



Annual Report and Accounts 2016–2017

Crown Prosecution Service Annual Report and Accounts 2016–2017

(for the period April 2016 – March 2017)

Report presented to Parliament pursuant to Section 9 of the
Prosecution of Offences Act 1985

Accounts presented to the House of Commons pursuant to Section 6(4)
of the Government Resources and Accounts Act 2000

Accounts presented to the House of Lords
By Command of Her Majesty

*Ordered by the House of Commons
to be printed 3 July 2017*



© Crown copyright 2017

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.uk/government/publications

Any enquiries regarding this publication should be sent to us at The Crown Prosecution Service, Rose Court, 2 Southwark Bridge, London SE1 9HS.

Print ISBN 9781474146272

Web ISBN 9781474146289

ID 07061711 07/17

Printed on paper containing 75% recycled fibre content minimum.

Printed in the UK by the Williams Lea Group on behalf of the Controller of Her Majesty's Stationery Office.

Foreword	2	Annexes	55
Performance Report	4	Annex A Sustainability Report	55
The CPS in 2016–2017	4	Annex B Board Membership/Attendance	59
About the CPS	5	Annex C Security	61
Performance Analysis	6	Annex D Casework Statistics	62
Other Information	15	Annex E Associate Prosecutors' Training and Selection	66
Accountability Report	16	Annex F Director's Guidance	67
Non-Executive Director's Report	16	Annex G Regulatory Reporting	68
Statement of Accounting Officer's Responsibilities	18	Annex H Complaints to the Parliamentary Ombudsman	70
Governance Statement	19	Annex I CPS Area/Police Force Boundary Map	71
Remuneration and Staff Report	24	Annex J Glossary	72
Statement of Parliamentary Supply	31		
Notes to Statement of Parliamentary Supply	32		
Parliamentary Accountability Report	34		
The Certificate and Report of the Comptroller and Auditor General to the House of Commons	35		
Financial Statements	37		
Statement of Comprehensive Net Expenditure	37		
Statement of Financial Position	38		
Statement of Cash Flows	39		
Statement of Changes in Taxpayers' Equity	40		
Notes to Departmental Accounts	41		



What does this report contain?

Our Annual Report details the performance and activities of the CPS over the past financial year against our strategic priorities. Previous reports can be found online at cps.gov.uk.



Tell us what you think

The CPS is committed to being honest and open and we welcome feedback on the contents of this report. Details on how to contact us are available at cps.gov.uk/contact.



CPS 2020

CPS 2020 sets out our organisational priorities for the four years leading to 2020, and was co-written by staff across the Service. It is available online at cps.gov.uk.

Foreword by the Director of Public Prosecutions

Alison Saunders CB



I am pleased to present the 2016–2017 Annual Report for the Crown Prosecution Service (CPS).

At the beginning of the year we set new strategic priorities, and since then have been focusing on delivering against them. The priorities – and our plans for how we will achieve the aims underneath them – are set out in CPS 2020, the organisation’s strategy informed by the views of our staff. These refreshed priorities ensure we are able to adapt to the ever-changing criminal justice landscape, reform programmes and the needs of victims and witnesses.

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

- To ensure we consistently produce high quality casework we have revisited our approach to advocacy. We have placed more focus on instructing the right advocate for the case – whether they are our own advocate or one from external providers – and on supporting their development. We’ve also continued to make reductions to the number of hearings per case by further embedding the principles of Transforming Summary Justice. In the magistrates’ courts we’ve brought the average down to 1.66 hearings per case, delivering tangible financial savings and swifter justice.
- We have been working to increase public confidence in our ability to deliver justice fairly, effectively and independently. Much of this work has continued to focus on refining the service we provide to victims and witnesses. Following the introduction of a new approach to supporting victims and witnesses at court, a survey showed that over 95% of witnesses were very satisfied or satisfied with the service provided by the CPS. We have also continued to work with the public and stakeholders, for example by consulting on changes to our policies on hate crime and working to identify best practice in domestic abuse cases.



- We have invested significantly in continuously improving the way we work. While continuing to support the cross-criminal justice system (CJS) Common Platform programme we have made significant improvements to our in-house technology, rolling out almost 3,000 new laptops to staff across the organisation. We have also made a number of improvements to the reliability of our systems and the network that supports them. This all enables more of our staff to work more flexibly, ensuring we can not only share work more easily across the organisation, but also offer our staff opportunities to work from different locations.
- Finally, a number of initiatives that support the success of our people have been implemented. Our previous efforts in this area were validated by a five percentage point increase in our Employee Engagement Index (EEI) score to 59%. We have focused on the development of our staff, implementing new methods of training like Digital Learning Live and identifying our talent so that we can nurture it through programmes such as Leading for Success. Our investment in our staff is paying dividends, with a high number of successful internal promotions that show we are developing a talent pipeline and retaining our skilled and knowledgeable workforce.

Encouraging staff to shape the direction of the organisation through open face-to-face conversations was a different approach from the one the CPS had taken previously. The commitments in CPS 2020 are owned by all of our people and I think this ownership is borne out in the significant successes we have achieved in 2016–2017. Our people have helped us create a clear plan for steps we will take to become the organisation we want to be by 2020. When I look at the dedication and professionalism with which our people have worked to implement that plan over the last year, I am confident we will meet those aims.

Alison Saunders

Alison Saunders CB
 Director of Public Prosecutions
 26 June 2017

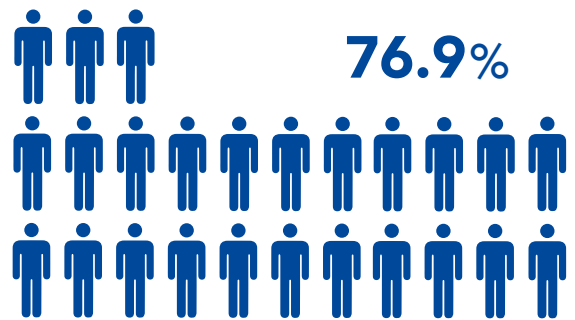
Performance Report

At a glance: The CPS in 2016–2017



588,021
cases

Total number of cases – **588,021**



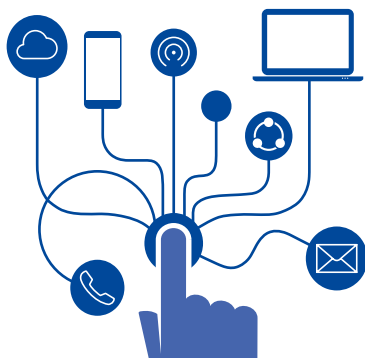
76.9% guilty pleas – showing the quality of our casework and the strength of our evidence



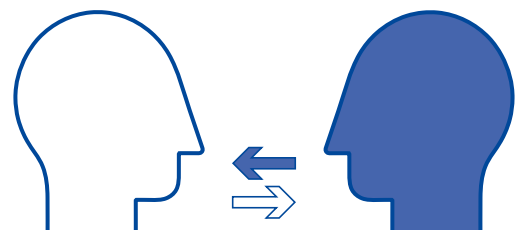
83.9% conviction rate – which indicates we are making the right decisions and trying the right cases



£80.1 million put back into public funds – by recovering the proceeds of crime



£4.3 million invested in new technology – supporting our staff with the tools they need to do their job



59% Employee Engagement Index (EEI) score – a five percentage point increase on 2015–2016, showing an increasingly engaged workforce

About the CPS

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 the 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 General is accountable to Parliament for the work of the CPS.

The CPS comprises 13 geographical Areas in England and Wales together with CPS Proceeds of Crime and CPS Direct, which provides 24 hour 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 three Central Casework Divisions that handle the most complex prosecutions, covering Specialist Fraud, Special Crime & Counter Terrorism, and International Justice and Organised 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;
- The Casework Quality Standards (CQS).

Our four strategic objectives in 2016–2017 were:

- Everyone in the CPS contributing to high quality casework and delivering justice through timely legal decision-making, casework preparation and presentation;
- Ensuring public confidence in our ability to deliver justice through being effective and making fair, open and transparent decisions;
- Supporting the success of our people, investing in their training and skills while attracting the best new people to the organisation;
- Continuously improving how we work through digitisation and building a modern, flexible workforce that delivers swifter justice with fewer hearings and more effective trials.

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.

Performance Analysis

The CPS' net funding, as voted by Parliament, for 2016–2017 was £502.0 million. The financial results for the year are shown in the Statement of Parliamentary Supply and the related notes on pages 31 to 33.

In delivering the public prosecution service, the Department spent a total of £564.9 million. After taking into account £66.3 million of income, the total net resource requirement (including capital) as shown in the Statement of Parliamentary Supply was £498.6 million which was £3.4 million or 0.7% less than the sum voted to CPS by Parliament.

Over the year, CPS secured 493,331 convictions, representing 83.9% of all cases. In magistrates' courts, our conviction rate was 84.8% while in the Crown Court 78.9% of our cases resulted in conviction.

The Service has continued to experience a significant change in the profile of cases prosecuted since 2009–2010. Although the overall number of cases we prosecute continues to fall – to 588,021 this year (compared to 637,798 in 2015–2016), we have seen:

- Increases in homicide cases;
- A rise in sexual abuse cases;
- 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.

This year we published CPS 2020, a shared plan for our organisation. It outlines our strategic priorities and the action we will take to continue improving our service to society. Equally importantly, it sets out our commitment to make sure the CPS is a great place to work.

It also recognises the good work that has been done in recent years to adapt to a changing world and maintain performance through a difficult period of transformation across the organisation.

CPS 2020 will guide our work through this spending review period. It builds on our previous priorities, and reflects our ambitions for the CPS.

The four pillars are:

- Ensuring public confidence that we are fair, effective and independent;
- Supporting the success of our people;
- Everyone contributing to high quality casework;
- Continuously improving how we work.

Each year, our annual business plan will set out the specific steps we will take to move us forward to achieve our vision. Our achievements in 2016–2017 are detailed below.



Public Confidence

The CPS is committed to ensuring the public has confidence we provide a fair, effective and independent prosecution service. To ensure this we outlined the following priority actions for the 2016–2017 year:

- Treat victims and witnesses with respect and care and respond to their individual needs;
- Enhance our complaints performance management systems to ensure complaints are dealt with promptly and thoroughly;
- Identify and share best practice in domestic abuse prosecutions, including the new offence of controlling or coercive behaviour;
- Develop capability of Witness Care Units to meet the planned Victim's Law and related reforms;
- Improve the instance, quality and timeliness of letters issued to victims explaining our decision to stop a case or substantially alter charges;
- Develop effective policies and guidance that reflect changes in society, such as delivering against the cross-government hate crime strategy;
- Ensure that all Rape and Serious Sexual Offence (RaSSO) cases are reviewed and presented in court by a specialist trained sexual offences prosecutor;
- Create an engagement plan and resource hub of materials for schools, colleges and universities;
- Develop more proactive campaigns like #ConsentIs;
- Conduct stakeholder mapping to identify how best to measure confidence.

To support these commitments we set out four headline measures:

- Two on offending in specific categories of heightened public interest – rape and serious sexual offending and hate crime;
- One on the level of unsuccessful court outcomes owing to prosecution witness issues; and,
- One concerning the proportion of complaints received having to be escalated to the later stages of our resolution procedure.

Violence against women and girls (VAWG) offences

VAWG prosecutions account for almost 19% of the CPS' overall caseload, so it is logical that we continue to focus on our performance in this area. One area where we identified that our performance could improve was the timeliness of providing pre-charge advice and charging decisions to the police in rape and serious sexual offences cases. Our 2016–2017 business plan contained a performance measure to reduce the number of cases waiting more than 28 days for advice or a decision to below 250 cases nationally – translating to a better experience and swifter justice for victims of these crimes and those accused of them.

Over the year, we have made significant progress in reducing the number of cases waiting for a decision from a prosecutor. The figure declined from just below 500 cases at the end of quarter 1 2016–2017 to 126 cases by the end of 2016–2017. We have, therefore, significantly exceeded the level of ambition set in our business plan but will continue to focus on driving this figure down further and will seek to keep it at the lowest level possible, recognising that the complexity of these cases means that some will take longer to fully consider. This complexity is the reason we continue to invest in specially training RaSSO prosecutors to

review and present cases in court, supported by a specialist welfare programme.

Tackling VAWG and improving the Criminal Justice System (CJS) response to domestic abuse in particular continues to be a priority across government. In 2016–2017 we launched a deep dive into domestic abuse to discover best practice and enhance the CJS' capability to respond effectively to reports of this type of offending. The deep dive also aims to improve outcomes through ensuring a level of service to victims which increases their safety and satisfaction. This is supported by the four new domestic abuse e-learning modules we introduced in 2016–2017, including one specifically on the offence of controlling and coercive behaviour.

