



Crown Prosecution Service

Annual Report and Accounts 2019–20

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Crown Prosecution Service

Annual Report and Accounts 2019-2020

Report presented to Parliament pursuant to Section 9 of the Prosecution of
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Contents

	Delivering justice through independent and fair prosecutions	2
1	Introduction by the Director of Public Prosecutions and the Chief Executive Officer	4
2	Performance report	6
	Overview	7
	Performance analysis	13
	Financial management commentary	26
	Casework statistics	28
	Sustainability	36
	Other information	43
3	Accountability report	46
	Lead Non-Executive Board Member's report	47
	Corporate governance report	51
	Remuneration and staff report	73
	Parliamentary accountability and audit report	87
	Certificate and report of the Comptroller and Auditor General to the Houses of Parliament	93
4	Financial statements	98
	Statement of comprehensive net expenditure	99
	Statement of financial position	100
	Statement of cash flows	101
	Statement of changes in taxpayers' equity	102
	Notes to departmental accounts	103
5	Annexes	128
	A Regulatory reporting	129
	B Glossary	131

Delivering justice through independent and fair prosecutions

Who we are and what we do

The Crown Prosecution Service (CPS) is at the heart of the criminal justice system in England and Wales, working with our partners to protect the public and create a safe society.

We have more than 6,000 highly trained staff whose duty is to make sure the right person is prosecuted for the right offence, and that trials are fair so that offenders are brought to justice whenever possible.

The CPS:

- decides which cases should be prosecuted;
- determines the appropriate charges in more serious or complex cases, and advises the police during the early stages of investigations;
- prepares cases and presents them at court; and
- provides information, assistance and support to victims and prosecution witnesses.

The CPS does not investigate crime, or choose which cases to consider; our prosecutors must review every case referred to us by the police, or other investigators. We provide expert legal advice early in investigations to help build strong cases, or identify where a suspect should not be charged.

We make our decisions independently of the police and of government. We must always be fair, objective and impartial to secure justice for victims, witnesses, defendants and the public.

Last year the CPS brought around 450,000 prosecutions, with four out of five leading to a guilty plea or verdict. However, our success is not measured by the conviction rate alone. A fair trial, properly brought, can lead to a guilty or not guilty verdict. Our job is not to seek an ever higher proportion of guilty verdicts, but to make sure that every case which satisfies the legal test set out in the Code for Crown Prosecutors goes before the courts and is prosecuted independently and fairly.

Because we review every case sent to us, our work is extremely varied. We adapt to emerging threats, so we have the expertise and knowledge to respond to a changing crime landscape. We prosecute offences ranging from burglary to terrorism, domestic abuse and multi-million pound fraud cases. What these cases all have in common is that they can have a devastating impact on victims.

International, organised and economic crime presents a serious threat to UK national security and economic well-being. The CPS works across borders to tackle terrorism and cybercrime, human trafficking and drug smuggling. And we use our powers to confiscate the proceeds of crime at home and abroad.

We are proud to be recognised as a leading employer, committed to supporting a diverse workforce that reflects the community we serve.

Our values

Our values are central to everything we do.

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.

1

Introduction

By the Director of Public Prosecutions and
the Chief Executive Officer



We are pleased to present the Annual Report and Accounts for the Crown Prosecution Service (CPS) for the 2019-20 financial year.

This report is our last which reports against our objectives under CPS 2020, our organisation-wide strategy for the past four years.

Our notable progress against the ambitious aims in CPS 2020 – based around high quality casework, improving public confidence, supporting the success of our people and continuous improvement – has set the bar high for the next chapter.

Further detail about progress against these objectives is set out in the performance review section of this report, but we wanted to focus on some of the key aspects here.

We have made significant progress supporting the success of our people, with investment in training, development opportunities and wellbeing. Our inclusive workplace has been recognised through external accreditation and awards, and our employee engagement is at its highest recorded level.

Much of our focus on continuously improving how we work has been on our digital capability. We are recognised as being at the forefront of this within the justice system, and in the last four years have fundamentally changed our ways of working – allowing us to operate flexibly and across geographic boundaries.

The complexity of cases we are prosecuting continues to rise. Cases involving increasing volumes of digital evidence need significant time and expertise to prosecute effectively and we are continuing to support our people to deliver justice in these cases. Against a backdrop of a growing number of international organised crime cases, the CPS successfully worked with our partners to ensure we were ready for the United Kingdom to leave the European Union, implementing plans regarding changes to extradition, legal assistance and asset recovery. We have continued our vital work with the police to improve the way disclosure is managed, including through further training and piloting innovative software to assist us, and are also working jointly with the police to improve case progression.

Aiming to increase the trust the public has in the Service has underpinned all of our work, and we have been building our reputation by clearly setting out our role within the justice system,

celebrating our successes and being open about where we need to improve.

In cases involving rape we are working proactively with our partners across Government to understand the reasons behind the gap in the number of reported rapes and those being prosecuted at court. This gap is deeply disturbing for all involved and our commitment to overcoming challenges in prosecuting these cases reflects this.

Using £85 million of additional Government investment, we are recruiting hundreds of legal and operational delivery staff in anticipation of an increase in cases coming to us for prosecution due to an increase in police officer numbers, and to address the challenges we face due to the changing nature of crime and evidence.

The success of the Service is only possible with a dedicated and highly skilled workforce, and the support of our partners. We were pleased that after a thorough review we were able to make changes to our prosecution fees for external advocates, who are a key part of the prosecuting team.

As we move into 2020-21 we do so with our new organisational strategy, CPS 2025. Drawn up in consultation with our people over the last year, it has five strategic aims focused on our people, digital capability, strategic partnerships, casework quality and public confidence which will guide our work for the next five years. Each year our business plans will set out how we will make progress towards these aims, and we will use success measures aligned to CPS 2025 to track our progress.

This report covers up until the end of March 2020, when the full impact of the Coronavirus (COVID-19) pandemic was not yet known. However, we anticipate it will have far-reaching consequences across all areas of life, with the justice system being no exception.

We are proud of the innovation of our people, who responded rapidly to the new and significant challenges presented by this global emergency. We are grateful for their continuing fortitude and we will be uniting together to emerge from this crisis as committed to delivering justice as always.

Max Hill QC
Director of Public
Prosecutions

Rebecca Lawrence
Chief Executive Officer

2

Performance report

Overview

Our Strategy

This is the fourth and final year of our CPS 2020 strategy, a shared plan that was developed jointly by our people. CPS 2020 outlines our strategic priorities and actions to continue improving our service to society. At the same time, it sets out our commitment to make sure the CPS is an inclusive and supportive workplace.

CPS 2020 includes four pillars of activity, each equally important and mutually dependant. They are:

- supporting the success of **our people**;
- everyone contributing to **high quality casework**;
- ensuring **public confidence** that we are fair, effective and independent; and
- **continuously improving** how we work.

Our annual Business Plan sets out the specific steps being taken to make progress towards this shared vision. In the coming pages, we will report on the commitments made for 2019-20, and our performance against them.

One significant piece of work undertaken this year was to develop our new five year strategy, CPS 2025, which will guide us in our ongoing mission, to deliver justice through independent and fair prosecutions.

The operating environment

The CPS occupies a unique place in the centre of the criminal justice system. Our workload changes depending on external factors, and we must be agile in order to adapt and respond to emerging threats. Because we review every case sent to us, our work is extremely varied. We prosecute offences ranging from burglary to terrorism, domestic abuse and multi-million pound fraud cases. What these cases all have in common is that they can have a deep and lasting impact on victims.

Key issues this year:

Changing caseload

The number of people prosecuted in the magistrates' and Crown Courts continued to decline in 2019-20 while the complexity in much of the casework has increased.

The fall in caseload is a long-term trend, and reflects a decrease in cases received from the police.

The Government has announced the recruitment of an additional 20,000 police officers and it is anticipated that this will lead to an increase in cases coming into the criminal justice system. An additional £85 million investment in the CPS for 2019-20 and 2020-21 will allow us to recruit new prosecutors, paralegal staff and caseworkers to manage

this work. It will also allow investment so that we can better meet our disclosure obligations, and work with investigators to pursue all reasonable lines of inquiry.

The changing nature of crime means that the cases we deal with are increasingly complex and we have seen a proliferation of digital evidence. International, organised and economic crime presents a serious threat to UK national security and economic well-being. The CPS works across borders to tackle terrorism and cybercrime, human trafficking and drug smuggling.

Rape and serious sexual offences

Rape is one of the most challenging crimes to prosecute, as well as one of the most devastating for victims. The growing gap between the number of rapes being reported and the number of cases coming to court is a matter of deep public concern, which we share.

The CPS is playing an active role in the cross-Government review which is looking right across the system to understand the reasons behind this. We welcome scrutiny of our practice on this, and every area of our work. As part of the review, HM Crown Prosecution Service Inspectorate (HMCPSP) conducted an inspection into how the CPS prosecutes rape cases. It specifically addressed the question of whether a risk averse approach was being adopted, and found no evidence that this was the case.

HMCPSP did make a number of recommendations for improvements in how the police and the CPS can work better together. The CPS has accepted these, and work is underway on a joint plan to build the strongest possible cases from the outset. Any further recommendations from the review will be acted upon swiftly.

In the meantime, we have begun work with the police on a comprehensive action plan to improve how we work together to tackle the challenges in bringing rape and serious sexual assault cases to court. In parallel, we have embarked on a programme of engagement with stakeholder groups in order to build confidence that our approach is fair, to victims and suspects.

Separately, the Divisional Court considered a request for judicial review into the CPS approach to rape prosecutions, which claimed that the CPS had changed its policy and practice. Permission was refused, as the Court found no evidence of such a change, or any breach of duty to consult or to operate transparently.

Disclosure

Joint work with the police to improve performance on disclosure continued to be a priority throughout this year. Since the issue came to prominence more than two years ago, we have been clear that it would need sustained effort to drive the culture change and address long-standing, systemic challenges. This year, along with the National Police Chiefs' Council and the College of Policing, we implemented the second phase of the National Disclosure Improvement Plan, which focused on embedding the necessary changes.

We are confident that the management of unused material both as part of the investigation and at the post-charge stage across all crime types is in a far better place than it was at the beginning of 2018. The data we are now collecting on our performance also makes clear that our task is far from complete. Tackling these issues and improving our resilience in dealing with new technological challenges requires a sustained and long term national response. We need to work even more closely

together as investigators and prosecutors and with our criminal justice partners, including the defence.

Brexit

CPS casework has an increasingly international dimension, with investigations, evidence, suspects, witnesses, victims or assets located outside the UK. The CPS undertook extensive planning for the United Kingdom's exit from the European Union. This involved preparing for a range of outcomes while the precise terms and timing of our departure remained uncertain.

In 2019-20 we worked closely with the Home Office, law enforcement, HM Prison and Probation Service, the courts, and overseas partners to ensure the CPS was ready for a "no deal" exit from the EU. This included implementing plans for discharging of extradition cases, reissuing extradition, mutual legal assistance, and asset recovery requests, and authorising more than 200 Interpol Notices.

When the outcome of negotiations was settled we prepared prosecutors for the start of the transition period, particularly the impact of the nationality bar on extradition cases. We were also involved in developing the UK approach to negotiations with the EU on a future relationship on security and criminal justice, ensuring the CPS position was understood and the UK approach broadly reflected CPS requirements for future cooperation with the EU.

COVID-19

The global coronavirus pandemic is the biggest threat to face our country in decades. Its impact has been felt in every part of society, with unprecedented action being taken to protect lives. The Government response has evolved throughout the emergency in response to the changing threat and scientific evidence.

Similarly, the CPS operational response has evolved. We have been fully engaged in cross-criminal justice system emergency planning work, supporting efforts to make sure that essential work to deliver justice can continue, while doing everything possible to protect our people, our partners and the public.

Our established and well-tested business continuity plans have allowed us to move quickly, and staff began remote working as soon as the Government advised to do so wherever possible. Recent investment in our technological capability meant that overnight, more than 6,000 members of staff were able to work from home, and our network proved to be resilient. Our flexible workforce means that resources can be targeted where they are most needed.

The CPS played a central role in the creation of interim guidance to steer criminal justice practice during the crisis, and worked with partners to agree prioritisation to best protect public safety.

We continue to review and adapt our operations and working practices to respond to the impact of the COVID-19 pandemic and the range of ways in which our service will need to continue to change. This is reflected in our forward business planning processes and scenarios.

Performance Summary

To monitor delivery against our strategic objectives during 2019-20, we identified performance measures under each CPS 2020 pillar. This section summarises our performance against the key measures during the year.

A more detailed account of this performance is given in the Performance Analysis on page 13.

Success of our people

The Civil Service People Survey is the principle measure of staff engagement and wellbeing. This year we increased our overall Employee Engagement Index score, to 65%, the highest since the survey began.

Our inclusive workplace was recognised through various external accreditation and awards, including Investors in People 'Silver' status, Disability Confident Leader status, and recognition as a top employer for diversity.

We also launched the most ambitious recruitment campaign in CPS history, aiming to recruit an additional 390 prosecutors and 100 operational delivery staff by this summer.

Objective and business plan measure	Performance
Improve on Employee Engagement Index (EEI) from the 2018 Civil Service People Survey to more than 61%	65%
Meet the Civil Service ambition for apprenticeships of 2.3%	2.6%
Maintain level of spending on the development of our people at more than 0.42% of overall expenditure	0.8%
Ensure number of staff declared disabled at least meets the Civil Service average of 10%	12.0%
Ensure number of staff declared black, Asian or minority ethnic is representative of the communities we serve at more than 16.7%	20.2%
Ensure number of staff declared lesbian, gay or bisexual increases above 6%	5.0%
Ensure number of prosecutors in post is within 5% of budgeted levels	1.9% below budget

High quality casework

The Crown Prosecution Service exists to provide high quality criminal casework. We continue to review our ways of working, developing new legal guidance and practical training to support our people to provide the best possible service to the public.

This year we have undertaken projects to review our operational capability against changing demand. To address increasing focus on economic crime, we are developing our Economic Crime Strategy and are working closely with the new National Economic Crime centre. We have also been reviewing our response to serious and organised crime.

Improving disclosure remains a major focus. We have introduced new management information measures to help us target where further actions are needed, and the National Disclosure Improvement Board has overseen a programme of improvements, including increased training and the introduction of Disclosure Management Documents.

We have also set up a high level working group to address barriers to effective case progression, and we have worked with police to develop a digital charging model.

The percentage of magistrates' court cases dropped at third or subsequent hearing continues to fall towards the target of 20%.

Objective and business plan measure	Performance
Increase compliance with Crown Court directions to more than 93%	92.5%
Maintain proportion of recorded sentence uplifts for hate crime in finalised convictions above 70%	77.4%
Reduce magistrates' court cases dropped at third or subsequent hearing to less than 20%	23.5%
Maintain Crown Court guilty pleas at first hearing above 40%	43.8%
Contribute to the recovery of more than £80 million proceeds of crime	£68.9 million

Continuous improvement

We are striving to transform how we work through digital innovation, enabling us to operate flexibly. The COVID-19 pandemic has demonstrated the resilience we have achieved, with our workforce quickly moving to near-universal remote working.

We work closely with our partners to develop working practices. This includes working on the Common Platform Programme with HM Courts & Tribunals Service, and developing secure digital methods of evidence transfer with police.

We have also improved the tools available to our people, rolling out 3,000 new laptops and enabling access to Microsoft Teams.

Objective and business plan measure	Performance
Sustain availability of core business IT infrastructure at more than 99.5%	99.92%
Increase percentage of investigative agencies sending multimedia evidence via shared systems to more than 65%	52.0%
Improve timeliness of charging decisions to an average of fewer than 26 days	22.1 days

Public confidence

Public confidence in the criminal justice system is essential, and we work hard to ensure we are clear, honest and professional in all our communications.

We continue to prioritise our Inclusion and Community Engagement strategy, and our Community Accountability Forum (CAF) helps us to engage with the communities we serve and to gain valuable insight.

As a result of our Complaints Review, we created a Complaints Coordinator in every Area and launched an external Contact application.

We also consulted on mental health issues in the criminal justice process, and updated guidance for our prosecutors.

Objective and business plan measure	Performance
Improve victims' letters towards 100% meeting quality standards	71.8%
Ensure the timeliness of communications with victims towards the Victims' Code standard of 100%	83.2%
Improve public confidence score, measured by independent research, to above 62%	60.7

Performance analysis

The Performance Analysis provides a more detailed analysis of how the CPS has performed against its strategic objectives during 2019-20. For each of the CPS 2020 pillars, this section describes the key activities undertaken during 2019-20 and provides an assessment of the goals we achieved and the performance we delivered against the key targets set in our business plan for the year.

Strategic aim: Supporting the success of our people

What we are trying to achieve:

We will attract and retain the best people and be recognised for our investment in staff, training and skills

Our people are our greatest asset, and we are committed to being an employer of choice for the legal profession, as well as the operational delivery and other specialist professions who are all central to our mission to deliver justice. Our colleagues, staff networks and trade union partners all play a vital role in creating an environment where everyone can thrive and perform to a high standard.

The Civil Service People Survey is the principle measure of staff engagement and wellbeing. We welcome the continuing increase in our overall Employee Engagement Index score, to 65%. This is the highest score we have achieved since the survey began, and for the first time exceeds the civil service average of 63%.

The survey also recorded a 12% improvement in employee perception of fair pay compared to others doing similar work, in the second stage of a two year pay award.

Our inclusive workplace has also been recognised through external accreditation and awards. This year, the CPS:

- retained Investors in People (IiP) 'Silver' status, a standard of people management and development achieved by just 14% of organisations assessed;
- retained Disability Confident Leader status, awarded by the Department for Work and Pensions;
- was recognised as a 'Working Families' top ten UK employer for the third year running;
- was included in the top employers for Race by Business in the Community;
- was included in the top employers for social mobility in the Social Mobility Index;
- was a national finalist for Diversity and Inclusion in the People Management Awards;

- was given a Good Practice Award by Investors in People UK for our work on health and wellbeing; and
- was named as the most attractive employer for law following a survey of more than 3,000 students by Universum (a global research company).

This recognition, and our positive work environment, undoubtedly helps us to attract and retain the talented people we need.

Recruitment

We launched the most ambitious recruitment campaign in CPS history to support the rapid expansion in prosecutor numbers enabled by the £85 million funding increase the Prime Minister announced. We are looking to recruit an additional 390 prosecutors and 100 operational delivery staff by this summer, and at the end of 2019-20 had made offers to 220 new lawyers, with a further 120 offers ready to be made in early April 2020. Our recruitment campaign was recognised by the Chartered Institute of Personnel and Development (CIPD), winning the CIPD National Resourcing Initiative award.

We support the Government's target of employing 2.3% of our workforce as apprentices, and have offered apprenticeships in paralegal work, business administration, human resources and finance. In addition, we have designed a six year Solicitor Apprenticeship in partnership with Nottingham Trent and City of Law Universities, now in its second year. We also offer a Leadership and Management Level 6 & 7 Apprenticeship.

We have also appointed a total of 81 Legal Trainees as part of our commitment to develop our future prosecutor capability.

Skills

We operate in an ever-changing environment, and continue to invest in skills. This year we have expanded our internal legal training capability and capacity, and have developed a range of bespoke training packages. These include a comprehensive 17 day training programme for all new lawyers joining CPS Areas, and new training on disclosure, rape and serious sexual offences, victim communication and youth court cases. The CPS has also opened a dedicated advocacy training facility to support the development of court skills. In addition, we launched a series of 'Prosecutor Pathways' to develop colleagues from undergraduate level through to successful completion of a pupillage, opening opportunities for talented people who have not had the opportunity to go to university.

As well as ongoing role-specific training, we continue to offer every employee an individual learning account to the value of £350 per year to spend on their own professional development. Take-up this year increased by almost a third to 29.5 per cent.

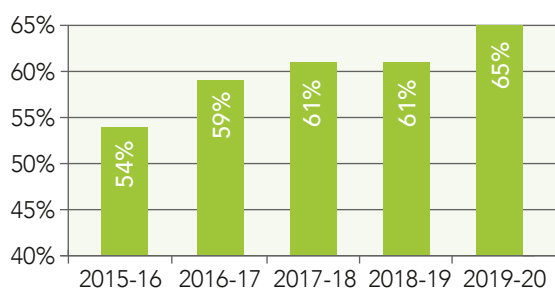
Diversity and inclusion

The CPS approach to inclusion is grounded in, but not limited to, our responsibilities under equality legislation. Our commitment to diversity and inclusion runs through everything we do. It is important to us both as an employer and in the way we approach our responsibilities as a prosecuting authority. The CPS has an inclusive culture, reflected in a diverse workforce, locally and nationally, and at all levels of the organisation, and we recognise the benefit that comes from reflecting the communities we serve.

