosecutions | pension 80–85 lump sum 245–250 | pension 2.5–5 lump sum 7.5–10 | 1,708 | 1,531 | 53 |
| Paul Staff Director of Corporate Services | pension 55–60 lump sum 175–180 | pension 2.5–5 lump sum 10–12.5 | 1,353 | 1,238 | 84 |
| Jim Brisbane Chief Operating Officer (to 31 December 2015) | pension 40–45 lump sum 125–130 | pension 0–2.5 lump sum 5–7.5 | 942 | 933 | 32 |
| Jean Ashton Director of Business Services (from 1 January 2016) | pension 35–40 lump sum 110–115 | pension 0–2.5 lump sum 2.5–5 | 749 | 681 | 30 |
| Gregor McGill Director of Legal Services (from 1 January 2016) | pension 40–45 lump sum 120–125 | pension 0–2.5 lump sum 5–7.5 | 795 | 729 | 39 |

Peter Lewis chose not to be covered by the Civil Service pension arrangement during the reporting year. No pension contributions were made on his behalf to other pension providers.

¹ Cash Equivalent Transfer Value

The banded remuneration of the highest-paid director in the Crown Prosecution Service in the financial year 2015–16 was £200–205k (2014–15: £200–205k). This was 6.3 times (2014–15: 6.5) the median remuneration of the workforce, which was £32,325 (2014–15: £30,922). The increase in the median salary reflects the average 1% pay increase plus changes in the workforce structure.

In 2015–16, no (2014–15: no) employee received remuneration in excess of the highest-paid director. Remuneration ranged from £16k–£205k (2014–15: £16k–£205k).

Total remuneration includes salary, non-consolidated performance-related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or **alpha**, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined **alpha**. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (**classic**, **premium** or **classic plus**) with a normal pension age of 60; and one providing benefits on a whole career basis (**nuvos**) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into **alpha** sometime between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are salary-related and range between 3% and 8.05% of pensionable earnings for members of **classic** (and members of **alpha** who were members of **classic** immediately before joining **alpha**) and between 4.6% and 8.05% for members of **premium**, **classic plus**, **nuvos** and all other members of **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **Classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in **alpha** build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% up to 30 September 2015 and 8% and 14.75% from 1 October 2015 (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic

contribution). Employers also contribute a further 0.8% of pensionable salary up to 30 September 2015 and 0.5% of pensionable salary from 1 October 2015 to cover the cost of centrally provided risk benefit cover (death in service and ill-health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes, but note that parts of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement), and uses common market valuation factors for the start and end of the period.

Number of Civil Service staff (or equivalent) by band:

| ONS GRADE | Grade Breakdown | Total Headcount | Total FTE |
|------------------|-----------------|-----------------|-----------|
| SCS | SLM1 | 35 | 35 |
| | SLM2 | 17 | 17 |
| | SLM3 | 1 | 1 |
| | SCS1 | 8 | 8 |
| | SCS2 | 4 | 4 |
| | SCS3 | 2 | 2 |
| | G1 Perm Sec | 1 | 1 |
| SCS Total | | 68 | 68 |

Staff composition

as at 31 March

| ONS GRADE | Female | | Male | | Grand Total | |
|--------------------|--------------|--------------|--------------|--------------|-----------------|--------------|
| | Headcount | FTE | Headcount | FTE | Headcount TOTAL | FTE TOTAL |
| SCS | 35 | 35 | 33 | 33 | 68 | 68 |
| Other | 3,802 | 3,385 | 2,045 | 2,007 | 5,847 | 5,392 |
| Grand Total | 3,837 | 3,420 | 2,078 | 2,040 | 5,915 | 5,460 |

FTE = Full Time Equivalent

The average number of whole-time equivalent persons employed during the year was as follows.

| | 2015–16 Permanent staff | 2015–16 Others | 2015–16 Total | 2014–15 Total |
|--------------|-------------------------------|-------------------|------------------|------------------|
| | | 5,660 | 133 | 5,793 |
| Total | 5,660 | 133 | 5,793 | 6,135 |

Average number of persons employed

The following section is subject to audit.

The PCSPS is an unfunded multi-employer defined benefit scheme in which the Crown Prosecution Service is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2012. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice.gov.uk/pensions).

For 2015–16, employers' contributions of £45,678,284 were payable to the PCSPS (2014–15: £44,983,882) at one of four rates in the range 20.0 to 24.5 (2014–15: 16.7 to 24.3%) of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when costs are actually incurred, and reflect past experience of the scheme.

Reporting of Civil Service and other compensation schemes – exit packages

The following section is subject to audit.

The figures shown are for 2015-16. Figures in brackets are for the prior year, 2014-15.

| Exit package cost band | Number of compulsory redundancies | Number of other departures agreed | Total number of exit packages by cost band |
|--------------------------------------|-----------------------------------|-----------------------------------|--|
| < £10,000 | – (–) | – (6) | – (6) |
| £10,000 - £25,000 | – (–) | 6 (38) | 6 (38) |
| £25,000 - £50,000 | – (–) | 10 (82) | 10 (82) |
| £50,000 - £100,000 | – (–) | 16 (43) | 16 (43) |
| £100,000 - £150,000 | – (–) | – (21) | – (21) |
| > £150,000 | – (–) | – (3) | – (3) |
| Total number of exit packages | – (–) | 32 (193) | 32 (193) |
| Total resource cost 2015–16 (£'000) | – | 1,815 | 1,815 |
| Total resource cost 2014–15 (£'000) | – | 9,340 | 9,340 |

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the CPS has agreed early retirements, the additional costs are met by the CPS and not by the Civil Service pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

Sickness Absence

There has been a decrease in Average Working Days Lost (AWDL) from 9.0 to 7.7 days (as at Q4 15–16), against a Civil Service average of 7.4 days.

Staff Policies

As a result of the following policies the CPS have been awarded the Employment Service Disability Symbol (the 'two ticks' symbol) which is recognition given by the Job Centre Plus to all employers who have agreed to take action to meet the commitments regarding the employment, retention, training and career development of disabled employees:

1. To respond positively to its responsibilities as an employer, the CPS undertakes to invite for interview all applicants who:

- meet the definition of disability in the Disability Discrimination Act 1995 (DDA); and
- satisfy the minimum criteria for the advertised vacancy. The minimum criteria – the requirements for the post – will be clearly specified in the advertisement.

2. Applicants meeting the above criteria will be invited for interview, irrespective of any additional sift criteria that may be introduced.

3. These undertakings do not override the need for selection on merit through fair and open competition. It is essential that applicants who would be selected for interview on the basis of additional sift criteria are not displaced by disabled candidates who meet the minimum criteria. The numbers invited for interview must therefore be increased by the inclusion of those disabled candidates.

Expenditure on Consultancy

There was no spend on consultancy.

Off Payroll Engagements

There were no off payroll engagements for 2015–16.

Statement of Parliamentary Supply

Summary of Resource and Capital Outturn 2015–16

| £000 | | | | | | | | 2015–16 | 2014–15 |
|---------------------------------------|-----------|----------------|-----------|----------------|----------------|-----------|----------------|--|----------------|
| | SoPS Note | Estimate | | | Outturn | | | Voted outturn compared with Estimate: saving/ (excess) | Outturn Total |
| | | Voted | Non Voted | Total | Voted | Non Voted | Total | | |
| Departmental Expenditure Limit | | | | | | | | | |
| – Resource | 1(a) | 492,823 | – | 492,823 | 486,267 | – | 486,267 | 6,556 | 506,679 |
| – Capital | 1(b) | 1,710 | – | 1,710 | 90 | – | 90 | 1,620 | 46 |
| Annually Managed Expenditure | | | | | | | | | |
| – Resource | 1(a) | 5,264 | – | 5,264 | 1,822 | – | 1,822 | 3,442 | 1,789 |
| – Capital | | – | – | – | – | – | – | – | – |
| Total Budget | | 499,797 | – | 499,797 | 488,179 | – | 488,179 | 11,618 | 508,514 |
| Non Budget | | | | | | | | | |
| – Resource | | – | – | – | – | – | – | – | – |
| Total | | 499,797 | – | 499,797 | 488,179 | – | 488,179 | 11,618 | 508,514 |

| | | | | | | | | | |
|-----------------------|------|----------------|----------|----------------|----------------|----------|----------------|---------------|----------------|
| Total Resource | 1(a) | 498,087 | – | 498,087 | 488,089 | – | 488,089 | 9,998 | 508,468 |
| Total Capital | 1(b) | 1,710 | – | 1,710 | 90 | – | 90 | 1,620 | 46 |
| Total | | 499,797 | – | 499,797 | 488,179 | – | 488,179 | 11,618 | 508,514 |

Net cash requirement 2015–16

| £000 | SoPS Note | 2015–16 Estimate | 2015–16 | | 2014–15 |
|------|-----------|------------------|----------------|--|---------|
| | | | Outturn | Outturn compared with Estimate: saving/ (excess) | |
| | 3 | 506,216 | 503,684 | 2,532 | 505,905 |

Administration Costs 2015–16

| 2015–16 Estimate | 2015–16 Outturn | 2014–15 Outturn |
|------------------|-----------------|-----------------|
| 32,200 | 31,563 | 30,057 |

Figures in the areas outlined in bold are voted totals or other totals subject to Parliamentary control. In addition, although not a separate voted limit, any breach of the administration budget will also result in an excess vote.

Significant variances between Estimate and Outturn are explained in the Performance Analysis on pages 8-9.

Notes to the Statement of Parliamentary Supply (SoPS)

SoPS 1. Net Outturn

1(a). Analysis of net resource outturn by section

| | | | | | | 2015–16 £000 | 2014–15 £000 |
|----------------|--------|-----|-----------|--------|-----|-----------------|--------------------------------|
| | | | | | | Outturn | Estimate |
| Administration | | | Programme | | | | Net total compared to Estimate |
| Gross | Income | Net | Gross | Income | Net | Total | Net Total |

Spending in Departmental Expenditure Limit

Voted:

A. Administration Costs in Headquarters and on Central Services

| | | | | | | | | | |
|--------|---------|--------|---|---|---|--------|--------|-----|--------|
| 32,589 | (1,026) | 31,563 | – | – | – | 31,563 | 32,200 | 637 | 30,057 |
|--------|---------|--------|---|---|---|--------|--------|-----|--------|

B. Crown Prosecutions and Legal Services

| | | | | | | | | | |
|---|---|---|---------|----------|---------|---------|---------|-------|---------|
| – | – | – | 522,475 | (67,771) | 454,704 | 454,704 | 460,623 | 5,919 | 476,622 |
|---|---|---|---------|----------|---------|---------|---------|-------|---------|

| | | | | | | | | | | |
|----------|---------------|----------------|---------------|----------------|-----------------|----------------|----------------|----------------|--------------|----------------|
| Subtotal | <u>32,589</u> | <u>(1,026)</u> | <u>31,563</u> | <u>522,475</u> | <u>(67,771)</u> | <u>454,704</u> | <u>486,267</u> | <u>492,823</u> | <u>6,556</u> | <u>506,679</u> |
|----------|---------------|----------------|---------------|----------------|-----------------|----------------|----------------|----------------|--------------|----------------|

Annually Managed Expenditure (AME):

Voted:

C. CPS Voted AME Charge

| | | | | | | | | | |
|---|---|---|-------|---|-------|-------|-------|-------|-------|
| – | – | – | 1,822 | – | 1,822 | 1,822 | 5,264 | 3,442 | 1,789 |
|---|---|---|-------|---|-------|-------|-------|-------|-------|

| | | | | | | | | | | |
|-------|---------------|----------------|---------------|----------------|-----------------|----------------|----------------|----------------|--------------|----------------|
| Total | <u>32,589</u> | <u>(1,026)</u> | <u>31,563</u> | <u>524,297</u> | <u>(67,771)</u> | <u>456,526</u> | <u>488,089</u> | <u>498,087</u> | <u>9,998</u> | <u>508,468</u> |
|-------|---------------|----------------|---------------|----------------|-----------------|----------------|----------------|----------------|--------------|----------------|

1(b). Analysis of net capital outturn by section

| | | | | | | 2015–16 £000 | 2014–15 £000 |
|--|-------|--------|-----|-----------|--------------------------------|-----------------|-----------------|
| | | | | | | Outturn | Estimate |
| | Gross | Income | Net | Net Total | Net total compared to Estimate | Net | |

Spending in Departmental Expenditure Limit

Voted:

B. Crown Prosecutions and Legal Services

| | | | | | |
|----|---|----|-------|-------|----|
| 90 | – | 90 | 1,710 | 1,620 | 46 |
|----|---|----|-------|-------|----|

| | | | | | | |
|-------|-----------|----------|-----------|--------------|--------------|-----------|
| Total | <u>90</u> | <u>–</u> | <u>90</u> | <u>1,710</u> | <u>1,620</u> | <u>46</u> |
|-------|-----------|----------|-----------|--------------|--------------|-----------|

SoPS 2. Reconciliation of net resource outturn to net operating expenditure

Reconciliation of net resource outturn to net operating cost

| | | SoPS Note | 2015–16 £000 Outturn | 2014–15 £000 Outturn |
|---|------------|--------------|----------------------------|----------------------------|
| Total resource outturn in Statement of Parliamentary Supply | Budget | 1a | 488,089 | 508,468 |
| | Non-budget | | – | – |
| Add: PFI accounting treatment adjustment (Note a) | | | 18,384 | 18,409 |
| Less: Income payable to Consolidated Fund | | | – | – |
| Less: PFI budgeting treatment adjustment (Note a) | | | (18,836) | (18,726) |
| Net Operating Expenditure in Statement of Comprehensive Net Expenditure | | | <u>487,637</u> | <u>508,151</u> |

Note a – The budgeting and accounting treatments of PFI expenditure are different. PFI costs are included in the Statement of Parliamentary Supply on the basis of ESA 10 (the National Accounts basis), but are included in the Statement of Comprehensive Net Expenditure on an IFRS basis. This adjustment is for PFI assets being on-balance sheet for IFRS accounts purposes but off-balance sheet for the basis used for the Statement of Parliamentary Supply.