Hate crime

We continue to focus on addressing the pernicious effects of hate crime, issuing public consultations on our three public policy statements in October 2016 – crimes against disabled people, offences involving hostility on the grounds of sexual orientation and gender identity, and racially and religiously aggravated hate crime. In response to the consultations we will publish our hate crime policy guidance in July 2017.



We introduced a specific performance measure to increase the percentage of sentence uplifts in hate crime cases to over 55% of the total that result in a conviction. During the period of this report we have seen the proportion of sentence uplifts increase from 33.8% for the 2015–2016 financial year to over 58% by quarter 4 of 2016–2017.

Over the course of this reporting period we have also steadily increased the conviction rate achieved in cases alleging hate crime. At the end of quarter 4 this stood at 83.9% of all cases brought; the highest level achieved since we started recording performance against this category of offending.

Victims and witnesses

We have continued to work on refining the service we provide to victims and witnesses in 2016–2017, introducing new ways of interacting with them and meeting their individual needs, both in written correspondence and in person at court. Early survey results indicate that our Speaking to Witnesses at Court guidance which was implemented in 2016–2017 – along with a supporting informative leaflet – will result in increased satisfaction in the service the CPS provides. The Witness Care Project that was launched this year will review the witness care units, ensuring they are equipped to deal with the implications of the Victim's Law and related reforms, while continuing to provide the best possible service.

In respect of unsuccessful case outcomes relating to witness issues, we introduced a measure that sought to reduce these to less than 25% of the total for all unsuccessful cases. Over the course of 2016–2017 we fell just short of this ambition at 28.8%. Cases in the magistrates' court, particularly those involving allegations of domestic abuse, significantly influence this measure. There are early indications that our Speaking to Witnesses at Court guidance

that was issued during the year is having positive effects. Work to understand this in more detail, including the domestic abuse deep dive, has been undertaken and will be the foundation of our future efforts to achieve the level of ambition set out.

Community engagement

In 2016–2017 we have taken a renewed approach to engagement – appointing inclusion and community engagement managers in each of our 13 Areas, reporting into a central inclusion team that will ensure our work continues to be shaped by the public, and by best practice shared by stakeholder groups.

Work began on a series of campaigns to explain our work, with specific campaigns on the cross-government priority areas of domestic abuse and hate crime to be delivered in 2017–2018.

Complaints

Finally, we have reviewed and sought to enhance our complaints management systems to ensure that complaints are dealt with promptly and thoroughly. This has involved us working hard to resolve complaints at the earliest opportunity, without invoking escalation procedures that introduce delays. We set ourselves a challenging target of dealing with 86% of complaints without any form of escalation. Our current data shows that by the end of quarter 4 we are achieving this in 81% of complaint cases with an improving trend. Complaints handling forms part of HMCPSP Area Assurance review. The review involves an inspection of CPS communications with victims, including the complaints. Our efforts have also been assisted by our Independent Assessor of Complaints providing advice and guidance concerning best practice to staff and we continue to check and challenge complaints performance at quarterly Area Performance Review (APR) meetings.

Success of our People

The 2016–2017 CPS business plan identified seven key priorities in relation to CPS People aligned to five success measures. The priorities were:

- Nurture and develop talent offering everyone a career path for development;
- Broaden our expertise by supporting career moves into and out of the CPS and between teams;
- Support social mobility by investing in scholarships, apprenticeships, legal and professional training;
- Increase workforce flexibility and resilience by moving more of the work to where our people are located;
- Improve the experience of working at the CPS through a continued focus on employee engagement and wellbeing;

- Invest in the skills of our workforce and ensure effective evaluation of learning and development;
- Set high expectations for individual performance and be clear about how it is managed.

The measures of success were:

- Employee Engagement Index (EEI) greater than 55%;
- Apprenticeships meet the Civil Service ambition for social mobility at 2.3%;
- Internal and external secondments exceed 250;
- Vacancies against the resource plan (within 4%);
- Increase in Full Time Equivalent (FTE) managing casework from outside their Area (33% increase).

Progress against each of these priorities achieved in 2016–2017 is detailed below along with the outcomes of the appropriate related measures.

Nurturing talent

During 2016–2017 this priority has seen the launch of the career development toolkit to support regular and meaningful talent and career conversations for all employees. Leading for Success, a talent programme for future leaders has begun and its success has led to planning for a further cohort and a similar programme for employees at more junior grades. A career mapping tool is currently in development and will launch in the next financial year for all employees. The CPS has established a Talent and Professions Group, made up of senior managers and heads of professions, to oversee progress on developing talent and wider professional development.

While net recruitment continues to rise, there has been a shortfall against the measure of being within 4% of vacancies against the resource plan, which partially reflects the ongoing success of CPS internal candidates in our promotion exercises and the continuing attrition rate. We have invested in improving forecasting capability within our Area Business Centres, encouraging them to be less reactive and risk averse in their recruitment schedules – giving proper consideration instead to attrition rates in their forecasting and planning to improve how they anticipate and sequence arrivals to mitigate the impact of departures. Corporate Services have re-baselined our resource requirements for 2017–2018.

Flexibility and movement

The number of secondments both internally and externally has remained above 200 across all four quarters. Although this falls shy of the target set of 250, it has proven difficult to capture all aspects of mobility. We have actively embraced a number of schemes that fall outside of this metric, but support wider development, such as the centrally run Future Leaders' Programme Gateway for Success and Civil Service traditional fast streamers; as well as our own Leading for Success, Legal Development and legal trainee schemes. Further, local short-term secondments for development purposes are not systematically recorded but occur frequently across the CPS. With a view to addressing these issues, we have trained local managers in effective workforce planning and a new process and toolkit has been introduced. Work is also ongoing on a career mapping tool and supporting career movement and development principles to enable greater flexibility.

Improvements to recruitment processes have been implemented. Video interviewing has been further trialled and electronic pre-employment checks have been introduced along with a simplified referencing process. In 2017–2018 we will launch a new attraction strategy to improve the number of skilled candidates applying for each role. Advancing digital technologies have allowed more opportunity to move work around the country to make best use of

our resources, which sees us significantly exceeding the target set of more than a 33% increase in full-time equivalent managing out-of-Area work. Strategic use of resources and technology have led to a 109% increase, demonstrating strong achievement against our commitment to move work to where our people are located, creating a resilient and flexible workforce.

Supporting social mobility

Over the course of 2016–2017 the CPS has exceeded its target for 2.3% of apprenticeships. At year end 2.8% of our workforce was made up of apprentices, both meeting the Civil Service wide ambition and supporting social mobility within our organisation. A CPS Board level champion for social mobility has been appointed to continue leading this work and Cabinet Office is developing appropriate measures to support departments in defining and measuring their social mobility targets, in which CPS will participate fully.

A work experience strategy began development in 2016–2017 and will launch in 2017–2018, and this will assist in ensuring those gaining exposure to the Department are from a mixed range of backgrounds and can assist in supporting social mobility. It is also expected that the current work on apprenticeships along with Trailblazers (due in 2017–2018) can also be positioned to support this agenda. Preparatory work has begun in planning for a new approach to developing talented staff to take up Crown Prosecutor roles through the Institute of Legal Executives route.

Employee experience

In the Civil Service People Survey 2016 the CPS achieved a 64% response rate with EEI rising five percentage points to 59% (4 points ahead of the target and now in line with Civil Service average). This is the highest it has been since we started the survey in 2009. The largest increases were on the Leadership and Managing Change theme where overall there was a 10 percentage point improvement. Staff feedback on this subject in previous years led us to introduce the CPS Conversations, the leadership development programme for senior managers and more opportunities to contribute views before decisions are made. It is therefore very encouraging to see this progress.

The CPS Leadership Development Programme for 2017–2018 will continue its focus upon developing leaders to fully engage their staff in planning, change, development and delivery of business priorities.

The CPS continues to be accredited at silver level by Investors in People. Business in the Community and the CJSEP also recognise the CPS at 'silver' in their accreditation processes. The CPS is in the top 30 employers for working families in 2016 and is rated as a 'disability confident' employer. The CPS were finalists in the national Chartered Institute of Personnel and Development awards and the Personnel Today awards 2016.

Investing in skills

CPS has invested significantly in employee skills development this year, with a continuation of the Individual Learning Account (ILA) approach. The Legal Development Programme (LDP) is ongoing and the Investing in Skills board is currently agreeing the development priorities for 2017–2018. For operational development, a Learning Needs Analysis led to Digital Learning Live week which launched a range of bite-sized solutions that delivered training in a different way than used before and received very positive feedback from employees. Leaders have completed the CPS Leadership Programme, delivered in partnership with Roffey Park Institute.

The Management Development Programme (MDP) is ongoing with an increasing number of managers being accredited. The second stage of the leadership programme has launched and is focusing on nurturing talent, inclusive leadership and creating a culture of learning.

Managing performance

Work is progressing on updating and developing HR policies to ensure they focus on engagement and staff development. A new performance and reward strategy has been developed and signed-off and will roll out from 2017–2018.

A simplified digital appraisal process has been launched, with appropriate guidance to coincide with the new reporting year.

High Quality Casework

Our commitment to high quality casework ensures we deliver justice through excellent, timely legal decision-making, casework preparation and presentation. In 2016–2017 we sought to achieve this through the following:

- Give early advice to investigators so that the right cases progress and others are quickly stopped;
- Take the right decisions, treating every case fairly and equally, and bringing the correct charges according to the evidence and the Code for Crown Prosecutors;
- Deliver swifter justice through timely case preparation that builds and progresses strong cases and encouraging appropriate early guilty pleas;
- Build effective partnerships, nationally and internationally, to ensure excellence across the Criminal Justice System (CJS) and maximise the recovery of proceeds of crime;
- Develop a new advocacy strategy to ensure our advocates are able to meet changing demands and that we provide first class advocacy in every case;

- Embed Better Case Management to ensure fewer hearings in Crown Court cases and improved engagement from all parties;
- Utilise trends from Individual Quality Assessments to help better identify themes and inform how we can improve.

Our 2016–2017 business plan outlined five challenging measures by which we sought to demonstrate progress against our high quality casework commitments:

- More than 90% compliance with judicial orders in the Crown Court;
- Less than 10% cracked or ineffective trial rate due to prosecution reasons in Crown Court;
- More than £84.2 million recovered from proceeds of crime;
- Less than 18% cracked or ineffective trial rate due to prosecution reasons in magistrates' courts;
- Fewer than 1.75 hearings on average per guilty plea case in magistrates' courts.

Efficiency and performance

Overall, in 2016–2017 the CPS achieved a conviction rate of 84.8% in all cases it brought in the magistrates' courts and 78.9% for cases brought in the Crown Court which reflects that we are taking the right decisions and bringing the correct charges. In the magistrates' courts we undertook to reduce the average number of hearings per guilty plea case to below 1.75. We have made steady progress against this measure, exceeding the level of ambition set out in the business plan. Our latest data shows the average number of hearings to be 1.66 per case, which indicates the CPS contributes to the cross-criminal justice system ambition of swifter justice for both the victims of crime and for those accused of crime. It also means that we are encouraging early guilty pleas and making progress against achieving the principles associated with Transforming Summary Justice (TSJ) – our joint agency initiative with our criminal justice partners that is driving improved performance in magistrates' courts.

Against the level of ambition to reduce the cracked and ineffective trial rate owing to prosecution reasons to below 10% of contested Crown Court cases, we recorded 12.5% over 12 months, but had reduced this to 11.8% in the final quarter.

In the magistrates' courts, 22.4% of trials over 12 months resulted in being cracked or ineffective for prosecution reasons (21.6% for the final quarter) against an ambition of fewer than 18%.

Quality and compliance

A new advocacy strategy was introduced in 2016–2017 that ensures a focus on quality through its three principles; instructing the right advocate for the right case, supporting advocates in development, and maintaining effective relationships with external advocacy providers. We continue to utilise Individual Quality Assessments internally to assess casework quality, and will be focused on driving up quality further through this mechanism in 2017–2018.

Our business plan also introduced a measure to increase CPS compliance with judicial orders in the Crown Court to over 90% of cases. Again, we have made progress over the course of the year and now achieve the highest rate of compliance since we began recording performance against this. Although national performance has improved from 81.8% compliance in quarter 1 2016–2017 to 87.6% by the end of quarter 4, this remains short of the ambition we set. We anticipate that enhancements that are planned for the Digital Case System in the

Crown Court, being developed in partnership with HM Courts & Tribunals Service, will significantly assist in this regard. This will mean that judicial orders will automatically appear in the CPS' Case Management System, thus maximising the time available to comply and reducing recording errors.