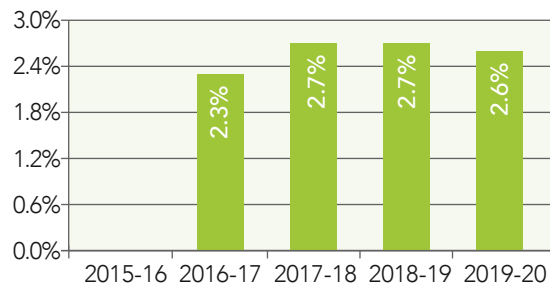
Our staff networks and trades unions play a crucial role in supporting our commitment to workplace inclusion. We led on a series of events to promote opportunities for people across the range of protected characteristics under the Equality Act. The CPS held a national conference called “Leading your Career” aimed at BAME colleagues to profile development opportunities and strategies for success in developing careers which was followed up with individual coaching, shadowing and mentoring opportunities for some of our most talented people. We also ran a conference to celebrate women in the CPS as part of the programme of events to mark 100 years of women in Criminal Law.

Success of our people

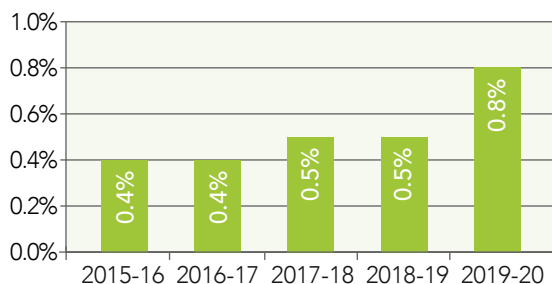
Increase the employee engagement index (EEI) from the 2018 Civil Service People Survey to more than 61%



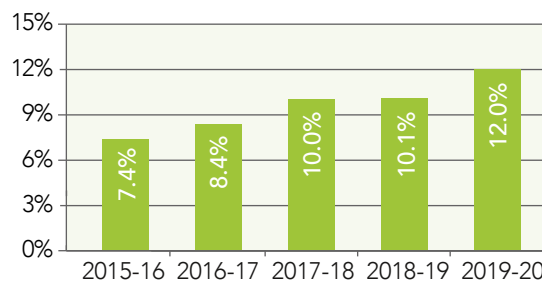
Meet the Civil Service ambition for apprenticeships of 2.3%



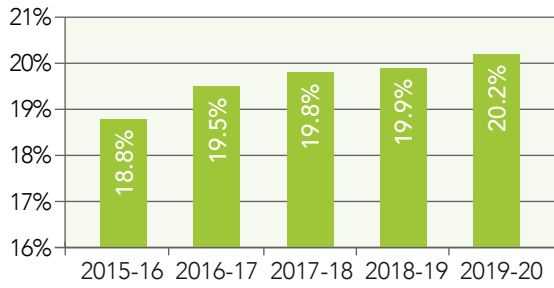
Maintain level of spending on the development of our people at more than 0.42% of overall expenditure



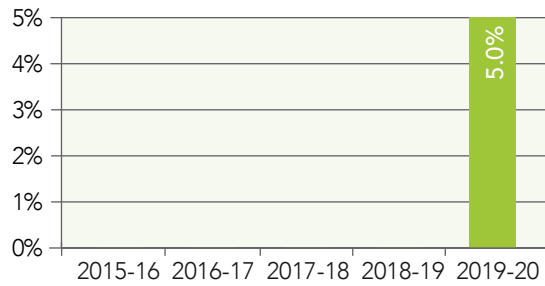
Ensure number of people declared disabled at least meets the Civil Service average of 10%



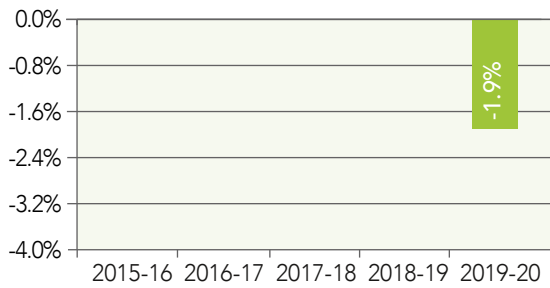
Ensure number of staff declared black, Asian or minority ethnic is representative of the communities we serve at more than 16.7%



Ensure number of staff declared lesbian, gay or bisexual increases above 6%



Ensure number of prosecutors in post is within 5% of budgeted levels



Strategic aim: Everyone contributing to high quality casework

What we are trying to achieve:

We will deliver justice through excellent, timely legal decision making, casework preparation and presentation.

The CPS exists to provide high quality criminal casework. Our lawyers, paralegals and operational delivery teams work every day to make the right prosecution decisions and to build strong cases to put before the courts.

The operating environment is constantly evolving. As well as emerging criminal threats, new laws come into force and social changes can have a dramatic impact on our work. One of the clearest examples of this is the explosion in digital evidence which has affected all casework from the investigation stage through to trial.

We continue to review our ways of working, developing new legal guidance and practical training to support our people to provide the best possible service to the public. We welcome the independent scrutiny of HM Crown Prosecution Service Inspectorate, whose reviews provide invaluable insight to steer future improvement.

The changing nature of crime

We work closely with our partners in policing and across Government to understand the ever changing threat assessment, and priorities to keep communities safe. In order to make sure that our operational capability is aligned as effectively as possible to the demand we face, we have undertaken two aligned projects to review our structures and operating models.

The first strand has looked at our approach to economic crime, which has become an increasing government focus. We work closely with the newly created National Economic Crime Centre, and have deployed staff to ensure that our prosecutorial expertise is embedded within this specialist unit. We are developing our Economic Crime Strategy to support the wider Government objective to tackle fraud more effectively.

We have also been reviewing our response to serious and organised crime, including human trafficking, county lines and serious violence which can cause huge harm to our communities.

Work continues to determine whether there is any need to adapt our ways of working to be best placed to respond to future demand.

Disclosure

As outlined earlier, our work with the police to continue to improve the way disclosure is managed will continue to be a major focus for the foreseeable future.

Previous data collection methods did not allow us to capture, analyse and use management information effectively. We have now introduced new measures to collect more meaningful and granular data, and so have a greater understanding of

where issues with disclosure continue to persist. We are now able to target with more precision where further actions are needed. We continue to see progress and are confident that these numbers will continue to reduce.

The Director of Public Prosecutions continues to co-chair the National Disclosure Improvement Board, along with Assistant Commissioner Nick Ephgrave, the National Police Chief's Council lead on criminal justice. The Board has overseen a wide-ranging programme of work, including:

- extensive training for CPS lawyers, including bespoke training for specialist lawyers on our Rape and Serious Sexual Offences units;
- piloting innovative software with the police to support and enable our disclosure obligations;
- following the good practice from our most complex casework and introducing Disclosure Management Documents in all Crown Court cases; and
- supporting the drafting of the revised Attorney General's Guidelines on Disclosure.

We invited HM Crown Prosecution Service Inspectorate to review progress, and were encouraged that they found signs of improvement, and that the recent focus on disclosure both in the police and the CPS is having an impact. However, they were clear that performance will need to improve further and we will continue to focus our efforts to ensure that happens.

Case progression

The joint approach to improving disclosure is being replicated to review and improve case progression. As with so much of our work, we can only address areas of concern through effective partnership, and we and the police share a desire to improve the pace at which cases are able to move through the system. While our overall caseload has reduced, the increasing complexity means that joint working from an early stage is often the best way to ensure the right cases are pursued, and to focus the investigation and case preparation as effectively as possible.

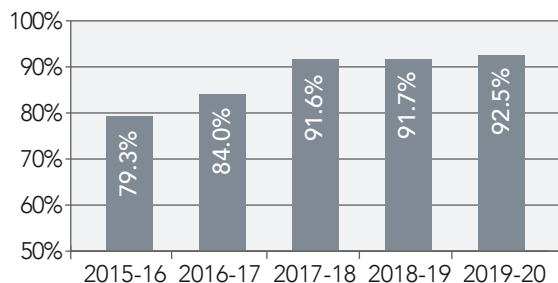
A high level working group has been set up to address barriers to effective case progression in both our organisations and will report progress through the National Disclosure Improvement Board. The joint chairs are also working with the Home Office to conduct a deep dive in a number of CPS Areas and police forces, as part of the Case Progression Sub Group of the Criminal Justice Board, which will inform this work.

Charging

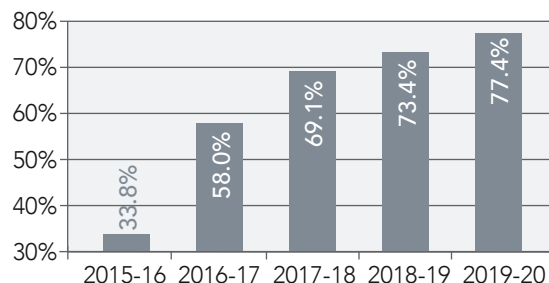
We have been working with the police to develop a new, wholly digital charging model which prioritises the most urgent cases. Pilots have been carried out in Wessex, Cymru/Wales, East of England, Yorkshire and Humberside, the West Midlands and the North East Areas. These will inform future revisions to the charging process. The model is designed to allow charging decisions to be made within three hours of receipt by the CPS in priority cases, such as when the suspect is expected to remain in custody post-charge, or where the suspect is in custody following allegations of domestic abuse or stalking/harassment.

High quality casework

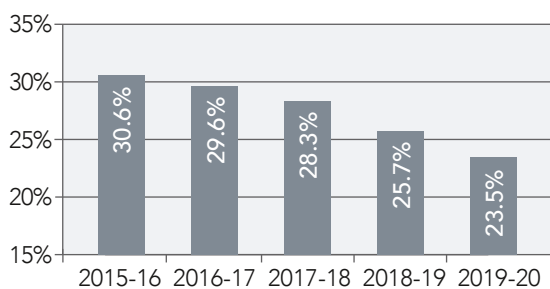
Increase compliance with Crown Court directions to more than 93%



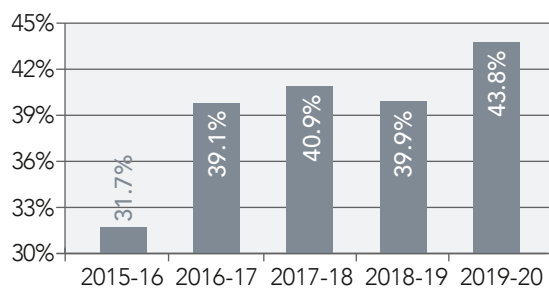
Maintain proportion of recorded sentence uplifts in finalised hate crime convictions above 70%



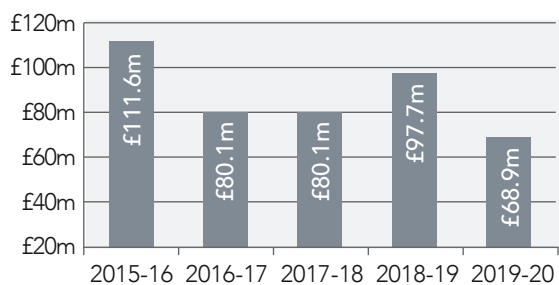
Reduce magistrates' court cases dropped at third or subsequent hearing to less than 20%



Maintain Crown Court guilty pleas at first hearing above 40%



Contribute to the recovery of more than £80m proceeds of crime



Strategic aim: Continuously improving how we work

What we are trying to achieve:

We will continue to digitise and modernise the way we work, supporting a flexible workforce and delivering swifter justice, fewer hearings and more effective trials.

While we strive to improve in every aspect of our performance, the drive to transform how we work through digital innovation is essential to our future success. Throughout the life of CPS 2020, we have fundamentally changed our ways of working, operating flexibly and across geographic boundaries in a way not previously possible.

The COVID-19 pandemic has proven to be an unprecedented threat to every aspect of our society. It has tested business continuity in a way not seen in the digital age. Strategic investment in CPS systems and regular review of our crisis response plans meant that our operations have been resilient in the face of this extraordinary challenge. Almost overnight, we moved to near-universal remote working, with more than 6,000 members of staff able to support the Government direction to avoid travel wherever possible.

Our investment in systems and equipment meant we were able to continue to function effectively despite this profound change in circumstances. The full impact will continue for months to come. The CPS is playing a pivotal role across the criminal justice system in the development of new ways of working that will allow justice to continue to be delivered, while protecting public safety and saving lives. There is huge will to find digital solutions at pace, and we are playing our part in ensuring that audio and video technologies can be exploited to their maximum effect.

The CPS is recognised internationally as a leader in digital innovation. We have welcomed delegations from around the world including Singapore and South Korea to share our experience as perhaps the most digitally advanced prosecution service.

Resilience and security

This year has seen the culmination of a three year project to migrate our essential operating systems, future proofing our work through secure, cloud-based solutions.

We have completed the upgrade and migration of our main case management system (CMS) and related witness management system. We have rolled out Pulse Secure to all users, and been able to flexibly and quickly scale this up to accommodate the increased level of remote access.

We have upgraded our security and data protection systems in line with current Government standards.

Partnership working

There is ongoing investment in a range of joint priority projects. Our role at the heart of the criminal justice system means that our success depends on close collaboration to develop effective working practices.

- The Courts

We continue to work with HM Courts & Tribunal Service on the Common Platform Programme which will deliver a single, joined up system to provide a shared view of case material and management information across the criminal justice system.

- The Police

A major challenge in managing much of our caseload is the exponential increase in the volume of multimedia evidence. Along with police colleagues, we are working to introduce end-to-end digital sharing, to ensure evidence is efficiently and securely managed. We have made significant progress this year on embedding our Egress system, which allows the safe, digital transfer of multimedia evidence, without the need for physical discs. Our work on this was recognised in the UKIT Industry Awards, being shortlisted in the Best Public Sector IT Project category. We are key partners in the police-led Digital Case File programme, which will replace computerised versions of paper forms with structured, digital native data.

- The Criminal Bar

The external Bar are a valued and essential part of the prosecuting team. We concluded a thorough and evidence-based review of our prosecution fees and made amendments to our fees in September with further changes from February to ensure that our scheme for remunerating the external Bar remained simple, fair, affordable and sustainable. The fees schemes had not been reviewed for many years, and there was a compelling case for change. Some of the £85 million additional funding awarded to the CPS has allowed outstanding issues to be addressed.

We swiftly adjusted our fee payment schedules in response to COVID-19 to address concerns about hardship caused by disruption to the criminal justice system.

Supporting our people

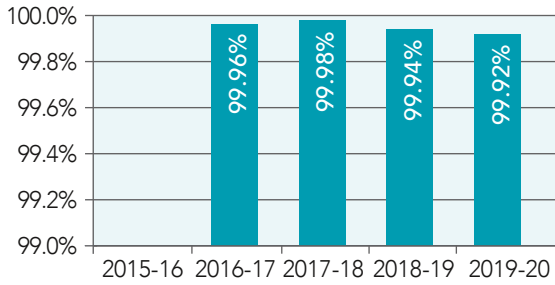
Following a successful pilot, we enabled access to Microsoft Teams for all users. This supports smarter working and allows greater collaboration, with colleagues able to stay in touch more easily. Teams had been newly rolled out when measures to address the COVID-19 pandemic were introduced, and it has been swiftly adopted as an effective way of communicating and joint working. Half a million Teams messages were sent in March 2020. More functionality will be introduced in the coming months.

We also rolled out 3,000 new laptops as part of a regular programme to refresh equipment and provide our people with the kit they need to do their jobs and launched a new intranet to ensure essential information is easily accessible.

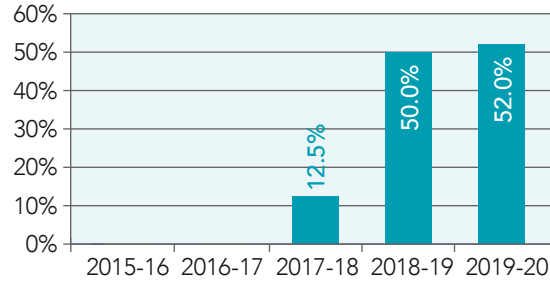
To maintain momentum in our drive for technological improvement, we have initiated a digital innovation accelerator and will continue to seek to harness the potential of newer technologies to support our people and our mission.

Continuously improving

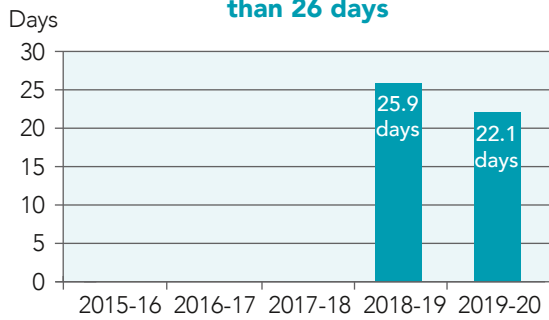
Sustain availability of core business IT infrastructure of more than 99.5%



Increase percentage of investigative agencies sending multimedia evidence via shared systems to more than 65%



Improve timeliness of charging decisions to an average of fewer than 26 days



Strategic aim: Ensuring public confidence that we are fair, effective and independent

What we are trying to achieve:

Our decisions will be open and transparent, and the public will trust that we are fair and deliver justice.

For the criminal justice system to run well, it is essential that the public is confident that it is fair and effective. Individual and community perceptions of crime, and how it is dealt with, are influenced by personal experience and by the response at every stage from reporting a crime, and when relevant, through the trial process from charge to sentencing.

For our part, it is important that the CPS works hard to explain how we make our decisions. We do so at different levels - directly with the people affected by crimes, through engagement with community and stakeholder representatives, and to the wider public, through the media and digital communications.

Most people do not come into direct contact with the CPS, and when they do, be it as a victim, witness, or suspect, it will be under difficult circumstances. That makes it all the more important that we are clear, honest and professional in all our communications.

2019-20 was the second year of our Inclusion and Community Engagement strategy and we continue to prioritise this area of work. Our Community Accountability Forum (CAF) is an important channel for engaging with the varied communities we serve, providing independent oversight of our operations and valuable insight as we develop policies and practice. This year we refreshed the CAF, welcoming Fiyaz Mughal as an independent Co-Chair, and holding thematic sessions on priority issues such as violent crime.

A Complaints Review project to improve our response to complaints led to a range of actions to improve how we work at every stage of the process. We developed and launched a new external Contact application to make it easier for the public to send us feedback and complaints. It will improve the user experience, and early feedback has been positive. We created a new Complaints Coordinator role in every Area, and launched a new Standard Operating Practice (SOP), which provides a clear process on how we should deal with complaints, as well as ensuring that we improve the quality of our responses to complainants. A suite of training is in the pipeline to further improve our service to the public.

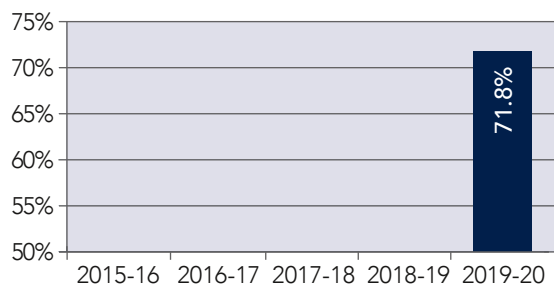
As part of our commitment to transparency on prosecution performance, in January 2020 we began publishing a **quarterly performance data bulletin**. The bulletin contains data on overall prosecution figures and police referrals as well as charging rates in a range of offence types including domestic abuse, rape flagged offences, hate crime and child sexual abuse. Publishing more frequent operational data will help identify emerging trends and inform public debate.

Our role at the centre of the criminal justice process means we are well placed to add insight to issues which affect all parts of the system. This year, we updated our guidance for prosecutors when dealing with cases involving victims, witnesses or defendants with **mental health** issues. We conducted extensive public consultation, as well as internal analysis which suggested mental health conditions may be a feature in almost one in five cases. The Director of Public Prosecutions called for out of date laws to be overhauled, and for a debate about whether the criminal justice system enables people with mental health conditions to participate fairly when he delivered the Howard League's annual Parmoor Lecture.