SoPS 3. Reconciliation of net resource outturn to net cash requirement

| | SoPS Note | Estimate £000 | Outturn £000 | Net total outturn compared with Estimate: saving/ (excess) £000 |
|--|--------------|------------------|-----------------|---|
| Resource outturn | 1(a) | 498,087 | 488,089 | 9,998 |
| Capital outturn | 1(b) | 1,710 | 90 | 1,620 |
| Accruals to cash adjustments: | | | | |
| <i>Adjustments to remove non-cash items:</i> | | | | |
| Depreciation and amortisation | | (3,800) | (4,819) | 1,019 |
| New provisions and adjustments to previous provisions | | (2,264) | (1,931) | (333) |
| Capital element of payments in respect of finance leases and on-balance sheet (SoFP ¹) PFI contracts | | – | 3,563 | (3,563) |
| Adjustment between PFI budgeting and accounting treatments | | – | (452) | 452 |
| Other non-cash items | | (3,000) | (582) | (2,418) |
| <i>Adjustments to reflect movements in working balances:</i> | | | | |
| Increase/(decrease) in inventories | | 6,313 | – | 6,313 |
| Increase/(decrease) in receivables | | – | 6,472 | (6,472) |
| (Increase)/decrease in payables | | 9,170 | 9,881 | (711) |
| Use of provisions | | – | 3,373 | (3,373) |
| Net cash requirement | | <u>506,216</u> | <u>503,684</u> | <u>2,532</u> |

¹ Statement of Financial Position

Parliamentary Accountability Report

Losses and Special Payments

The following sections are subject to audit

| | Number of cases | 2015–16 £000 | Number of cases | 2014–15 £000 |
|-------------------------|--------------------|-----------------|--------------------|-----------------|
| Losses Statement | | | | |
| Total losses | 35,782 | 3,350 | 52,758 | 5,639 |
| Special Payments | | | | |
| Total special payments | 52 | 1,645 | 30 | 1,124 |
| Total of losses | 35,834 | 4,995 | 52,788 | 6,763 |

Details of cases over £300,000

Administrative write-offs

Administrative write-offs are cases relating to costs awarded to the CPS which the magistrates' courts are responsible for collecting. Between 1 April 2015 and 31 March 2016 the magistrates' courts wrote off 35,725 (2014–15: 52,729) cases with a value of £2.946 million (2014–15: £3.976 million) under their delegated powers. There was no individual write-off over £300,000.

Constructive losses

As part of the CPS Estates Rationalisation Programme CPS took the decision in 2015–16 to vacate 2 (2014–15: 7) properties prior to their lease end dates. The cost of these lease surrenders was £0.377 million (2014–15: £1.625 million). No individual surrenders were under £300,000.

Special Payments


There were no special payments over £300,000.

Remote Contingent Liabilities

The CPS has no contingent liabilities that need to be disclosed under Parliamentary reporting requirements.

Fees and Charges

There have been no material fees and charges income for the year requiring disclosure in accordance with *Managing Public Money*.



Alison Saunders CB
Accounting Officer
16th June 2016

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

I certify that I have audited the financial statements of the Crown Prosecution Service for the year ended 31 March 2016 under the Government Resources and Accounts Act 2000. The financial statements comprise: Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the Statement of Parliamentary Supply and the related notes, and the information in the Accountability Report that is described in those reports and disclosures as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Crown Prosecution Service's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Accounting Officer; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the Statement of Parliamentary Supply properly presents the outturn against voted Parliamentary control totals and that those totals have not been exceeded. The voted Parliamentary control totals are Departmental Expenditure Limits (Resource and Capital), Annually Managed Expenditure (Resource and Capital), Non-Budget (Resource) and Net Cash Requirement. I am also required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on regularity

In my opinion, in all material respects:

- the Statement of Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2016 and shows that those totals have not been exceeded; and
- the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Department's affairs as at 31 March 2016 and of its net operating cost for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on other matters

In my opinion:

- the parts of the Remuneration, Staff Report and Parliamentary Accountability disclosures to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and

- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Remuneration Report, Staff Report and Accountability disclosures to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Sir Amyas C E Morse
Comptroller and Auditor General
National Audit Office
157–197 Buckingham Palace Road
Victoria
London
SW1W 9SP

28th June 2016

Financial Statements

- Statement of Comprehensive Net Expenditure
- Statement of Financial Position
- Statement of Cash Flows
- Statement of Changes in Taxpayers' Equity
- Notes to Departmental Accounts

Statement of Comprehensive Net Expenditure

for the year ended 31 March 2016

| | Note | 2015–16 £000 | 2014–15 £000 |
|---|------|-----------------|-----------------|
| Total operating income | 4 | (68,797) | (63,886) |
| Staff costs | 2 | 293,758 | 315,840 |
| Other costs | 3 | 262,676 | 256,197 |
| Total operating expenditure | | 556,434 | 572,037 |
| Net expenditure for the year | | 487,637 | 508,151 |
| Other comprehensive net expenditure | | | |
| Items that will not be reclassified to net operating costs: | | | |
| – Net (gain)/loss on revaluation of property, plant and equipment | | (288) | 746 |
| Comprehensive net expenditure for the year | | 487,349 | 508,897 |

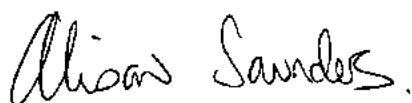
The notes on pages 37 to 49 form part of these accounts.

Statement of Financial Position

as at 31 March 2016

| | Note | 2016 | 2015 |
|---|------|-----------------|-----------------|
| | | £000 | £000 |
| Non-current assets: | | | |
| Property, plant and equipment | 5 | 8,036 | 10,989 |
| Intangible assets | 6 | 1,657 | 3,313 |
| Total non-current assets | | 9,693 | 14,302 |
| Receivables falling due after more than one year | 8 | 357 | 2 |
| Current assets: | | | |
| Trade and other receivables | 8 | 53,741 | 47,942 |
| Cash and cash equivalents | 9 | 2,532 | 3,079 |
| Total current assets | | 56,273 | 51,021 |
| Total assets | | 66,323 | 65,325 |
| Current liabilities | | | |
| Trade and other payables | 10 | (17,516) | (22,633) |
| Provisions | 11 | (3,233) | (4,548) |
| Other liabilities | 10 | (51,951) | (56,221) |
| Total current liabilities | | (72,700) | (83,402) |
| Total assets less current liabilities | | (6,377) | (18,077) |
| Non-current liabilities | | | |
| Provisions | 11 | (9,587) | (9,714) |
| Other payables | 10 | (2,471) | (7,075) |
| Total non-current liabilities | | (12,058) | (16,789) |
| Total assets less total liabilities | | (18,435) | (34,866) |
| Taxpayers' equity and other reserves: | | | |
| General fund | | (21,793) | (38,241) |
| Revaluation reserve | | 3,358 | 3,375 |
| Total equity | | (18,435) | (34,866) |

The notes on pages 37 to 49 form part of these accounts.



Alison Saunders CB
Accounting Officer
16th June 2016

Statement of Cash Flows

for the year ended 31 March 2016

| | Note | 2015–16 £000 | 2014–15 £000 |
|--|------|------------------|------------------|
| Cash flows from operating activities | | | |
| Net operating cost | | (487,637) | (508,151) |
| Adjustments for non-cash transactions | 3 | 7,332 | 8,316 |
| (Increase)/decrease in trade and other receivables | | (6,472) | 8,536 |
| Decrease in trade and other payables | | (9,902) | (6,581) |
| Use of provisions | 11 | (3,373) | (4,497) |
| Net cash outflow from operating activities | | (500,052) | (502,377) |
| Cash flows from investing activities | | | |
| Purchase of property, plant and equipment | 5 | (69) | (49) |
| Net cash outflow from investing activities | | (69) | (49) |
| Cash flows from financing activities | | | |
| From the Consolidated Fund (Supply) – current year | | 503,137 | 500,994 |
| Capital element of payments in respect of finance leases and on-balance sheet (SoFP) PFI contracts | | (3,563) | (3,479) |
| Net financing | | 499,574 | 497,515 |
| Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund | | (547) | (4,911) |
| Payments of amounts due to the Consolidated Fund | | – | – |
| Net increase/(decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund | | (547) | (4,911) |
| Cash and cash equivalents at the beginning of the period | 9 | 3,079 | 7,990 |
| Cash and cash equivalents at the end of the period | 9 | 2,532 | 3,079 |

The notes on pages 37 to 49 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2016

| | Note | General Fund £000 | Revaluation Reserve £000 | Taxpayers' Equity £000 |
|--|------|----------------------|-----------------------------|---------------------------|
| Balance at 1 April 2014 | | (36,269) | 4,299 | (31,970) |
| Net Parliamentary Funding – drawn down | | 500,994 | – | 500,994 |
| Net Parliamentary Funding – deemed | | 7,990 | – | 7,990 |
| Supply adjustment | | (3,079) | – | (3,079) |
| Comprehensive net expenditure for the year | | (508,151) | (746) | (508,897) |
| Non-cash charges – auditor's remuneration | 3 | 96 | – | 96 |
| Transfers between reserves | | 178 | (178) | – |
| Balance at 31 March 2015 | | (38,241) | 3,375 | (34,866) |
| Net Parliamentary Funding – drawn down | | 503,137 | – | 503,137 |
| Net Parliamentary Funding – deemed | | 3,079 | – | 3,079 |
| Supply adjustment | | (2,532) | – | (2,532) |
| Comprehensive net expenditure for the year | | (487,637) | 288 | (487,349) |
| Non-cash charges - auditor's remuneration | 3 | 96 | – | 96 |
| Transfers between reserves | | 305 | (305) | – |
| Balance at 31 March 2016 | | (21,793) | 3,358 | (18,435) |

The notes on pages 37 to 49 form part of these accounts.

Notes to Departmental Accounts

1. Statement of Accounting Policies

Basis of preparation

The financial statements have been prepared on a going concern basis and in accordance with International Financial Reporting Standards (IFRS) as adapted and interpreted by the *Government Financial Reporting Manual (FReM)* issued by HM Treasury. Where the *FReM* permits a choice of accounting policy, the accounting policy which is judged to be the most appropriate to the particular circumstances of the Crown Prosecution Service for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Crown Prosecution Service are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

In addition to the primary statements prepared under IFRS, the *FReM* also requires the CPS to prepare an additional primary statement. The *Statement of Parliamentary Supply* and supporting notes show outturn against Estimate in terms of the net resource requirement and the net cash requirement.

The accounts have been prepared under the Government Resources and Accounts Act 2000.

1.1 Accounting Convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of non-current assets.

1.2 Non-current Assets

Property, plant and equipment

Property, plant and equipment which are capable of being used for a period which exceeds one year and individually have a cost equal to or greater than £2,000 are capitalised, including leasehold improvements. Assets are stated at the lower of replacement cost and recoverable amount. On initial recognition they are measured at cost (for leased assets, fair value) including any costs such as installation directly attributable to bringing them into working condition.

Property, plant and equipment, other than land and buildings, is restated at fair value in existing use each year by indexation up to the year end using Producer Price Indices, published by the Office for National Statistics. The carrying values of property, plant and equipment are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recoverable.

Land and buildings are restated at fair value using professional valuations, in accordance with guidance set out in the *FReM*, every five years. In the intervening years land and buildings are restated at fair value by the use of published indices appropriate to the type of land or building. The Investment Property Databank (IPD) supplies the indices used.