Asset recovery

Finally, we set ourselves an ambition to recover in excess of £84.2 million from proceeds of crime. By year end the figure recovered was £80.1 million,

within a 5% margin. The flow of receipts remains uneven and highly problematic to forecast. CPS North East are piloting a 'one-stop-shop' approach to asset recovery, from which early indications show good progress, and hence has since been extended to include CPS Mersey-Cheshire. The levels of access to, and support given by, proceeds of crime specialists to prosecutors means that the full range of provisions contained in the Serious Crime Act are being fully utilised, maximising asset recovery and simplifying enforcement.

Continuously Improving

This year the CPS built upon the work already done to create a fully digitally-enabled organisation. We have always been at the forefront of driving digital working in the Criminal Justice System (CJS) and we will continue to lead in this area. We will take advantage of the opportunities that arise as we and our CJS partners standardise our ways of working and adopt new technologies. In 2016–2017 we committed to:

- Develop capability to respond to and meet challenges of HMCTS Court Reform programme;
- Invest in technology, giving people the tools they need to do their best, wherever they work;
- Explore alternative ways to deliver a better integrated charging service to police and other investigators;
- Develop an ICT strategy to complement and support multi-agency initiatives;
- Co-create a shared, digital system that works for all partners in the CJS;
- Design new ways of working informed by the expertise of our own people and develop new

ways to support this, such as People Impact Assessments and satisfaction surveys;

- Employ tight financial management that ensures we make full and best use of available funding;
- Support the CJS Common Platform programme in deploying its first applications to test cross-agency digital justice.

We set ambitious measures, aligned to these commitments as follows:

- More than 95.5% availability of core business infrastructure through resilient ICT – we achieved 99.96% in March 2017;
- More than 4,500 remote access service users supported by smarter working – the figure at March 2017 was 5,083;
- More than 5% reduction in the cost of paper purchased and couriers used, through digital working;
- Operating within 1% of agreed funding limits.

Investment and enhancement

We have made significant investment in technology in 2016–2017, replacing approximately 2,800 older machines with Lenovo laptops. We also rolled out new BlackBerry devices to all users and implemented a new phone system, integrating telecommunication with laptops and allowing more flexibility by ensuring people across the organisation are supported by technology wherever they might be working. This was reflected in significantly exceeding the target set of 4,500 remote access service users, with 5,083 registered by year end.

The current Case Management System (CMS) has been enhanced by introducing further functionality to support Better Case Management (BCM) and make it quicker and more user friendly. Improvements are also being made to the underlying CMS interface to support the transfer of multimedia and large files. Options are currently being explored via pilots with a view to delivering the national solution in 2017. We have successfully piloted separate file collaboration services and procurement is underway to enable the secure online sharing of large files within the CJS. The use of the Prosecutor App in the magistrates' courts has been embedded nationally, with prosecutors

enjoying the benefits of an automated Hearing Record Sheet which updates CMS back at the office. This has all been supported by significant work on our digital infrastructure, delivering reliable services that meet the needs of the business – all core business systems were available for more than 99.9% of the year, far exceeding the target in the 2016–2017 business plan.

Strategy and efficiency

In 2016–2017 we developed our Digital Strategy 2020 to create a framework for ongoing digital improvement work, ensure efficiency and support multi-agency initiatives. It has four pillars which form the digital priorities, each with a supporting metric:

- Continue to digitise and improve the way we work, providing the right tools to enable flexible working. (Measure: more than 90% accessing services remotely);
- Provide secure and robust infrastructure that is consistently available and performs in line with demand. (Measure: more than 99.5% availability of core business infrastructure through resilient ICT);
- Co-create a shared digital system that works for all partners in the criminal justice system. (Measure: more than 90% of investigative bodies sending multimedia and high-volume evidence through a shared system);
- Ensure that user experience is at the heart of our technology, bringing together expertise from colleagues and external partners. (Measure: more than 90% of staff supported to work digitally).

We also introduced efficiencies in other areas such as refreshing the Department's Electronic Preparation and Presentation of Evidence framework to widen and update the range of support services available to colleagues presenting cases digitally. Other support for strategic objectives was delivered through new and replacement contracts including apprenticeship accreditations, the Victims & Witness Survey 2017 and through the setup of a project to roll out Office 365 products across the organisation.

Early in the financial year, we transferred estates management work to the Ministry of Justice as part of a wider shared services agreement which included the Home Office, the Department for Education and a number of other departments and agencies. As well as increasing resilience the arrangement is expected to deliver significant savings by aggregating demand for contracted services and property.

Tight financial management continues to ensure that we make full and best use of available funding.

We continue to explore alternative ways to deliver a better integrated charging service to police and other investigators.

We continue to develop capability to respond to and meet the challenges of the HMCTS Court Reform programme.

Financial management

Between 2009–2010 and 2016–2017 the CPS has continued to reduce its cost base.

Since 2009–2010, total net expenditure has reduced by nearly 27% as shown in the graph below.

The CPS’ 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 5.6% of total resource expenditure.

Crown Prosecutions and Legal Services covers the direct and indirect costs of taking cases to court and makes up 94.4% of the CPS’ 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

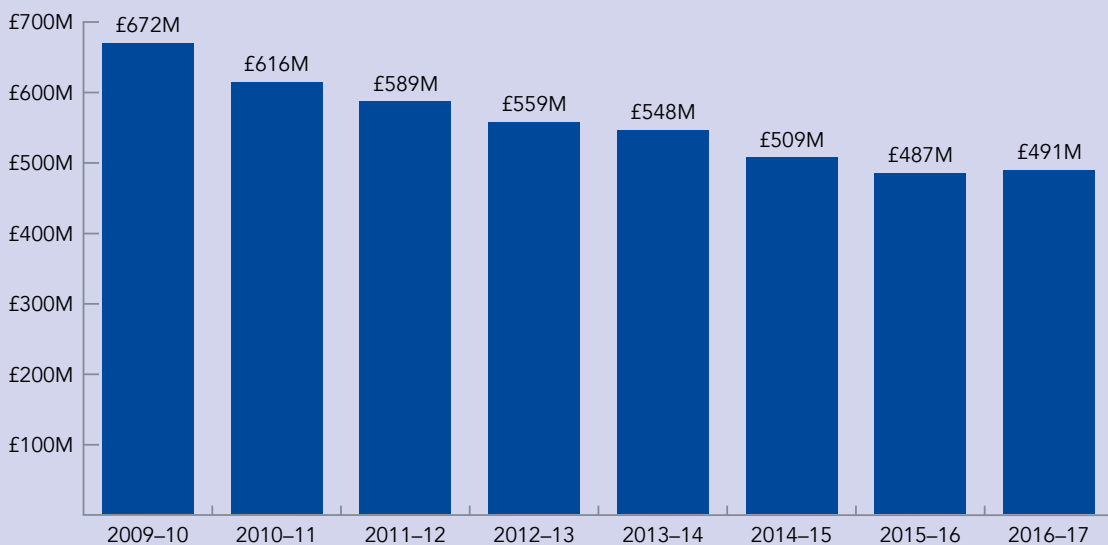
costs of employing barristers as advocates, paying allowances and expenses to prosecution witnesses who attend court, the cost of expert testimony and a number of other less significant costs associated with the prosecution process.

In 2016–2017 net expenditure on Crown Prosecutions and Legal Services was £459.2 million compared with provision of £460.0 million representing an underspend of £0.8 million. Annex G (pages 68–69) presents the common core tables which set out total departmental spend from 2012–2013 to 2019–2020 detailing actual spend, by expenditure type, to 2016–2017 and forecast spend, by expenditure type, to 2019–2020.

Overall, the CPS’ net outturn against its Administration budget was £30.8 million compared to net provision of £31.6 million representing an underspend of £0.8 million.

Delivering further savings against a backdrop of growth in the most complex and resource-intensive cases remains challenging. Our digital strategy, rationalisation of our estate and expanded use of our Resource and Efficiency Measures model have jointly contributed to our structured cost reduction.

Total net expenditure between 2009 and 2017



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 2009–2010. The data in Annex A (pages 55 to 58) reflects our present position for the financial year ending March 2017.

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 2016–2017 the CPS settled 93% of undisputed invoices and staff and witness expense claims within 10 days of receipt (2015–2016 92%). The CPS paid £18 (2015–2016 nil) in interest due under the Late Payment of Commercial Debts (Interest) Act 1998.

Reporting cycle

CPS 2020 is our strategy for the 4 years starting from April 2016 – informed by the views of all of our people through open face-to-face conversations. CPS 2020 sets new strategic priorities and a series of four annual business plans for how we will achieve the supporting aims.

The CPS' 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 31.

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 3b). 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' auditors are aware of that information.



Alison Saunders CB
Director of Public Prosecutions
26 June 2017

Accountability Report

Non-Executive Director's Report

Introduction

The CPS has had a successful year achieving a significant improvement in the level of employee engagement and continuing to enhance the service it provides to victims and witnesses. The Service faced new challenges due to the significant changes in the criminal justice landscape and has adapted to deal with the growth in complex areas of casework such as terrorism, serious fraud, sexual abuse and cybercrime.

Strategic clarity

In February 2016 the organisation held Conversations in every part of the Service, giving all staff the chance to contribute to the development of CPS 2020.

CPS 2020 is a shared plan for the organisation and will guide the organisation's work and plans. It outlines the strategic priorities, and the action that will be taken to continue improving the service the CPS provides in delivering justice; it is also the basis of this year's business plan. Equally importantly, it sets out a commitment to ensure the CPS is a great place to work. This is supported by a number of externally assessed awards. The Service is currently recognised by Business in the Community, Business Disability Forum, A:gender, Investors in People and Working Families. Achievement of these awards is important so that both current and future employees can see the Service's commitment to and achievement of excellent employment practices in relation to inclusion, flexibility and career development. This, combined with the comprehensive actions under the Success of our People pillar of CPS 2020, is a key strand in the Service's approach to retaining talented and committed employees.

The CPS 2020 programme is closely managed by a change team which regularly reports progress to both the Executive Group and the Board.

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 processes are in place to manage them.

Commercial sense

Following the decision to retain the existing 13-Area structure last year, the CPS has implemented a number of other significant changes including restructuring the London region, the introduction of the new Advocacy Strategy and the Speaking to Witnesses at Court guidance.

A number of changes are being made to the organisation of business support functions in the Service. The Resource and Efficiency Measures model, to optimise the management of workload and resources across the organisation, has now been extended to Crown Court work and there is an ongoing review of the measures by the project board.

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. Corporate Services have recently appointed a new risk manager, who has engaged with Areas, to improve the quality of risk returns.

Talented people

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

It is very encouraging that the Department's Employee Engagement Index increased by four percentage points in the 2016 People Survey (to 59%). The CPS is now in line with the Civil Service average, which is an extremely positive result

and reflects the level of engagement with staff in developing CPS 2020 and the Conversations initiative. More remains to be done, but the 10 percentage point increase in Leadership and Managing Change is a significant achievement.

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. The Non-Executives continue to be involved in senior level recruitment bringing an independent perspective to this important process.

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. The organisation has now delivered an improved trend score over seven successive quarters.

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, it is able to identify areas for improvement and make recommendations for the support necessary to drive improvements.

Board impact and effectiveness

The Board continues to perform effectively. 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 Conversations, with all CPS staff.

Nick Folland took over as Chief Executive in April 2016. As part of the 2020 programme Nick had the opportunity to meet staff around the country. He has developed a clear set of strategic objectives which he is responsible for delivering alongside the Director and the Board.

The recruitment of two new Non-Executive Directors has begun and we look forward to welcoming them once they are appointed. We thank our two colleagues who are retiring from the Board later the year for their significant contribution to the CPS over the past six years.

Jeremy Newman

Chair of Audit and Risk Committee

June 2017

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;
- Prepare the accounts on a going concern basis; and
- Confirm that the annual report and accounts as a whole is fair, balanced and understandable and that she takes personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

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. The Accounting Officer has personal 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' 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 management and compliance framework and how, during 2016–2017, we managed the major risks to the achievement of our strategic objectives.

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 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 is chaired by the Director of Public Prosecutions who acts independently at all times, under the superintendence of the Attorney General, who is accountable to Parliament for the work of the CPS. In light of this the Board acts in an advisory capacity.

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.

This year the Board has considered a number of key issues including overseeing the review of CPS London, which led to the reorganisation of the Area into London North and South. The Board were also engaged with the development of a new communications strategy and regular horizon scanning.

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 'Moderate' annual internal audit opinion was awarded for 2016–2017.

The CPS Board is supported by the following three sub-committees:



The ARC has closely reviewed a number of key issues this year including the Common Platform programme, with a site visit to Croydon. The Committee also considered risks relating to recruitment delays. The Committee were satisfied that both risks were being effectively managed by the executive team.

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 identifying and developing leadership and high potential; 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.

This year the Committee has also overseen the recruitment of two new Non-Executive Directors, who are due to commence their appointments in July 2017. A Non-Executive member of the Committee also sat on the recruitment panel.