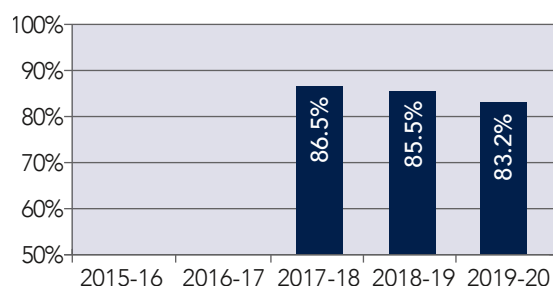
Our operational and political independence is central to our purpose, and is essential in a democracy, so everyone involved can be confident that cases have been brought fairly, and lawfully. However, the CPS is accountable to the public we serve, and our performance is properly open to scrutiny, both through the superintendence of the Attorney General and in Parliament. This year, we have expanded our Parliamentary activity to provide MPs and Peers with information about our work, and following the General Election we provided all MPs with a factsheet on the work of the CPS, as well as our guide for Parliamentarians on intimidation and harassment. We also contributed to Select Committee inquiries on democracy, freedom of expression and freedom of association (Joint Committee on Human Rights) and prostitution (Women and Equalities Select Committee).

Public confidence

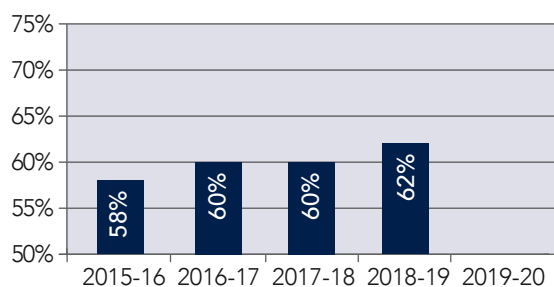
Improve victims' letters towards 100% meeting quality standards



Ensure timeliness of communications with victims towards the Victims' Code standard of 100%



Improve public confidence score, measured by independent research, to above 62% Crime Survey for England and Wales (CSEW)*



*Until 2018-19 this measure was based on data from the Crime Survey of England and Wales. The relevant question was then removed from the survey; it has now been reinstated and new data will be available in 2021. As an interim measure other independent research has been used for this measure. This rated the CPS' reputation, as a score from 1 to 100, at:

- 60.0 in quarter 4 of 2018
- 60.7 in quarter 4 of 2019.

Where performance is not shown for previous years the data is not available.

Financial management commentary

Introduction

We have continued to manage our resources in a way that has enabled us to meet all of our Parliamentary control totals for the year. The CPS' net funding, as voted by Parliament for 2019-20, was £567 million.

The table below shows performance against our 2019-20 control totals as agreed by Parliament in the 2019-20 Supplementary Estimate. Further breakdown of these figures is shown in the Statement of Parliamentary Supply and the related notes on pages 87 to 90.

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 2019-20 the CPS settled 93.1% of undisputed invoices and staff and witness expense claims within 10 days of receipt (2018-19, 93%). The CPS paid £515 (2018-19, £Nil) in interest due under the Late Payment of Commercial Debts (Interest) Act 1998.

Outturn against 2019-20 financial control totals

	Estimate £000	Outturn £000	Variance £000
Resource DEL (excluding depreciation)	551,809	550,848	961
Depreciation	6,131	5,195	936
Resource DEL	557,940	556,043	1,897
Of which administration ¹	33,778	29,703	4,075
Resource AME	5,950	1,645	4,305
Capital	2,800	205	2,595

¹ The Administration control total is as published in the 2019-20 Supplementary Estimate. However, the limit for Administration spend at Estimate line level has been reduced by virement to Programme at the year end, resulting in an adjusted Administration underspend of £961,000. See SoPS 1.1 on page 89 for further details.

Significant variances between Estimate and outturn

The only significant variances between Estimate and outturn were as follows (£000):

Resource Departmental Expenditure Limit:

Estimate £557,940, Outturn £556,043.

Expenditure was managed tightly during the year within Resource Departmental Expenditure Limit control totals. The small underspend against available funding can be largely attributed to the impact of COVID-19 during March 2020 which resulted in lower demand and reduced travel and subsistence costs during the last few weeks of the year.

Resource Annually Managed Expenditure:

Estimate £5,950 Outturn £1,645.

Annually Managed Expenditure (AME) is uncertain in nature and difficult to predict. The CPS recognises an allowance for expected losses relating to cost awards income, which scores against the AME budget. A lower increase in the required provision against future losses than expected resulted in a favourable variance.

Capital Departmental Expenditure Limit:

Estimate £2,800 Outturn £205.

Most software purchases are now procured under 'software as a service' arrangements and treated as an annual Resource cost. There was no major investment in fixed assets during the year, resulting in a favourable variance in capital spend.

Net Cash Requirement:

Estimate £554,609 Outturn £543,273.

The net cash requirement was slightly lower than forecast, driven primarily by the successful reduction in amounts receivable by the CPS.

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 14 CPS Areas and 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 and Social Care (DHSC) and the former Revenue and Customs Prosecution Office.

Chart 1: Magistrates' courts: caseload

Chart 1 shows the number of cases dealt with by the CPS in 2019-20 and in the two preceding years.

Pre-charge decisions:	In around 35% of all prosecutions, 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.
Charged:	The prosecutor is satisfied there is enough evidence to provide a "realistic prospect of conviction" against each suspect and that the prosecution is in the public interest.
No prosecution:	A decision to take no further action for either evidential or public interest reasons.
Administratively finalised:	Cases are finalised administratively where an early investigative advice has been sought by the police or, where there is insufficient evidence to bring a charge at first referral, the police have been asked to complete an action plan and no further evidence is forthcoming. These cases may be reopened if, at a later date, new material is provided to the prosecution enabling a charging decision to be made.
Out of court disposals:	A simple caution, conditional caution, reprimand, final warning or TIC (taken into consideration) issued by the CPS at pre-charge stage.
Prosecuted by the CPS:	This figure comprises all defendants charged or summonsed whose case was completed in magistrates' courts during the period, including those proceeding to a trial or guilty plea, those discontinued, and those which could not proceed. Cases committed or sent for trial in the Crown Court are not included in magistrates' caseload data. Further information on the type of finalisations is shown at chart 3.
Other proceedings:	Non-criminal matters, such as forfeiture proceedings under the Obscene Publications Acts.

	2017-18	2018-19	2019-20
Pre-charge decisions	273,723	248,427	228,274
Charged	187,545	162,717	151,118
No prosecution	51,242	50,729	48,130
Administratively finalised	32,142	32,612	26,994
Out of court disposals	2,488	2,052	1,697
Prosecuted by the CPS	453,071	425,098	389,009
Other proceedings	393	188	162

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

Chart 2: Magistrates' courts: types of cases

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

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

	2017-18	%	2018-19	%	2019-20	%
Summary	206,416	39.2	196,437	40.0	174,473	38.1
Indictable only/ either way	320,449	60.8	294,230	60.0	283,586	61.9
Total	526,865		490,667		458,059	

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

Chart 3: Magistrates' courts: case outcomes

Chart 3 shows the outcome of defendant cases completed during the year. These are cases where a decision has been made by the police or the 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.

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.
Guilty pleas:	Where the defendant pleads guilty.
Prosecutions dropped:	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.
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.

	2017-18	%	2018-19	%	2019-20	%
Warrants etc.	10,754	2.4	10,990	2.6	10,524	2.7
Discharges	11	0.0	4	0.0	7	0.0
Dismissals - no case to answer	1,201	0.3	874	0.2	674	0.2
Dismissals after trial	14,388	3.2	12,489	2.9	10,635	2.7
Guilty pleas	353,580	78.0	330,526	77.7	305,721	78.6
Prosecutions dropped (including bind overs)	42,406	9.4	42,078	9.9	37,505	9.6
Convictions after trial	25,572	5.6	22,765	5.4	18,926	4.9
Proofs in absence	5,159	1.1	5,372	1.3	5,017	1.3
Total	453,071		425,098		389,009	

The rate of prosecutions dropped rose slightly to 9.6% in the three year period ending March 2020.

During 2019-20, a total of 5,462 defendants pleaded guilty to some charges, and were either convicted or dismissed after trial of other charges. To avoid double counting, and to ensure consistency with figures for previous years, the outcome for these defendants is shown as a guilty plea.

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

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

	2017-18	2018-19	2019-20
Committals for trial	73,819	65,600	69,088

Chart 5: Crown Court caseload

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

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

	2017-18	2018-19	2019-20
Prosecuted by the CPS	80,090	69,713	62,037
Appeals	15,049	14,460	12,755
Committals for sentence	20,279	20,774	21,565

The number of defendants prosecuted decreased by 11.0% during 2019-20.

The central Casework Divisions handled 5,929 appeals against conviction and/or sentence or extradition.

Counting rules for the presentation of case volumes and outcomes were amended with effect from April 2007. Cases involving mixed pleas of guilty to some charges while other charges proceeded to contest were formerly double counted, but are now

treated as a single defendant case. Figures in the present report have been produced in accordance with the revised rules.

Chart 6: Crown Court: source of committals for trial

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

	2017-18	%	2018-19	%	2019-20	%
Magistrates' directions:	45,074	56.5	38,966	56.1	35,520	57.6
Defendants' elections:	1,976	2.5	1,845	2.7	1,922	3.1
Indictable only:	32,675	41.0	28,588	41.2	24,270	39.3
Total	79,725		69,399		61,712	

Chart 7: Crown Court: case outcomes

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

Warrants etc:	When the prosecution cannot proceed because the defendant fails to attend court and a Bench Warrant has been issued for his or her arrest; or the defendant has died; or is found unfit to plead. If the police trace a missing defendant, then proceedings can continue.
Judge directed acquittals:	These are cases where, at the close of the prosecution case against the defendant, a successful submission of 'no case' or 'unsafe' is made on behalf of the defendant, and the judge directs an acquittal rather than allow the case to be determined by the jury.
Acquittals after trial:	When the defendant pleads not guilty and, following a trial, is acquitted by the jury.
Guilty pleas:	Where the defendant pleads guilty.
Prosecutions dropped:	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 section 51 of the 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.
Convictions after trial:	Cases in which the defendant pleads not guilty but is convicted after the evidence is heard.

	2017-18	%	2018-19	%	2019-20	%
Warrants etc.	1,119	1.4	999	1.4	887	1.4
Judge directed acquittals	512	0.6	399	0.6	293	0.5
Acquittals after trial	5,665	7.1	4,377	6.3	3,367	5.4
Guilty pleas	56,771	70.9	49,206	70.6	45,420	73.2
Prosecutions dropped (including bind overs)	8,778	11.0	8,264	11.8	6,924	11.2
Convictions after trial	7,245	9.0	6,468	9.3	5,146	8.3
Total	80,090		69,713		62,037	

During 2019-20, a total of 1,987 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 2019-20 was 25.9% compared with 27.1% in 2018-19.

Sustainability

Strategy

Sustainability recognises that the three 'pillars' of the economy, society and the environment are interconnected. It is a long-term, integrated approach, to achieving quality of life improvements while respecting the need to live within environmental limits. This is reflected in the way we make our policies, run our buildings and buy our goods and services.

Objectives

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

The CPS' sustainability objectives are to:

- Deliver on the Greening Government Commitments ² (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.
- To embed compliance with the Government Buying Standards in departmental and centralised procurement contracts.

Scope

The scope of this report is the CPS' performance, for the financial year ending 2019-20, against the Greening Government Commitments 2016- 2020 from a 2009-10 baseline. All figures below relate to the Law Officers' Departments including the CPS and it is not possible to break the data down any further.

All 2019-20 data is for a 12-month period from January 2019 to December 2019. The performance data reported on reflects the 2016-18 position. The CPS agreed a new 60% greenhouse gas emission target from 1 April 2018 to the end of the 2016-20 reporting period.

Data quality

The Ministry of Justice Estates Sustainability Team is responsible for reporting and managing sustainability in the CPS. The data is gathered and validated by their data providers and verified by the Estates Sustainability Team and Building Research Establishment on behalf of Defra. All 2018-19 environmental data has been revised to include actual outturn. For reporting year 2020-21, Sustainability reporting will be provided by the Sustainability team in the Government Property Agency.

The CPS is unable to report data from locations where property owners are not obliged to provide it. All data is UK only.

² <https://www.gov.uk/government/publications/greening-government-commitments-2016-to-2020>

The greenhouse gas conversion factors used can be found in the government environmental impact reporting requirements for business.³

GGC headline performance

Table 1: Overall GGC performance 2019-20

Overall GGC Performance		
Requirement by 2019-20	2019-20 performance	Achievement against target
Reduce greenhouse gas (GHG) emissions by 47%	-61%	●
Reduce domestic business flights by 30%	-41%	●
Continue to reduce total waste produced beyond 23%	-63%	●
Reduce paper use by 50%	-93%	●
Continue to reduce water consumption beyond 45%	-58%	●

³ <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

Greenhouse gases

Greenhouse gases and financial costs 2019-20

Table 2: Greenhouse gas performance 2019-20

Greenhouse Gas (GHG) emissions		2009-10	2014-15	2015-16	2016-17	2017-18	2018-19 ⁴	2019-20
Non-financial indicators (tonnes CO ₂ e)	Scope 1 & 2	9,483	4,599	4,263	3,090	4,076	4,014	3,918
	Scope 3	2,582	2,207	1,897	852	854	886	840
	Total emissions⁵	12,065	6,806	6,160	3,942	4,930	4,900	4,758
Non-financial indicators (MWh)	Electricity	14,682	8,031	7,844	5,412	6,057	8,931	9,808
	Gas	11,364	3,061	3,115	3,579	4,721	3,103	3,387
	Total energy consumption	26,046	11,092	10,959	8,991	10,778	12,034	13,195
Financial indicators (£000)	Expenditure on energy	2,328	1,145	1,145	1,099	1,088	757	657
	CRC licence expenditure	-	1	1	1	1	1	1
	Expenditure on official business travel	5,661	4,437	4,367	4,330	4,697	5,075	5,523
	Total expenditure on energy and business travel	7,989	5,583	5,513	5,430	5,786	5,833	6,181

The energy and water information above is where the CPS pays utility bills direct to the supplier. Emissions for Scope 3 relate to recorded business travel including staff-owned cars and hire cars, air and train travel. The expenditure data shows all the recorded expenditure on business travel.

The CPS has reduced its carbon emissions by 61% compared to its 2009-10 baseline.

⁴ The environmental data for 2018-19 has been restated to show the full year up to March 2019.

⁵ Definitions for Scope 1-3 emissions can be found at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69282/pb13309-ghg-guidance-0909011.pdf

Energy expenditure

Table 3: Energy expenditure 2019-20

Energy expenditure	2009-10	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 ⁶	2019-20
£000	2,328	1,551	1,457	1,552	1,145	1,145	1,099	1,088	757	657

The CPS has achieved savings of £1.6 million on its total energy expenditure since 2009-10 due to improvements in building management, estate consolidation and lease breaks.

Domestic flights

Table 4: Domestic flights 2019-20

Domestic air travel	2009-10	2014-15	2015-16	2016-17	2017-18	2018-19 ⁷	2019-20
Number of flights	568	336	344	228	229	382	337

The CPS makes use of a centrally sourced travel contract which provides details of alternatives to travel, and the travel and subsistence manual informs staff that alternative methods of travel should be considered before booking a flight.

⁶ The environmental data for 2018-19 has been restated to show the full year up to March 2019.

⁷ The environmental data for 2018-19 has been restated to show the full year up to March 2019.

Waste

Table 5: Waste and financial costs 2019-20

Waste		2009-10	2014-15	2015-16	2016-17	2017-18	2018-19 ⁸	2019-20
Non-financial indicators (tonnes)	Total waste	2,892	2,467	2,174	1,381	865	904	1,077
	Non-hazardous waste	210	76	58	75	30	17	6
	Landfill	2,682	2,391	2,116	1306	835	888	1,071
Reused/Recycled								
Financial indicators (£000)	Paper procured	680	475	364	223	132	112	180

The CPS has reduced its total office waste by 63% since 2009-10. Landfill is only 3%.

The CPS headquarters at 102 Petty France, which we share with the Ministry of Justice and Government Legal Department, has seen a reduction in consumer single use plastic with the following initiatives:

- All plastic coffee cups have been replaced with compostable alternatives.
- Replaced plastic water cups at catering and kitchen areas with compostable alternatives.
- Replaced nearly all plastic cutlery with compostable alternatives; however, plastic soup-spoons are still available.
- Replaced all plastic stirrers with wooden stirrers.
- Removed all single-use condiment sachets.
- Paper straws are only available on request. Some plastic straws are available on request for customers with special needs.
- Plastic water bottles are available, but they are 'Life' water bottles which use minimal plastic and the profits of which are used to build wells in developing countries.

⁸ The environmental data for 2018-19 has been restated to show the full year up to March 2019.

Water

Table 6: Water consumption and costs 2019-20

Water consumption		2009-10	2014-15	2015-16	2016-17	2017-18	2018-19 ⁹	2019-20
Non-financial indicators (m ³)	Whole estate	51,907	22,414	19,232	12,307	22,133	20,253	21,995
Financial indicators (£000) ¹⁰	Water supply and sewage costs	166	105	104	57	65	46	58

The CPS has reduced its water use by 58% since 2009-10 baseline and improved upon 2014-15 levels. This has been achieved through a changing estate, installing efficient taps and behaviour change messages.

Other sustainability commitments

Sustainable procurement	The CPS Commercial function ensure that sustainability clauses are embedded within the CPS' contracts and meet the Government Buying Standards both at procurement stage and also through effective contract management. Financial stability checks for our gold contracts (most critical and strategic) have been introduced to further monitor supply chain sustainability. Growth in the Commercial function leadership team in 2020-21 will enable sustainability to be further embedded and monitored via mechanisms such as supply chain mapping and a formalised programme of contract management to monitor supplier adherence to standards.
SMEs	SME spend is estimated at £140 million (approximately 60% of our total spend with third parties).
Climate change adaption	Climate resilient designs are incorporated in retrofit projects on existing office buildings where possible as part of the ongoing fit out works. In addition, business continuity plans are in place to manage occurrences of extreme weather events.
Policy making and rural proofing	The CPS is committed to mainstreaming sustainable development in the policy making process. The CPS seeks to ensure that due consideration will be given to impacts often seen as peripheral such as sustainability and rural proofing (where applicable).

⁹ The environmental data for 2018-19 has been restated to show the full year up to March 2019.

¹⁰ The data relates to the metered supply in m³. The cost includes metered and unmetered supplies.

Other sustainability commitments

Procurement of food and catering

Food is provided in our catering outlet at Headquarters only. We require our providers as far as possible to provide food that is local and in season and to minimise energy used in food production, transport and storage. We ensure that the providers buy food from farming systems that minimise harm to the environment, such as produce certified by LEAF, the Soil Association or Marine Stewardship Council. We also ensure they offer fairly traded and ethically sourced products including meat, dairy products and eggs that are produced to high environmental and animal welfare standards. We are also reducing the amount of palm oil used and ensure that sustainably sourced products are used.

Sustainable construction

The CPS is committed to the BREEAM standard of "excellence" for any new builds and "very good" for refurbishments over the value of £0.5 million.

Other information

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 meet the standard of service to victims of crime set out in the code.

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

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

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

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

In 2019-20 the Ombudsman accepted one case for investigation, which was not upheld.

Reporting cycle

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.

A Supplementary Estimate can be presented if 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 and laid before Parliament as a House of Commons paper each year. This includes information on the Department's performance against key performance indicators. The financial statements and indicated sections of the annual report are audited.

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

Auditors

These Accounts have been audited by the National Audit Office on behalf of the Comptroller and Auditor General at a notional cost of £110,000 (see Note 3 on page 113). No other external audit services were commissioned by the CPS.



Max Hill QC
Director of Public Prosecutions
15 July 2020

3

Accountability report

Lead Non-Executive Board Member's Report

Membership

An overhaul of governance of the CPS started to take effect in 2019-20. That included the CPS Board (Board). I was honoured to be appointed the department's first Lead Non-Executive Board Member and Chair of the Board with effect from 1 April 2019. Alongside other changes following last year's governance review, I believe we have created a more robust Board, capable of providing the necessary challenge and support to guide the organisation and to continue to bring about a culture of continuous improvement. The Board has commissioned the first Board and governance review under the new system and will report on this in next year's Annual Report and Accounts.