Title to the freehold land and buildings shown in the accounts is held in the name of the Secretary of State for Communities and Local Government.

Costs of bought-in services incurred in preparation for the implementation of IT projects are capitalised. Internal costs incurred on the same projects are not capitalised where the work can only be carried out by in-house staff.

Intangible non-current assets

On initial recognition intangible non-current assets are measured at cost including any costs such as installation directly attributable to bringing them into working condition. Intangible non-current assets are stated at the lower of replacement cost and recoverable amount. All expenditure on intangible non-current assets which are capable of being used for a period which exceeds one year and individually have a cost equal to or greater than £2,000 is capitalised.

1.3 Depreciation, Amortisation and Impairment

Property, plant and equipment

Property, plant and equipment are depreciated at rates calculated to write them down to estimated residual value on a straight line basis over their estimated useful lives. No depreciation is provided on freehold land since it has an unlimited useful life. Asset lives are normally in the following ranges:

| | |
|----------------------------|-----------------|
| Freehold buildings | 50 to 95 years |
| Furniture and fittings | 4 to 10 years |
| Information technology | 4 years |
| Assets under PFI contracts | 10 to 15 years. |

The CPS's PFI contracts were extended during 2009–10 and in 2013–14 and one of the contracts again in 2014–15. The original contracts were for 10 years in the case of the IT infrastructure, 9 years for the Case Management System (CMS) and 6 years for the telecommunications system. Following extension, the contract for the telecommunications system expired on 30 November 2015 and the contract for IT infrastructure and CMS is due to expire on 31 March 2017.

Leasehold improvements are written off over the shortest of:

- a) the remaining life of the property lease;
- b) 10 years; or
- c) where it has been established that a break clause in the lease is likely to be exercised by the CPS, the period to the first possible date of exercise of the relevant break clause.

Impairment losses that arise from a consumption of economic benefit are taken to the Statement of Comprehensive Net Expenditure, the balance on any revaluation reserve (up to the level of the impairment) being transferred to the general fund. Impairment losses that do not result from a loss of economic benefit are taken to the revaluation reserve, to the extent that the impairment does not exceed the amount in the revaluation surplus for the same asset.

Intangible non-current assets

CMS is amortised from the date of the initial software release, over the term of the contract, on a straight line basis. Impairment losses are charged in the same way as those arising on property, plant and equipment.

1.4 Leases

Rentals due under operating leases are charged to the Statement of Comprehensive Net Expenditure over the lease term on a straight line basis, or on the basis of actual rentals payable where this fairly reflects the usage. Future payments, disclosed in Note 12, "Commitments under Leases", are not discounted.

1.5 Cash

For the purpose of the Statement of Cash Flows, cash and cash equivalents consist of cash at bank and cash in hand.

1.6 Financial Assets and Liabilities

Financial assets consist of trade receivables and other current assets such as cash at bank and in hand. Financial liabilities consist of trade payables and other current liabilities. Financial assets and liabilities are initially recognised at fair value, which is determined by reference to the underlying contract giving rise to the debt or liability.

1.7 Operating Income

Operating income is income which relates directly to the operating activities of the CPS. Operating income is stated net of VAT.

The CPS receives awards of costs made against convicted defendants at the discretion of the judge or magistrates. In order to account for costs awards, the CPS uses returns submitted quarterly by the magistrates'

courts, which are responsible for the collection of these costs.

Income also includes rental income from other government departments and commercial subtenants who occupy space in buildings leased by the CPS. Under the Proceeds of Crime Act's 'Asset Recovery Incentivisation Scheme', the CPS is allowed to retain a proportion of the total value of assets recovered in the year. The scheme is managed by the Home Office.

1.8 Expenditure

Very High Cost Cases (VHCC) are expected to last in excess of 40 days (or have three or more trial counsel instructed). Counsel are required to submit invoices covering work done as pre-determined stages in the case are reached and expenditure is recognised on their receipt.

Counsel fees in the majority of Crown Court cases which are those expected to last for 40 days or less are paid through the CPS 'Graduated Fee Scheme' agreed between the Bar Council and the CPS. Payment is made on completion of all work on a case. The scheme provides a formulaic approach to calculating fees taking into account a range of set cost factors including the number of defendants, type of counsel, volume of evidence, number of witnesses and length of trial. For practical purposes, since on average most trials are started and completed within the same day (save for the sentence hearing which may occur a short time later), and the accrued cost of cases in progress is therefore not material, it is considered appropriate to recognise expenditure on counsel fees only as trials are completed. It is not possible to ascertain the full value owed on all such cases at year end until some considerable time later. Where actual counsel fees can be ascertained they have been accrued for; in all other cases the CPS estimates such counsel fees outstanding for inclusion in these accounts.

1.9 Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS). This is a defined benefit scheme and is unfunded and non-contributory except in respect of dependants' benefits. The CPS recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution scheme, the CPS recognises the contributions payable for the year.

1.10 Private Finance Initiative (PFI) Transactions

IT Infrastructure Managed Service and CMS Software

The CPS signed a contract entering into a PFI transaction with CGI (previously called Logica plc) on 31 December 2001 for a 10 year period commencing 1 April 2002 with an option to extend. During 2009–10 the CPS exercised its option to extend the contract to 31 March 2015. During 2013–14 CPS extended until 30 November 2015. In 2014–15 the contract was further extended until 31 March 2017.

Under IFRS it has been determined that the contract contains two service concession arrangements: one covering the supply of an ICT infrastructure (including standard operating software), and one covering the design, creation and operation of a Case Management System (CMS). The infrastructure assets provided for use by the CPS, and the CMS software designed by the contractor and provided for use by the CPS, have been treated as non-current assets.

The infrastructure asset has been recognised as property, plant and equipment, and has been capitalised at the minimum lease payments less the best estimate of the supplier's service charges within those payments. The valuation of the asset has been informed by data provided by the supplier including the estimated costs of technological refreshment or updating which is a condition of the contract and the asset is being depreciated over the life of the contract on a straight line basis.

The CMS software has been recognised as an intangible asset and, as there is no active market, it has been valued at cost less accumulated amortisation less any impairment. The asset is amortised from the date of the initial software release, over the remaining life of the contract on a straight line basis. The remaining costs incurred under the contract (that is, costs in excess of the minimum lease payments) are charged to the Statement of Comprehensive Net Expenditure in the period in which they arise.

The assets are not considered to have any residual value at the end of the lease period.

Additional rentals arising because of increased users of the systems, together with charges for additional facilities which have been introduced during the currency of the contract, are charged directly to the Statement of Comprehensive Net Expenditure in the period to which they relate.

As a result of the renegotiation of the contract the capitalised values of the underlying assets have been recalculated, and those assets are now depreciated (in the case of the CMS software, amortised) over their new remaining lives on a straight line basis.

Communications Managed Service

The CPS signed a contract on 1 April 2006 with Level 3 (previously called Global Crossing) for the provision of a managed telecommunications system for a 6 year period, with an option to extend. During 2009–10 the CPS exercised its option to extend the contract to 31 March 2015. During 2013–14 CPS extended the contract further and the contract ended on 30 November 2015.

This has been accounted for in accordance with IFRIC 12, Service Concession Arrangements, as required by the *FReM*. The infrastructure asset provided for use by the CPS has been treated as property, plant and equipment, and has been capitalised at the minimum lease payments less the best estimate of the supplier's service charges within those payments, and the asset was depreciated over the life of the contract on a straight line basis. The assets are not considered to have any residual value at the end of the lease period.

As with the contract with CGI, additional rentals arising because of increased users of the systems, together with charges for additional facilities which have been introduced during the currency of the contract, are charged directly to the Statement of Comprehensive Net Expenditure in the period to which they relate.

The depreciation, amortisation, impairment and restatement to current value in existing use by indexation up to the year end of the assets arising out of these contracts all follow the principles governing the treatment of similar, owned assets.

1.11 Provisions

The CPS provides for legal or constructive obligations, which are of uncertain timing or amount, at the date of the Statement of Financial Position, on the basis of the best estimate of the expenditure required to settle the obligation.

Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using the real rate set by HM Treasury. With effect from 31 March 2016 the discount rates for general provisions were: -1.55% (for cash flows 0–5 years); -1.00% (5–10 years); -0.80% (more than 10 years).

1.12 Allowance for Receivables – cost awards

The CPS receives the bulk of its income from costs awarded against convicted defendants. Her Majesty's Courts and Tribunals Service (HMCTS) is responsible for the collection of costs awarded to the CPS. The CPS writes off specific costs awards when HMCTS considers the debts will not be collected. A proportion of the remaining income will not be collected and the CPS fully provides against the risk of default on payment. The allowance provided against cost awards receivable is based on a financial model utilising historical data

relating to the total costs awarded in court and the amount of cash actually received.

1.13 Contingent Liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, the CPS discloses for Parliamentary reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to Parliament in accordance with the requirements of *Managing Public Money*.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to Parliament separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to Parliament.

1.14 Value Added Tax

Most of the activities of the CPS are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

1.15 Accounting Standards and other FReM changes issued and effective in 2015–16 for the first time

IFRS 13 – Fair value measurement

IFRS 13 applies in full to the public sector from 2015–16. This standard does not have a material impact on the CPS's accounts.

1.16 New or amended standards issued but not yet effective and not adopted early

There are no new or amended standards issued but not yet effective and not adopted early that are applicable to the CPS.

1.17 Areas of judgment and key sources of estimation uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities and the reported amounts of income and expense during the period. Actual results could differ from these estimates. Information about these judgements and estimations is detailed below.

Graduated Fees Scheme (GFS) accruals

The system for managing and paying counsel fees in Areas and Casework Divisions is complex and there is a lengthy chain between case initiation and fees

payment which involves many individuals. This means that generating an accurate counsel fee accrual relies on data sent from a number of financial and non-financial sources.

The overall GFS accruals figure is informed by trend analysis of expenditure from prior periods, caseload volumes and a detailed assessment of a number of variables that tend to increase or decrease total expenditure on fees. The average payables days is calculated and compared to the reported accrual returns from Groups and Central Casework Divisions. This figure is used to adjust over and under accruals for each operational area and provides an accurate overall Departmental accrual. The accuracy of the adjustment relies on historical patterns of payment continuing into the future. The inclusion of higher cost cases into the GFS scheme has made expenditure more volatile and consequently increased the difficulty in capturing accrued expenditure.

The carrying amount of the GFS accrual at 31 March 2016 was £16.284 million.

Allowance for Receivables – Cost Awards

The CPS receives awards of costs made against convicted defendants at the discretion of the judge or magistrates. CPS is informed of the level of costs awarded in court by HMCTS and accounts for the corresponding receivables. HMCTS then pays over the cash collected, which reduces the receivable balance.

A number of these costs awarded may never be collected, for example when the individual has left the country or has died. HMCTS writes off irrecoverable debts as and when they become apparent and informs the CPS of the amounts written off. It is prudent for CPS to account for an allowance for receivables to reflect the fact that a proportion of outstanding receivables recognised are likely to require writing off in the future. The calculation of the allowance is as described in Note 1.12.

The carrying amount of the allowance for cost award receivables at 31 March 2016 was £19.713 million.