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.

Senior Leadership Group

The Senior Leadership Group (formally 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.

This year, the Senior Leadership Group has been engaged in an early forecasting exercise for 2017–2018 with a dedicated business planning session. The Group has also considered a number of key issues including the return of digital charging to Areas.

Details of membership and attendance of the CPS Board and its sub-committees are shown on page 59. Terms of Reference are publicly available on the CPS website.

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 Risk and the Nominations and Governance 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 2016–2017.

Risk management and risk profile

The CPS has continued to maintain 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 eight corporate/strategic risks and each one has an owner who is a member of the Executive Group (EG). During 2016–2017, we conducted an in-depth evaluation of each of our eight corporate risks, in terms of alignment with strategic objectives, tolerance and ranking, and appropriateness of associated mitigating action.

This arrangement has worked well throughout the duration of the financial year and the Audit and Risk Committee regularly assessed 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.

At the end of the financial year the Board continued to manage the following strategic risks and associated mitigating actions:

- **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 (SOP), with a focus on compliance and assurance.

- **Casework quality**

There is a risk that inadequate legal decision making affects the quality and timeliness of our casework outcomes. This risk is managed through a number of mitigations such as by providing early advice to investigators to ensure that the right cases progress and continuing to develop stronger accountability links with CJS partners, among others.

- **Unplanned events**

Unplanned events such as fire, floods or ICT system failure could make it difficult (or even impossible) to carry out day to day activity of the CPS. A service recovery plan detailing how business continuity will be supported in the event of severe loss of service at CPS offices is continuously updated and

monitored. This is aligned to Cabinet Office advice on emergency planning.

- **Providing the right tools**

There is a risk that the CPS will not be able to build a capable ICT infrastructure and equip staff with the right tools, and at the right speed, to meet the demands set for them in carrying out their roles. To mitigate against such a risk the CPS continue 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.

- **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.

Security

The CPS carried out a review of its security landscape against the Security Policy Framework in May 2016, ahead of the Accounting Officers Departmental Security Health Check compliance report to Cabinet Office in June 2016. The report considers the Department's compliance with all elements of protective security including Governance, Physical, Personnel, Information, Cyber, Business Continuity and Disaster Recovery.

The CPS has robust security processes in place to mitigate against and respond to threats, which have been reviewed and tested. We continue to invest in protective ICT security controls, as well as developing and delivering learning and awareness raising campaigns that are rolled out to all staff.

Breaches and incidents are continuously reviewed and managed with a view to learning from them; recognising trends and mitigating against future recurrences. In addition the CPS has engaged in discussions at the most senior levels with HMCTS and police forces nationally to try and develop protocols and working arrangements in instances where a recurring breach type has originated outside of the organisation.

As part of the Departmental Security Unit (DSU) Relationship Manager function, a member of the team will work with an Area Management Team (AMT) to deliver advice, guidance or training as appropriate.

A table of data-related incidents can be found in Annex C on page 61.

HMCPPI

Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI) 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.

HMCPPI priorities for inspection are set out in an annual business plan and it reports annually to the Attorney General on the performance of the CPS in addition to other individual and thematic inspection reports.

During 2016–2017 HMCPPI conducted the following inspections:

Area assurance inspections

- CPS South West;
- CPS Cymru–Wales;
- CPS East Midlands;
- CPS Wessex;
- CPS Yorkshire and Humberside.

Thematic reviews and bespoke inspections

- Better Case Management;
- Delivering Justice in a Digital Age – a joint inspection with HM Inspectorate of Constabulary.

Copies of HMCPPI reports are available on their website www.justiceinspectors.gov.uk.

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

Commercial arrangements

The Department has centralised all of its procurement activity and it leverages Crown Commercial Service deals where a suitable framework exists. The Department does not operate any complex commercial models such as joint ventures or outcome based commissioning and therefore the scope of the Department's commercial arrangements are considered low risk.

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 strengthened delegated authorities covering financial transactions and contracts;
- An effective assurance framework that provides assurance around six key management categories covering CPS;
- 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

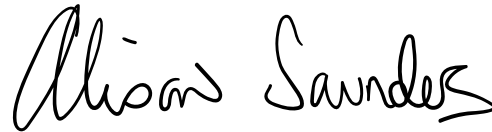
In 2016–2017 they assessed the overall level of assurance in the CPS as a whole to be 'Moderate'. This reflects that only some improvements were identified to further enhance the adequacy and effectiveness of the framework of governance, risk management and control.

- HM Crown Prosecution Service Inspectorate which provides an independent review of business efficiency and effectiveness. The Chief Inspector attends our Audit and Risk Committee meetings;
- The Information Assurance Maturity Model (IAMM) and Major Supplier Third Party Assurance assessments;
- The work of external auditors, in forming an opinion on the financial statements.

In 2016 we completed an internal review of our top level corporate governance structure and a broad range of activities was carried out to support the conclusions made including: reconsideration of previous internal reviews; a benchmarking exercise to compare CPS arrangements against those of other government departments; and a gap analysis of CPS compliance with the Corporate Governance Code of Good Practice ('the Code'). The review confirmed that the CPS Board and its sub-committees maintain a sound system of governance. A number of actions arose for consideration by the CPS and these have since been adopted. There were, however, a number of provisions of the Code which were not thought appropriate for the CPS, each of which is set out below:

- The appointment of Lead Non-Executive Board Member (NEBM) – Lead NEBMs in central government departments are expected to play an active role in the cross-government network of Lead NEBMs. As a non-ministerial department, CPS is not included in this network;
- NEBMs should meet other NEBMs across government and the Government Lead NEBM on occasion – as stated above, the CPS is not included in the cross-government network of NEBMs, nor invited to meet the Government Lead NEBM. This is reserved for central government departments;
- The Head of Internal Audit (HIA) should be invited to the Board for key discussions relating to governance, risk management or control across the Department – it was agreed that as the HIA attends the Audit and Risk Committee, which in turn reports into the CPS Board after each of its meetings, this was not necessary.

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 2016–2017.



Alison Saunders CB
Director of Public Prosecutions
26 June 2017

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 (i.e. Senior Civil Servants and Senior Legal Managers) 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 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 recruitment and retention 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;
- The government's inflation target; and,
- Evidence they receive about wider economic considerations and the affordability of our recommendations.

Further information about the work of the Review Body can be found at <https://www.gov.uk/government/publications/thirty-eighth-annual-report-on-senior-salaries-2016>.

The Nominations and Governance Committee (NGC) acts as the Remuneration Committee for the CPS senior management team. In 2016–2017 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
Nick Folland, Chief Executive.

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 SCS pay bill was available to be paid to the top 25% of the SCS cadre who qualified. The actual distribution of PRP payments was 1.9% of the SCS pay bill.

Remuneration (including salary) & 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)

	2016–17					2015–16				
	Salary £000	Bonus Payments £000	Benefits in Kind £000	Pension Benefits ¹ £000	Total £000	Salary £000	Bonus Payments £000	Benefits in Kind £000	Pension Benefits ¹ £000	Total £000
Alison Saunders Director of Public Prosecutions	200–205	–	–	42	245–250	200–205	–	–	60	260–265
Nick Folland Chief Executive (from 1 April 2016)	150–155	–	–	59	210–215	N/A	N/A	N/A	N/A	N/A
Peter Lewis Chief Executive (to 31 March 2016)	N/A	N/A	N/A	N/A	N/A	160–165	10–15	–	–	175–180
Paul Staff Director of Corporate Services	110–115	10–15	–	–	125–130	110–115	–	–	84	195–200
Jim Brisbane Chief Operating Officer (to 31 December 2015)	N/A	N/A	N/A	N/A	N/A	90–95 (fye 125–130)	10–15 ²	17.7	34	155–160
Jean Ashton Director of Business Services (from 1 January 2016)	90–95	–	17.2	113	225–230	20–25 (fye 90–95)	–	4.6	34	60–65
Gregor McGill Director of Legal Services (from 1 January 2016)	120–125	–	–	152	270–275	25–30 (fye 115–120)	–	–	46	75–80
Alison Porter Non-Executive Director	10–15	–	0.7	–	10–15	10–15	–	0.7	–	10–15
Jeremy Newman Non-Executive Director	10–15	–	0.2	–	10–15	10–15	–	0.4	–	10–15
Derek Manuel Non-Executive Director	10–15	–	–	–	10–15	10–15	–	–	–	10–15
Alan Jenkins Non-Executive Director	10–15	–	–	–	10–15	10–15	–	–	–	10–15

fye = full year equivalent salary

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 2013–2014

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. Bonuses are reported in the year in which they become payable to the individual. Unless otherwise indicated, the bonuses reported in 2016–2017 relate to performance in 2015–2016 and the

comparative bonuses reported for 2015–2016 relate to performance in 2014–2015.

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.

The banded remuneration of the highest-paid director in the Crown Prosecution Service in the financial year 2016–2017 was £200–205k (2015–2016: £200–205k). This was 6.3 times (2015–2016: 6.3) the median remuneration of the workforce, which was £32,325 (2015–2016: £32,325).

In 2016–2017, no (2015–2016: no) employee received remuneration in excess of the highest-paid director. Remuneration ranged from £17k to £200–£205k (2015–2016: £16k to £200–£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.

Pension Benefits (audited):

Official	Accrued pension at pension age as at 31 March 2017 and related lump sum £000	Real increase in pension and related lump sum at pension age £000	CETV ¹ at 31 March 2017 £000	CETV ¹ at 31 March 2016 (or date of joining Board if later) £000	Real increase in CETV £000
Alison Saunders Director of Public Prosecutions	Pension 85–90 Lump sum 255–260	Pension 2.5–5 Lump sum 7.5–10	1,825	1,708	38
Nick Folland Chief Executive	Pension 0–5 Lump sum N/A	Pension 2.5–5 Lump sum N/A	42	2	28
Jean Ashton Director of Business Services	Pension 40–45 Lump sum 125–130	Pension 5–7.5 Lump sum 15–17.5	886	749	101
Gregor McGill Director of Legal Services	Pension 45–50 Lump sum 140–145	Pension 5–7.5 Lump sum 20–22.5	975	795	131

Paul Staff chose not to be covered by the Civil Service pension arrangements during the reporting year. No pension contributions were made on his behalf to other pension providers.

¹ Cash equivalent transfer value

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: three 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 8% and 14.75% (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 0.5% of pensionable salary 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 part 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.

Reporting of Civil Service and other compensation schemes – exit packages (audited)

The figures shown in the table below are for 2016–2017. Figures shown in brackets are for the prior year, 2015–2016.

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.

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
< £10,000	– (–)	1 (–)	1 (–)
£10,000–£25,000	– (–)	11 (6)	11 (6)
£25,000–£50,000	– (–)	16 (10)	16 (10)
£50,000–£100,000	– (–)	15 (16)	15 (16)
£100,000–£150,000	– (–)	1 (–)	1 (–)
£150,000–£200,000	– (–)	– (–)	– (–)
Total number of exit packages	– (–)	44 (32)	44 (32)
Total cost 2016–17 (£000)	–	2,079	2,079
Total cost 2015–16 (£000)	–	1,815	1,815

Staff costs, staff numbers and composition

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

ONS grade	Grade breakdown	Total headcount	Total FTE
SCS	SLM	1	0.8
	SLM1	34	34
	SLM2	18	18
	SLM3	1	1
	SCS1	11	10.6
	SCS2	3	3
	SCS3	1	1
	G1 Perm Sec	1	1
SCS Total		70	69.4

Staff composition (as at 31 March 2017) (audited)

ONS grade	Female		Male		Grand total	
	Headcount	Total FTE	Headcount	Total FTE	Headcount	Total FTE
SCS	36	36	34	33.4	70	69.4
Other	3,853	3,439.5	2,061	2,016.2	5,914	5,455.7
Grand total	3,889	3,475.5	2,095	2,049.6	5,984	5,525.1

Average number of persons employed and staff cost for the year (audited)

	Average number of full-time equivalent staff during the year		Staff costs for the year £000	
	2016–17	2015–16	2016–17	2015–16
Permanently employed staff	5,509	5,660	289,840	285,916
Others	130	133	7,701	7,842
Total	5,639	5,793	297,541	293,758

Further details of staff costs can be found in Note 3(a) to the Accounts on page 46.

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servants and Others Pension Scheme (CSOPS) – known as ‘alpha’ – are unfunded multi-employer defined benefit schemes in which the Crown Prosecution Service is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the PCSPS as at 31 March 2012. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (<http://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>).