At the end of August 2019, the Board saw further change to its membership with the retirement of Paul Staff as interim Chief Executive Officer. The Board thanks Paul for his service in the CPS and is grateful to Paul for the contribution he made to the governance changes of the CPS during his tenure.

Following a comprehensive recruitment exercise, Rebecca Lawrence was appointed as Chief Executive Officer with effect from 1 September 2019. We are fortunate to have in Rebecca a CEO with commitment, dynamism and energy as well as a wealth of experience in both Whitehall and in the wider Criminal Justice System (CJS).

A further change to corporate governance of the CPS was the appointment on 1 April 2019 of my colleague Non-Executive Board Member Caroline Wayman as the Senior Independent Board Member and Chair of the Nominations and Governance Committee.



Core Business

Over the year, the Board fulfilled its five principal roles as set out in the Cabinet Office Corporate Governance for Central Government Departments: Code of Good Practice. These included:

Strategic clarity

This year the Board focused on the development of the new CPS 2025 strategy, launched on 1 April 2020. Caroline Wayman acted as Board sponsor for the strategy, meeting regularly with the team to ensure the strategy accorded with the direction set by the Board.

In particular the Board welcomed the 2025 strategy focus on five key strategic aims. These are:

- Our People - supporting the success and development of our staff;
 - Digital Capability - ensuring the proper investment in digital tools to allow the CPS to keep pace with the changing nature of crime and the wider CJS;
 - Strategic Partnerships - the CPS being a leading voice in cross-government strategies and international work;
 - Casework Quality - CPS legal expertise, casework quality and collaboration across the criminal justice system driving the CJS; and
 - Public Confidence - working with partners to serve victims, witnesses and defendants in a way that is fair and is understood.
- The strategy is both ambitious and aspirational and we are confident that it will drive the progress and improvements required to achieve our vision.

Commercial sense

The Board were pleased with the outcome of the 2019 spending round. The CPS secured £85 million of additional funding from HM Treasury between 2019-20 and 2020-21 financial years. A large portion of these funds have and are to be spent on the recruitment of additional legal resource and the Board has been closely engaged on the delivery and effectiveness of this recruitment.

The CPS has continued to drive digital innovation to maximise efficiency, create resilience and reduce costs. An example of this is the roll-out of Microsoft Teams software to allow staff to engage remotely and reduce travel and administrative costs.

Talented people

The CPS' Employee Engagement Index increased to 65% in the 2019 Civil Service People Survey, which is the highest it has been since the survey began and 2% higher than the Civil Service as a whole. This outcome reflects the high level of engagement with staff and the Board was pleased to see this increase.

The Civil Service aims to be the most inclusive employer in the UK and at the CPS we continue to lead the way on this aim. This is evidenced both by workforce representation, and declaration rates - we are one of the leading departments in terms of our diversity profile - and through a range of externally validated benchmark

measures, including featuring on the Business in the Community Top Employer for Race list for the second successive year. The CPS is not complacent about this and continues as an organisation to recognise the importance, work and effort that is needed to ensure inclusivity.

We are aware of the realities of structural inequalities and the disproportionate impacts that these can have on the wellbeing of our staff and we do not tolerate any form of discrimination in the workplace. We take our obligations under the Equality Act 2010, including our obligations under the public sector equality duty, very seriously and our aim is to not only comply with, but to go further than, our legislative obligations by supporting and enabling our people to bring their whole self and give their best at work.

We have a proud track record of supporting all minority groups in the workforce - not only are the demographics of participants in our Talent programmes proportionate to the UK population but we also offer bespoke programmes, such as our a BAME Role Model and Development Group, to explore how to remove any barriers to the progression of minority staff in the workplace.

We also recognise that the CPS needs the participation of all our people to become a truly inclusive workplace. With that in mind we have mandated unconscious bias training for all staff, we have set up reverse mentoring programmes and we also work closely with our staff network groups to listen and act on their ideas for how we can improve.

This year we were pleased to see that the CPS was recognised as one of the Top 10 employers by the charity Working Families for the third year running, the only public sector employer to achieve this. It is this flexibility and inclusivity which will ensure that the organisation can continue to attract talented people in the years to come. It is vital to the CPS that we reflect the communities we work in and the communities we serve, and very important to me personally and to the Board that we strive to be the best employer we can be. Again, without being at all complacent, the CPS continues to be an employer of choice and this was demonstrated by the following achievements:

- CIPD National Award Winner for Best Resourcing Initiative 2019;
- National finalist for CIPD Awards for best Diversity & Inclusion initiative for strong network partnerships;
- National finalist for best Health & Wellbeing Initiative for "Our Wellbeing Matters" and achieved Investor in People UK good practice award for Health and Wellbeing (2020);
- Awarded a place in the Top 75 of the Social Mobility Index;
- Rated as the top employer for undergraduates studying Law following a student survey by Universum in 2019.

Results focus

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

National Area performance remains on an upward trajectory over the course of the financial year against a set of key performance targets, despite a challenging year. The organisation has delivered improvements in each quarter this year.

Management information

The Board is provided with suitable and reliable management information, which allows it to fully consider both Area and corporate performance. The Board uses this to identify areas for improvement and make recommendations. The Board has also overseen areas of continuous improvement, including the development of a new range of success measures for reporting from 2020.

Committees

The Board continued to be supported by its committees, and received regular reports from the committee chairs. I am grateful to Simon Jeffreys for his chairmanship of the Audit and Risk Assurance Committee (ARAC). ARAC continued to scrutinise the CPS' system of risk and internal control, in particular the corporate risk framework and data security.

I am also grateful to Caroline Wayman who succeeded me as chair of the Nominations and Governance Committee (NGC). NGC undertook thorough scrutiny of the CPS' senior executive pay and performance.

Looking forward

To ensure that good governance continued during the COVID-19 outbreak, the Board held its scheduled March meeting remotely. At that meeting we received a comprehensive update on the work being undertaken to address the issues arising from the outbreak. The Board would like to thank everyone within the CPS for the rapid steps taken to deploy the workforce remotely, for the work completed and the leadership shown by the executive team and for the flexibility and commitment of each and every member of the service. Rightly the government recognised prosecutors as key workers, essential to the running of the justice system. The Board will continue to monitor this situation and its ramifications in 2020.

Monica Burch

Lead Non-Executive Board Member and Chair of the Board
June 2020.

Corporate governance report

Directors' report

The Directors' report provides information on the senior leadership of the CPS, including membership of the key governance bodies. It additionally reports on information security, including personal data related incidents that have been reported to the Information Commissioner's Office (ICO).

Membership of boards and committees

April 2019 - March 2020		Meetings	
Members	CPS Board	Audit and Risk Assurance Committee ¹	Nominations and Governance Committee
Non-Executive Board Members			
Caroline Wayman Non-Executive Board Member	10/10	-	3/3 CHAIR
Simon Jeffreys Non-Executive Board Member	8/10	5/5 CHAIR	-
Mark Hammond Non-Executive Board Member	9/10	5/5	-
Monica Burch Non-Executive Board Member	10/10 CHAIR	-	3/3
Independent ARAC Members			
Jennifer Rowe Non-Executive ARAC Member	-	5/5	-
Marta Phillips Non-Executive ARAC Member	-	4/5	-
Executive Board Members			
Max Hill Director Of Public Prosecutions	9/10	1	3/3
Paul Staff Chief Executive Officer Left 23 August 2019	4/4	3	1/1
Rebecca Lawrence Chief Executive Officer Started 2 September 2019	6/6	2	2/2

¹ The Director of Public Prosecutions and Chief Executive Officer are not formal members of the Audit and Risk Assurance Committee but attend by invitation. Details are shown for those meetings they attended.

April 2019 - March 2020	Meetings
Members	CPS Executive Group
Paul Staff Chief Executive Officer Left 23 August 2019	2/2
Rebecca Lawrence Chief Executive Officer Started 2 September 2019	8/8
Jean Ashton Director Of Business Services	6/7
Gregor McGill Director of Legal Services	8/10
Sue Hemming Director of Legal Services	10/10
Sandra McKay Director of Communications	9/10
Mark Gray Director Of Operations, Digital and Commercial Started 13 September 2019	7/8
Mark Summerfield Director of Human Resources Started 13 September 2019	8/8
Baljit Ubhey Director of Strategy and Policy Started 30 September 2019	6/7
Chris Sharp Director Of Finance Started 13 September 2019	7/8

Security

The CPS reviewed its security landscape ahead of its submission of the Departmental Security Health Check (DSHC) to the Cabinet Office (CO) in October 2019. The DSHC considers the Department's compliance against minimum security standards for cyber, personnel, physical and incident management. The CO's report on the CPS' performance against these key areas of security showed an improved compliance against the minimum standards in three out of four areas (Cyber, Personnel and Incident Management); compliance against physical security standards remained consistent.

Cyber security

The year has seen a further increase in cloud services, so that CPS data is now almost exclusively held off network, and the CPS' approach to cyber security has been adapted accordingly. The Cyber Security Team have worked with internal and external project developers to ensure the new systems, devices, processes and policies are appropriately secure while delivering best business benefit.

Following the completion of deployment of Office 365 across the CPS in 2018-19, we have worked with colleagues to ensure NCSC (National Cyber Security Centre) recommended email controls for SPF (Sender Policy Framework), DKIM (Domain Keys Identified Email) and DMARC (Domain-based Message Authentication, Reporting and Conformance) are implemented and progressively configured. This is being implemented in parallel with the redesign of the core email infrastructure.

We have worked with other government departments to manage the potential impact on the business of cyber security incidents such as the Ryuk ransomware attack on Eurofins. We have continued to ensure attacks against the CPS network are resisted and we have further developed CPS user awareness of, and resistance to, phishing attacks.

As key network contracts have transitioned, we have worked to ensure the continued availability of information necessary for forensic purposes. We have worked with suppliers to ensure continuity of access to data logs from legacy systems, and the configuration of logs in new systems.

Operational security

The Operational Security Team (OST) has supported the business through the delivery of security advice, guidance, policy and services. 'Business as usual' functions such as vetting have consistently supported the CPS' business needs. Working with our Estates team and the CO's Centres of excellence, the OST has undertaken holistic reviews when upgrades to existing buildings or moves to new premises are being considered to ensure they provide the necessary security for the future.

Business continuity

The CPS contributed to cross government continuity exercises and worked closely with the Attorney General's Office to ensure current planning and resilience is commensurate with emerging threats and risks.

A Gold / Silver exercise which includes all members of the Executive Group took place in October 2019 to test the CPS' response to a major incident.

General Data Protection Regulation (GDPR)

In November 2019, the Information Commissioner's Office conducted an audit into our compliance with the Data Protection Act 2018 (DPA 2018). Their report was published on 7 February 2020.

As an organisation which manages high volumes of personal information every day, we understand the value it holds for every data subject and the responsibility that places on us to ensure it is handled in accordance with data protection legislation. Receiving bespoke, professional advice from the regulator is therefore extremely valuable and we appreciate the opportunity the report gives us to review our policies and practices to ensure compliance with the Act.

The report helpfully sets out some key areas for improvement and our project plan to implement them within the agreed timescales is well underway.

Our Information Governance Group, chaired by the Data Protection Officer, draws together senior representatives from across the CPS - including the Senior Information Responsible Officer - to promote Board level oversight and accountability of any risks.

The CPS continues to further embed the Data Protection Impact Assessment process thereby ensuring how we use and safeguard the data we hold are fundamental considerations in our change management process.

Information assurance and compliance

The Security and Information Assurance Division (SIAD) continues to provide high quality, specialist advice and assistance to the business. During 2019-20 the Division provided an increased amount of bespoke training alongside generic sessions as part of its ongoing education and awareness campaigns.

The CPS compliance rate statistics for information requests are as follows:

Freedom of Information Requests (FOIs)

April 2019 to March 2020
Received: 651
Responded within deadline: 616
Compliance rate: 95%

Rights Of Access Requests (ROARs)

April 2019 to March 2020
Received: 305
Responded within deadline: 243
Compliance rate: 80%

Due to the COVID-19 pandemic, non-essential CPS staff were asked to work from home from 17 March. Had normal working arrangements continued, the CPS would have responded to 262 requests within deadline resulting in a compliance rate of 86% for the year.

GDPR rights requests

Total Received: 16
Responded to within deadline: 15
Compliance rate: 94%

CPS case records transferred for permanent preservation to The National Archives (TNA)

To meet the CPS' obligations under the Public Records Act 1958 and 20 Year Rule transition timetable - The Records Management Team (RMT) transferred selected legacy prosecution case files for years 1991 and 1992 to TNA, resulting in 1,929 pieces in compliance with TNA standards. For year 1993, 34 cases are being prepared for transfer and selections of case files for year 1994 have been made.

Personal data-related incidents

A summary of protected personal data - related incidents formally reported to the Information Commissioner's Office (ICO) in 2019-20 is set out below.

Personal data incidents reported to the ICO in 2019-20:

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	
April to June 2019	7 data handling losses	Media disc and archive file	23	Departmental Security Unit notified and breaches reported to ICO.
	8 unauthorised disclosures	Case information		All breaches closed by ICO - no regulatory action taken.
July to September 2019	4 data handling losses	Media disc and documents	34	Departmental Security Unit notified and breaches reported to ICO.
	8 unauthorised disclosures	Case information		One breach is being considered by ICO as at 31 March 2020. 11 breaches closed by ICO - no regulatory action taken.
October to December 2019	11 unauthorised disclosures	Case information	56	Departmental Security Unit notified and breaches reported to ICO. One breach being considered by ICO as at 31 March 2020. 10 breaches closed by ICO - no regulatory action taken.
January to March 2020	3 data handling losses	ABE discs media discs	1,233	Departmental Security Unit notified and breaches reported to ICO.
	18 unauthorised disclosures	Case information		21 breaches being considered by ICO as at 31 March 2020.

A summary of all personal data incidents in 2019-20 is set out below.

Total personal data incidents in 2019-20:

Category	Total reported	Explanatory note
Loss of electronic media and paper documents from secured government premises	116	In 104 of these incidents the data loss was very minor and was eventually recovered; or reported but caused by non-CPS staff.
Loss of electronic media and paper documents from outside secured government premises	27	In 17 of these incidents the data loss was very minor and was eventually recovered; or reported but caused by non-CPS staff.
Unauthorised disclosure	1,463	In 1,385 of these incidents the data loss was very minor or retained within the criminal justice profession, who are bound to professional standards of data protection.
Lost laptops/tablets/BlackBerrys	21	In 20 of these incidents the devices were eventually recovered. All devices were encrypted to the government standard; therefore no CPS data has been compromised.

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 income and expenditure, Statement of Financial Position 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 take 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 Officer as an additional Accounting Officer.

This appointment does not detract from the Director of Public Prosecutions' overall responsibility as Accounting Officer for the Department's accounts. 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.

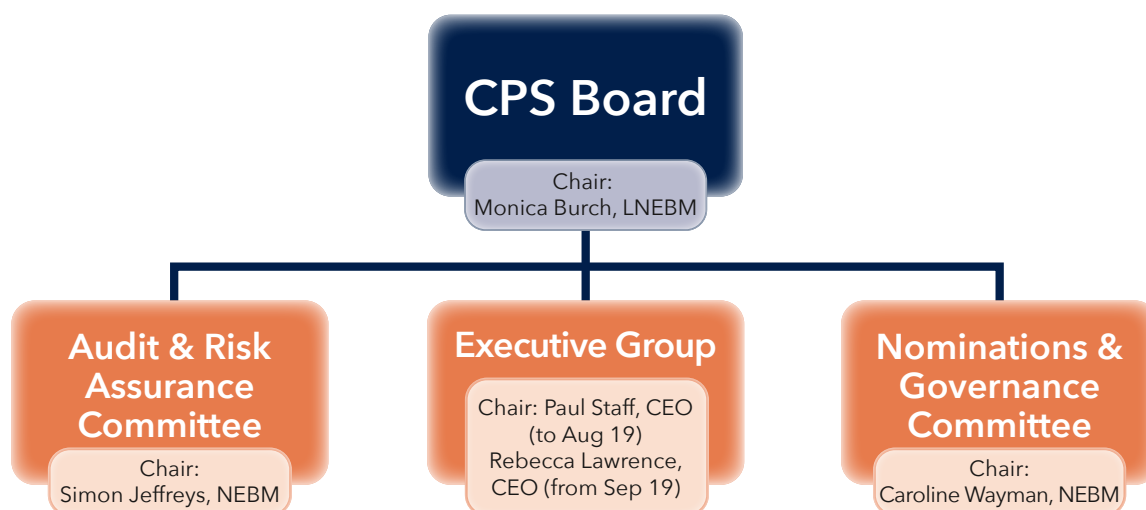
The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the CPS' assets, are set out in *Managing Public Money* published by HM Treasury.

The Accounting Officer confirms that he has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the CPS' auditors are aware of that information. So far as he is aware, there is no relevant audit information of which the auditors are unaware.

Governance statement

This Governance Statement sets out the Crown Prosecution Service’s governance, risk and assurance management and internal control framework and how, during 2019-20, we managed the significant risks to the achievement of our strategic objectives. We ensure that robust governance arrangements are in place to promote high performance and safeguard probity and regularity. The CPS is a government department that is not subject to the protocol on enhanced departmental boards. As a non-ministerial department, the board composition does not enable the inclusion of ministers or a secretary of state. However, the CPS has otherwise sought to comply as far as possible with the practices set out in Cabinet Office’s and HM Treasury’s Corporate Governance Code of Good Practice. Details of attendance at the CPS’ boards and committees is given in the Directors’ report on page 51.

Governance framework



The CPS Board

The Board provides oversight and governance for the CPS and is responsible for the delivery of the organisation’s aims and objectives and the wider contribution it makes to the criminal justice system (CJS). It plays a key role in ensuring that the CPS is equipped to provide a professional, efficient and high quality service.

Following the 2019 review of CPS governance, Monica Burch was appointed Lead Non-Executive Board Member and Chair of the CPS Board. She worked closely with the Director of Public Prosecutions (DPP), who acts independently at all times, under the superintendence of the Attorney General, who is accountable to Parliament for the work of the CPS.

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 the oversight and development of the CPS 2025 strategy. The CPS Board also focused closely on recruitment, ensuring the effective utilisation of the additional funds received in the 2019 spending round.

Another key area of work for the Board this year was the close scrutiny and guidance of the work to improve the quality of rape and serious sexual offences prosecutions.

The CPS Board successfully implemented the recommendations of 2018-19 governance review. This included a restructure of both the CPS Board and Executive Group, with the Directors of Finance, HR, Digital and Commercial, and Strategy and Policy joining the most senior executive committee.

Audit and Risk Assurance Committee (ARAC)

The Audit and Risk Assurance Committee (ARAC) advises the Accounting Officers on financial and risk management and assurance arrangements in the CPS. It also reviews the comprehensiveness and reliability of assurances provided by the Government Internal Audit Agency (GIAA), the National Audit Office (NAO) and the executive management team.

The committee also gives scrutiny to the CPS' risk management process and the effectiveness of the assurance framework. A 'moderate' annual internal audit opinion was awarded for 2019-20.

This year the ARAC has worked closely with the Chief Executive Officer and Director of Finance to advise on and develop a new corporate risk register, focussing on the most serious operational and strategic risks that the organisation faces. The risk register has been reviewed on a quarterly basis by the ARAC before being considered by Executive Group. The ARAC has also advised on the appropriate risk tolerance levels.

This year the ARAC has continued to take regular assurances on the process of managing the risks posed by the United Kingdom's exit from the European Union.

Executive Group (EG)

The new 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 and efficiencies supporting the operational delivery of the business. It gives regular scrutiny to the financial management of the business.

Nominations and Governance Committee (NGC)

The Nominations and Governance Committee (NGC) 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.

It has specific decision-making responsibility in respect of the remuneration of CPS senior management. This year the committee has continued to be involved in and to oversee senior recruitment and appointments, with a member of the Committee joining the panel for the recruitment of the Chief Executive Officer. The Committee has also maintained oversight of the recruitment of local leadership positions, namely the recruitment for and allocation of Chief Crown Prosecutor posts. Alongside their usual business, the Committee has worked with HR to develop and scrutinise the CPS' policy for effective performance management.