2. Staff costs

| | 2015–16 £000 | 2015–16 £000 | 2015–16 £000 | 2014–15 £000 |
|--|----------------------------------|-----------------|-----------------|-----------------|
| | Permanently employed staff | Others | Total | Total |
| Wages and salaries | 221,265 | 7,842 | 229,107 | 250,489 |
| Social security costs | 18,832 | – | 18,832 | 20,214 |
| Other pension costs | 45,819 | – | 45,819 | 45,137 |
| Sub total | 285,916 | 7,842 | 293,758 | 315,840 |
| Less recoveries in respect of outward secondments | (2,286) | – | (2,286) | (2,671) |
| Total net costs | 283,630 | 7,842 | 291,472 | 313,169 |

3. Expenditure

| | | 2015–16 £000 | 2015–16 £000 | 2014–15 £000 | 2014–15 £000 |
|---|------|-----------------|-----------------|-----------------|-----------------|
| | Note | | | | |
| Rentals under operating leases: | | | | | |
| Hire of office equipment | | 708 | | 762 | |
| Property rental costs | | 17,322 | | 20,810 | |
| | | | 18,030 | | 21,572 |
| Interest Charges on imputed finance leases | | | | | |
| | | | 240 | | 421 |
| PFI service charges | | | | | |
| | | | 14,993 | | 14,788 |
| Non cash items | | | | | |
| Depreciation | 5 | 3,163 | | 3,697 | |
| Amortisation | 6 | 1,656 | | 1,656 | |
| Loss on disposal of property, plant and equipment and intangible assets | 5,6 | 168 | | 473 | |
| Loss on revaluation of property, plant and equipment | | – | | 86 | |
| Change in bad debt provision | | 318 | | 1,453 | |
| Auditor's remuneration (Note a) | | 96 | | 96 | |
| Provisions: | | | | | |
| Provided in year | 11 | 3,585 | | 3,542 | |
| Unrequired provision written back | 11 | (1,586) | | (2,626) | |
| Borrowing costs on provisions | 11 | (68) | | (61) | |
| | | | 7,332 | | 8,316 |
| Other expenditure | | | | | |
| Advocate fees | | 132,025 | | 118,557 | |
| Information technology | | 15,806 | | 18,995 | |
| Accommodation and associated costs | | 19,401 | | 18,907 | |
| Travel and subsistence | | 6,410 | | 5,998 | |
| Expert witness fees | | 5,101 | | 5,385 | |
| Non-expert witness expenses | | 4,965 | | 5,137 | |
| Postage and carriage | | 4,516 | | 4,796 | |
| Printing and stationery | | 3,508 | | 3,520 | |
| Professional charges and consultancy | | 3,255 | | 3,467 | |
| Costs awarded to the CPS written off | | 2,946 | | 3,976 | |
| Communications | | 2,866 | | 3,144 | |
| Interpreters, translators and intermediaries | | 2,554 | | 2,155 | |
| Training | | 2,298 | | 1,715 | |
| Other prosecution costs | | 7,574 | | 7,383 | |
| Other expenditure | | 8,856 | | 7,965 | |
| | | | 222,081 | | 211,100 |
| | | | 262,676 | | 256,197 |

Note a – There has been no auditor's remuneration for non-audit work. The audit fee comprises £96k for the audit of the CPS 2015–16 accounts. The audit fee for 2014–15 comprised £96k for the audit of the 2014–15 accounts.

4. Income

| | 2015–16 £000 Total | 2014–15 £000 Total |
|---|--------------------------|--------------------------|
| Costs awarded to the CPS | 41,934 | 35,295 |
| Asset Recovery Incentivisation Scheme | 19,076 | 18,017 |
| Rental receivable from other government departments | 2,512 | 2,101 |
| Rental receivable from external tenants | 426 | 258 |
| Secondment and other income | 4,849 | 8,215 |
| | 68,797 | 63,886 |

5. Property, plant and equipment

| 2015–16 | Land £000 | Buildings £000 | Leasehold Improvements £000 | Furniture and Fittings £000 | Information Technology £000 | Total £000 |
|---|--------------|-------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------|
| Cost or valuation | | | | | | |
| At 1 April 2015 | 1,148 | 2,129 | 3,881 | 16,581 | 39,034 | 62,773 |
| Additions | – | – | 21 | 65 | 4 | 90 |
| Disposals | – | – | (27) | (3,476) | (6) | (3,509) |
| Revaluation | 75 | 142 | (4) | 79 | 517 | 809 |
| At 31 March 2016 | 1,223 | 2,271 | 3,871 | 13,249 | 39,549 | 60,163 |
| Depreciation | | | | | | |
| At 1 April 2015 | – | 147 | 3,076 | 12,218 | 36,343 | 51,784 |
| Charged in year | – | 35 | 349 | 1,282 | 1,497 | 3,163 |
| Disposals | – | – | (25) | (3,310) | (6) | (3,341) |
| Revaluation | – | 10 | (3) | 58 | 456 | 521 |
| At 31 March 2016 | – | 192 | 3,397 | 10,248 | 38,290 | 52,127 |
| Carrying amount at 31 March 2015 | 1,148 | 1,982 | 805 | 4,363 | 2,691 | 10,989 |
| Carrying amount at 31 March 2016 | 1,223 | 2,079 | 474 | 3,001 | 1,259 | 8,036 |
| Asset financing: | | | | | | |
| Owned | 1,223 | 2,079 | 474 | 3,001 | 3 | 6,780 |
| On-balance sheet PFI contracts | – | – | – | – | 1,256 | 1,256 |
| Carrying amount at 31 March 2016 | 1,223 | 2,079 | 474 | 3,001 | 1,259 | 8,036 |

| 2014–15 | Land £000 | Buildings £000 | Leasehold Improvements £000 | Furniture and Fittings £000 | Information Technology £000 | Total £000 |
|---|--------------|-------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------|
| Cost or valuation | | | | | | |
| At 1 April 2014 | 873 | 3,367 | 4,121 | 20,263 | 38,640 | 67,264 |
| Additions | – | – | – | 46 | – | 46 |
| Disposals | – | – | (259) | (3,728) | (6) | (3,993) |
| Revaluation | 275 | (1,238) | 19 | – | 400 | (544) |
| At 31 March 2015 | 1,148 | 2,129 | 3,881 | 16,581 | 39,034 | 62,773 |
| Depreciation | | | | | | |
| At 1 April 2014 | – | 181 | 2,945 | 13,733 | 34,460 | 51,319 |
| Charged in year | – | 30 | 377 | 1,740 | 1,550 | 3,697 |
| Disposals | – | – | (259) | (3,255) | (6) | (3,520) |
| Revaluation | – | (64) | 13 | – | 339 | 288 |
| At 31 March 2015 | – | 147 | 3,076 | 12,218 | 36,343 | 51,784 |
| Carrying amount at 31 March 2014 | 873 | 3,186 | 1,176 | 6,530 | 4,180 | 15,945 |
| Carrying amount at 31 March 2015 | 1,148 | 1,982 | 805 | 4,363 | 2,691 | 10,989 |
| Asset financing: | | | | | | |
| Owned | 1,148 | 1,982 | 805 | 4,363 | 2 | 8,300 |
| On-balance sheet PFI contracts | – | – | – | – | 2,689 | 2,689 |
| Carrying amount at 31 March 2015 | 1,148 | 1,982 | 805 | 4,363 | 2,691 | 10,989 |

Reconciliation of additions to cash flows from investing activities shown in the Statement of Cash Flows

| | Note | 2015–16 £000 | 2014–15 £000 |
|---|------|-----------------|-----------------|
| Additions of property, plant and equipment | 5 | 90 | 46 |
| Movement in capital creditors | | (7) | 3 |
| Movement in capital accruals | | (14) | – |
| Net cash outflow from investing activities | | 69 | 49 |

Freehold land and buildings were valued at 31 December 2014 at £3,255,000 on the basis of existing use value by an independent firm of Chartered Surveyors, Cushman & Wakefield (formerly known as DTZ).

At 31 March 2016 land and buildings were further revalued using indices calculated by the Investment Property Databank and are consistent with those used in previous years. The Accounting Officer is not aware of any material changes in the carrying value of freehold land and buildings.

Other property, plant and equipment are revalued using the Producer Price Indices published by the Office for National Statistics on 22 March 2016.

6. Intangible assets

Intangible assets comprise Case Management System (CMS) software.

Intangible assets are stated at cost less accumulated amortisation, as detailed in Note 1.10. The movement in net book value is the amortisation charged in the year.

| | 2015–16 £000 | 2014–15 £000 |
|------------------------------------|-----------------|-----------------|
| Net book value 1 April | 3,313 | 4,969 |
| Amortisation charged in year | 1,656 | 1,656 |
| Net book value 31 March | 1,657 | 3,313 |
| Asset financing | | |
| On-balance sheet PFI contracts | 1,657 | 3,313 |
| Carrying amount at 31 March | 1,657 | 3,313 |

7. Financial Instruments

As the cash requirements of the CPS are met through the Estimates process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts for non-financial items in line with the CPS's expected purchase and usage requirements and the CPS is therefore exposed to little credit, liquidity or market risk.

8. Trade and other receivables

| | 2015–16 £000 | 2014–15 £000 |
|--|-----------------|-----------------|
| Amounts falling due within one year: | | |
| VAT | 1,604 | 1,798 |
| Trade receivables | 49,517 | 44,185 |
| Doubtful debt provision (Note a) | (19,754) | (19,436) |
| Deposits and advances | 624 | 665 |
| Other receivables | 875 | 620 |
| Prepayments and accrued income | 20,875 | 20,110 |
| | 53,741 | 47,942 |
| Amounts falling due after more than one year: | | |
| Prepayments and accrued income | 357 | 2 |
| | 54,098 | 47,944 |

Note a – The CPS provides against the risk of default on payment of costs awarded against convicted defendants – £19.713 million (2014–15: £19.436 million) and against default on payment of other receipts – £41k (2014–15: £Nil).

9. Cash and cash equivalents

| | 2015–16 £000 | 2014–15 £000 |
|---|-----------------|-----------------|
| Balance at 1 April | 3,079 | 7,990 |
| Net change in cash and cash equivalent balances | (547) | (4,911) |
| Balance at 31 March | 2,532 | 3,079 |

The following balances at 31 March were held at:

| | | |
|-----------------------------------|--------------|--------------|
| Government Banking Service | 2,526 | 3,070 |
| Commercial banks and cash in hand | 6 | 9 |
| Balance at 31 March | 2,532 | 3,079 |

10. Trade payables and other current liabilities

| | 2015–16 £000 | 2014–15 £000 |
|--|-----------------|-----------------|
| Amounts falling due within one year: | | |
| Other taxation and social security | 5,727 | 5,872 |
| Trade payables | 12,494 | 17,590 |
| Other payables | 5,022 | 5,043 |
| Accruals and deferred income | 40,247 | 43,665 |
| Current part of imputed finance lease element of on balance sheet (SoFP) PFI contracts | 3,445 | 3,605 |
| | 66,935 | 75,775 |
| Amounts issued from the Consolidated Fund for supply but not spent at year end | 2,532 | 3,079 |
| | 69,467 | 78,854 |
| Amounts falling due after more than one year: | | |
| Accruals and deferred income | 2,471 | 3,672 |
| Imputed finance lease element of on balance sheet (SoFP) PFI contracts | – | 3,403 |
| | 2,471 | 7,075 |

11. Provisions for liabilities and charges

| 2015–16 | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|--|-------------------------------|-----------------------|---------------|---------------|
| Balance at 1 April 2015 | 2,888 | 9,976 | 1,398 | 14,262 |
| Provided in the year | 109 | 2,876 | 600 | 3,585 |
| Provisions not required written back | (71) | (1,333) | (182) | (1,586) |
| Provisions utilised in the year | (1,208) | (1,272) | (893) | (3,373) |
| Borrowing costs (unwinding of discounts) | 34 | (102) | – | (68) |
| Balance at 31 March 2016 | 1,752 | 10,145 | 923 | 12,820 |

| 2014–15 | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|--|-------------------------------|-----------------------|---------------|---------------|
| Balance at 1 April 2014 | 4,268 | 10,789 | 2,847 | 17,904 |
| Provided in the year | 146 | 2,476 | 920 | 3,542 |
| Provisions not required written back | (148) | (1,070) | (1,408) | (2,626) |
| Provisions utilised in the year | (1,468) | (2,068) | (961) | (4,497) |
| Borrowing costs (unwinding of discounts) | 90 | (151) | – | (61) |
| Balance at 31 March 2015 | 2,888 | 9,976 | 1,398 | 14,262 |

Analysis of expected timing of discounted flows 2015–16

| | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|---|-------------------------------|-----------------------|---------------|---------------|
| Not later than one year | 957 | 1,353 | 923 | 3,233 |
| Later than one year and not later than five years | 795 | 7,095 | – | 7,890 |
| Later than five years | – | 1,697 | – | 1,697 |
| Balance at 31 March 2016 | 1,752 | 10,145 | 923 | 12,820 |

Analysis of expected timing of discounted flows 2014–15

| | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|---|-------------------------------|-----------------------|---------------|---------------|
| Not later than one year | 1,279 | 1,871 | 1,398 | 4,548 |
| Later than one year and not later than five years | 1,609 | 6,663 | – | 8,272 |
| Later than five years | – | 1,442 | – | 1,442 |
| Balance at 31 March 2015 | 2,888 | 9,976 | 1,398 | 14,262 |

Early departure costs

The CPS meets the additional costs beyond the normal PCSPS benefits in respect of employees who retired early and who left the CPS before December 2010 when other arrangements were introduced by central government. The CPS provides for the full cost of the future estimated payments.

Dilapidations

The dilapidations provision relates to dilapidation claims served by landlords at the expiry of a lease on a property occupied by CPS. A provision is made against all anticipated dilapidation claims at a rate per square metre which reflects actual dilapidations discounted to reflect the time value of money.

Other provisions

Other provisions comprise outstanding compensation claims for personal injury, employment tribunal and civil legal claims. In respect of compensation claims, provision has been made for the litigation against the Department. The provision reflects all known legal claims where legal advice indicates that it is more than 50% probable that the claim will be successful and the amount of the claim can be reliably estimated.