For 2016–2017, employers’ contributions of £45,534,475 were payable to the PCSPS (2015–2016: £45,678,284) at one of four rates in the range 20.0% to 24.5% (2015–2016: 20.0% to 24.5%) of pensionable earnings, based on salary bands. The scheme actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2016–2017 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers’ contributions of £166,857 (2015–2016: £116,455) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and ranged from 8% to 14.75% of pensionable earnings. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £7,297, 0.5% of pensionable pay (2015–2016: £7,340, 0.5%), were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £17,497 (2015–2016: £10,814). Contributions prepaid at that date were £Nil (2015–2016: £Nil).

11 individuals (2015–2016: 7) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £47,252 (2015–2016: £53,720).

Sickness absence

There has been a decrease in Average Working Days Lost (AWDL) from 7.7 to 7.4 (as at quarter 4 2016–2017), against a Civil Service average of 7.2 days.

Staff policies

The CPS has been awarded the Disability Confident standard which has replaced the Two Ticks accreditation and which all government departments are expected to attain.

To reach this standard the CPS has had to demonstrate that we have the right policies and procedures in place that provide a fully inclusive and accessible recruitment process – including:

- Identifying and addressing any barriers that may prevent or deter disabled people from applying for jobs, including where you advertise, the words you use and how people can apply;
- Offering an interview to disabled people who meet the minimum criteria for the job;
- Flexibility when assessing people so disabled job applicants have the best opportunity to demonstrate that they can do the job;
- Proactively offering and making reasonable adjustments as required;
- Providing an environment that is inclusive and accessible for staff, clients and customers.

As a Disability Confident employer we will ensure all employees have sufficient disability equality awareness, taking into account their role.

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 in 2016–2017.

Statement of Parliamentary Supply

(Audited)

Summary of Resource and Capital Outturn 2016–2017

£000		2016–17						2015–16	
		Estimate			Outturn			Outturn	
	SoPS Note	Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted outturn compared with Estimate: saving/ (excess)	Total
Departmental Expenditure Limit									
Resource	1(a)	491,606	–	491,606	490,013	–	490,013	1,593	486,267
Capital	1(b)	7,500	–	7,500	7,364	–	7,364	136	90
Annually Managed Expenditure									
Resource	1(a)	2,880	–	2,880	1,223	–	1,223	1,657	1,822
Capital		–	–	–	–	–	–	–	–
Total Budget		501,986	–	501,986	498,600	–	498,600	3,386	488,179
Non-Budget									
Resource		–	–	–	–	–	–	–	–
Total		501,986	–	501,986	498,600	–	498,600	3,386	488,179
Total Resource	1(a)	494,486	–	494,486	491,236	–	491,236	3,250	488,089
Total Capital	1(b)	7,500	–	7,500	7,364	–	7,364	136	90
Total		501,986	–	501,986	498,600	–	498,600	3,386	488,179

Net cash requirement 2016–2017

£000	SoPS Note	2016–17	2016–17		2015–16
		Estimate	Outturn	Outturn compared with Estimate: saving/ (excess)	Outturn
	3	519,147	504,735	14,412	503,684

Administration costs 2016–2017

2016–17	2016–17	2015–16
Estimate	Outturn	Outturn
31,600	30,774	31,563

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 Financial Management commentary on page 14.

Notes to the Statement of Parliamentary Supply

(Audited)

Summary of Resource and Capital Outturn 2016–2017

SoPS 1. Net Outturn

1(a) Analysis of net resource outturn by section

							2016–17 £000	2015–16 £000	
						Outturn	Estimate	Outturn	
Administration			Programme			Total	Net Total	Net Total compared to Estimate	Total
Gross	Income	Net	Gross	Income	Net				

Spending in Departmental Expenditure Limit

Voted:

A. Administration Costs in Headquarters and on Central Services

31,789	(1,015)	30,774	–	–	–	30,774	31,600	826	31,563
--------	---------	--------	---	---	---	--------	--------	-----	--------

B. Crown Prosecutions and Legal Services

–	–	–	524,513	(65,274)	459,239	459,239	460,006	767	454,704
---	---	---	---------	----------	---------	---------	---------	-----	---------

Subtotal	31,789	(1,015)	30,774	524,513	(65,274)	459,239	490,013	491,606	1,593	486,267
----------	--------	---------	--------	---------	----------	---------	---------	---------	-------	---------

Annually Managed Expenditure

Voted:

C. CPS Voted AME Charge

–	–	–	1,223	–	1,223	1,223	2,880	1,657	1,822
---	---	---	-------	---	-------	-------	-------	-------	-------

Total	31,789	(1,015)	30,774	525,736	(65,274)	460,462	491,236	494,486	3,250	488,089
-------	--------	---------	--------	---------	----------	---------	---------	---------	-------	---------

1(b) Analysis of net capital outturn by section

					2016–17 £000	2015–16 £000
			Outturn	Estimate	Outturn	
Gross	Income	Net	Net Total	Net Total compared to Estimate	Net	

Spending in Departmental Expenditure Limit

Voted:

B. Crown Prosecutions and Legal Services

7,364	–	7,364	7,500	136	90
-------	---	-------	-------	-----	----

Total	7,364	–	7,364	7,500	136	90
-------	-------	---	-------	-------	-----	----

Notes to the Statement of Parliamentary Supply (continued)

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

		SoPS Note	2016–17 £000 Outturn	2015–16 £000 Outturn
Total resource outturn in Statement of Parliamentary Supply	Budget	1a	491,236	488,089
	Non-budget		–	–
Add: PFI accounting treatment adjustment ¹			17,149	18,384
Less: Income payable to Consolidated Fund			–	–
Less: PFI budgeting treatment adjustment ¹			(17,725)	(18,836)
Net Operating Expenditure in Statement of Comprehensive Net Expenditure			490,660	487,637

¹ 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)	494,486	491,236	3,250
Capital outturn	1(b)	7,500	7,364	136
Accruals to cash adjustments:				
<i>Adjustments to remove non-cash items:</i>				
Depreciation and amortisation		(2,959)	(5,036)	2,077
New provisions and adjustments to previous provisions		(2,380)	(394)	(1,986)
Capital element of payments in respect of finance leases and on-balance sheet (SoFP) PFI contracts		–	3,445	(3,445)
Adjustment between PFI budgeting and accounting treatments		–	(576)	576
Other non-cash items		(3,800)	(4,408)	608
<i>Adjustments to reflect movements in working balances:</i>				
(Decrease)/increase in receivables		(1,000)	5,254	(6,254)
Decrease in payables		24,000	5,472	18,528
Use of provisions		3,300	2,378	922
Net cash requirement		519,147	504,735	14,412

Parliamentary Accountability Report

Losses and Special Payments (audited)

	2016–17		2015–16	
	Number of cases	£000	Number of cases	£000
Losses Statement				
Total losses	1,564	646	35,782	3,350
Special Payments				
Total special payments	49	1,631	52	1,645
Total of losses	1,613	2,277	35,834	4,995

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 2016 and 31 March 2017 the magistrates' courts wrote off 1,520 (2015–2016: 35,725) cases with a value of £0.281 million (2015–2016: £2.946 million) under their delegated powers. There was no individual write-off over £300,000.

Constructive losses

As part of the CPS Estates Rationalisation Programme, the CPS took the decision in 2016–2017 to vacate 1 (2015–2016: 2) property prior to the lease end date. The cost of this surrender was £0.245 million (2015–2016: £0.377 million). No individual surrenders were over £300,000.

Special payments

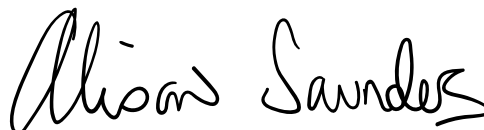
There were three special payments over £300,000.

Remote contingent liabilities (audited)

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

Fees and charges (audited)

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
26 June 2017

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 2017 under the Government Resources and Accounts Act 2000. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. I have also audited the Statement of Parliamentary Supply and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Staff Report, Remuneration Report and Parliamentary Accountability disclosures that is described in that report 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 Department'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 2017 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 2017 and of its net expenditure 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 part of the Staff Report, Remuneration Report and Parliamentary Accountability disclosures to be audited has 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 part of the Staff Report, Remuneration Report and Parliamentary 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

29th June 2017

Financial Statements

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2017

	Note	2016–17 £000	2015–16 £000
Total operating income	4	(66,289)	(68,797)
Staff costs	3a	297,541	293,758
Other costs	3b	259,408	262,676
Total operating expenditure		556,949	556,434
Net expenditure for the year		490,660	487,637
Other comprehensive net expenditure			
Items that will not be reclassified to net operating costs:			
Net loss/(gain) on revaluation of property, plant and equipment		39	(288)
Comprehensive net expenditure for the year		490,699	487,349


The notes on pages 41 to 54 form part of these accounts

Statement of Financial Position

As at 31 March 2017

	Note	2017 £000	2016 £000
Non-current assets:			
Property, plant and equipment	5	11,514	8,036
Intangible assets	6	–	1,657
Total non-current assets		11,514	9,693
Receivables falling due after more than one year	8	148	357
Current assets:			
Assets held for sale	5	268	–
Trade and other receivables	8	55,092	53,741
Cash and cash equivalents	9	14,412	2,532
Total current assets		69,772	56,273
Total assets		81,434	66,323
Current liabilities			
Trade and other payables	10	(13,113)	(17,516)
Provisions	11	(1,544)	(3,233)
Other liabilities	10	(60,800)	(51,951)
Total current liabilities		(75,457)	(72,700)
Total assets less current liabilities		5,977	(6,377)
Non-current liabilities			
Provisions	11	(9,292)	(9,587)
Other payables	10	(988)	(2,471)
Total non-current liabilities		(10,280)	(12,058)
Total assets less total liabilities		(4,303)	(18,435)
Taxpayers' equity and other reserves:			
General fund		(6,730)	(21,793)
Revaluation reserve		2,427	3,358
Total equity		(4,303)	(18,435)

The notes on pages 41 to 54 form part of these accounts



Alison Saunders CB
Accounting Officer
26 June 2017

Statement of Cash Flows

For the year ended 31 March 2017

	Note	2016–17 £000	2015–16 £000
Cash flows from operating activities			
Net operating cost		(490,660)	(487,637)
Adjustments for non-cash transactions	3b	9,838	7,332
Increase in trade and other receivables		(5,254)	(6,472)
Decrease in trade and other payables		(5,888)	(9,902)
Use of provisions	11	(2,378)	(3,373)
Net cash outflow from operating activities		(494,342)	(500,052)
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(6,948)	(69)
Net cash outflow from investing activities		(6,948)	(69)
Cash flows from financing activities			
From the Consolidated Fund (Supply) – current year		516,615	503,137
Capital element of payments in respect of finance leases and on-balance sheet (SoFP) PFI contracts		(3,445)	(3,563)
Net financing		513,170	499,574
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund		11,880	(547)
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		11,880	(547)
Cash and cash equivalents at the beginning of the period	9	2,532	3,079
Cash and cash equivalents at the end of the period	9	14,412	2,532

The notes on pages 41 to 54 form part of these accounts

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2017

	Note	General Fund £000	Revaluation Reserve £000	Taxpayers' Equity £000
Balance at 1 April 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	3b	96	–	96
Transfers between reserves		305	(305)	–
Balance at 31 March 2016		(21,793)	3,358	(18,435)
Net Parliamentary Funding – drawn down		516,615	–	516,615
Net Parliamentary Funding – deemed		2,532	–	2,532
Supply adjustment		(14,412)	–	(14,412)
Comprehensive net expenditure for the year		(490,660)	(39)	(490,699)
Non-cash charges – auditor's remuneration	3b	96	–	96
Transfers between reserves		892	(892)	–
Balance at 31 March 2017		(6,730)	2,427	(4,303)

The notes on pages 41 to 54 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 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 have a cost equal to or greater than £2,000 are capitalised, including leasehold improvements. Where significant purchases of individual assets which are separately beneath the capitalisation threshold arise in connection with a single project, they are treated as a grouped asset. 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.

Costs of bought-in services incurred in preparation for the implementation of ICT 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.

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.

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.

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:	3 to 4 years
Assets under PFI contracts	10 to 15 years

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 which 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

ICT 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 2013–2014 CPS extended until 30 November 2015. In 2014–2015 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. 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 six year period, with an option to extend. During 2009–2010 the CPS exercised its option to extend the contract to 31 March 2015. During 2013–2014 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 2017 the discount rates for general provisions were: -2.70% (for cash flows 0–5 years); -1.95% (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 2016–2017 for the first time

There were no IFRS or FReM changes giving rise to changes in accounting policy and applied for the first time in the current period.

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

IFRS 16 Leases

Currently CPS recognises expenditure on operating leases (rental of land and buildings) as expenditure in the year to which the rental costs relate. IFRS 16 will require assets and liabilities to be recognised for all leases with a term of more than 12 months, unless the underlying asset is of low value on the Statement of Financial Position. The application of this accounting standard is subject to further review by HM Treasury and the other Relevant Authorities and is likely to be applicable from 1 April 2019.