Risk management and risk profile

The CPS recognises that risk management is an integral part of an effective Strategic Management Framework. It informs business decisions; enables more effective use of resources; enhances strategic and business plans and strengthens contingency planning.

For the CPS to meet the changing demands of the Criminal Justice System, and fulfil our stakeholders expectations, it is necessary that we take calculated risks within the context of a managed framework. To this end the CPS has adopted an Enterprise Risk Management methodology and philosophy that promotes an integrated organisation-wide approach to the management of risk based on Cabinet Office and HM Treasury best practice guidance.

The CPS adopts a very low risk appetite towards any risk likely to result in the miscarriage of justice, that would expose the CPS to significant reputational damage; or that risks a material financial loss.

The Board

- Approves risk governance structure
- Approves high level risk appetite
- Seeks regular assurance that the system of internal control is effective in managing risks in accordance with the Board's policies
- Commissions audits of the CPS by HMCPSP and GIAA

Audit and Risk Assurance Committee

- Approves risk management framework
- Reviews risk evaluation against appetite
- Considers actions to improve management of risk
- Advises the Accounting Officers on financial and risk management and assurance arrangements
- Reviews the comprehensiveness and reliability of assurances provided from internal/external auditors and the Executive Group

Internal Audit

- Provides third party assurance that the system of internal control is effective in managing risk and recommends improvements to risk controls

Executive Group

- Identifies emerging risks
- Ensures that appropriate mitigating actions are identified and implemented to reduce risk exposure
- Develops the draft corporate risk register for Audit and Risk Assurance Committee/Board approval
- Reviews the risk register throughout the year to ensure that the risks remain relevant and are being properly managed
- Commissions work to develop CPS risk management arrangements

Risk Management Team

- Reviews and reports on risk status to Audit and Risk Assurance Committee and Executive Group
- Conducts rolling reviews of risk and risk controls in conjunction with risk owners

Risk Owners and Managers

- Evaluate risk and effectiveness of mitigation
- Responsible for day to day oversight of risk and design or operation of risk mitigation
- Required to deliver risk management improvements as necessary
- Conduct rolling reviews of risk and risk controls in conjunction with the risk management team

Employees

- Ensure they are familiar with CPS standards, processes and controls for the effective management of risk within their area of the business
- Implement and apply risk standards, processes, controls and mitigating actions
- Monitor and review the business environment to identify measure, understand, escalate and report on risks and issues, incidents and changes in the business

In line with the CPS risk strategy, the Executive Group evaluated the top risks throughout the year and agreed the required controls and mitigating actions to reduce these to within risk tolerance levels as well as considering any emerging issues.

The Audit Risk and Assurance Committee met quarterly to review the risk evaluation against appetite and consider actions required to improve the management of risk in the CPS.

This approach enabled us to ensure that the most significant risks were proportionately monitored and steps taken at an early stage whenever there was a change to the risk.



Individual risks are assessed using our Enterprise Risk Management methodology under one of 10 underlying risk themes.

Risk Theme	Risk Assessment	Key Activities to Manage Our Risk
<p>Information Management: That the CPS' data and infrastructure become compromised or damaged. The CPS is responsible for the security and safekeeping of sensitive data including evidence in cases. The CPS also has a requirement to meet its obligations under General Data Protection Regulation (GDPR) law.</p>	<p>The ICO conducted an audit on CPS compliance with data protection legislation and issued a report in December 2019. The audit identified considerable scope for improvement in existing arrangements and made a number of recommendations that are being implemented. Until these recommendations are fully addressed and found to be effective we consider this risk to be outside of our tolerance levels.</p>	<ul style="list-style-type: none"> • The overwhelming means of volume data transfer off Criminal Justice System networks is now via Egress rather than removable media. • The CPS has established a formal steering group that has oversight of all information governance performance and activities across the whole organisation. • Information governance policies are being reviewed and updated to address ICO recommendations. • The procedures for granting, monitoring and restricting access to removable media are being formally documented. • A strategy is being developed to meet information governance training needs and address inconsistencies discovered by the ICO in training levels across the organisation.

Risk Theme	Risk Assessment	Key Activities to Manage Our Risk
<p>Casework and Legal Decision Making: That CPS prosecutors do not consistently apply the correct criteria to determine which cases are brought to trial, and that cases are not kept under regular review to ensure a high quality of casework and legal decisions. Our strategy sets out that we will deliver justice through excellent, timely legal decision making, casework preparation and presentation.</p>	<p>The CPS adopts a very low risk appetite towards any risk likely to result in the miscarriage of justice. We take assurance from both internal and external (HMCPIS) assessment of our performance and consider any emerging concerns that are identified in order to maintain this risk within tolerance levels.</p>	<ul style="list-style-type: none"> • Reviews of live and finalised cases across a range of thematic strands, to assess compliance with process, policy and legal decision making quality in order to highlight aspects requiring improvement and to identify and promote best practice. • Reaction to emerging issues such as the impact of increased amount of material and encryption on meeting our disclosure obligations through the joint police and CPS national disclosure plan. • Her Majesty's Crown Prosecution Service Inspectorate (HMCPIS), an independent body, inspects the work carried out by the CPS. Their inspections include an assessment of the quality of prosecution decisions and legal processes. • The Victims' Right to Review scheme enables victims to seek a review of a CPS decision not to bring charges or to terminate all proceedings.

Risk Theme	Risk Assessment	Key Activities to Manage Our Risk
<p>Security & Digital Technology: That the pace of transformation of our business environment is not aligned with that of our criminal justice partners or that our data or infrastructure is compromised by hostile cyber activity leading to potential major disruption to core business operations. Our strategy sets out that we will continue to digitise and modernise the way we work, supporting a flexible workforce and delivering swifter justice, fewer hearings and more effective trials.</p>	<p>The CPS collaborates with partners on mutually beneficial initiatives designed to improve the criminal justice system through investment in digital technology. We continually review our cyber security resilience to provide confidence in our ability to address cyber risk and maintain all digital technology risks within tolerance levels.</p>	<ul style="list-style-type: none"> • Active participation in (and where applicable leadership of) relevant cross-justice initiatives. • Clear articulation of our business requirements, feeding into relevant change programmes. • All ICT procurement requires that suppliers provide a security-assured service (the migration of our most business-critical services to the new “Apps and Hosting” contract constitutes a significant increase in security provisions). • We have an advanced threat intelligence service as part of our Security Operations Centre and continue to increase pro-active monitoring. • We conduct regular health checks and penetration checks. • Growing our Cyber Security Team and liaising with the National Cyber Security Centre.

Risk Theme	Risk Assessment	Key Activities to Manage Our Risk
<p>Fraud: That the CPS fails to protect public money from the threat of fraud, bribery or corruption. Our fraud strategy sets out that all areas of the CPS will be alert to their fraud risk, acknowledge their exposure, and build resilience to the threat of fraud.</p>	<p>The Audit and Risk Assurance Committee receives half yearly reports on the levels of detected fraud in the CPS, along with regular updates on all aspects of anti-fraud arrangements and outcomes. No examples of fraud have been identified during the 2019-20 financial year and the risk is maintained within tolerance levels.</p>	<ul style="list-style-type: none"> • The CPS is represented at the Government's Counter Fraud Network to keep abreast of current learning and best practice. • Government Finance Best Practice Guidelines are embedded in our financial procedures with automatic checking of compliance where possible and further sample auditing of expenditure. • Government Internal Audit Agency have assessed our new financial system to ensure controls have been maintained or enhanced through the implementation. • The CPS operates a whistleblowing procedure should staff wish to raise concerns. • Segregation of duties applies throughout our procurement processes. • Risks of staff influencing charging decisions and case outcomes, dropping charges, or losing evidence are mitigated through detailed standard policies and operating procedures and regular independent reviews of quality of decisions with oversight by senior management.

Risk Theme	Risk Assessment	Key Activities to Manage Our Risk
<p>Governance & Compliance: That the CPS fails to maintain a structured approach to the delivery of business objectives, while also effectively managing risk and ensuring it meets compliance requirements.</p>	<p>The CPS conducts an annual review of the effectiveness of its governance structure. The findings are overwhelmingly positive and this risk remains within tolerance levels.</p>	<ul style="list-style-type: none"> • Policies and procedures to support the flow of timely, relevant and reliable information across the organisation. • Experienced Non-Executive Board Members bringing independent judgement to bear on issues of strategy, performance and resources including key appointments and standards of conduct. • Experienced Non-Executive members of the Audit Risk and Assurance Committee to bring independent judgement and advice on financial and risk management and assurance arrangements. • HM Crown Prosecution Service Inspectorate, which provides an independent review of business efficiency and effectiveness.
<p>Health & Safety: That the CPS does not effectively manage health and safety at work and comply with all relevant legislation.</p>	<p>The Departmental Health and Safety Committee meet four times throughout the year. It is attended by representatives from both trade unions and management. The committee provides a forum to promote, initiate, develop and carry out measures to ensure the health, safety and welfare at work of all employees. Whilst there remains a focus on continuous improvement, the overarching risk is maintained within tolerance levels.</p>	<ul style="list-style-type: none"> • Development of health and safety rules and safe systems of work. • Instigation of corrective measures to eliminate any identified hazards. • Consideration of reports and factual information provided by inspectors of the enforcing authority appointed under the Health & Safety at Work Act 1974. • The study of any accidents, incidents and potential hazards, statistics, and patterns and locations by the Departmental Health and Safety Committee to identify unsafe and unhealthy conditions and practices together with recommendations for corrective action.

Risk Theme	Risk Assessment	Key Activities to Manage Our Risk
<p>Financial Management: That the CPS fails to maintain adequate delegations, controls and reporting arrangements to provide assurance it is delivering good use of public funds.</p>	<p>The CPS has a good track record of accurate budgeting and forecasting and strong financial controls which enables it to continue to operate within the funding available. This risk is maintained within tolerance levels.</p>	<ul style="list-style-type: none"> • Comprehensive operational and financial planning and reporting processes. • The work of the Government Internal Audit Agency provides an independent and objective opinion on the adequacy of processes on risk, control, governance and finance systems. • The work of external auditors in forming an opinion on the financial statements and delivering against their recommended areas for improvement.
<p>Public Confidence: The CPS' performance is the cause of increased levels of political discussion, negative press coverage and reputational damage. Our strategy states that decisions will be open and transparent, and that the public will trust that we are fair and deliver justice.</p>	<p>The CPS commissions independent research twice yearly to measure public confidence in the CPS. Whilst the public confidence score dropped slightly in the second half, the average for the year remains above the preceding year.</p>	<ul style="list-style-type: none"> • The CPS works with and learns from communities to build confidence in the criminal justice system. • The CPS' objectives, work and successes are communicated through clear, accessible and engaging communications in the media, social media, and on our website. • Complaints are handled sensitively and efficiently, and support is provided to the Independent Assessor of Complaints. • Regular and accurate reporting of data and statistics to ensure transparency.

Risk Theme	Risk Assessment	Key Activities to Manage Our Risk
<p>Service to Victims: That the CPS fails to treat all victims and witnesses with respect and understanding throughout the justice process. The Victims' Code and Witness Charter set out what information and support victims and witnesses of crime should expect from the criminal justice agencies.</p>	<p>Although quality of communications with victims continues to improve, it is below levels of aspiration. Timeliness of communications also falls short of the levels victims should expect and therefore this risk is outside of tolerance levels.</p>	<ul style="list-style-type: none"> • Monitoring of the quality and timeliness of communications with victims against the Victims' Code standard. • Witness Care Units provide a single point of contact after the point of charge about the progress of the case, including the date of hearing. • Victims' Right to Review Scheme makes it easier for victims to seek a review of a CPS decision not to bring charges or to terminate proceedings.
<p>Capability, People & Resources: That the CPS is not resourced appropriately across all functions and geographical locations with people possessing the requisite skills and capability to deliver high quality services. Our strategy states that we will attract and retain the best people and be recognised for our investment in staff training and skills.</p>	<p>The CPS has secured the necessary funding to increase prosecutorial resource in order to meet projected future demand, with ongoing recruitment on track to achieve targets. We closely monitor the diversity of our staff to ensure it fully reflects the communities we serve and foster a culture of learning that offers all employees the learning opportunities and personal support required for their career development. This risk remains within tolerance levels.</p>	<ul style="list-style-type: none"> • The CPS maintains a National Resource Model that provides a zero based budgeting approach to resource modelling. This forecasts the number of people required, by locations and grade to accommodate the projected volume and mix of cases. • Investment in the learning and development of our people, looking at the skills we will require in the future is a key activity. Development of our long-term capability plans, modernising our professional learning and providing high quality leadership training and development. • Significant recruitment campaigns, targeting civil and criminal lawyer recruitment markets, and expansion of our legal trainee scheme to build capacity to match future projected demand. • Ensuring progressive employment policies are designed to further develop our inclusive culture and diverse workforce.

Coronavirus - COVID-19

The coronavirus outbreak represents the biggest public health emergency in a generation. The Government's priority is to do everything it can to tackle the pandemic and mitigate its impact. In line with this priority the CPS continues to follow Government advice and guidance whilst keeping our operations under constant review. Together with our partners across the criminal justice system we are focussed on ensuring that urgent work can continue safely, using technology to minimise person-to-person contact where possible. In all of our work, creating a safe environment for all of those involved remains upmost in our thinking.

Her Majesty's Crown Prosecution Service Inspectorate

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

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

During 2019-20 HMCPsi conducted the following inspections:

	Categories			
CPS Area*	High Quality Casework	Public Confidence Communications with victims	Protecting the views and interests of victims	Report published
	Outcome of assessment			
South West	Fair	Poor	Good	May 2019
Cymru- Wales	Good	Good	Good	May 2019

* Inspecting specific geographic areas of the CPS through an Area Assurance Programme that looks at a range of management and casework activity.

HMCPsi published their Area Assurance Programme Composite Report in October 2019, bringing together the findings of the 14 CPS Area reports. The reports highlight good leadership, effective performance management and budget control, but also that legal decision making and casework need to continue to improve.

Other reports published during the year:

July 2019: The poor relation: The police and Crown Prosecution Service's response to crimes against older people

August 2019: Handling of defence correspondence

December 2019: Rape inspection 2019

January 2020: Evidence led domestic abuse prosecutions (Joint inspection with HM Inspectorate of Constabulary and Fire & Rescue Services)

January 2020: Disclosure of unused material in the crown court

March 2020: Serious youth crime

March 2020: The effective use of agents in the magistrates' court

Copies of HMCPSI reports (all of the above) are available on their website www.justiceinspectors.gov.uk. The CPS takes account of HMCPSI'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 CPS does not operate any complex commercial models such as joint ventures or outcome based commissioning and therefore the scope of the CPS' commercial arrangements are considered low risk.

Review of effectiveness

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control in the CPS.

His review is informed by the work of Internal Audit and members of the Executive Group, which has 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.

Rebecca Lawrence assumed the role of Additional Accounting Officer of the CPS on her appointment as the new Chief Executive Officer. As part of her induction, she was briefed on her responsibilities as Accounting Officer with the outgoing Additional Accounting Officer, Paul Staff, approving the briefing material and ensuring she was made aware of ongoing issues and current controls. Continuity during this transition period was also maintained by the Accounting Officer, Max Hill.

Assurance audits

In 2019-20 Internal Audit assessed the overall level of assurance in the CPS as a whole to be 'moderate'. This reflects that some improvements were identified to further enhance the adequacy and effectiveness of the framework of governance, risk management and control.

Internal Audit use a four point scale in assessing the level of assurance:

Substantial	The framework of governance, risk management and control is adequate and effective.
Moderate	Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.
Limited	There are significant weaknesses in the framework of governance, risk management and control such that it could be or could become inadequate and ineffective.
Unsatisfactory	There are fundamental weaknesses in the framework of governance, risk management and control such that it is inadequate and ineffective or is likely to fail.

The following table represents the high level outcomes achieved for each of the areas audited during 2019-20.

AREA OF INSPECTION	OUTCOME FROM REVIEW OF EFFECTIVENESS	DATE REPORT FINALISED
Crown Court Advocacy	MODERATE	Apr 2019
Community Engagement	MODERATE	Aug 2019
ICT Supplier Disaggregation	MODERATE	Sep 2019
Information Security	MODERATE	Oct 2019
International	MODERATE	Dec 2019
Finance System ERP Post Implementation Review	SUBSTANTIAL	Dec 2019
EU Exit	MODERATE	Dec 2019
Custody Time Limits	SUBSTANTIAL	Mar 2020
Non ICT Procurement	MODERATE	Mar 2020
Recruitment	MODERATE	Apr 2020
Risk Management & Assurance	MODERATE	Apr 2020
Communications with Victims and Witnesses	MODERATE	Apr 2020

The final reports that were issued in April 2020 were completed during 2019-20 and formed part of Internal Audit's assessment of the overall level of assurance in the CPS for the year.

Based on the above, it is concluded that there were no significant weaknesses in the CPS' governance and control framework that affected achievement of its strategic objectives in 2019-20.

Remuneration and staff report

The Remuneration and staff report provides information on the CPS' remuneration policy and amounts paid to the senior management team. It also provides information on other staff related matters, such as fair pay, overall staff numbers and costs, and Civil Service Pensions.

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, Max Hill, has been appointed for a period of five years from 1 November 2018 to 31 October 2023.

Non-Executive Board Members

All the Non-executive board members have fixed term contracts as follows:

Lead Non-Executive Board Member and Chair of the CPS Board

Monica Burch 26 June 2017 to 27 June 2020, renewed 27 June 2020 to 26 June 2023

Non-Executive Board Members

Mark Hammond 3 July 2017 to 2 July 2020, renewed 3 July 2020 to 2 July 2023

Caroline Wayman 1 June 2018 to 31 May 2021

Simon Jeffreys 3 December 2018 to 2 December 2021

Independent Audit and Risk Committee Members

Our two Non-Executive ARAC Members have the following fixed term contracts:

Jennifer Rowe	4 August 2015 to 3 August 2018, renewed 14 February 2018 to 2 August 2021
Marta Phillips	4 August 2015 to 3 August 2018, renewed 13 February 2018 to 2 August 2021

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 Board Members 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 the recruitment, retention and, where relevant, promotion of staff.
- Government policies for improving 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.

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

The Nominations and Governance Committee (NGC) acts as the remuneration committee for the CPS senior management team. In 2019-20 this committee was made up of the following:

Caroline Wayman, Non-Executive Board Member (Chair from April 2019), Monica Burch, Lead Non-Executive Board Member, Max Hill QC, Director of Public Prosecutions, Paul Staff, Chief Executive Officer (until August 2019) and Rebecca Lawrence, Chief Executive Officer (from September 2019).

The Committee is tasked with considering the relative contributions of the CPS' 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 provided for a 1% consolidated pay award for eligible employees. 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 for PRP awards. The actual distribution of PRP payments was 3.3% of the SCS pay bill.

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the most senior management of the CPS. Following the review of governance in 2019, the structure of the CPS' senior management was changed, with a smaller Board and a more strategic role for the Executive Group. From 2019-20, therefore, remuneration is disclosed for the membership of both bodies.