Legal claims which may succeed but are less likely to do so or cannot be estimated are disclosed as contingent liabilities in Note 14.

12. Commitments under leases

Operating Leases

Total future minimum lease payments under non-cancellable operating leases are given in the table below for each of the following periods.

Obligations under operating leases for the following periods comprise:

| | 2015–16 £000 | 2014–15 £000 |
|---|-----------------|-----------------|
| Land and Buildings | | |
| Not later than one year | 15,616 | 17,410 |
| Later than one year and not later than five years | 24,191 | 39,178 |
| Later than five years | 2,696 | 3,903 |
| | 42,503 | 60,491 |

The total future minimum sublease payments expected to be received under non-cancellable subleases as at 31 March 2016 is £1.628 million (2014–15: £1.964 million).

13. Commitments under PFI contracts

The Department has entered into two PFI contracts.

Information Technology (IT) managed service

The Department's IT service is provided through a managed service contract which was originally for a term of 10 years from 1 April 2002 with an option to extend. During 2009–10 the Department exercised its option to extend the contract to 31 March 2015. During 2013–14 CPS extended the contract to 30 November 2015, and in 2014–15 the contract was further extended to 31 March 2017. The extension included some renegotiation of terms, but none that materially affect the service concession arrangements.

Communications managed service

The Department's communications are provided through a managed service contract which was originally for a term of 6 years from 1 April 2006, with an option to extend. During 2009–10 the Department exercised its option to extend the contract to 31 March 2015. During 2013–14 CPS extended the contract further and the contract ran until 30 November 2015. The extension included some renegotiation of terms, but none that materially affect the service concession arrangements.

Charge to the Statement of Comprehensive Net Expenditure and future commitments

The total amount charged to the Statement of Comprehensive Net Expenditure in respect of the service element of on-balance sheet PFI transactions was £14.993 million (2014–15: £14.788 million); and the payments to which the Department is committed is as follows.

| | 2015–16 £000 | 2014–15 £000 |
|---|-----------------|-----------------|
| Not later than one year | 14,215 | 15,033 |
| Later than one year and not later than five years | – | 14,215 |
| Later than five years | – | – |
| | 14,215 | 29,248 |

14. Contingent Liabilities disclosed under IAS 37

As at 31 March 2016 the CPS was involved in 11 personal injury claims, 9 employment tribunal claims and 3 other legal claims in addition to those for which a provision has been made (see Note 11). Ten of the personal injury claims may result in settlements totalling £0.48m and four of the employment tribunal cases may result in settlements totalling £0.05m. It is not possible to estimate the value of the other claims. One of the legal claims is an outstanding contested claim against the CPS for costs under s19 of the Prosecution of Offences Act 1985. No provision has been made in these financial statements for any order which may ultimately be made as there is insufficient certainty as to the likelihood or amount of any such order.

15. Related-party transactions

The CPS has close working relationships with all agencies within the criminal justice system and particularly with HM Courts and Tribunals Service (HMCTS), their ultimate controlling party being the Ministry of Justice. HMCTS is regarded as a related party with which the Department has had material transactions, being mainly costs awarded by HMCTS to the CPS (see Note 4) less amounts written off (see Note 3).

No Board member, key manager or other related party has undertaken any material transactions with the CPS during the year.

16. Third-party assets

At 31 March 2015 CPS held cash relating to proceeds of crime. This was not a Departmental asset and was not included in the Statement of Financial Position. The CPS paid this to a third party in 2015–16. The assets held at the reporting period date comprised:

| | 2015–16 £000 | 2014–15 £000 |
|-----------------|-----------------|-----------------|
| Monetary assets | – | 28,719 |
| Total | – | 28,719 |

17. Events after the reporting period

In accordance with the requirements of IAS 10, events after the reporting period are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General.

Annexes

- Annex A – Sustainability Report
- Annex B – Board membership/Attendance
- Annex C – Security
- Annex D – Casework Statistics
- Annex E – Associate Prosecutors' Training and Selection
- Annex F – Director's Guidance
- Annex G – Regulatory Reporting
- Annex H – Complaints to the Parliamentary Ombudsman
- Annex I – CPS Area/Police Force Boundary Map
- Annex J – Glossary

Annex A – Sustainability Report

Summary of performance

The Crown Prosecution Service is committed to supporting government policy to improve sustainability and, as stated in our latest business plan, is reporting on the Greening Government Commitment (GGC) targets which started on 1 April 2011 with a baseline period of 2009–10. The data attached reflects our present position for the financial year ending March 2016. These targets are under review for the period 2016–20 and any revisions will be announced in due course.

The CPS continues to reduce its gas and electricity emissions against the baseline of 2009–10. The same can be said for our overall business travel emissions.

The CPS has set up the following actions to improve sustainability:

- estate rationalisation has continued this year and further reductions are expected;
- our waste figure is below our baseline figure for this year and the majority of it is recycled;
- we have continued to monitor our energy consumption using Automatic Meter Reads (AMR) to inform and support our move to using less energy;
- the replacement and upgrade of our IT equipment continues to support the reduction in our CO₂e emissions. Any equipment removed is disposed of under the WEEE Directive; and
- the CPS is a member of and the Secretariat to the Law Officers Department (LOD) Sustainable Development Steering Group.

Governance

Our minister is supported by the LOD Sustainable Development Steering Group chaired by the CPS Finance Director.

The CPS is the Secretariat to this Group and represents the LOD on any relevant sustainable development committees.

Our results against the GGC targets will continue to be reported annually.

Procurement

The CPS is making increasing use of mandated centralised procurement contracts, where appropriate, that embed the Government Buying Standards (GBS) within them. However, if there are no centralised contracts then any contract entered into will meet the GBS requirements.

An analysis of the CPS's top 997 suppliers (accounting for £198m/80% of purchasing expenditure) indicates that 49.57% of spend was through SMEs. The profile of normal suppliers used by the Department i.e. single

counsel, suggests that the majority of the remaining 4,600 suppliers will be SMEs: the overall percentage spend with SMEs is likely to be closer to 60%.

Performance Data

The tables attached set out the CPS's performance against the key sustainability targets.

Greenhouse Gas Emissions

The GGC targets require a 25% reduction on estate and travel emissions by 2015 (excluding short and long haul flights). These figures show a 50% reduction to date.

Scope 1 and 2 emissions include energy used by the Department and its government subtenants and fleet emissions.

The CPS's electricity supply is made up of approximately 98.5% renewable energy and 1.5% brown energy.

The expenditure and emissions figures shown reflect this breakdown. The information above is from the CPS's controlled estate where it pays the utility invoices direct to the supplier. It does not show the utility use paid directly to our landlords as part of the service charges incurred.

Emissions for scope 3 relate to recorded business travel including staff-owned cars and hire cars; air travel and train travel, as well as electricity transmission and distribution emissions.

Road travel has reduced against last year and our baseline year.

Rail usage has increased this year against last year and against the baseline.

Air travel has reduced against last year but increased against baseline figures.

The expenditure data shows all of the recorded expenditure on business travel.

Waste

Waste removal continues under our national contract and the communal waste points facilitate the segregation of our waste.

Some buildings have waste collection services provided by the landlord and are re-charged through a service charge.

The data reported here reflects actual figures received and is not extrapolated as in previous years.

Water

The consumption figures, which continues to reduce, relates to the metered water supply in m³. The costs include metered water, rated water and water cooler costs.

The target refers to the commitment to reduce water consumption by 2015 against the 2009–10 baseline.

Transparency Commitments as part of the GGC Reporting Requirements

Climate Change Adaptation

All of our sites have contingency plans in place to address any major disruptions through weather or transport.

Biodiversity and the natural environment

As our estate is office-based we do not have any sites of Special Scientific Interest.

Procurement of food and catering services

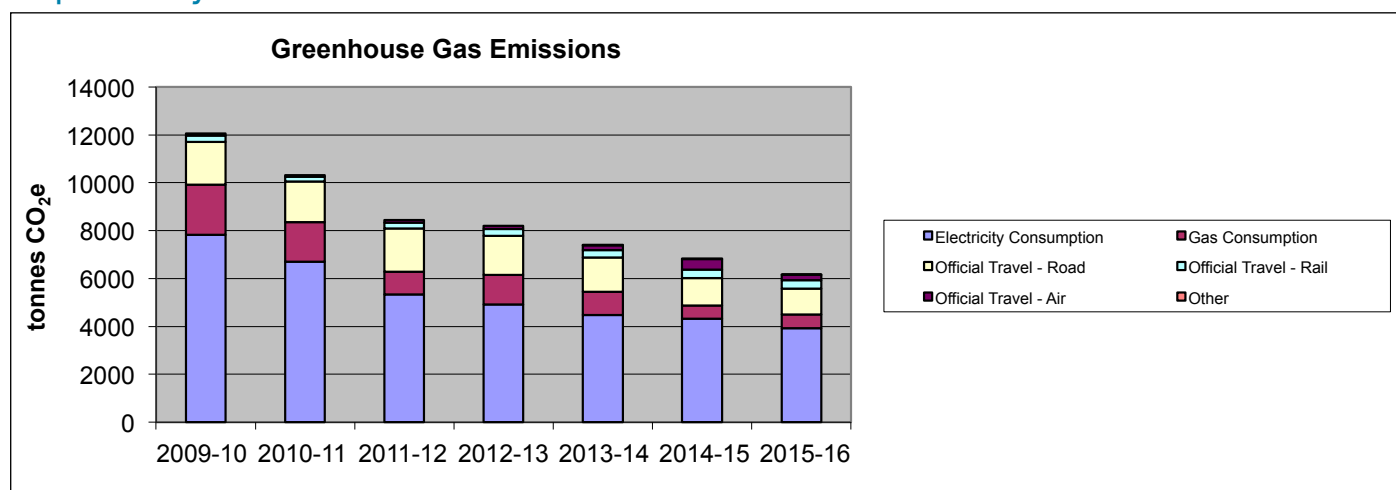
Our Facilities Management contract includes an element for meeting our catering requirements.

Sustainable Construction

The CPS is not involved with any new construction. We do however occasionally have some refurbishment carried out on properties we occupy or plan to occupy.

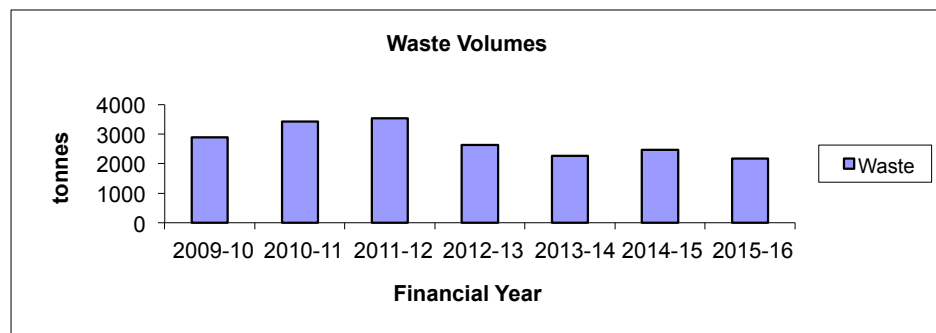
| Greenhouse Gas Emissions | | 2009–10 | 2010–11 | 2011–12 | 2012–13 | 2013–14 | 2014–15 | 2015–16 |
|---|---|---------|---------|---------|---------|---------|---------|---------|
| Non-financial indicators (tCO ₂ e) | Total Gross Emissions for Scopes 1 & 2 | 9483 | 7983 | 5984 | 5862 | 5174 | 4599 | 4263 |
| | Total Net Emission for Scopes 1 & 2 | 9483 | 7983 | 5984 | 5862 | 5174 | 4599 | 4263 |
| | Gross Emissions Scope 3 Business Travel | 2008 | 1829 | 2028 | 1979 | 1870 | 1860 | 1597 |
| | Other Scope 3 Emissions Measured | 574 | 500 | 420 | 360 | 353 | 347 | 300 |
| Related Energy Consumption (kWh,000s) | Electricity: Non Renewable(kwh) | 4931 | 5864 | 5143 | 4909 | 93 | 120 | 117 |
| | Electricity: Renewable (kwh) | 9751 | 6918 | 5726 | 5000 | 9173 | 7911 | 7727 |
| | Gas | 11364 | 8993 | 5163 | 6628 | 5302 | 3061 | 3115 |
| Financial Indicators (£k) | Expenditure on Energy | 2328 | 1602 | 1551 | 1457 | 1552 | 1145 | 1145 |
| | CRC Licence Expenditure | – | 2 | 1 | 1 | 1 | 1 | 1 |
| | Expenditure on Accredited Offsets | – | 3 | 2 | – | – | – | – |
| | Expenditure on Official Business Travel | 5661 | 3947 | 3755 | 4101 | 4331 | 4437 | 4367 |