1.17 Areas of judgement 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 carrying amount of the GFS accrual at 31 March 2017 was £12.548 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 carrying amount of the allowance for cost award receivables at 31 March 2017 was £23.866 million.

2 Statement of operating costs by operating segment

The CPS is organised for management purposes into operational Areas and a number of corporate units. For financial reporting purposes, the segment reporting format is determined based on the way in which financial information is presented to the senior decision makers (the Chief Executive and the Board) for monitoring performance and allocating resources.

The following table presents the operating expenditure by reportable operating segment. Income is primarily managed centrally so is reported as a single segment. Although many of the operating units are regionally defined, this does not represent a geographical analysis of expenditure because some regional expenditure is managed and reported by centralised units which operate on a national basis.

Operating segment	2016–17 £000	2015–16 £000
Cymru-Wales	19,226	19,388
East of England	19,799	19,139
East Midlands	24,601	23,327
London	81,188	79,042
Merseyside & Cheshire	14,879	14,559
North East	17,851	17,087
North West	33,677	33,920
South East	21,808	21,800
South West	16,481	16,810
Thames & Chiltern	21,013	21,570
Wessex	15,401	17,083
West Midlands	36,777	34,413
Yorkshire & Humberside	31,808	32,174
National units	81,800	77,469
Centrally managed ICT costs	20,409	23,486
Centrally managed Estates costs	38,292	37,031
Other centrally managed costs	61,939	68,136
Total expenditure	556,949	556,434
Income	(66,289)	(68,797)
Net expenditure	490,660	487,637

3a Expenditure – staff costs

	2016–17 £000	2016–17 £000	2016–17 £000	2015–16 £000
	Permanently employed staff	Others	Total	Total
Wages and salaries	220,757	7,701	228,458	229,107
Social security costs	23,350	–	23,350	18,832
Other pension costs	45,733	–	45,733	45,819
Subtotal	289,840	7,701	297,541	293,758
Less recoveries in respect of outward secondments	(2,868)	–	(2,868)	(2,286)
Total net costs	286,972	7,701	294,673	291,472

Further information on staff costs is located in the Remuneration and Staff Report on page 29.

3b Expenditure – other costs

	Note	2016–17 £000	2016–17 £000	2015–16 £000	2015–16 £000
Rentals under operating leases			16,912		17,322
Interest charges on imputed finance leases			64		240
PFI service charges			14,173		14,993
Non-cash items					
Depreciation	5	3,379		3,163	
Amortisation	6	1,657		1,656	
Loss on disposal of property, plant and equipment and intangible assets	5,6	200		168	
Change in bad debt provision		4,112		318	
Auditor's remuneration (Note A)		96		96	
Provisions:					
Provided in year	11	846		3,585	
Unrequired provisions written back	11	(524)		(1,586)	
Borrowing costs on provisions	11	72		(68)	
			9,838		7,332
Other expenditure					
Advocate fees		133,237		132,025	
Accommodation and associated costs		21,058		19,401	
Information technology		15,113		15,806	
Travel and subsistence		6,950		6,410	
Expert witness fees		4,982		5,101	
Non-expert witness expenses		4,640		4,965	
Postage and carriage		4,248		4,516	
Printing and stationery		3,344		4,180	
Professional charges and consultancy		3,133		3,255	
Communications		2,888		2,866	
Interpreters, translators and intermediaries		2,475		2,554	
Training		1,990		2,298	
Costs awarded to the CPS written off/(written back)		(904)		2,946	
Other prosecution costs		6,734		7,574	
Other expenditure		8,533		8,892	
			218,421		222,789
Total other costs			259,408		262,676

Note A – There has been no auditor's remuneration for non-audit work. The audit fee comprises £96k for the audit of the CPS 2016–17 accounts. The audit fee for 2015–16 comprised £96k for the audit of the 2015–16 accounts.

4 Income

	2016–17 £000	2015–16 £000
Costs awarded to the CPS	38,044	41,934
Asset Recovery Incentivisation Scheme	18,248	19,076
Rental receivable from other government departments	2,036	2,512
Rental receivable from external tenants	438	426
Secondment and other income	7,523	4,849
	66,289	68,797

5 Property, plant and equipment

2016–17	Land £000	Buildings £000	Leasehold Improvements £000	Furniture and Fittings £000	Information Technology £000	Total £000
Cost or valuation						
At 1 April 2016	1,223	2,271	3,871	13,249	39,549	60,163
Additions	–	–	121	339	6,904	7,364
Disposals	–	–	(897)	(1,056)	(39,376)	(41,329)
Reclassifications	(55)	(219)	–	–	–	(274)
Revaluation	(64)	(111)	54	–	131	10
At 31 March 2017	1,104	1,941	3,149	12,532	7,208	25,934
Depreciation						
At 1 April 2016	–	192	3,397	10,248	38,290	52,127
Charged in year	–	31	225	1,093	2,030	3,379
Disposals	–	–	(843)	(911)	(39,375)	(41,129)
Reclassifications	–	(6)	–	–	–	(6)
Revaluation	–	(10)	48	–	11	49
At 31 March 2017	–	207	2,827	10,430	956	14,420
Carrying amount at 31 March 2016	1,223	2,079	474	3,001	1,259	8,036
Carrying amount at 31 March 2017	1,104	1,734	322	2,102	6,252	11,514
Asset financing:						
Owned	1,104	1,734	322	2,102	6,252	11,514
On-balance sheet PFI contracts	–	–	–	–	–	–
Carrying amount at 31 March 2017	1,104	1,734	322	2,102	6,252	11,514

5 Property, plant and equipment (continued)

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

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

	Note	2016–17 £000	2015–16 £000
Additions of property, plant and equipment	5	7,364	90
Movement in capital creditors		(4)	(7)
Movement in capital accruals		(412)	(14)
Net cash outflow from investing activities		6,948	69

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). Between professional valuations, carrying values are adjusted by the application of indices.

Asset held for sale

One freehold property which was being actively marketed for sale and has subsequently been sold has been reclassified as held for sale at the balance sheet date. This property had a carrying value of £268,000.

6 Intangible assets

	2016–17 £000	2015–16 £000
Net book value 1 April	1,657	3,313
Amortisation charged in year	(1,657)	(1,656)
Net book value 31 March	–	1,657
Asset financing		
On-balance sheet PFI contracts	–	1,657
Carrying amount at 31 March	–	1,657

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' expected purchase and usage requirements and the CPS is therefore exposed to little credit, liquidity or market risk.

8 Trade and other receivables

	2016–17 £000	2015–16 £000
Amounts falling due within one year:		
VAT	1,566	1,604
Trade receivables	53,481	49,517
Doubtful debt provision ¹	(23,866)	(19,754)
Deposits and advances	533	624
Other receivables	1,056	875
Prepayments and accrued income	22,322	20,875
	55,092	53,741
Amounts falling due after more than one year:		
Prepayments and accrued income	148	357
	55,240	54,098

¹ The CPS provides against the risk of default on payment of costs awarded against convicted defendants, £23.866 million (2015–2016: £19.713 million), and against default on payment of other receipts £Nil (2015–2016: £41k).

9 Cash and cash equivalents

	2016–17 £000	2015–16 £000
Balance at 1 April	2,532	3,079
Net change in cash and cash equivalent balances	11,880	(547)
Balance at 31 March	14,412	2,532
The following balances at 31 March were held at:		
Government Banking Service	14,407	2,526
Commercial banks and cash in hand	5	6
Balance at 31 March	14,412	2,532

10 Trade payables and other current liabilities

	2016–17 £000	2015–16 £000
Amounts falling due within one year:		
Other taxation and social security	6,118	5,727
Trade payables	8,020	12,494
Other payables	5,093	5,022
Accruals and deferred income	40,270	40,247
Current part of imputed finance lease element of on-balance sheet (SoFP) PFI contracts	–	3,445
	59,501	66,935
Amounts issued from the Consolidated Fund for supply but not spent at year end	14,412	2,532
	73,913	69,467
Amounts falling due after more than one year:		
Accruals and deferred income	988	2,471
	988	2,471

11 Provisions for liabilities and charges

2016–17	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Balance at 1 April 2016	1,752	10,145	923	12,820
Provided in the year	–	768	78	846
Provisions not required written back	(12)	(328)	(184)	(524)
Provisions utilised in the year	(945)	(1,062)	(371)	(2,378)
Borrowing costs (unwinding of discounts)	–	72	–	72
Balance at 31 March 2017	795	9,595	446	10,836

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

Analysis of expected timing of discounted flows 2016–17

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Not later than one year	487	611	446	1,544
Later than one year and not later than five years	308	7,911	–	8,219
Later than five years	–	1,073	–	1,073
Balance at 31 March 2017	795	9,595	446	10,836

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

11 Provisions for liabilities and charges (continued)

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 operating leases are given in the table below for each of the following periods.

	2016–17 £000	2015–16 £000
Land and Buildings		
Not later than one year	15,152	15,616
Later than one year and not later than five years	56,970	24,191
Later than five years	70,538	2,696
	<u>142,660</u>	<u>42,503</u>

The future minimum sublease payments expected to be received under subleases as at 31 March 2017 is £1.751 million (2015–2016: £1.628 million).

13 Other financial commitments

a) Commitments under PFI contracts and other service concession arrangements

The total amount charged to the Statement of Comprehensive Net Expenditure in respect of the service element of on-balance sheet PFI transactions was £14.173 million (2015–16: £14.993 million). Total future obligations under on-balance sheet PFI and other service concession arrangements are given in the table below for each of the following periods:

	2016–17 £000	2015–16 £000
Not later than one year	–	14,215
Later than one year and not later than five years	–	–
Later than five years	–	–
	–	–
	–	14,215

b) Commitments under other contractual arrangements

At 31 March 2017 CPS had an estimated minimum financial commitment of £6 million under contractual arrangements with its main ICT provider.

14 Contingent liabilities disclosed under IAS 37

As at 31 March 2017, the CPS was involved in 6 personal injury claims, 6 employment tribunal cases and 5 other legal proceedings in addition to those for which a provision has been made (Note 11). Of these, 4 personal injury claims may result in settlements totalling £217,425 and 2 employment tribunal cases may result in settlements totalling £8,000. It is not possible to estimate the value of the remaining contingent liabilities.

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 (MoJ). 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 (or written back) (see Note 3b). In addition CPS has had material transactions with a number of other government departments.

Jeremy Newman, Non-Executive Director and Chair of the Audit and Risk Committee of CPS, is also a Non-Executive Director and Chair of the Audit and Risk Committee of the Government Legal Department.

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

16 Events after the reporting period date

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

Strategy

Sustainability is about applying economic, social and environmental thinking to an issue and paying particular attention to the long-term consequences. It can be thought of as a long-term, integrated approach to achieving quality of life improvements while respecting the need to live within environmental limits.

Objectives

CPS actively seeks to understand and mitigate its sustainability impacts associated with delivering its core organisational responsibilities.

CPS sustainability objectives are to:

- Deliver on the Greening Government Commitments¹ (GGC) for reducing energy, water, paper and other resource use, reducing travel and managing waste;
- Assess and manage social and environmental impacts and opportunities in policy development and decision making;
- Embed compliance with the Government Buying Standards (GBS) in departmental and centralised procurement contracts.

Scope

The scope of this report is the Crown Prosecution Service performance against the Greening Government Commitments 2016–2020 from a 2009–10 baseline where possible. The attached data shows our present position for the financial year ending 2017.

The CPS agreed new GGC reporting targets for the period 2016–2020, and the performance data reflects the position against these targets.

Governance and data validation

As of April 1 2016, the responsibility for reporting and managing sustainability in the Crown Prosecution Service transferred to the Justice Shared Estate Cluster.

The Crown Prosecution data is gathered and verified by Greenstone, our external consultants employed to manage our data, and final checks are undertaken by BRE on behalf of DEFRA. The greenhouse gas conversion factors can be found in the [Government environmental impact reporting requirements for business](#). We are unable to report or estimate data where managing agents or landlords do not provide data.

Table 1: Overall GGC Performance 2016–17

Requirement	2015–16 Performance	2016–17 performance compared to requirement	Status
Reduce greenhouse gas (GHG) emissions by 47%	46%	67%	Improving
Reduce domestic business flights by 30%	39%	60%*	Improving
Reduce overall waste	23%	51%	Improving
Reduce paper use by 50% from 2015-16	46%	67%*	Improving
Continue to reduce total estate water consumption	49%	76%	Improving

*These figures relate to the Law Officers Department (LOD) including CPS. We are unable to break down the data any further.