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

	2019-20					2018-19				
	Salary	Bonus payments	Benefits in kind	Pension benefits ¹	Total	Salary	Bonus payments	Benefits in kind	Pension benefits ¹	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Max Hill Director of Public Prosecutions (from 1 November 2018)	215-220	-	3.6	82	300-305	85-90 (fye 210-215)	-	-	34	120-125
Alison Saunders Director of Public Prosecutions (to 31 October 2018)	N/A	N/A	N/A	N/A	N/A	120-125 (fye 210-215)	-	-	3	125-130
Rebecca Lawrence Chief Executive Officer (from 2 September 2019)	85-90 (fye 155-160)	-	-	33	120-125	N/A	N/A	N/A	N/A	N/A
Paul Staff Chief Executive Officer (to 23 August 2019) ²	120-125 (fye 130-135)	5-10	-	-	130-135	125-130	-	-	-	125-130
Lesley Longstone Chief Executive Officer (4 December 2017 to 31 May 2018)	N/A	N/A	N/A	N/A	N/A	20-25 (fye 140-145)	-	-	10	30-35
Jean Ashton Director of Business Services	100-105	5-10	16.0	41	165-170	100-105	10-15	19.2	32	160-165
Gregor McGill Director of Legal Services	120-125	5-10	-	18	145-150	120-125	-	-	10	130-135
Sue Hemming Director of Legal Services (from 1 August 2018)	120-125	-	2.0	80	205-210	80-85 (fye 120-125)	-	-	111	190-195
Mark Gray Director of Operations, Digital & Commercial (from 13 September 2019)	55-60 (fye 105-110)	5-10	-	22	85-90	N/A	N/A	N/A	N/A	N/A
Mark Summerfield Director of Human Resources (from 13 September 2019)	60-65 (fye 110-115)	5-10	2.0	48	115-120	N/A	N/A	N/A	N/A	N/A
Baljit Ubhey Director of Strategy and Policy (from 30 September 2019)	65-70 (fye 130-135)	-	-	23	85-90	N/A	N/A	N/A	N/A	N/A
Chris Sharp Director of Finance (from 13 September 2019)	50-55 (fye 95-100)	0-5	-	50	100-105	N/A	N/A	N/A	N/A	N/A
Sandra McKay Director of Communication	80-85	5-10	-	32	120-125	N/A	N/A	N/A	N/A	N/A

	2019-20					2018-19				
	Salary	Bonus payments	Benefits in kind	Pension benefits ¹	Total	Salary	Bonus payments	Benefits in kind	Pension benefits ¹	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Mark Hammond Non-executive Board Member	10-15	-	1.2	-	10-15	10-15	-	1.6	-	10-15
Monica Burch Non-executive Board Member	20-25	-	-	-	20-25	10-15	-	-	-	10-15
Simon Jeffreys Non-executive Board Member (from 3 December 2018)	10-15	-	-	-	10-15	0-5 (fye 10-15)	-	-	-	0-5
Caroline Wayman Non-executive Board Member (from 1 June 2018)	10-15	-	-	-	10-15	10-15 (fye 10-15)	-	-	-	10-15
Alison Porter Non-executive Board Member (to 2 December 2018)	N/A	N/A	N/A	N/A	N/A	5-10 (fye 10-15)	-	0.3	-	5-10
Jeremy Newman Non-executive Board Member (to 2 December 2018)	N/A	N/A	N/A	N/A	N/A	5-10 (fye 10-15)	-	0.4	-	5-10

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 Includes a £67,000 payment on voluntary exit.

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 CPS and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the CPS 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 2019-20 relate to performance in 2018-19 and the comparative bonuses reported for 2018-19 relate to performance in 2017-18.

Pension benefits (Audited)

	Accrued pension at pension age as at 31 March 2020 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31 March 2020	CETV at 31 March 2019 (or date of joining Board if later)	Real increase in CETV
Official	£000	£000	£000	£000	£000
Max Hill Director of Public Prosecutions (from 1 November 2018)	pension 5-10	pension 2.5-5	96	27	51
Rebecca Lawrence Chief Executive Officer (from 2 September 2019)	pension 50-55 lump sum 110-115	pension 0-2.5 lump sum 0	908	855	16
Jean Ashton Director of Business Services	pension 50-55 lump sum 150-155	pension 0-2.5 lump sum 5-7.5	1,195	1,099	42
Gregor McGill Director of Legal Services	pension 50-55 lump sum 160-165	pension 0-2.5 lump sum 2.5-5	1,235	1,161	18
Sue Hemming Director of Legal Services (from 1 August 2018)	pension 50-55 lump sum 130-135	pension 2.5-5 lump sum 2.5-5	1,080	971	59
Mark Gray Director of Operations, Digital & Commercial (from 13 September 2019)	pension 25-30	pension 0-2.5	228	218	7
Mark Summerfield Director of Human Resources (from 13 September 2019)	pension 30-35	pension 2.5-5	593	534	37
Baljit Ubhey Director of Strategy and Policy (from 30 September 2019)	pension 50-55 lump sum 105-110	pension 0-2.5 lump sum 0	887	865	11
Chris Sharp Director of Finance (from 13 September 2019)	pension 30-35	pension 2.5-5	517	457	40
Sandra McKay Director of Communications (from 1 April 2019)	pension 25-30	pension 0-2.5	444	398	16

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.

Cash Equivalent Transfer Values (CETV)

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.

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 2019-20 was £215-220k (2018-19: £210-215k). This was 5.8 times (2018-19: 6.3) the median remuneration of the workforce, which was £37,364 (2018-19: £33,821).

In 2019-20, no (2018-19: no) employee received remuneration in excess of the highest-paid director. Remuneration ranged from £18k to £215-£220k (2018-19: £18k to £210-£215k).

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

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced - the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 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 4.6% and 8.05% of pensionable earnings for members of classic, premium, classic plus, nuvos and 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.

Reporting of Civil Service and other compensation schemes - exit packages (Audited)

The figures shown in the table below are for 2019-20. Figures shown in brackets are for the prior year, 2018-19.

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
< £10,000	- (-)	2 (1)	2 (1)
£10,000 - £25,000	- (-)	2 (5)	2 (5)
£25,000 - £50,000	- (-)	2 (13)	2 (13)
£50,000 - £100,000	- (-)	10 (18)	10 (18)
£100,000 - £150,000	- (-)	2 (2)	2 (2)
£150,000 - £200,000	- (-)	- (-)	- (-)
Total number of exit packages	- (-)	18 (39)	18 (39)
Total cost 2019-20 (£000)	-	1,046	1,046
Total cost 2018-19 (£000)	-	2,248	2,248

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.

Staff costs, staff numbers and composition as at 31 March 2020

Number of Senior Civil Service staff (or equivalent) by band (Audited)

ONS Grade	Grade breakdown	Total headcount	Total FTE
SCS	G1 Perm Sec	1	1.0
	SCS1	10	9.6
	SCS2	7	7.0
	SCS3	1	1.0
	SLM1	44	43.6
	SLM2	20	19.5
	SLM3	0	0.0
SCS Total		83	81.7

Staff composition table (Audited)

ONS Grade	Female		Male		Grand total	
	HC	FTE	HC	FTE	HC	FTE
SCS	46	46.0	37	35.7	83	81.7
Other	4,107	3,687.7	2,079	2,024.5	6,186	5,712.2
Grand total	4,153	3,733.7	2,116	2,060.2	6,269	5,793.9

Average number of persons employed for 2019-20 (Audited)

	2019-20	2018-19
Permanently employed staff	5,419	5,395
Others	325	289
Total	5,744	5,684

Staff costs for 2019-20 (Audited)

	2019-20 £000	2019-20 £000	2019-20 £000	2018-19 £000
	Permanently employed staff	Others	Total	Total
Wages and salaries	243,372	7,353	250,725	238,468
Social security costs	27,033	-	27,033	25,602
Other pension costs	64,027	(3)	64,024	47,700
Subtotal	334,432	7,350	341,782	311,770
Less recoveries in respect of outward secondments	(1,022)	-	(1,022)	(983)
Total net costs	333,410	7,350	340,760	310,787

Further details of staff costs can be found in Note 3 to the Accounts on page 113.

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servants and Other Pensions 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 (www.civilservicepensionscheme.org.uk/about-us/resource-accounts).

For 2019-20, employers’ contributions of £63,664,398 were payable to the PCSPS (2018-19: £47,476,539) at one of four rates in the range 26.6% to 30.3% 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 2019-20 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 £296,274 (2018-19: £226,496) 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 £11,995, 0.5% of pensionable pay (2018-19: £9,343, 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 £30,646 (2018-19: £26,682). Contributions prepaid at that date were £Nil (2018-19: £Nil).

2 individuals (2018-19: 9) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £36,981 (2018-19: £150,776).

Staff policies

The CPS was one of the first Government Departments to be awarded the Disability Confident Leader status. This required the CPS to demonstrate that the right employment policies and procedures are in place to be fully inclusive of disabled people not just at recruitment but also in retention and development. This includes the ability to:

- Actively attract and recruit disabled people to help fill opportunities (including jobs, apprenticeships, internships, work experience);
- Provide a fully inclusive and accessible recruitment process and offer interviews to all disabled people who meet the minimum criteria for the job;
- Offer flexibility when assessing people and proactively offer and make reasonable adjustments so disabled job applicants have the best opportunity to demonstrate that they can do the job;
- Provide an environment that is inclusive and accessible for staff, clients and customers ensuring all employees have sufficient disability awareness;
- Support employees to manage their disabilities or health conditions and ensure there are no barriers to the development and progression of disabled staff;
- Ensure managers are aware of how they can support staff who experience mental or physical ill health or are absent from work;
- Value and listen to feedback from disabled staff and provide mentoring, coaching, buddying and other support networks.

The undertakings relating to recruitment do not override the Civil Service Commissioner Principles and the need for selection on merit through fair and open competition. 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. Instead the numbers invited for interview are increased by the inclusion of those disabled candidates.

Under the Trade Union (Facility Time Publication Requirements) Regulations 2017 (SI 2017 no. 328), the CPS is required to publish information about employees acting as trade union representatives.

During the 2019-20 financial year, 69 employees (71 in 2018-19) acted as relevant union officials with pre-approved facility time. Of these, 10 (8 in 2018-19) spent 0% of their time on trade union facility time and 59 (63 in 2018-19) spent between 1-50% of their time on trade union facility time. The total cost of facility time was £331,993, (£290,987 in 2018-19) which is 0.10% (0.09% in 2018-19) of the total pay bill of £341,782,000 (£311,770,000 in 2018-19). The time spent on paid trade union activities as a percentage of total paid facility time hours was 0% (0% in 2018-19).

Other staff information

Expenditure on temporary staff

	2019-20 £000	2018-19 £000
Expenditure on temporary staff	6,987	6,664

Expenditure on consultancy

	2019-20 £000	2018-19 £000
Expenditure on consultancy	64	Nil

From 2019-20, Consultancy expenditure is reported on a resource basis using accounting data underlying the Financial Statements. This is consistent with the expenditure figures reported in Note 3. In previous years, Consultancy expenditure was reported from central procurement records for significant consultancy contracts.

Off payroll engagements

Table 1: For all off-payroll engagements as of 31 March 2020, for more than £245 per day and that last for longer than six months

	CPS
No. of existing engagements as of 31 March 2020	7
<i>Of which...</i>	
No. that have existed for less than one year at time of reporting	2
No. that have existed for between one and two years at time of reporting	5
No. that have existed for between two and three years at time of reporting	0
No. that have existed for between three and four years at time of reporting	0
No. that have existed for four or more years at time of reporting	0

Table 2: For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2019 and 31 March 2020, for more than £245 per day and that last for longer than six months

	CPS
No. of new engagements, or those that reached six months in duration, between 1 April 2019 and 31 March 2020	3
<i>Of which...</i>	
No. assessed as caught by IR35	1
No. assessed as not caught by IR35	2
No. engaged directly (via PSC contracted to department) and are on the departmental payroll	0
No. of engagements reassessed for consistency / assurance purposes during the year	0
No. of engagements that saw a change to IR35 status following the consistency review	0

Table 3: For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2019 and 31 March 2020

	CPS
No. of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year	0
Total no. of individuals on payroll and off-payroll that have been deemed "board members, and/or, senior officials with significant financial responsibility", during the financial year	15

Sickness absence

There has been an increase in Average Working Days Lost (AWDL) from 6.7 to 6.9 (as at quarter 4 2019-20), against a Civil Service average of 6.9 days.

Parliamentary accountability and audit report

Statement of Parliamentary Supply

In addition to the primary statements prepared under IFRS, the Government Financial Reporting Manual (FRM) requires the CPS to prepare a Statement of Parliamentary Supply (SoPS) and supporting notes.

The SoPS and related notes are subject to audit, as detailed in the Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament.

The SoPS is a key accountability statement that shows, in detail, how an entity has spent against its Supply Estimate. Supply is the monetary provision (for resource and capital purposes) and cash (drawn primarily from the Consolidated Fund), that Parliament gives statutory authority for entities to utilise. The Estimate details supply and is voted on by Parliament at the start of the financial year.

Should an entity exceed the limits set by their Supply Estimate, called control limits, their accounts will receive a qualified opinion.

The format of the SoPS mirrors the Supply Estimates, published on gov.uk, to enable comparability between what Parliament approves and the final outturn.

The SoPS contain a summary table, detailing performance against the control limits that Parliament have voted on, cash spent (budgets are compiled on an accruals basis and so outturn will not exactly tie to cash spent) and administration.

The supporting notes detail the following: Outturn by Estimate line, providing a more detailed breakdown (note 1); a reconciliation of outturn to net operating expenditure in the Statement of Comprehensive Net Expenditure, to tie the SoPS to the financial statements (note 2); and a reconciliation of outturn to net cash requirement (note 3).

Summary tables - mirrors part one of the Estimate

Summary table 2019-20, all figures presented in £000s

Type of spend	SoPS Note	Outturn			Estimate			Voted outturn vs Estimate, saving/ (excess)		Prior Year Outturn Total, 2018-19
		Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted	Total	
Departmental Expenditure Limit										
Resource	1.1	556,043	-	556,043	557,940	-	557,940	1,897	1,897	501,075
Capital	1.2	205	-	205	2,800	-	2,800	2,595	2,595	8,547
Total		556,248	-	556,248	560,740	-	560,740	4,492	4,492	509,622
Annually Managed Expenditure										
Resource	1.1	1,645	-	1,645	5,950	-	5,950	4,305	4,305	2,928
Capital		-	-	-	-	-	-	-	-	-
Total		1,645	-	1,645	5,950	-	5,950	4,305	4,305	2,928
Total Budget										
Resource		557,688	-	557,688	563,890	-	563,890	6,202	6,202	504,003
Capital		205	-	205	2,800	-	2,800	2,595	2,595	8,547
Total Budget Expenditure		557,893	-	557,893	566,690	-	566,690	8,797	8,797	512,550
Non-Budget Expenditure										
		-	-	-	-	-	-	-	-	-
Total Budget and non budget		557,893	-	557,893	566,690	-	566,690	8,797	8,797	512,550

Net cash requirement 2019-20

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2018-19
Net Cash requirement	3	543,273	554,609	11,336	524,555

Administration costs 2019-20

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2018-19
Administration costs	1.1	29,703	33,778	4,075	28,630

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 26.

Notes to statement of Parliamentary Supply

SoPS 1. Outturn Detail, by Estimate Line

SoPS 1.1 Analysis of net resource outturn by Estimate line

Type of spend (Resource)	Resource Outturn							Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2018-19
	Administration			Programme			Total	Total	Virements	Total inc virements		
	Gross	Income	Net	Gross	Income	Net						
Spending in Departmental Expenditure Limits (DEL)												
Voted expenditure												
A. Administration Costs in Headquarters and on Central Services	30,301	(598)	29,703	-	-	-	29,703	33,778	(3,114)	30,664	961	28,630
B. Crown Prosecutions and Legal Services	-	-	-	577,027	(50,687)	526,340	526,340	524,162	3,114	527,276	936	472,445
Total Voted DEL	30,301	(598)	29,703	577,027	(50,687)	526,340	556,043	557,940	-	557,940	1,897	501,075
Total spending in DEL	30,301	(598)	29,703	577,027	(50,687)	526,340	556,043	557,940	-	557,940	1,897	501,075
Spending in Annually Managed Expenditure (AME)												
Voted expenditure												
C. CPS Voted AME Charge	-	-	-	1,645	-	1,645	1,645	5,950	-	5,950	4,305	2,928
Total Voted AME	-	-	-	1,645	-	1,645	1,645	5,950	-	5,950	4,305	2,928
Total spending in AME	-	-	-	1,645	-	1,645	1,645	5,950	-	5,950	4,305	2,928
Total resource	30,301	(598)	29,703	578,672	(50,687)	527,985	557,688	563,890	-	563,890	6,202	504,003

SoPS 1.2 Analysis of capital outturn by Estimate line

Type of spend (Capital)	Outturn			Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2018-19
	Gross	Income	Net	Total	Virements	Total inc virements		
Spending in Departmental Expenditure Limits (DEL)								
Voted expenditure								
B. Crown Prosecutions and Legal Services	205	-	205	2,800	-	2,800	2,595	8,547
Total Capital	205	-	205	2,800	-	2,800	2,595	8,547

SoPS 2. Reconciliation of outturn to net operating expenditure

There are no differences between net resource outturn in the Statement of Parliamentary Supply and net expenditure in the Statement of Comprehensive Net Expenditure.

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

Item	Reference	Outturn total	Estimate	Outturn vs Estimate, saving/(excess)
Total Resource outturn	SoPS 1.1	557,688	563,890	6,202
Total Capital outturn	SoPS 1.2	205	2,800	2,595
<i>Adjustments to remove non-cash items:</i>				
Depreciation and amortisation		(5,185)	(6,131)	(946)
New provisions and adjustments to previous provisions		(1,249)	(2,150)	(901)
Other non-cash items		(1,210)	(3,800)	(2,590)
<i>Adjustments to reflect movements in working balances:</i>				
Increase/(decrease) in receivables		(10,348)	-	10,348
(Increase)/decrease in payables		2,679	-	(2,679)
Use of provisions		577	-	(577)
Transfer of provisions to accruals		116	-	(116)
Total		(14,620)	(12,081)	2,539
Net cash requirement		543,273	554,609	11,336

As noted in the introduction to the SoPS above, outturn and the Estimates are compiled against the budgeting framework, not on a cash basis. Therefore, this reconciliation bridges the resource and capital outturn to the net cash requirement.

Other accountability information

Losses and special payments

The following sections are subject to audit

	Number of cases	2019-20 £000	Number of cases	2018-19 £000
Losses statement				
Total losses	4,250	762	3,632	1,106
Special payments				
Total special payments	79	630	60	1,340
Special payments	4,329	1,392	3,692	2,447

Administrative write-offs

Included in losses are 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 2019 and 31 March 2020 the magistrates' courts wrote off 4,207 (2018-19: 3,609) cases with a value of £735,000 (2018-19: £727,000) under their delegated powers.

A further £19,000 worth of cases were written off in 2019-20. It is not possible to quantify the number of cases which these write-offs relate to.

There was no individual write-off over £300,000.

Special payments

There were no individual cases over £300,000 in 2019-20.

From 2017-18, disclosure of special payments and categories of losses involving payments has been made on the basis of actual payments made, in order to improve transparency and understandability.

This may differ from corresponding expenditure reported in the financial statements, which is recognised on an accruals basis.

Remote contingent liabilities

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

Fees and charges

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

A handwritten signature in blue ink that reads "Max Hill".

Max Hill QC
Director of Public Prosecutions
15 July 2020

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

Opinion on financial statements

I certify that I have audited the financial statements of the Crown Prosecution Service for the year ended 31 March 2020 under the Government Resources and Accounts Act 2000. The financial statements comprise: the Department's Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them.

I have also audited the Statement of Parliamentary Supply and the related notes, and the information in the Accountability Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of the Department's affairs as at 31 March 2020 and of the Department's net operating cost for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on 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 2020 and shows that those totals have not been exceeded; and
- the income and expenditure 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.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of the Crown Prosecution Services in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the Crown Prosecution Service's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Crown Prosecution Service have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Crown Prosecution Service's ability to continue to adopt the going concern basis for a period of at least twelve months from the date when the financial statements are authorised for issue.

Responsibilities of the Accounting Officer for the financial statements

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.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Crown Prosecution Service's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- conclude on the appropriateness of the Crown Prosecution Service's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Crown Prosecution Service's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Crown Prosecution Service to cease to continue as a going concern.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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.

Other Information

The Accounting Officer is responsible for the other information. The other information comprises information included in the annual report, but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;
- in the light of the knowledge and understanding of the Crown Prosecution Service and its environment obtained in the course of the audit, I have not identified any material misstatements in the Performance Report or the Accountability Report; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

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

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report 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.

Gareth Davies
Comptroller and Auditor General

20 July 2020

National Audit Office
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4

Financial Statements

Statement of Comprehensive Net Expenditure for the year ended 31 March 2020

This statement summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

	Note	2019-20 £000	2018-19 £000
Revenue from contracts with customers	4	(1,383)	(1,384)
Other operating income	4	(49,902)	(56,997)
Total operating income		(51,285)	(58,381)
Staff costs	3	341,782	311,770
Prosecution costs	3	142,437	141,542
Purchase of goods and services	3	104,935	88,504
Depreciation and impairment charges	3	5,185	5,250
Provision expense	3	1,348	(1,467)
Other operating expenditure	3	13,384	16,924
Total operating expenditure		609,071	562,523
Net operating expenditure		557,786	504,142
Finance expense	3	(98)	(139)
Net expenditure for the year		557,688	504,003
Other comprehensive net expenditure			
Items that will not be reclassified to net operating costs:			
- Net (gain)/loss on revaluation of property, plant and equipment	5	(745)	(138)
- Net (gain)/loss on revaluation of intangible assets	6	(10)	(20)
Comprehensive net expenditure for the year		556,933	503,845

The notes on pages 103 to 126 form part of these accounts.