Graphical Analysis



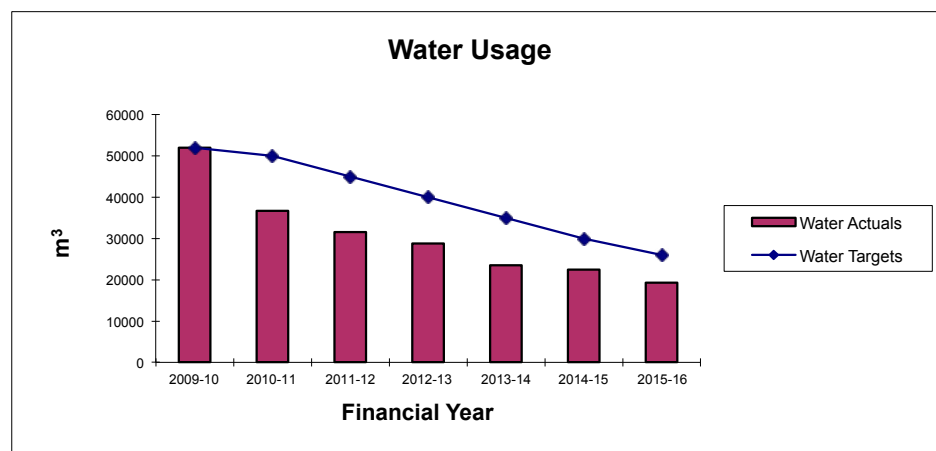
| Waste | | | 2009–10 | 2010–11 | 2011–12 | 2012–13 | 2013–14 | 2014–14 | 2015–16 |
|------------------------------|---------------------|--------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Non-financial indicators (t) | Non Hazardous Waste | Landfill | 210 | 376 | 611 | 477 | 111 | 76 | 58 |
| | | Reused/Recycled | 2682 | 2966 | 2792 | 2041 | 2154 | 2391 | 2116 |
| | | Incinerated/ Energy from waste | 0 | 79 | 139 | 115 | 0 | 0 | 0 |

Graphical Analysis



| Finite Resource Consumption | | 2009–10 | 2010–11 | 2011–12 | 2012–13 | 2013–14 | 2014–15 | 2015–16 |
|--|--------------------|---------|---------|---------|---------|---------|---------|---------|
| Non-financial indicators (m ³) | Water Consumption | 51907 | 36672 | 31563 | 28741 | 23518 | 22414 | 19232 |
| Financial Indicators (£k) | Water Supply Costs | 166 | 113 | 115 | 95 | 81 | 105 | 104 |

Graphical Analysis



Notes:

- Every years CO₂e data presented using Defras latest GHG conversion tables 2013. 2012–13 data as reported for GGC. Estimated data for fleet and Waste. 2011–12 data as reported for GGC. The only estimated data is the Fleet data. 2010–11 data updated as per SOGE reporting data. 2009–10 year is GGC baseline year

Annex B – Board membership/Attendance

The membership of the CPS Board and its sub-committees, including attendance, during 2015–16 was as follows:

CPS Board, Audit and Risk Committee and Nominations and Governance Committee Membership & Attendance

| | Meetings attended out of those eligible to attend 1 April 2015–31 March 2016 | | |
|---|---|------------------------|------------------------------------|
| | CPS Board | Audit & Risk Committee | Nominations & Governance Committee |
| Non-executive or Independent Member | | | |
| Alan Jenkins Non-Executive Director and member of Audit & Risk Committee | 6/7 | 4/4 | – |
| Derek Manuel Non-Executive Director and Chair of Nominations & Governance Committee | 7/7 | – | 2/2 |
| Jeremy Newman Non-Executive Director and Chair of Audit & Risk Committee | 6/7 | 4/4 | – |
| Alison Porter Non-Executive Director and member of Nominations & Governance Committee | 6/7 | – | 2/2 |
| Marta Phillips Independent Member of Audit & Risk Committee (from August 2015) | – | 2/2 | – |
| Jennifer Rowe Independent Member of Audit & Risk Committee (from August 2015) | – | 2/2 | – |
| Caroline Johnstone Independent Member of Audit & Risk Committee (until August 2015) | – | 2/2 | – |
| Richard Szadziewski Independent Member of Audit & Risk Committee (until August 2015) | – | 2/2 | – |
| Executive | | | |
| Alison Saunders Director of Public Prosecutions | 7/7 | – | 2/2 |
| Peter Lewis Chief Executive (until March 2016) | 6/7 | 2/4* | 2/2 |
| Paul Staff Director of Corporate Services | 7/7 | 4/4* | – |
| Jim Brisbane Chief Operating Officer (until December 2015) | 4/4 | – | 2/2 |
| Gregor McGill Director of Legal Services (from January 2016) | 2/3 | – | – |
| Jean Ashton Director of Business Services (from January 2016) | 3/3 | – | – |

* Officers are not members of the Audit and Risk Committee but attend meetings

| Executive Group Membership | |
|---|---------------------|
| Position | Period |
| Director of Public Prosecutions (Chair) | 2015–16 |
| Chief Executive | 2015–16 |
| Director of Corporate Services | 2015–16 |
| Chief Operating Officer | Until December 2015 |
| Director of Legal Services | From January 2016 |
| Director of Business Services | From January 2016 |

| Operational Delivery Group Membership | |
|--|---------------------|
| Position | Period |
| Director of Public Prosecutions (Chair) | 2015–16 |
| Chief Executive | 2015–16 |
| Chief Operating Officer | Until December 2015 |
| Director of Legal Services | From January 2016 |
| Director of Business Services | From January 2016 |
| Head of Operations | 2015–16 |
| CCP Cymru/Wales | 2015–16 |
| CCP CPS Direct | 2015–16 |
| CCP East of England | 2015–16 |
| CCP East Midlands | 2015–16 |
| CCP London | 2015–16 |
| CCP Mersey/Cheshire | 2015–16 |
| CCP North East | 2015–16 |
| CCP North West | 2015–16 |
| CCP South East | 2015–16 |
| CCP South West | 2015–16 |
| CCP Thames & Chiltern | 2015–16 |
| CCP Wessex | 2015–16 |
| CCP West Midlands | 2015–16 |
| CCP Yorkshire & Humberside | 2015–16 |
| Head of Specialist Fraud Division | 2015–16 |
| Head of Organised Crime Division | 2015–16 |
| Head of Special Crime and Counter Terrorism Division | 2015–16 |
| Head of CPS Proceeds of Crime Service | 2015–16 |
| Digital Business Programme Director | 2015–16 |
| Director's Strategy, Policy and Accountability Advisor | 2015–16 |

Annex C – Security

Summary of protected personal data-related incidents formally reported to the Information Commissioner's Office in 2015–16

| Date of incident (month) | Nature of incident | Nature of data involved | Number of people potentially affected | Notification steps |
|---|---|-------------------------|---------------------------------------|---|
| April–June 2015 | 1 unauthorised disclosure | Case file | 2 | Department Security Unit notified of error and reported to ICO. Matter being considered by the ICO at present. |
| July–September 2015 | N/A | N/A | N/A | N/A |
| October–December 2015 | 1 unauthorised disclosure | Name and email | 1 | Department Security Unit notified of error and reported to ICO. Matter being considered by the ICO at present. |
| January–March 2016 | 1 unauthorised disclosure | Names | 2 | Department Security Unit notified of error and reported to ICO. Matter being considered by the ICO at present. |
| Further action on information risk | The Department will continue to monitor and assess its information risks in light of these events in order to identify and address any weaknesses and ensure continuous improvement of our systems and handling procedures. | | | |

Reporting of personal data incidents 2015–16

| Category | Total reported | Explanatory note |
|---|----------------|--|
| Loss of electronic media and paper documents from secured government premises | 40 | 9 incidents excluded as the data loss was very minor and was, eventually recovered; or reported but caused by non-CPS staff. |
| Loss of electronic media and paper documents from outside secured government premises | 15 | 4 incidents excluded as the data loss was very minor and was, eventually recovered; or reported but caused by non-CPS staff. |
| Unauthorised disclosure | 112 | 137 incidents excluded from the total as the data loss was very minor or retained within the criminal justice profession who are bound to professional standards of data protection. |
| Lost laptops/tablets/BlackBerrys | 16 | 7 incidents excluded as the devices were eventually recovered. All devices were encrypted to the government standard; therefore no CPS data has been compromised. |

The majority of incidents relating to the loss of information have involved details from a single case file. To put the losses into context the CPS handles approximately 664,490 defendant cases in a year (2014–15 statistics). Most of these files make at least one journey to court, in addition to which the CPS serves evidence on the court, solicitors/barristers and probation service. The Civil Service 'Responsible for Information' e-learning is a mandatory requirement for all staff. The CPS continues to publish policy and produce guidance advising staff of the data handling requirements for processing and sharing CPS information.

Annex D – Casework Statistics

In these statistics, a **defendant** represents one person in a single set of proceedings, which may involve one or more charges. A set of proceedings usually relates to an incident or series of related incidents that are the subject of a police file. If a set of proceedings relates to more than one person then each is counted as a defendant. Sometimes one person is involved in several sets of proceedings during the same year: if so, he or she is counted as a defendant on each occasion.

The annual casework statistics in this report comprise defendants dealt with by the 13 Areas of the Service and specialised casework handled by the central Casework Divisions, which include those proceedings previously conducted by the Department for Environment, Food and Rural Affairs (Defra), the Department for Work and Pensions (DWP), the Department of Health (DoH) and the former Revenue and Customs Prosecution Office.

Chart 1: Magistrates' courts: caseload

Chart 1 shows the number of cases dealt with by the CPS in 2015–16 and in the two preceding years.

The number of defendants prosecuted by the CPS in magistrates' courts fell by 4.5% during the year. A number of factors may affect this figure, including lower levels of recorded crime, the number of arrests, the number of offenders cautioned by the police or dealt with by way of a fixed penalty notice and the impact of the early involvement of prosecutors.

| | 2013–14 | 2014–15 | 2015–16 |
|------------------------|---------|---------|---------|
| Pre-charge decisions | 309,295 | 314,835 | 283,736 |
| Out of court disposals | 3,645 | 3,409 | 2,804 |
| Prosecuted by CPS | 640,919 | 563,625 | 538,716 |
| Other proceedings | 1,605 | 1,119 | 770 |

| | |
|-------------------------|--|
| Pre-charge decisions: | In around one third of cases, Crown Prosecutors are responsible for deciding whether a person should be charged with a criminal offence and, if so, what that offence should be in accordance with the Director's Guidelines. The figures shown here comprise all such decisions, regardless of whether the decision was to prosecute or not. Many pre-charge decisions will have been made in cases subsequently prosecuted by the CPS. |
| Out of court disposals: | A simple caution, conditional caution, reprimand, final warning or TIC (taken into consideration) issued by the CPS at pre-charge stage. |
| Prosecuted by the CPS: | This figure comprises all defendants charged or summonsed whose case was completed in magistrates' courts during the period, including those proceeding to a trial or guilty plea, those discontinued, and those which could not proceed. Cases committed or sent for trial in the Crown Court are not included in magistrates' caseload data. Further information on the type of finalisations is shown at chart 3. |
| Other proceedings: | Non-criminal matters, such as forfeiture proceedings under the Obscene Publications Acts. |

Counting rules for the presentation of case volumes and outcomes were amended with effect from April 2007. Cases involving mixed pleas of guilty to some charges while other charges proceeded to contest were formerly double counted, but are now treated as a single defendant case. Figures in the present report have been produced in accordance with the revised rules.

Chart 2: Magistrates' courts: types of cases

Chart 2 shows the different types of cases dealt with by the CPS in magistrates' courts. They are:

| | |
|-----------------------------|--|
| Summary: | Cases which can be tried only in the magistrates' courts. |
| Indictable only/either way: | Indictable only cases can be tried only in the Crown Court, but either way cases may be tried either in magistrates' courts or in the Crown Court. |

| | 2013–14 | % | 2014–15 | % | 2015–16 | % |
|----------------------------|---------|------|---------|------|---------|------|
| Summary | 322,313 | 42.7 | 257,149 | 38.3 | 250,285 | 39.7 |
| Indictable only/either way | 432,934 | 57.3 | 414,199 | 61.7 | 379,968 | 60.3 |
| Total | 755,247 | | 671,348 | | 630,253 | |

The above figures include cases committed or sent for trial in the Crown Court as well as prosecutions completed in magistrates' courts.