¹ <https://www.gov.uk/government/collections/greening-government-commitments>

Overall Cost reductions since 2009–10

Table 2: Cost savings 2016–17

	Energy	UK Business Travel	Waste Disposal	Water Use	Total £000
2016–17 cost vs. 2009–10 £000	-1,229	-2,560	N/A	-109	-3,898

GGC headline performance

CPS has achieved a £3.9 million saving from improved sustainability performance against the GGC targets since 2009–10.

Greenhouse gases

The CPS has reduced its carbon emissions by 67% compared to its 2009–10 baseline.

The information above is from the CPS controlled estate where it pays utility bills direct to the supplier. It does not show the utility use paid directly to our landlords as part of the service charge incurred. Emissions for Scope 3 relate to recorded business travel including staff-owned cars and hire cars; air and train travel, as well as electricity transmission and distributions emissions. The expenditure data shows all the recorded expenditure on business travel.

Table 3: Greenhouse Gas performance 2016–17

Greenhouse Gas Emissions*		2009–10	2014–15	2015–16	2016–17
Non-Financial Indicators (tonnes CO ₂ e)	Total Gross Scope 1 & 2 GHG emissions	9,483	4,599	4,263	3,090
	Scope 3 (Official business travel) emissions	2,582	2,207	1,897	1,780
	Total Emissions – Scope 1, 2 & 3	12,065	6,806	6,160	4,870
Related Energy Consumption (MWh)	Electricity	14,682	8,031	7,844	5,412
	Gas	11,364	3,061	3,115	3,579
	Total Energy Consumption	26,046	11,092	10,959	8,991
Financial Indicators (£000)	Expenditure on Energy	2,328	1,145	1,145	1,099
	CRC Licence Expenditure	–	1	1	1
	Expenditure on official business travel	5,661	4,437	4,367	4,330
	Total Expenditure on energy and business travel	7,989	5,583	5,513	5,430

Energy expenditure

The CPS has achieved savings of £1.23 million in its energy expenditure since 2009–10, due to

improvements in energy efficiency projects and estate rationalisation.

Table 4: Energy expenditure 2016–17

Energy Expenditure	2009–10	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17
£000	2,328	1,551	1,457	1,552	1,145	1,145	1,099

Travel

CPS makes use of a centrally sourced travel contract which provides details of alternatives to travel, and their travel and subsistence manual informs

staff that alternative methods of travel should be considered before booking a flight.

Table 5: Domestic Flights 2016–17

Domestic Air Travel	2009–10	2014–15	2015–16	2016–17
Number of flights	568*	336	344	178

*The figures relate to the LOD including CPS. We are unable to break down the data any further.

Waste

This year we report against the three GGC targets: overall waste, landfill waste, and recycled waste. We have met all three targets, recording a 52% drop in overall waste, with 95% being recycled and only 5% being sent to landfill. Waste removal continues under our national contract. The data relates to buildings where it is collected by our contractors and not where the service is provided by a landlord and re-charged through a service charge. Our paper consumption has fallen by 67% from 2009–10. The use of the Crown Court Digital Case System has:

- Improved our ICT systems and business processes in order to accept electronic data

transfer from the police and reduced the need for paper files to be sent to us;

- Reduced the need for paper files to be printed and served – for example adopting the Digital Case System (DCS) to transfer material to the Crown Court saved printing over 12 million pages of information.

As well as reducing our paper consumption these initiatives are reducing our use of postal services and couriers and therefore the carbon footprint of our logistics suppliers.

Table 6: Waste and financial costs 2016–17

Waste		2009–10	2014–15	2015–16	2016–17	
Non-Financial Indicators (tonnes)	Total waste	2,892	2,467	2,174	1,381	
	Non-hazardous waste	Landfill	210	76	58	75
		Reused/Recycled	2,682	2,391	2,116	1,306
	Reams of Paper Procured*	n/a	n/a	n/a	173,163	
Financial Indicators (£000)	Total disposal cost	n/a**	n/a**	n/a**	n/a**	
	Non-hazardous waste	Landfill	n/a**	n/a**	n/a**	n/a**
		Reused/Recycled	n/a**	n/a**	n/a**	n/a**
	Paper Procured*	680	475	364	223	

*The figures relate to the LOD as a whole. We are unable to break down the data any further. These figures also were not reportable until 2016–17, therefore pre-existing data is not available.

**No costs are available at the time of publication.

Water

The consumption figures show a 76% reduction from our 2009-2010 baseline. This has been achieved through installing efficient taps and through behaviour change messages. The data relates to the metered supply in m³. The costs include metered water, rated water and water cooler costs.

Table 7: Water consumption and costs 2016–17

Water Consumption		2009–10	2014–15	2015–16	2016–17
Non-Financial Indicators (m ³)	Whole Estate	51,907	22,414	19,232	12,307
Financial Indicators (£000)	Water Supply & Sewage Costs	166	105	104	57

Other Sustainability Commitments	
Sustainable Procurement	We have an in-house procurement team who ensure extensive sustainability clauses are embedded within the Department's facilities management and ICT contract. New contracts require that suppliers meet the Government Buying Standards. New procurement staff are provided with training on sustainable procurement. CPS will be part of the new cross-cluster total Facilities Management contract from late 2017.
SMEs	SME spend is estimated at over £144 million (or over 60% of our total spend with third parties).
Climate Change Adaption	Sites located within flood risk areas are all registered with the Environment Agency for flood warnings in the event of any risk of flooding. Climate resilient designs are incorporated in retrofit projects and new builds. In addition robust business continuity plans are in place to manage occurrences of extreme weather events.
Rural Proofing	The Department is committed to mainstreaming sustainable development in the policymaking process. A checklist of specific impact tests now forms part of the policy impact assessment guide, giving greater assurance that due consideration will be given to impacts often seen as peripheral such as sustainability and rural proofing.
Biodiversity & Natural Environment	As our estate is office-based we do not have any Sites of Special Scientific Interest.
Procurement of Food & Catering	All food supplied is produced to UK or equivalent standards. Menus are designed to reflect in-season produce and supplies are purchased locally where feasible to do so to reduce food miles and to assist in supporting our local suppliers.
Sustainable Construction	Where minor refurbishment work has been carried out, complete Site Waste Management Plans are produced to detail all waste removed and recycled. The Department is committed to the Building Research Establishment Environmental Assessment Method standard of "excellence" for new builds and "very good" for refurbishments over the value of £0.5 million.

Annex B Board Membership/Attendance

The membership of the CPS Board and its sub-committees, including attendance, during 2016–2017 was as follows:

Members	Meetings attended out of those eligible to attend 1 April 2016–31 March 2017		
	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	–	3/3
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	–	3/3
Marta Phillips Independent Member of Audit & Risk Committee	–	4/4	–
Jennifer Rowe Independent Member of Audit & Risk Committee	–	4/4	–
Executive			
Alison Saunders Director of Public Prosecutions	7/7	–	3/3
Nick Folland* Chief Executive	7/7	4/4	3/3
Paul Staff* Director of Corporate Services	7/7	4/4	–
Gregor McGill Director of Legal Services	7/7	–	–
Jean Ashton Director of Business Services	7/7	–	–

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

Position	Period
Executive Group Membership	
Director of Public Prosecutions (Chair)	2016–17
Chief Executive	2016–17
Director of Corporate Services	2016–17
Director of Legal Services	2016–17
Director of Business Services	2016–17
Senior Leadership Group Membership (monthly)	
Director of Public Prosecutions (Chair)	2016–17
Chief Executive	2016–17
Director of Legal Services	2016–17
Director of Business Services	2016–17
CCP Cymru-Wales	2016–17
CCP CPS Direct	2016–17
CCP East of England	2016–17
CCP East Midlands	2016–17
CCP London	2016–17
CCP Mersey-Cheshire	2016–17
CCP North East	2016–17
CCP North West	2016–17
CCP South East	2016–17
CCP South West	2016–17
CCP Thames & Chiltern	2016–17
CCP Wessex	2016–17
CCP West Midlands	2016–17
CCP Yorkshire & Humberside	2016–17
Head of Specialist Fraud Division	2016–17
Head of Organised Crime Division	2016–17
Head of Special Crime and Counter Terrorism Division	2016–17
Head of CPS Proceeds of Crime Service	2016–17
CCP London North	From January 2017
CCP London South	From January 2017
Senior Leadership Group Membership (quarterly)	
Director of Human Resources	2016–17
Director of Digital Business Programme	2016–17
Director of Finance	2016–17
Director of Digital Transformation	From July 2016
Director's Strategy Policy & Accountability Advisor	2016–17
Director of Prosecution Policy & Inclusion	From February 2017
Head of Operations	2016–17
Director of Corporate Services	2016–17

Annex C Security

Summary of protected personal data-related incidents formally reported to the Information Commissioner's Office (ICO) in 2016–2017.

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	Notification steps
April–June 2016	2 unauthorised disclosures	Case details	4	DSU notified of both errors and these were reported to the ICO. Both incidents have been reviewed by the ICO and the CPS advised that no further action is required.
July–September 2016	1 unauthorised disclosure	Case details	3	DSU notified the error and this was reported to the ICO. This incident has been reviewed by the ICO and the CPS advised that no further action is required.
October–December 2016	3 unauthorised disclosures	Case details	105	DSU notified of three errors and these were reported to ICO. Two incidents have been reviewed by the ICO and the CPS advised that no further action is required. The ICO is still considering the third incident – which involves one case and 99 people.
January–March 2017	1 unauthorised disclosure	Case details	3	DSU notified of error and this was reported to the ICO. Matter being considered by the ICO at present.
Further action on information risk	All data-related incidents are reviewed by the Departmental Security Unit to ensure any weaknesses or additional training requirements are identified. Appropriate remedial steps are taken and existing policies / guidance amended, as necessary.			

Unauthorised Disclosure breaches accounted for 77% of CPS breaches in 2016–2017. Taken in context the 491 breaches represent 0.08% of the 637,798 prosecutions completed during the reporting period (2015–2016 prosecution statistics).

Responsible for Information e-learning remains an annual mandatory training requirement for all staff. The CPS continues to publish security newsletters, policy and guidance for staff highlighting the data handling requirements for processing and sharing CPS information.

Category	Total reported	Explanatory note
Loss of electronic media and paper documents from secured government premises	37	17 incidents excluded as the data loss was minor and was recovered; or reported but caused by non-CPS staff.
Loss of electronic media and paper documents from outside secured government premises	23	12 incidents excluded as the data loss was minor and was recovered; or reported but caused by non-CPS staff.
Unauthorised disclosure	174	317 incidents excluded from the total as the data loss was minor or retained within the criminal justice profession who are bound to professional standards of data protection.
Lost laptops/tablets/BlackBerrys	8	13 incidents excluded as the devices were recovered. All devices were encrypted to the government standard; therefore no CPS data was compromised.

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 CPS Areas, the 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.

Table 1: Magistrates' courts – caseload

	2014–15	2015–16	2016–17
Pre-charge decisions	314,835	283,736	274,554
Out of court disposals	3,409	2,804	2,677
Prosecuted by CPS	563,625	538,716	499,816
Other proceedings	1,119	770	663

Table 1 shows the number of cases dealt with by the CPS in 2016–2017 and in the two preceding years.

The number of defendants prosecuted by the CPS in magistrates' courts fell by 7.2% 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.

- **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 Taken Into Consideration (TIC) issued by the CPS at pre-charge stage.

- **Prosecuted by 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 table 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.

Table 2: Magistrates' courts – case outcomes

	2014–15	%	2015–16	%	2016–17	%
Summary	257,149	38.3	250,285	39.7	226,817	39.1
Indictable only/either way	414,199	61.7	379,968	60.3	353,863	60.9
Total	671,348		630,253		580,680	

Table 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.

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

Table 3: Magistrates' courts – case outcomes

	2014–15	%	2015–16	%	2016–17	%
Discontinuances (including bind overs)	59,146	10.5	55,221	10.3	47,521	9.5
Warrants etc.	9,256	1.6	9,927	1.8	9,805	2.0
Discharges	39	0.0	19	0.0	6	0.0
Dismissals no case to answer	1,635	0.3	1,575	0.3	1,527	0.3
Dismissals after trial	18,862	3.3	20,273	3.8	17,242	3.4
Guilty pleas	432,033	76.7	411,181	76.3	390,344	78.1
Convictions after trial	27,316	4.8	30,786	5.7	28,424	5.7
Proofs in absence	15,338	2.7	9,734	1.8	4,947	1.0
Total	563,625		538,716		499,816	

Table 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;
- **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;
- **Proofs in absence:** These are mostly minor motoring matters which are heard by the court in the absence of the defendant;

The rate of discontinuance fell to 9.5% in the three year period ending March 2017. Convictions rose from 84.1% in 2006–07 to 84.8% in 2016–2017.

During 2016–2017, a total of 8,405 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.