Statement of Financial Position as at 31 March 2020

This statement presents the financial position of the CPS. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	Note	£000	2019-20 £000	£000	2018-19 £000
Non-current assets:					
Property, plant and equipment	5	12,300		15,674	
Intangible assets	6	1,667		2,518	
Trade and other receivables	8	557		355	
Total non-current assets			14,524		18,547
Current assets:					
Trade and other receivables	8	42,920		54,570	
Cash and cash equivalents	9	3,650		1,766	
Total current assets			46,570		56,336
Total assets			61,094		74,883
Current liabilities:					
Trade and other payables	10	(68,593)		(69,222)	
Provisions	11	(1,821)		(2,277)	
Total current liabilities			(70,414)		(71,499)
Total assets less current liabilities			(9,320)		3,384
Non-current liabilities:					
Provisions	11	(5,364)		(4,352)	
Trade and other payables	10	(118)		(284)	
Total non-current liabilities			(5,482)		(4,636)
Total assets less total liabilities			(14,802)		(1,252)
Taxpayers' equity and other reserves:					
General fund			(18,015)		(3,815)
Revaluation reserve			3,213		2,563
Total equity			(14,802)		(1,252)



Max Hill QC
Director of Public Prosecutions
15 July 2020

The notes on pages 103 to 126 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2020

This statement shows the changes in cash and cash equivalents of the CPS during the reporting period. The statement shows how the CPS generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by the CPS. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to the CPS' future public service delivery.

	Note	2019-20 £000	2018-19 £000
Cash flows from operating activities			
Net operating expenditure		(557,786)	(504,142)
Adjustments for non-cash transactions	3	7,743	8,883
(Increase)/decrease in trade and other receivables	8	10,348	(14,068)
Increase/(decrease) in trade and other payables	10	(1,435)	(7,078)
Use of provisions	11	(577)	(327)
Transfer of provisions to accruals	11	(116)	(157)
Net cash outflow from operating activities		(541,823)	(516,889)
Cash flows from investing activities			
Purchase of non-financial assets	5.1	(1,449)	(7,665)
Net cash outflow from investing activities		(1,449)	(7,665)
Cash flows from financing activities			
From the Consolidated Fund (Supply) - current year		545,157	499,371
Finance expense	3	(1)	(1)
Net financing		545,156	499,370
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund		1,884	(25,184)
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund		1,884	(25,184)
Cash and cash equivalents at the beginning of the period	9	1,766	26,950
Cash and cash equivalents at the end of the period	9	3,650	1,766

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2020

This statement shows the movement in the year on the different reserves held by the CPS, analysed into 'general fund reserves' (i.e. those reserves that reflect a contribution from the Consolidated Fund). The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of a department, to the extent that the total is not represented by other reserves and financing items.

	Note	General Fund £000	Revaluation Reserve £000	Taxpayers' Equity £000
Balance at 1 April 2018		(24,604)	2,542	(22,062)
Net Parliamentary Funding - drawn down		499,371	-	499,371
Net Parliamentary Funding - deemed		26,950	-	26,950
Supply adjustment		(1,766)	-	(1,766)
Comprehensive net expenditure for the year	SoCNE	(504,003)	158	(503,845)
Non-cash charges - auditor's remuneration	3	100	-	100
Transfers between reserves		137	(137)	-
Balance at 31 March 2019		(3,815)	2,563	(1,252)
Net Parliamentary Funding - drawn down		545,157	-	545,157
Net Parliamentary Funding - deemed		1,766	-	1,766
Supply adjustment		(3,650)	-	(3,650)
Comprehensive net expenditure for the year	SoCNE	(557,688)	755	(556,933)
Non-cash charges - auditor's remuneration	3	110	-	110
Transfers between reserves		105	(105)	-
Balance at 31 March 2020		(18,015)	3,213	(14,802)

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 (FRoM) issued by HM Treasury. Where the FRoM 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.

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 that are capable of being used for a period exceeding one year and that have a cost equal to or greater than £2,000 are capitalised, including leasehold improvements. Where significant purchases of individual assets that are separately beneath the capitalisation threshold arise in connection with a single project, they are treated as a grouped asset. On initial recognition, assets are measured at cost, including any costs such as installation directly attributable to bringing them into working condition. Subsequently, assets that are held for their service potential and are in use are measured at current value in existing use, which is interpreted as market value for existing use.

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 revalued at current 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 current value in existing use using professional valuations, in accordance with guidance set out in the FRoM, every five years. In the intervening years land and buildings are restated at current value in existing use 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. Subsequently, intangible non-current assets are measured at current value in existing use where an active market exists, otherwise at the lower of amortised replacement cost and value in use. All expenditure on intangible non-current assets that are capable of being used for a period that 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

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

Intangible assets are amortised on a straight line basis over their estimated useful lives. 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 13, "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. In accordance with IFRS 9 - Financial Instruments, 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. Subsequently, they are measured at amortised cost using the effective interest method, less any impairment.

1.7. Allowance for Impairment of Receivables

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 recognises a loss allowance equal to lifetime expected credit losses. The allowance provided against costs 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.

In accordance with IFRS 9 - Financial Instruments, the CPS assesses expected credit losses on its financial assets. If material, the CPS recognises a loss allowance for impairment of trade and other receivables. Assessment of expected credit losses includes an analysis of historic rates of default and amounts lost in the event of default, which are used to estimate the likelihood of such losses occurring in future.

As required by the FReM, the CPS adopts the simplified approach for impairment of trade receivables, contract assets and lease receivables and does not recognise loss allowances for stage 1 and stage 2 impairments of receivables with other central government departments (including their executive agencies).

1.8. Operating Income

Operating income is income that 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 is recognised based on the date when the court awards costs.

Under the Proceeds of Crime Act's 'Asset Recovery Incentivisation Scheme', which is managed by the Home Office, the CPS is allocated a proportion of the total value of assets recovered in the year. For confiscation orders, receipts are shared between the Home Office and investigation, prosecution and enforcement agencies, with the CPS being entitled to an 18.75% share of total receipts. Income is recognised when the Home Office receives recovered amounts and confirms how these will be allocated to eligible bodies, which is the point at which it becomes probable that economic benefits will flow to the CPS and at which these can be measured reliably.

Where relevant, the CPS recognises revenue from contracts with customers. This includes income in respect of seconded staff and provision of legal and other services.

1.9. Government Grants

The CPS benefits from government funding for apprenticeship training, financed by the Apprenticeship Levy. Under the terms of the Government's apprenticeship arrangements, the CPS has an account holding funds based on its levy payments, which it can access to pay for apprenticeship training. When these funds are drawn down, the CPS recognises government grant income along with a corresponding training expense. As payments are made directly from the apprenticeship account to approved training providers, the income and expense recognised are non-cash in nature.

The CPS may also be eligible to receive cash incentive payments where it employs apprentices aged between 16 and 18 years. Such payments are recognised as government grant income.

Other amounts that the CPS receives from government bodies, where these are not in payment for services delivered, are recognised as government grant income in the same periods as the related expenses.

Government grant income is presented on a gross basis, separate from related expenses.

1.10. 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 when pre-determined stages in the case are reached and expenditure is recognised on an accruals basis at the completion of each stage.

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'. Payment is made on completion of all work on a case. The scheme calculates 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. Where actual counsel fees for trials completed at the financial year end can be ascertained, they have been accrued for on this basis; in all other cases the CPS accrues an estimate of such counsel fees outstanding. For trials partially completed at the financial year end, it is not possible to ascertain the precise value owed for counsel fees until some considerable time later. The CPS therefore accrues an estimate of the fees likely to have been incurred.

1.11. Short Term Employee Benefits

Salaries, wages and employment related benefits are recognised in the period in which the service is received from employees. Annual leave earned but not taken by the year end is recognised on an accruals basis in the financial statements. Non-consolidated performance pay is recognised when it becomes payable to the individual.

1.12. Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS).

These schemes are unfunded, defined benefit schemes covering all civil servants. The schemes are not designed in a way that would enable employers to identify their share of the underlying scheme assets and liabilities, and they are therefore accounted for as though they were defined contribution schemes.

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 Civil Service Pensions schemes of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the Civil Service Pensions schemes. For Civil Service defined contribution schemes, the CPS recognises the contributions payable for the year.

1.13. 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 nominal rates set by HM Treasury. As at 31 March 2020, the discount rates for general provisions were 0.51% (2018-19: 0.76%) for cash flows between 0 and 5 years, 0.55% (2018-19: 1.14%) for cash flows between 5 and 10 years, 1.99% (2018-19: 1.99%) for cash flows between 10 and 40 years, and 1.99% (2018-19: 1.99%) for cash flows exceeding 40 years. The estimated cash flows are adjusted for inflation using OBR CPI.

1.14. Contingent Liabilities and Contingent Assets

A contingent liability is disclosed in the financial statements unless the possibility of a payment is remote. Where the time value of money is material, contingent liabilities are stated at discounted amounts. Where remote liabilities are required to be reported to Parliament, these are noted separately in the Parliamentary accountability and audit report.

A contingent asset is only disclosed if an inflow of economic benefits is considered probable.

1.15. 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.

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

IFRS 16 Leases

IFRS 16 is applicable for reporting periods beginning from 1 January 2019. However, HM Treasury has previously delayed full adoption of IFRS 16 into the FReM by one year, and due to the COVID-19 outbreak announced in March 2020 that it was deferring adoption by a further year. The CPS will therefore apply IFRS 16 from 1 April 2021.

The new standard will remove the distinction between operating and finance leases for lessees and will require right of use assets and lease liabilities to be recognised in the Statement of Financial Position for all leases with a term of more than 12 months, unless the underlying asset is of low value.

HM Treasury has adapted IFRS 16 to expand the definition of a contract to include intra-UK government agreements where non-performance may not be enforceable by law. This is particularly relevant where government departments rent property from other departments.

HM Treasury has withdrawn the accounting policy choice to apply IFRS 16 retrospectively to each prior reporting period presented in accordance with IAS 8. At the date of initial application, therefore, the CPS will recognise the cumulative effect of initially applying IFRS 16 as an adjustment to the opening balance of taxpayers' equity.

HM Treasury has also withdrawn the option to reassess whether a contract is, or contains, a lease at the date of initial application. The CPS will therefore initially apply IFRS 16 to any contracts previously identified as a lease, or containing a lease, under IAS 17 and will not apply IFRS 16 to any contracts not previously identified as such. The following leased assets have been identified in this way:

- a) Land and buildings – The CPS leases office accommodation throughout its estate. Under IAS 17, these contracts are treated as operating leases. The minimum lease commitment at 31 March 2020 was £69.7 million.
- b) Vehicles – The CPS leases vehicles in some of its Areas for the purpose of transporting documents and other items. Under IAS 17, these contracts are treated as operating leases. The minimum lease commitment at 31 March 2020 was nil.
- c) Multi-Function Devices (MFDs) – The CPS leases MFDs across its estate to provide printing, scanning and copying functionality. The pricing model for the majority of these devices is on a usage driven 'per click' basis with no minimum charges. Under IAS 17, these devices are treated as operating leases with zero minimum lease rental. Additionally, some MFDs are outside the 'per click' model and are subject to a fixed charge. Under IAS 17, these devices are treated as operating leases. The minimum lease commitment at 31 March 2020 was £417,000.

IFRS 16 does not require the recognition of assets or liabilities for leases where the underlying asset is of low value. HM Treasury has mandated the election of this option, and the CPS will therefore recognise lease payments for low value assets as an expense. The CPS has not set a specific threshold for identifying assets that are of low value, and will apply the guidance in IFRS 16 on a case by case basis. The CPS has identified small desktop printers and small franking machines as currently leased assets that are of low value.

IFRS 16 similarly does not require the recognition of assets or liabilities for leases of 12 months or less. Again, HM Treasury has mandated the election of this option, requiring short term leases to be recognised as an expense. The CPS has identified no such leases, other than leases that will have fewer than 12 months remaining on initial application of IFRS 16.

On transition, HM Treasury has mandated the option to recognise right of use assets at an amount equal to the initial lease liability, adjusted by the amount of any prepaid or accrued lease payments recognised immediately before the date of initial application.

On initial application of IFRS 16, the CPS will recognise right-of-use assets and lease liabilities for each identified lease, based on the present value of future cash flows for each lease over the applicable lease term determined in accordance with the new standard.

In 2019-20, the CPS has identified leases of vehicles and MFDs that meet the definition of operating leases under IAS 17 but have not previously been disclosed as such. These leases have been included in appropriate disclosures for 2019-20, but no restatement of earlier financial years has been made as any errors were immaterial.

IFRS 17 Insurance Contracts

IFRS 17 sets out requirements for the recognition and measurement of contracts and associated revenue where an entity accepts insurance risk from another party. The CPS has not entered into insurance contracts and does not currently expect to be affected by the new standard.

The standard, including the date from which it is expected to be applicable, is subject to further review by HM Treasury.

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 payment of fees at the conclusion of the case, 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 Areas 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.

Additionally, the CPS estimates an accrual for trials that are not completed at the financial year end. Since the data required to accurately assess counsel fees for these trials is not available until some considerable time after the year end, the CPS uses data from the previous financial year end to estimate the amount of fees likely to have been incurred. This estimate is based on the assumption that allotted trial days occur immediately before the final hearing date, and that the level of activity is consistent from one year to the next.

The carrying amount of the GFS accrual at 31 March 2020 was £11.587 million (31 March 2019: £11.800 million).

Allowance for impairment of receivables - Costs Awards

The CPS receives awards of costs made against convicted defendants at the discretion of the judge or magistrates. The 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. Additionally, the CPS recognises an allowance for impairment of the outstanding receivables to reflect the fact that a proportion of these will not be recovered. This impairment is based on historical information on rates of collection and relies on the assumption that similar rates will apply in future.

The impairment methodology assumes that all receivable amounts that are not forecast to be received in the future based on historical rates of collection will ultimately be irrecoverable. The forecast cash flows are discounted using the HM Treasury rate for financial instruments of 3.7%.

The carrying amount of the allowance for impairment of costs award receivables at 31 March 2020 was £46.0 million (31 March 2019: £44.9 million).

Dilapidations

The CPS has entered into a number of rental agreements for the properties it occupies. Most of these agreements include clauses requiring the CPS, at the end of the rental period, to return the property to the landlord in its original state or to pay the landlord the cost of any necessary work to achieve this ("dilapidations"). The CPS therefore provides for the cost of removing any modifications it makes and repairing any damage or wear occurring during its tenancy.

The CPS calculates the dilapidations provision using a methodology based on historic data for properties vacated previously. This methodology involves separately calculating an amount relating to initial works at the start of the lease and an annual amount for wear and tear over the term of the lease. The provision therefore increases steadily over the term of the lease. The amounts provided are estimated based on the area occupied for each property and historic rates of dilapidation costs per square metre and per year of occupancy. The model is updated each year to reflect changes in occupancy and actual costs incurred.

The estimates produced rely on the assumption that properties occupied by the CPS are similar and will be subject to similar liabilities for dilapidations. Where a property is expected to give rise to exceptional costs, it is removed from the model and any liability is estimated separately. Actual costs arising from such properties are not fed back into the model, so as not to distort estimated costs for other properties.

The carrying amount of the dilapidations provision at 31 March 2020 was £5.527 million (31 March 2019: £5.522 million).

On 29 May 2020, the CPS transferred responsibility for its property portfolio to the Government Property Agency (GPA). Under this arrangement, GPA assumes responsibility for the head lease for each property occupied by the CPS and sub-leases these properties to the CPS under Terms of Occupancy Agreements (TOA). In future years, GPA will be responsible for estimating the dilapidations liabilities it incurs under

the head leases and will recognise corresponding assets reflecting that it passes these liabilities on to the CPS. The CPS will therefore recognise liabilities equal to those recognised by GPA and will no longer apply its own estimation methodology.

Impact of COVID-19 on allowance for impairment of Costs Awards receivables

The COVID-19 pandemic has impacted negatively on the economy and personal incomes, raising uncertainty over the recoverability of receivables.

The CPS recognises an allowance for impairment of receivables for awards of costs on an expected losses basis. This allowance is estimated by analysing historic rates of collection and using them to predict future recoveries. Since this assumes that similar rates of recovery will continue to apply in future, the effect of COVID-19 may require this estimate to be adjusted. The need for this could arise from a higher overall level of non-payment or from payments being received later than originally expected.

Although there are some indications that amounts collected since March 2020 are lower than in previous years, there is currently insufficient information to assess the extent of this reduction, the period for which it is likely to last, or whether this will result in non-payment or simply delayed payment. All of these factors will affect any potential need to adjust the loss allowance.

The existing approach to estimating the loss allowance already assumes a significant proportion of the debt will not be recovered. Additionally, recovery of debts often occurs over long timescales, likely to exceed the immediate impacts of the current pandemic. The CPS has therefore judged that it is too early to estimate any potential adjustment to the loss allowance and that the effect of this would not cause the accounts to be materially misstated. To the extent that recovery rates during 2020-21 do vary from previous experience, this will be factored into the estimate of the 2020-21 loss allowance.

Impact of COVID-19 on property valuations

The COVID-19 pandemic has introduced uncertainty into the valuation of property, due to its impact on property markets.

At 31 March 2020, the CPS owned freehold land and buildings at sites in Portsmouth and Sheffield. Such properties are required to be held at a value that is not materially different from current value in existing use. Under the existing accounting policy for property, this is achieved by professional revaluation every five years, with indices applied in the intervening years. Both of the CPS' freehold properties were due to be professionally valued in 2019-20.

As part of preparations for CPS to transfer its property portfolio to GPA, both bodies jointly instructed Montagu Evans LLP to value the freehold properties at Portsmouth and Sheffield in order to enable them to agree a transfer value reflecting current value in existing use. Montagu Evans LLP provided valuations as at 31 March 2020, totalling £3.600 million, which CPS has used to revalue these properties in its 2019-20 accounts.

In their report, Montagu Evans LLP have highlighted material valuation uncertainty arising from the COVID-19 pandemic. This uncertainty arises from the potential for capital and rental values to change rapidly in the short to medium term and the lack of available evidence with which to estimate this.

The CPS notes this uncertainty, but has judged that it is insufficient to cause the accounts to be materially misstated. No adjustment to the estimate provided by Montagu Evans LLP has therefore been made. The affected properties were subsequently transferred to GPA on 29 May 2020 at a depreciated value of £3.596 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 Officer and the Executive Group) 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	2019-20 £000	2018-19 £000
Cymru-Wales	21,817	20,005
East of England	20,460	19,293
East Midlands	26,316	26,185
Mersey-Cheshire	18,005	16,127
North East	18,458	17,654
North West	31,905	30,142
South East	23,125	22,624
South West	17,574	16,931
Thames & Chiltern	22,959	20,891
Wessex	16,972	15,657
West Midlands	36,174	34,653
Yorkshire & Humberside	32,561	29,848
London North	45,814	41,684
London South	36,811	37,481
National units	87,168	85,120
HQ	51,317	42,036
Centrally managed ICT costs	49,400	51,101
Centrally managed Estates costs	33,690	21,633
Other centrally managed costs	18,447	13,319
Total expenditure	608,973	562,384
Income	(51,285)	(58,381)
Net expenditure	557,688	504,003

3. Expenditure

	Note	2019-20 £000	2019-20 £000	2018-19 £000	2018-19 £000
Staff costs¹					
Wages and salaries		250,725		238,468	
Social security costs		27,033		25,602	
Other pension costs		64,024		47,700	
			341,782		311,770
Prosecution costs					
Advocate fees		126,390		124,149	
Expert witness fees		4,740		4,998	
Non-expert witness expenses		3,027		3,619	
Interpreters, translators and intermediaries		1,883		2,099	
Other prosecution costs		6,397		6,677	
			142,437		141,542
Purchase of goods and services					
Rentals under operating leases		12,566		14,060	
Other lease expenditure		10			
Accommodation and associated costs		23,294		8,172	
Information technology		41,567		51,336	
Professional charges and consultancy		10,312		4,547	
Postage and carriage		3,120		3,238	
Printing and stationery		647		2,087	
Communications		2,463		1,942	
Training		3,909		3,022	
Other goods and services		6,937			
<i>Non-cash costs</i>					
Auditor's remuneration ²		110		100	
			104,935		88,504
Depreciation and impairment charges <i>(non-cash)</i>					
Depreciation	5	4,344		3,904	
Amortisation	6	852		915	
Impairments and reversals	5.3	(11)		431	
			5,185		5,250
Provision expense <i>(non-cash)</i>					
Provided in year	11	2,497		1,082	
Unrequired provisions written back	11	(1,202)		(2,413)	
Change in discount rate	11	53		(136)	
			1,348		(1,467)
Other operating expenditure					
Travel and subsistence		8,088		8,476	

	Note	2019-20 £000	2019-20 £000	2018-19 £000	2018-19 £000
Civil awards against the CPS		(1,108)		(3,617)	
Costs awarded to the CPS written off/ (written back)	8.1	838		(385)	
Other expenditure		4,466		7,450	
<i>Non-cash costs</i>					
Change in bad debt provision	8.1	1,100		5,000	
			13,384		16,924
Total operating expenditure			609,071		562,523
Finance expense					
Interest charges		1		1	
<i>Non-cash costs</i>					
Borrowing costs on provisions	11	(99)		(140)	
			(98)		(139)
Total expenditure			608,973		562,384
<i>Total non-cash operating expenditure</i>			7,743		8,883

- 1 Further analysis of staff costs is located in the Staff Report on page 83.
- 2 There has been no auditor's remuneration for non-audit work. The audit fee comprises £110k for the audit of the CPS' 2019-20 accounts. The audit fee for 2018-19 comprised £100k for the audit of the 2018-19 accounts.