Chart 3: Magistrates' courts: case outcomes

Chart 3 shows the outcome of defendant cases completed during the year. These are cases where a decision has been made by the police or CPS to charge or summons. Cases may proceed to prosecution or be discontinued at any stage of the proceedings up to the start of trial.

| | |
|-------------------------------|---|
| Discontinuances: | Consideration of the evidence and of the public interest may lead the CPS to discontinue or drop proceedings at any time before the start of the trial. The figures include both cases discontinued in advance of the hearing, where the CPS offered no evidence and those withdrawn at court. Also included are cases in which the defendant was bound over to keep the peace. |
| Warrants etc.: | When the prosecution cannot proceed because the defendant has failed to appear at court and a Bench Warrant has been issued for his or her arrest; or the defendant has died; or where proceedings are adjourned indefinitely. |
| Discharges: | Committal proceedings in which the defendant is discharged. |
| Dismissals no case to answer: | Cases in which the defendant pleads not guilty and prosecution evidence is heard, but proceedings are dismissed by the magistrates without hearing the defence case. |
| Dismissals after trial: | Cases in which the defendant pleads not guilty and proceedings are dismissed by the magistrates after hearing the defence case – a not guilty verdict. |
| Proofs in absence: | These are mostly minor motoring matters which are heard by the court in the absence of the defendant. |
| Guilty pleas: | Where the defendant pleads guilty. |
| Convictions after trial: | Cases in which the defendant pleads not guilty but is convicted after the evidence is heard. |

| | 2013–14 | % | 2014–15 | % | 2015–16 | % |
|---|----------------|------|----------------|------|----------------|------|
| Discontinuances (including bind overs) | 62,227 | 9.7 | 59,146 | 10.5 | 55,221 | 10.3 |
| Warrants etc. | 9,718 | 1.5 | 9,256 | 1.6 | 9,927 | 1.8 |
| Discharges | 313 | 0.0 | 39 | 0.0 | 19 | 0.0 |
| Dismissals no case to answer | 1,451 | 0.2 | 1,635 | 0.3 | 1,575 | 0.3 |
| Dismissals after trial | 17,980 | 2.8 | 18,862 | 3.3 | 20,273 | 3.8 |
| Guilty pleas | 462,930 | 72.2 | 432,033 | 76.7 | 411,181 | 76.3 |
| Convictions after trial | 28,127 | 4.4 | 27,316 | 4.8 | 30,786 | 5.7 |
| Proofs in absence | 58,173 | 9.1 | 15,338 | 2.7 | 9,734 | 1.8 |
| Total | 640,919 | | 563,625 | | 538,716 | |

The rate of discontinuance rose slightly to 10.3% in the three-year period ending March 2016.

Convictions rose from 82.5% in 2005–06 to 83.8% in 2015–16.

During 2015–16, a total of 7,675 defendants pleaded guilty to some charges, and were either convicted or dismissed after trial of other charges. To avoid double counting, and to ensure consistency with figures for previous years, the outcome for these defendants is shown as a guilty plea.

Chart 4: Magistrates' courts: committals to the Crown Court

In addition to the above cases, which were completed in magistrates' courts, the following numbers of defendants were committed or sent for trial in the Crown Court:

| | 2013–14 | 2014–15 | 2015–16 |
|----------------------|---------|---------|---------|
| Committals for trial | 114,370 | 107,764 | 91,567 |

Chart 5: Crown Court caseload

Chart 5 shows the number of defendants whose case was completed in the Crown Court:

| | |
|--------------------------|--|
| Prosecuted by the CPS: | This figure comprises all cases proceeding to trial or guilty plea in the Crown Court, together with those discontinued or dropped by the CPS after having been committed or sent for trial. The outcome of these proceedings is shown at chart 7. |
| Appeals: | Defendants tried in magistrates' courts or at the Crown Court may appeal to the Crown Court or Higher Appeal Courts (respectively) against their conviction and/or sentence. |
| Committals for sentence: | Some defendants tried and convicted by the magistrates are committed to the Crown Court for sentence, if the magistrates decide that greater punishment is needed than they can impose. |

| | 2013–14 | 2014–15 | 2015–16 |
|-------------------------|---------|---------|---------|
| Prosecuted by the CPS | 95,777 | 100,865 | 99,062 |
| Appeals | 17,162 | 17,896 | 16,930 |
| Committals for sentence | 19,910 | 17,493 | 17,544 |

The number of defendants prosecuted decreased by 1.8% during 2015–16.

The central Casework Divisions handled 6,588 appeals against conviction and/or sentence or extradition.

Counting rules for the presentation of case volumes and outcomes were amended with effect from April 2007. Cases involving mixed pleas of guilty to some charges while other charges proceeded to contest were formerly double counted, but are now treated as a single defendant case. Figures in the present report have been produced in accordance with the revised rules.

Chart 6: Crown Court: source of committals for trial

- Magistrates’ direction: These are either way proceedings which the magistrates thought were serious enough to call for trial in the Crown Court.
- Defendants’ elections: These are either way proceedings in which the defendant chose Crown Court trial.
- Indictable only: These are more serious cases which can only be tried in the Crown Court.

| | 2013–14 | % | 2014–15 | % | 2015–16 | % |
|--------------------------|---------|------|---------|------|---------|------|
| Magistrates’ directions: | 57,091 | 59.8 | 62,494 | 62.2 | 61,011 | 61.8 |
| Defendants’ elections: | 2,400 | 2.5 | 1,837 | 1.8 | 1,637 | 1.7 |
| Indictable only: | 35,908 | 37.6 | 36,099 | 35.9 | 36,020 | 36.5 |
| Total: | 95,399 | | 100,430 | | 98,668 | |

Chart 7: Crown Court: case outcomes

Cases against defendants committed for trial in the Crown Court can be completed in several ways:

- Judge ordered acquittals: These are cases where problems are identified after a case is committed or sent to the Crown Court. The prosecution offers no evidence, and the judge orders a formal acquittal of the defendant. These include cases where an evidential deficiency has been identified; where the defendant has serious medical problems, or has already been dealt with for other offences; or when witnesses are missing. Cases sent to the Crown Court under s51 Crime and Disorder Act 1998 and subsequently discontinued are also included in this total. Also included are cases in which charges do not proceed to a trial, and the defendant is bound over to keep the peace.
- Warrants etc.: When the prosecution cannot proceed because the defendant fails to attend court and a Bench Warrant has been issued for his or her arrest; or the defendant has died; or is found unfit to plead. If the police trace a missing defendant, then proceedings can continue.
- Judge directed acquittals: These are cases where, at the close of the prosecution case against the defendant, a successful submission of ‘no case’ or ‘unsafe’ is made on behalf of the defendant, and the judge directs an acquittal rather than allow the case to be determined by the jury.
- Acquittals after trial: When the defendant pleads not guilty and, following a trial, is acquitted by the jury.
- Guilty pleas: Where the defendant pleads guilty.
- Convictions after trial: Cases in which the defendant pleads not guilty but, following a trial, is convicted by the jury.

| | 2013–14 | % | 2014–15 | % | 2015–16 | % |
|--|---------|------|---------|------|---------|------|
| Judge ordered acquittals (including bind overs) | 10,916 | 11.4 | 12,615 | 12.5 | 12,067 | 12.2 |
| Warrants etc. | 902 | 0.9 | 978 | 1.0 | 1,145 | 1.2 |
| Judge directed acquittals | 632 | 0.7 | 654 | 0.6 | 683 | 0.7 |
| Acquittals after trial | 5,668 | 5.9 | 6,523 | 6.5 | 6,669 | 6.7 |
| Guilty pleas | 69,684 | 72.8 | 72,527 | 71.9 | 70,568 | 71.2 |
| Convictions after trial | 7,975 | 8.3 | 7,568 | 7.5 | 7,930 | 8.0 |
| Total | 95,777 | | 100,865 | | 99,062 | |

Convictions rose from 76.4% in 2005–06 to 79.2% during 2015–16.

During 2015–16, a total of 2,668 defendants pleaded guilty to some charges, and were either convicted or acquitted after trial of other charges. To avoid double counting, and to ensure consistency with figures for previous years, the outcome for these defendants is shown as a guilty plea.

AGENT USAGE

The proportion of half day sessions in magistrates' courts covered by lawyers in private practice acting as agents in 2015–16 was 29.6% compared with 27.6% in 2014–15.

Annex E – Associate Prosecutors’ Training and Selection

Criteria for designation

All persons designated under section 7A (1) of the Prosecution of Offences Act 1985 are generally known as Associate Prosecutors (APs).

All persons are selected for the AP role through fair and open competition or appointed in accordance with published CPS policy on “Staff movements within the CPS, including retirement, redundancy, promotion and transfer”.

In order to be designated as an AP all persons must meet the criteria and satisfy the personal competencies for the role. These competencies include having experience of casework within the criminal justice system or of lay presentation, and having a working knowledge of criminal law and its application, magistrates’ courts procedure and the criminal justice system.

Training

All prospective APs undertake an internal training programme which involves assimilating a comprehensive resource pack through distance learning and attending both a foundation course (legal principles) and a separate advocacy course, unless by virtue of their being a practising Crown Prosecutor immediately prior to re-grading as an AP, it is determined that they already possess the knowledge and experience necessary to exercise the designated powers.

The training equips the applicant with the knowledge and advocacy skills to undertake a review and presentational role in the magistrates’ courts in accordance with the Instructions issued by the Director, under section 7A (3) and (4) of the Prosecution of Offences Act 1985. Applicants attending this training will only be designated as an AP where they have passed an independent assessment of competence at its conclusion.

After successfully completing the advocacy course, APs have to complete a face-to-face training course dealing with bail applications. It is recommended that this is completed no longer than three to four months after the advocacy assessment.

APs also have access to the CPS e-learning modules to further enhance their knowledge. These include Acceptance of Pleas, Criminal Procedure Rules, Assault Sentencing Guidelines and Custody Time Limits.

APs selected to prosecute trials in summary only non-imprisonable offences, and other contested cases, are known as Level 2 Associate Prosecutors (AP2s). AP2s undertake an intensive additional training programme, unless by virtue of their being a practising Crown Prosecutor prior to re-grading as an AP2, it is determined that they already possess the knowledge and experience necessary to perform that role.

The additional AP2 training involves the study of e-learning modules, observation of experienced advocates in trials and other contested hearings, attending a five day course on the underpinning knowledge and skills required for the role and a further five day practical advocacy course.

All prospective AP2s who attend this training must pass an independent assessment of competence at the end of the second five day course before they are permitted to deal with the summary trials and other contested hearings as set out in the Director’s Instructions.

Continuing professional development

All APs must complete 16 hours of continuing professional development training per year.

Annex F – Director’s Guidance

During the period of this report, the Director of Public Prosecutions has issued the following:

- The Director’s Guidance on Charging 5th Edition: May 2013 (Revised arrangements).
www.cps.gov.uk/publications/directors_guidance/dpp_guidance_5.html
- Director’s Instructions to CPS Associate Prosecutors
www.cps.gov.uk/publications/directors_guidance/dpp_instructions.html

Annex G – Regulatory Reporting

| | Title | Details | Period Covered |
|----------------|------------------------|--|-----------------------|
| Table 1 | Public spending | A summary of the department's total expenditure by Treasury budgetary control total and expenditure type | 2011–12 to 2019–20 |
| Table 2 | Administration budgets | Administration expenditure related to the running of the Department | 2011–12 to 2019–20 |