Table 4: Magistrates' courts – committals to Crown Court

	2014–15	2015–16	2016–17
Committals for trial	107,764	91,567	80,885

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:

Table 5: Crown Court caseload

	2014–15	2015–16	2016–17
Prosecuted by the CPS	100,865	99,062	88,205
Appeals	17,896	16,390	16,441
Committals for sentence	17,493	17,544	19,809

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

The number of defendants prosecuted decreased by 11.0% during 2016–17.

- **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 table 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.

The Central Casework Divisions handled 6,652 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.

Table 6: Crown Court caseload

	2014–15	%	2015–16	%	2016–17	%
Magistrates' directions	62,494	62.2	61,011	61.8	52,615	59.9
Defendants' elections	1,837	1.8	1,637	1.7	1,042	1.2
Indictable only	36,099	35.9	36,020	36.5	34,181	38.9
Total	100,430		98,668		87,838	

- **Magistrates' directions:** 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.

Table 7: Crown Court – case outcomes

	2014–15	%	2015–16	%	2016–17	%
Judge ordered acquittals (including bind overs)	12,615	12.5	12,067	12.2	10,225	11.6
Warrants etc.	978	1.0	1,145	1.2	1,205	1.4
Judge directed acquittals	654	0.6	683	0.7	652	0.7
Acquittals after trial	6,523	6.5	6,669	6.7	6,509	7.4
Guilty pleas	72,527	71.9	70,568	71.2	61,808	70.1
Convictions after trial	7,568	7.5	7,930	8.0	7,806	8.8
Total	100,865		99,062		88,205	

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 allowing 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.

During 2016–2017, a total of 2,669 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 2016–2017 was 30.8% compared with 29.6% in 2015–16.

Convictions rose from 77.0% in 2006–07 to 78.9% during 2016–2017.

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)
http://www.cps.gov.uk/publications/directors_guidance/dpp_guidance_5.html
- Director's Instructions to CPS Associate Prosecutors
http://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	2012–13 to 2019–20
Table 2	Administration budgets	Administration expenditure related to the running of the Department	2012–13 to 2019–20

	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20
	OUTTURN	OUTTURN	OUTTURN	OUTTURN	OUTTURN	PLANS	PLANS	PLANS
Resource DEL								
Administration costs in HQ and on Central Services	32,308	30,428	30,057	31,563	30,774	31,600	31,600	31,600
Crown Prosecutions and Legal Services	524,594	516,479	476,622	454,704	459,239	478,022	484,741	481,698
Total Resource DEL	556,902	546,907	506,679	486,267	490,013	509,622	516,341	513,298
<i>Of which:</i>								
Staff costs	367,009	349,849	318,060	293,758	297,541	301,963	303,787	303,387
Purchase of goods and services	223,556	233,924	228,813	238,361	236,714	246,228	248,121	247,121
Income from sales of goods and services	-65,533	-64,075	-61,784	-68,797	-66,289	-62,000	-62,000	-64,000
Rentals	26,839	24,215	19,255	18,030	16,912	17,563	17,563	17,563
Depreciation ¹	4,935	2,898	2,239	4,819	5,036	5,772	8,774	9,131
Other resource	96	96	96	96	96	96	96	96
Resource AME								
CPS voted AME charges	4,092	5,360	1,789	1,822	1,223	3,150	3,050	2,950
Total Resource AME	4,092	5,360	1,789	1,822	1,223	3,150	3,050	2,950
<i>Of which:</i>								
Staff costs	-634	-	-	-	-	-	-	-
Take up of provisions	3,316	2,941	2,310	1,931	394	-650	-750	-850
Release of provisions	-3,048	-1,718	-4,565	-3,373	-2,378	-	-	-
Other resource	4,458	4,137	4,044	3,264	3,207	3,800	3,800	3,800
Total Resource Budget	560,994	552,267	508,468	488,089	491,236	512,772	519,391	516,248
<i>Of which:</i>								
Capital DEL								
Crown Prosecutions and Legal Services	-595	-672	46	90	7,364	10,300	9,600	2,800
Total Capital DEL	-595	-672	46	90	7,364	10,300	9,600	2,800
<i>Of which:</i>								
Purchase of assets	-595	-672	46	90	7,364	10,300	9,600	2,800
Capital AME								
<i>Of which:</i>								
Total Capital Budget	-595	-672	46	90	7,364	10,300	9,600	2,800
Total departmental spending²	555,464	548,697	506,275	483,360	493,564	517,300	520,217	509,917
<i>Of which:</i>								
Total DEL	551,372	543,337	504,486	481,538	492,341	514,150	517,167	506,967
Total AME	4,092	5,360	1,789	1,822	1,223	3,150	3,050	2,950

¹ Includes impairments² 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.

	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20
	OUTTURN	OUTTURN	OUTTURN	OUTTURN	OUTTURN	PLANS	PLANS	PLANS
Resource DEL								
Administration costs in HQ and on Central Services	32,308	30,428	30,057	31,563	30,774	31,600	31,600	31,600
Total administration budget	32,308	30,428	30,057	31,563	30,774	31,600	31,600	31,600
<i>Of which:</i>								
Staff costs	19,065	18,151	18,797	19,617	19,399	24,000	24,000	24,000
Purchase of goods and services	13,588	10,504	10,255	11,148	10,582	6,793	6,793	6,793
Income from sales of goods and services	-441	–	-276	-1,026	-1,015	-1,000	-1,000	-1,000
Rentals	–	1,170	1,185	1,728	1,712	1,711	1,711	1,711
Other resource	96	603	96	96	96	96	96	96

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 are told about Victim Support and are either referred on to them or offered their service;
- Bereaved relatives are 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.

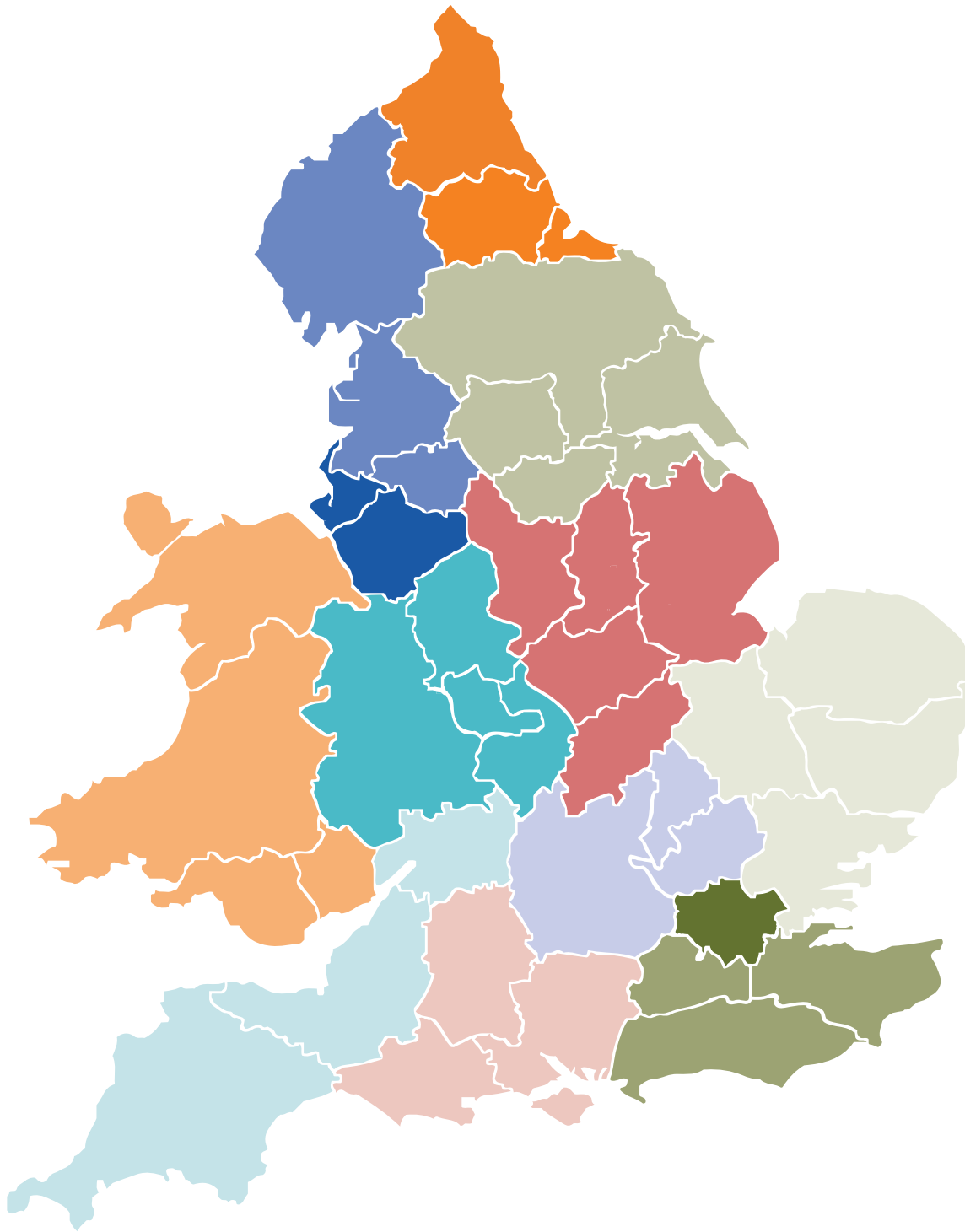
Where a victim of crime in England and Wales believes a criminal justice agency, including the CPS has failed to provide the service set out in the Victims' Code, they should first put their complaint directly to the agency concerned. If their complaint is not addressed to their satisfaction by the agency, 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 2016–2017, the Ombudsman received six complaints and of those, four were not upheld. One

case was upheld and the recommendation for this complaint has been complied with. Investigations for one complaint have not yet been completed.

Annex I CPS Area/Police Force Boundary Map



	East Midlands		South West
	East of England		Thames and Chiltern
	London North and South		Cymru-Wales
	Mersey-Cheshire		Wessex
	North East		West Midlands
	North West		Yorkshire and Humberside
	South East		

Annex J Glossary

ABM	Area Business Manager	IAS	International Accounting Standards
AME	Annually Managed Expenditure	ICO	Information Commissioner's Office
AMR	Automatic Meter Readers	ICT	Information and Communications Technology
AP	Associate Prosecutor	IICSA	Independent Inquiry into Child Sexual Abuse
APR	Area Performance Report/Review	IFRIC	International Financial Reporting Interpretations Committee
ARC	Audit and Risk Committee	IFRS	International Financial Reporting Standards
AWDL	Average Working Days Lost	ILA	Individual Learning Account
BCM	Better Case Management	IPD	Investment Property Databank
BDF	Business Disability Forum	IOA	Individual Quality Assessment
BREEAM	Building Research Establishment Environmental Assessment Method	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	ONS	Office of National Statistics
CQS	Casework Quality Standards	PCSPS	Principal Civil Service Pension Scheme
CSOPS	Civil Servants and Others Pension Scheme	PFI	Private Finance Initiative
DCS	Digital Case System	PRP	Performance Related Pay
DDA	Disability Discrimination Act	RaSSO	Rape and Serious Sexual Offence
DEFRA	Department for Environment, Food and Rural Affairs	REM	Resource and Efficiency Measures
DEL	Departmental Expenditure Limit	SCS	Senior Civil Service
DoH	Department of Health	SIRO	Senior Information Risk Owner
DPP	Director of Public Prosecutions	SLA	Service Level Agreement
DSHC	Departmental Security Health Check	SLM	Senior Legal Manager
DWP	Department for Work and Pensions	SME	Small or Medium Enterprise
EEl	Employee Engagement Index	SoCNE	Statement of Comprehensive Net Expenditure
EG	Executive Group	SoFP	Statement of Financial Position
ESA	European System of Accounts	SOP	Standard Operating Procedure/Policies
FReM	Financial Reporting Manual	SoPS	Statement of Parliamentary Supply
FRS	Financial Reporting Standard	SPF	Security Policy Framework
FTE	Full Time Equivalent	SSRB	Senior Salary Review Body
GBS	Government Buying Standards	TSfJ	Tools and Skills for the Job
GFS	Graduated Fees Scheme	TSJ	Transforming Summary Justice
GGC	Greening Government Commitments	VAT	Value Added Tax
HMCPSI	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
HQ	Headquarters		
IAMM	International Assurance Maturity Model		

About the Crown Prosecution Service

The CPS is responsible for prosecuting most cases heard in the criminal courts in England and Wales. It is led by the Director of Public Prosecutions and acts independently on criminal cases investigated by the police and other agencies. The CPS is responsible for deciding the appropriate charge in more serious or complex cases and provides information, assistance and support to victims and witnesses.

cps.gov.uk

[@cpsuk](https://twitter.com/cpsuk)