4. Income

	2019-20 £000	2019-20 £000	2018-19 £000	2018-19 £000
Revenue from contracts with customers				
Secondment income	1,022		983	
Other revenue from contracts with customers	361		401	
		1,383		1,384
Other operating income				
Costs awarded to the CPS	29,755		30,901	
Asset Recovery Incentivisation Scheme	13,058		19,157	
Government grant income	5,615		4,414	
Rental receivable from other government departments	190		1,039	
Rental receivable from external tenants	-		316	
Other income	1,284		1,170	
		49,902		56,997
		51,285		58,381

5. Property, plant and equipment

2019-20	Land £000	Buildings £000	Leasehold Improvements £000	Furniture and Fittings £000	Information Technology £000	Assets Under Construction £000	Total £000
Cost or valuation							
At 1 April 2019	1,171	2,060	4,948	5,374	14,555	428	28,536
Additions	-	-	-	66	576	(428)	214
Disposals	-	-	(1,377)	(542)	(135)	-	(2,054)
Impairments	-	-	-	(6)	29	-	23
Revaluation	(91)	460	32	(12)	77	-	466
At 31 March 2020	1,080	2,520	3,603	4,880	15,102	-	27,185
Depreciation							
At 1 April 2019	-	286	1,991	4,322	6,263	-	12,862
Charged in year	-	32	331	227	3,754	-	4,344
Disposals	-	-	(1,377)	(542)	(135)	-	(2,054)
Impairments	-	-	-	(1)	13	-	12
Revaluation	-	(318)	6	(8)	41	-	(279)
At 31 March 2020	-	-	951	3,998	9,936	-	14,885
Carrying amount at 31 March 2019	1,171	1,774	2,957	1,052	8,292	428	15,674
Carrying amount at 31 March 2020	1,080	2,520	2,652	882	5,166	-	12,300
Asset financing:							
Owned	1,080	2,520	2,652	882	5,166	-	12,300
Carrying amount at 31 March 2020	1,080	2,520	2,652	882	5,166	-	12,300

5. Property, plant and equipment (continued)

2018-19	Land £000	Buildings £000	Leasehold Improvements £000	Furniture and Fittings £000	Information Technology £000	Assets Under Construction £000	Total £000
Cost or valuation							
At 1 April 2018	1,141	2,007	2,788	11,079	12,515	33	29,563
Additions	-	-	2,695	473	2,160	428	5,756
Disposals	-	-	(588)	(4,179)	(18)	-	(4,785)
Reclassifications	-	-	-	-	33	(33)	-
Impairments	-	-	-	(1,970)	(173)	-	(2,143)
Revaluation	30	53	53	(29)	38	-	145
At 31 March 2019	1,171	2,060	4,948	5,374	14,555	428	28,536
Depreciation							
At 1 April 2018	-	247	2,202	9,679	3,320	-	15,448
Charged in year	-	32	361	482	3,029	-	3,904
Disposals	-	-	(588)	(4,179)	(18)	-	(4,785)
Impairments	-	-	-	(1,615)	(97)	-	(1,712)
Revaluation	-	7	16	(45)	29	-	7
At 31 March 2019	-	286	1,991	4,322	6,263	-	12,862
Carrying amount at 31 March 2018	1,141	1,760	586	1,400	9,195	33	14,115
Carrying amount at 31 March 2019	1,171	1,774	2,957	1,052	8,292	428	15,674
Asset financing:							
Owned	1,171	1,774	2,957	1,052	8,292	428	15,674
Carrying amount at 31 March 2019	1,171	1,774	2,957	1,052	8,292	428	15,674

Freehold land and buildings were valued at 31 March 2020 at £3,600,000 on the basis of existing use value by an independent firm of Chartered Surveyors, Montagu Evans LLP. Their report noted that, due to COVID-19, there is currently uncertainty in the property market that may cause capital and rental values to change rapidly in the short to medium term. Between professional valuations, carrying values are adjusted by the application of indices.

As described in Note 16, all freehold land and buildings were transferred to the Government Property Agency on 29 May 2020.

5.1. Reconciliation of additions and disposals to cash flows from investing activities shown in the Statement of Cash Flows

	Note	2019-20 £000	2018-19 £000
Additions of property, plant and equipment	5	214	5,756
Additions of intangible assets	6	(9)	2,791
Movement in capital payables		103	(12)
Movement in capital accruals		1,141	(870)
Purchase of non-financial assets		1,449	7,665

5.2. Impairments

	Note	2019-20 £000	2018-19 £000
Impairments of property, plant and equipment	5	(11)	431
Total impairments		(11)	431

6. Intangible assets

Intangible assets comprise Case Management System (CMS) software. Intangible assets are stated at cost less accumulated amortisation.

	2019-20 £000	2018-19 £000
Net book value 1 April	2,518	622
Additions	(9)	2,791
Amortisation charged in year	(852)	(915)
Revaluation	10	20
Net book value 31 March	1,667	2,518
Asset financing		
Owned	1,667	2,518
Carrying amount at 31 March	1,667	2,518

7. Financial Instruments

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

	Note	2019-20 £000	2018-19 £000
Financial assets measured at amortised cost			
Trade receivables	8	2,075	2,348
Contract assets	8	3	338
Other financial assets	8	377	417
Cash and cash equivalents	9	3,650	1,766
		6,105	4,869
Financial liabilities measured at amortised cost			
Trade payables and accruals	10	51,032	51,493
		51,032	51,493

8. Trade and other receivables

	2019-20 £000	2018-19 £000
Amounts falling due within one year:		
Trade receivables	2,075	2,348
Trade receivables	2,075	2,348
Contract assets	3	338
Deposits and advances	377	417
Other financial assets	377	417
Cost awards receivable	64,448	64,693
Accrued cost awards	7,288	7,758
Allowance for impairment of cost awards receivables	(46,000)	(44,900)
Cost awards net receivable	25,736	27,551
VAT	1,906	4,335
Prepayments	4,476	4,047
Other accrued income	8,153	15,377
Other receivables	194	157
Other receivables	14,729	23,916
Total current receivables	42,920	54,570
Amounts falling due after more than one year:		
Prepayments	557	355
Other receivables	557	355
Total non-current receivables	557	355
	43,477	54,925

8.1. Reconciliation of movement in cost awards net receivable

	Note	2019-20 £000	2018-19 £000
Cost awards net receivable at 1 April	8	27,551	30,679
Costs awarded in year	4	29,755	30,901
Cash received		(29,632)	(29,414)
Bad debts (written off)/written back	3	(838)	385
Movement in allowance for impairment of cost awards receivable	8	(1,100)	(5,000)
Cost awards net receivable at 31 March	8	25,736	27,551

The allowance for impairment is based on a forecast of future cash flows, using historic receipts data, discounted at the HM Treasury rate of 3.7% for financial instruments.

9. Cash and cash equivalents

	2019-20 £000	2018-19 £000
Balance at 1 April	1,766	26,950
Net change in cash and cash equivalent balances	1,884	(25,184)
Balance at 31 March	3,650	1,766

The following balances at 31 March were held at:

Government Banking Service	3,650	1,761
Commercial banks and cash in hand	-	5
Balance at 31 March	3,650	1,766

9.1. Reconciliation of liabilities arising from financing activities

	2018-19 £000	Cash flows £000	Non-cash changes £000	2019-20 £000
Supply	1,766	1,884	-	3,650
Total liabilities from financing activities	1,766	1,884	-	3,650

10. Trade and other payables

	2019-20 £000	2018-19 £000
Amounts falling due within one year:		
Trade payables	6,320	5,919
Accruals	44,594	45,290
Trade payables and accruals	50,914	51,209
Deferred Income	203	713
Other taxation and social security	6,838	8,685
Other payables	6,988	6,849
Amounts issued from the Consolidated Fund for supply but not spent at year end	3,650	1,766
Other payables	17,476	17,300
Total current payables	68,593	69,222
Amounts falling due after more than one year:		
Accruals	118	284
Trade payables and accruals	118	284
Total non-current payables	118	284
	68,711	69,506

11. Provisions for liabilities and charges

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
2019-20				
Balance at 1 April 2019	54	5,522	1,053	6,629
Provided in the year	-	1,066	1,431	2,497
Provisions not required written back	(3)	(759)	(440)	(1,202)
Provisions utilised in the year	(50)	(140)	(387)	(577)
Provisions transferred to accruals	-	(116)	-	(116)
Borrowing costs (unwinding of discount)	-	(99)	-	(99)
Change in discount rate	-	53	-	53
Balance at 31 March 2020	1	5,527	1,657	7,185

Analysis of expected timing of discounted flows 2019-20

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Not later than one year	1	163	1,657	1,821
Later than one year and not later than five years	-	5,364	-	5,364
Later than five years	-	-	-	-
Balance at 31 March 2020	1	5,527	1,657	7,185

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
2018-19				
Balance at 1 April 2018	311	6,921	1,488	8,720
Provided in the year	2	610	470	1,082
Provisions not required written back	(10)	(1,530)	(873)	(2,413)
Provisions utilised in the year	(249)	(46)	(32)	(327)
Provisions transferred to accruals	-	(157)	-	(157)
Borrowing costs (unwinding of discount)	-	(140)	-	(140)
Change in discount rate	-	(136)	-	(136)
Balance at 31 March 2019	54	5,522	1,053	6,629

Analysis of expected timing of discounted flows 2018-19

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Not later than one year	53	1,171	1,053	2,277
Later than one year and not later than five years	1	3,804	-	3,805
Later than five years	-	547	-	547
Balance at 31 March 2019	54	5,522	1,053	6,629

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 the 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 CPS. The provision reflects all known legal claims where legal advice indicates that it is more than 50 per cent 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 12.

In 2019-20 the CPS also provided for the impact of an appeal tribunal ruling that overtime pay should be taken into account for the purpose of holiday pay.

12. Contingent assets and liabilities

As at 31 March 2020 the CPS was involved in 8 personal injury claims and 12 employment tribunal cases in addition to those for which a provision has been made (note 11). Of these, 6 personal injury claims may result in settlements totalling £1,308,775 and 3 employment tribunal cases may result in settlements totalling £63,000.

As at 31 March 2020 the CPS also had one additional contingent liability in respect of overseas government grant funding which may result in a £300,000 payment.

It is not possible to estimate the value of the remaining contingent liabilities.

13. 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.

	2019-20 £000	Restated 2018-19 £000 ¹
Land and Buildings		
Not later than one year	12,263	10,777
Later than one year and not later than five years	33,289	28,299
Later than five years	24,099	21,630
	69,651	60,706

Additionally the CPS is committed to other lease payments in respect of Multi-Function Devices totalling £417,000.

14. Other financial commitments

The CPS has entered into non-cancellable contracts (which are not leases, PFI contracts or other service concession arrangements), predominantly for ICT services and software.

The payments to which the CPS are committed are as follows:

	2019-20 £000	Restated 2018-19 £000 ²
Not later than one year	12,706	12,245
Later than one year and not later than five years	29,119	28,795
Later than five years	25,683	30,513
	67,508	71,553

1 Figures for 2018-19 have been restated to remove commitments for property service charges previously reported incorrectly as lease commitments. These amounts are now included in Note 14 as Other Financial Commitments.

2 Figures for 2018-19 have been restated to remove commitments for property service charges previously reported incorrectly as lease commitments. These amounts are now included in Note 14 as Other Financial Commitments.

15. Related-party transactions

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

In addition the CPS has had material transactions with a number of other government departments.

No Board Member, key manager or other related party has undertaken any material transactions with the CPS during the year. Remuneration paid to Board Members is disclosed in the Remuneration and staff report.

16. Events after the reporting period

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

On 29 May 2020, the CPS transferred its property portfolio to the Government Property Agency (GPA). As a result of this, GPA now acts as the CPS' landlord for all transferred properties. From the date of transfer, CPS occupies these properties under Terms of Occupation Agreements with GPA. These are treated as operating leases under IAS 17.

At the date of transfer, the CPS transferred all of its freehold land and buildings to GPA at a depreciated value of £3,596,000. This comprised Greenfield House in Sheffield and Crown House in Portsmouth. The transfer took place for no consideration, and was treated as a capital grant in kind.

Additionally, GPA assumed responsibility for the CPS' leaseholds and replaced the CPS as the lessee under each head lease.

Jean Ashton, Director of Business Services left the CPS on 30 April 2020.

5

Annexes

Annex A – Regulatory reporting

Total departmental spending 2012-13 to 2020-21

	2012-13 Outturn	2014-15 Outturn	2015-16 Outturn	2016-17 Outturn	2017-18 Outturn	2018-19 Outturn	2019-20 Outturn ¹	£000 2020-21 Plans
Resource DEL								
Administration Costs in HQ and on Central Services	30,428	30,057	31,563	30,774	30,796	28,630	29,703	37,162
Crown Prosecutions and Legal Services	516,479	476,622	454,704	459,239	475,330	472,445	526,340	594,194
Total Resource DEL	546,907	506,679	486,267	490,013	506,126	501,075	556,043	631,356
<i>Of which:</i>								
Staff costs	349,849	318,060	293,758	297,541	302,596	311,770	341,782	398,827
Purchase of goods and services	233,924	228,813	238,361	239,633	245,997	229,622	234,797	259,389
Income from sales of goods and services	(64,075)	(61,784)	(68,797)	(66,289)	(62,771)	(58,381)	(51,285)	(64,470)
Rentals	24,215	19,255	18,030	16,909	16,857	14,060	12,576	16,470
Depreciation ²	2,898	2,239	4,819	2,123	3,351	3,904	5,195	9,131
Other resource	96	96	96	96	96	100	12,978	12,009
Resource AME								
CPS voted AME charges	5,360	1,789	1,822	1,223	9,768	2,928	1,645	5,950
Total Resource AME	5,360	1,789	1,822	1,223	9,768	2,928	1,645	5,950
<i>Of which:</i>								
Staff costs	-	-	-	-	-	-	-	-
Depreciation ²	-	-	-	-	-	-	(11)	-
Take up of provisions	2,941	2,310	1,931	393	(3,818)	1,754	1,348	1,141
Release of provision	(1,718)	(4,565)	(3,373)	(2,378)	(3,870)	(327)	(693)	-
Other resource	4,137	4,044	3,264	3,208	17,456	1,501	1,001	4,809
Total Resource Budget	552,267	508,468	488,089	491,236	515,894	504,003	557,688	637,306
<i>Of which:</i>								
Capital DEL								
Crown Prosecutions and Legal Services	(672)	46	90	7,364	6,209	8,547	205	2,800
Total Capital DEL	(672)	46	90	7,364	6,209	8,547	205	2,800
<i>Of which:</i>								
Purchase of assets	(672)	46	90	7,364	6,209	8,547	205	2,800
	(672)	46	90	7,364	6,209	8,547	205	2,800
Capital AME								
<i>Of which:</i>								
Total Capital Budget	(672)	46	90	7,364	6,209	8,547	205	2,800
Total departmental spending³	548,697	506,275	483,360	496,477	518,752	508,646	552,709	630,975
<i>Of which:</i>								
Total DEL	543,337	504,486	481,538	495,254	508,984	505,718	551,053	625,025
Total AME	5,360	1,789	1,822	1,223	9,768	2,928	1,656	5,950

¹ From 2019-20, expenditure against each category is reported consistently with the equivalent categories in the Financial Statements. For this purpose, 'Prosecution costs' is included within 'Purchase of goods and services'. Previous years' expenditure has not been restated.

² Includes impairments

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

Administrative budget 2012-13 to 2020-21

	2012-13 Outturn	2013-14 Outturn	2014-15 Outturn	2015-16 Outturn	2016-17 Outturn	2017-18 Outturn	2018-19 Outturn	2019-20 Outturn	£000 2020-21 Plans
Resource DEL									
Administration Costs in HQ and on Central Services	32,308	30,428	30,057	31,563	30,774	30,796	28,630	29,703	37,162
Total administration budget	32,308	30,428	30,057	31,563	30,774	30,796	28,630	29,703	37,162
<i>Of which:</i>									
Staff costs	19,065	18,151	18,797	19,617	19,399	19,118	17,766	19,522	24,642
Purchase of goods and services	13,588	10,504	10,255	11,148	10,582	11,191	9,826	7,731	9,648
Income from sales of goods and services	(441)	-	(276)	(1,026)	(1,015)	(705)	(766)	(598)	(1,000)
Rentals	-	1,170	1,185	1,728	1,712	1,096	1,704	1,391	1,683
Other resource	96	603	96	96	96	96	100	1,657	2,189

28 May 2020

Annex B – Glossary

AGO	Attorney General's Office	DSHC	Departmental Security Health Check
AME	Annually Managed Expenditure	DWP	Department of Work and Pensions
ARAC	Audit and Risk Assurance Committee	EEI	Employee Engagement Index
AWDL	Average Working Days Lost	EG	Executive Group
BAME	Black, Asian and Minority Ethnic	FReM	Financial Reporting Manual
CETV	Cash Equivalent Transfer Value	FOI	Freedom of Information Act Requests
CIPD	Chartered Institute of Personnel and Development	FTE	Full Time Equivalent
CJS	Criminal Justice System	GDPR	General Data Protection Regulation 2018
CMS	Case Management System	GFS	Graduated Fees Scheme
CO	Cabinet Office	GGC	Greening Government Commitment
CPS	Crown Prosecution Service	GIAA	Government Internal Audit Agency
CSOPS	Civil Servant and Other Pension Scheme	GPA	Government Property Agency
Defra	Department for Environment, Food and Rural Affairs	HMCPSP	Her Majesty's Crown Prosecution Service Inspectorate
DEL	Departmental Expenditure Limit	HMCTS	Her Majesty's Courts and Tribunals Service
DHSC	Department of Health and Social Care	IAS	International Accounting Standards
DKIM	Domain Keys Identified Email	ICO	Information Commissioner's Office
DMARC	Domain-based Message Authentication, Reporting and Conformance	ICT	Information and Communications Technology
DPA (2018)	Data Protection Act 2018	IFRS	International Financial Reporting Standards
DPP	Director of Public Prosecutions	NCSC	National Cyber Security Centre

NEBM	Non-Executive Board Member	RMT	Records Management Team
NGC	Nominations and Governance Committee	ROAR	Right of Access Request
OST	Operational Security Team	SCS	Senior Civil Service
PCSPS	Principal Civil Service Pension Scheme	SIAD	Security and Information Assurance Division
PRP	Performance Related Pay	SPF	Sender Policy Framework
		VHCC	Very High Cost Cases

Terms Explained

Consolidated Fund - The central fund into which taxation and other Government receipts are paid and from which Government spending is funded.

Estimate - The means by which the Government seeks authority from Parliament for its own spending each year.

Non-voted - Spending controls that are not voted on by Parliament.

Voted - Spending controls that are voted on by Parliament.

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.

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