Table 1: Total departmental spending

| | 2011–12 | 2012–13 | 2013–14 | 2014–15 | 2015–16 | 2016–17 | 2017–18 | 2018–19 | 2019–20 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Outturn | Outturn | Outturn | Outturn | Outturn | Plans | Plans | Plans | Plans |
| £'000 | | | | | | | | | |
| Resource DEL | | | | | | | | | |
| Administration Costs in HQ and on Central Services | 27,967 | 32,308 | 30,428 | 30,057 | 31,563 | 31,600 | 31,600 | 31,600 | 31,600 |
| Crown Prosecutions and Legal Services | 555,098 | 524,593 | 516,479 | 476,622 | 454,704 | 459,669 | 472,702 | 484,404 | 481,361 |
| Total Resource DEL | 583,065 | 556,901 | 546,907 | 506,679 | 486,267 | 491,269 | 504,302 | 516,004 | 512,961 |
| <i>Of which:</i> | | | | | | | | | |
| Staff costs | 378,920 | 367,009 | 349,849 | 318,060 | 293,758 | 296,061 | 299,450 | 303,750 | 303,350 |
| Purchase of goods and services | 235,685 | 223,555 | 233,924 | 228,813 | 238,361 | 232,270 | 239,101 | 243,501 | 242,501 |
| Income from sales of goods and services | -64,165 | -65,533 | -64,075 | -61,784 | -68,797 | -62,000 | -62,000 | -62,000 | -64,000 |
| Rentals | 26,784 | 26,839 | 24,215 | 19,255 | 18,030 | 21,883 | 21,883 | 21,883 | 21,883 |
| Depreciation ¹ | 5,745 | 4,935 | 2,898 | 2,239 | 4,819 | 2,959 | 5,772 | 8,774 | 9,131 |
| Other resource | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 |
| Resource AME | | | | | | | | | |
| CPS voted AME charges | 5,702 | 4,092 | 5,360 | 1,789 | 1,822 | 2,880 | 3,150 | 3,050 | 2,950 |
| Total Resource AME | 5,702 | 4,092 | 5,360 | 1,789 | 1,822 | 2,880 | 3,150 | 3,050 | 2,950 |
| <i>Of which:</i> | | | | | | | | | |
| Staff costs | 540 | -634 | - | - | - | - | - | - | - |
| Take up of provisions | 5,905 | 3,316 | 2,941 | 2,310 | 1,931 | -920 | -650 | -750 | -850 |
| Release of provision | -5,132 | -3,048 | -1,718 | -4,565 | -3,373 | - | - | - | - |
| Other resource | 4,389 | 4,458 | 4,137 | 4,044 | 3,264 | 3,800 | 3,800 | 3,800 | 3,800 |
| Total Resource Budget | 588,767 | 560,993 | 552,267 | 508,468 | 488,089 | 494,149 | 507,452 | 519,054 | 515,911 |
| <i>Of which:</i> | | | | | | | | | |
| Capital DEL | | | | | | | | | |
| Crown Prosecutions and Legal Services | 788 | -594 | -672 | 46 | 90 | 7,500 | 10,300 | 9,600 | 2,800 |
| Total Capital DEL | 788 | -594 | -672 | 46 | 90 | 7,500 | 10,300 | 9,600 | 2,800 |
| <i>Of which:</i> | | | | | | | | | |
| Purchase of assets | 788 | -594 | -672 | 46 | 90 | 7,500 | 10,300 | 9,600 | 2,800 |
| Total Capital Budget | 788 | -594 | -672 | 46 | 90 | 7,500 | 10,300 | 9,600 | 2,800 |
| Total departmental spending³ | 583,810 | 555,464 | 548,697 | 506,275 | 483,360 | 498,690 | 511,980 | 519,880 | 509,580 |
| <i>Of which:</i> | | | | | | | | | |
| Total DEL | 578,108 | 551,372 | 543,337 | 504,486 | 481,538 | 495,810 | 508,830 | 516,830 | 506,630 |
| Total AME | 5,702 | 4,092 | 5,360 | 1,789 | 1,822 | 2,880 | 3,150 | 3,050 | 2,950 |

¹ Includes impairments

² Pension schemes report under FRS 17 accounting requirements. These figures therefore include cash payments made and contributions received, as well as certain non-cash items

³ Total departmental spending is the sum of the resource budget and the capital budget less depreciation. Similarly, total DEL is the sum of the resource budget DEL and capital budget DEL less depreciation in DEL, and total AME is the sum of resource budget AME and capital budget AME less depreciation in AME.

Table 2: Administration budget

| | £'000 | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|
| | 2011–12 Outturn | 2012–13 Outturn | 2013–14 Outturn | 2014–15 Outturn | 2015–16 Outturn | 2016–17 Plans | 2017–18 Plans | 2018–19 Plans | 2019–20 Plans |
| Resource DEL | | | | | | | | | |
| Administration costs in HQ and on Central Services | 27,967 | 32,308 | 30,428 | 30,057 | 31,563 | 31,600 | 31,600 | 31,600 | 31,600 |
| Total administration budget | 27,967 | 32,308 | 30,428 | 30,057 | 31,563 | 31,600 | 31,600 | 31,600 | 31,600 |
| <i>Of which:</i> | | | | | | | | | |
| Staff costs | 18,714 | 19,065 | 18,151 | 18,797 | 19,617 | 24,000 | 24,000 | 24,000 | 24,000 |
| Purchase of goods and services | 9,644 | 13,588 | 10,504 | 10,255 | 11,148 | 7,363 | 7,363 | 7,363 | 7,363 |
| Income from sales of goods and services | -487 | -441 | – | -276 | -1,026 | -1,000 | -1,000 | -1,000 | -1,000 |
| Rentals | – | – | 1,170 | 1,185 | 1,728 | 1,141 | 1,141 | 1,141 | 1,141 |
| Other resource | 96 | 96 | 603 | 96 | 96 | 96 | 96 | 96 | 96 |

1. These figures are not subject to audit by The Comptroller and Auditor General.

Annex H – Complaints to the Parliamentary Ombudsman

The CPS only falls within the remit of the Parliamentary and Health Service Ombudsman when a complaint received by the Ombudsman relates to the Code of Practice for Victims of Crime (the Victims' Code).

The Victims' Code places a statutory obligation on criminal justice agencies to provide a standard of service to victims of crime or, where the victim died as a result of the criminal conduct, their relatives.

Since 3 April 2006, the Parliamentary Ombudsman has had a statutory responsibility to consider complaints, referred by MPs, from those who complain that a body has not met its obligations under the Victims' Code. The obligations the Victims' Code places on the agencies concerned include that:

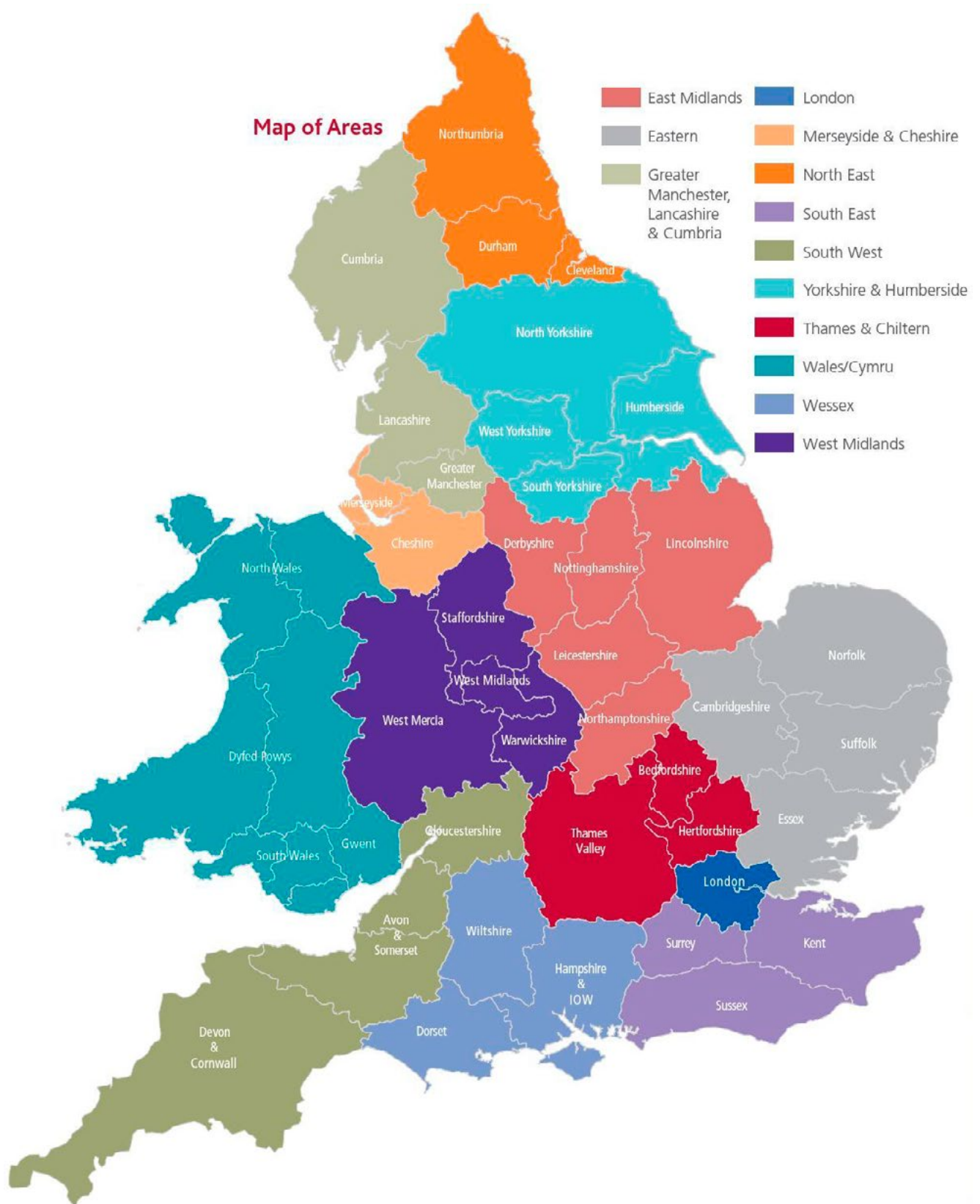
- they provide victims, or their relatives, with information about the crime, including about arrests, prosecutions and court decisions;
- they provide information about eligibility for compensation under the Criminal Injuries Compensation Scheme;
- victims be told about Victim Support and either be referred on to them or offered their service;
- bereaved relatives be assigned a family liaison police officer; and
- victims of an offender who receives a sentence of 12 months or more after being convicted of a sexual or violent offence have the opportunity to make representations about what licence conditions or supervision requirements the offender should be subject to on release from prison.

Where a victim of crime in England and Wales believes a criminal justice agency, including the CPS, has failed to provide the service set out in the Victims' Code, they should first put their complaint directly to the agency concerned. If their complaint is not addressed to their satisfaction by the agency, they may then contact an MP and ask them to refer the complaint to the Ombudsman.

Once a complaint is received by the Ombudsman it undergoes an assessment process which determines whether or not the Ombudsman should investigate it.

In 2015–16 the Ombudsman received four complaints, and of those, investigations for three have not been completed. One case was upheld and the recommendations for this have been complied with.

Annex I – CPS Area/Police Force Boundary Map



Annex J – Glossary

| | | | |
|---------------|--|--------------|---|
| ABM | Area Business Manager | HQ | Headquarters |
| AME | Annually Managed Expenditure | IAMM | International Assurance Maturity Model |
| AMR | Automatic Meter Readers | IAS | International Accounting Standards |
| AP | Associate Prosecutor | IICSA | Independent Inquiry into Child Sexual Abuse |
| APR | Area Performance Report | IFRS | International Financial Reporting Standards |
| ARC | Audit and Risk Committee | IPD | Investment Property Databank |
| AWDL | Average Working Days Lost | IOA | Individual Quality Assessments |
| BCM | Better Case Management | IT | Information Technology |
| BDF | Business Disability Forum | LDP | Legal Development Programme |
| CCP | Chief Crown Prosecutor | LOD | Law Officers Department |
| CETV | Cash Equivalent Transfer Value | MDP | Management Development Programme |
| CJS | Criminal Justice System | MoJ | Ministry of Justice |
| CJSEP | Criminal Justice System Efficiency Programme | NAO | National Audit Office |
| CMS | Case Management System | NGC | Nominations and Governance Committee |
| CPS | Crown Prosecution Service | PCSPS | Principal Civil Service Pension Scheme |
| CQS | Casework Quality Standards | PFI | Private Finance Initiative |
| DCS | Digital Case System | PRP | Performance Related Pay |
| DDA | Disability Discrimination Act | REM | Resource and Efficiency Measures |
| DEFRA | Department for Environment, Food and Rural Affairs | SCS | Senior Civil Servant |
| DEL | Departmental Expenditure Limit | SIRO | Senior Information Risk Owner |
| DoH | Department of Health | SLA | Service Level Agreement |
| DPP | Director of Public Prosecutions | SLM | Senior Legal Manager |
| DSHC | Departmental Security Health Check | SoCNE | Statement of Comprehensive Net Expenditure |
| DWP | Department of Work and Pensions | SoFP | Statement of Financial Position |
| EG | Executive Group | SOP | Standard Operating Practice |
| ESA | European System of Accounts | SoPS | Statement of Parliamentary Supply |
| FReM | Financial Reporting Manual | SPF | Security Policy Framework |
| GBS | Government Buying Standards | SSRB | Senior Salary Review Body |
| GFS | Graduated Fees Scheme | TSfJ | Tools and Skills for the Job |
| GGC | Greening Government Commitment | TSJ | Transforming Summary Justice |
| HMCPPI | Her Majesty's Crown Prosecution Service Inspectorate | VAWG | Violence Against Women and Girls |
| HMCTS | Her Majesty's Courts and Tribunals Service | VHCC | Very High Cost Cases |
| HMRC | Her Majesty's Revenue and Customs | VLU | Victim Liaison Unit |
| HMT | Her Majesty's Treasury | VRR | Victims' Right to Review |
| | | WRAP | Waste and Resource Action Programme |

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