



Crown Prosecution Service

Annual Report and Accounts 2021–2022

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Annual Report and Accounts 2021–2022

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Introduction

By the Director of Public Prosecutions and Chief Executive Officer

We are pleased to share the Annual Report and Accounts for the Crown Prosecution Service (CPS) for the 2021-22 financial year. This report covers the second year of reporting against objectives set out in our CPS 2025 strategy, and organises achievements under our five strategic aims – our people, digital capability, strategic partnerships, casework quality and public confidence.

In this reporting year the long-term implications of the pandemic became clear – the ongoing backlog of cases in the magistrates’ courts and Crown Court being very real examples of this. There have been substantial efforts to manage operational pressures and drive improvement while every component of the criminal justice system recovers – and CPS staff have shown outstanding integrity and resilience in response to these challenges. The impact of the pandemic and growing complexity in the nature of our casework has led to considerable increases in our workload and we are proud of the professionalism and dedication of our people. We welcome the positive increase in funding in the Spending Review settlement which recognised the need to grow our workforce to manage the combined challenges of dealing with backlogs, supporting the work of the additional 20,000 police officers being recruited and improving the way rape cases are dealt with. Our people are at the heart of everything we do, and wellbeing and inclusivity continues to be an organisational priority. This year we set out our hybrid working principles on exiting the pandemic, which balance having a clear purpose when attending different workspaces with the need for the right environment for collaboration – all while ensuring wellbeing remains as a concern for our hard-working staff.

To ensure we continue to deliver as we move to hybrid working, our digital investment remains high. This includes both internal-facing and cross-criminal justice system solutions. The last year has seen substantial work on our Digital Case File system, developed with the police, which will help to improve the sharing of case materials by introducing more digitisation of information. Internally, we have invested in futureproofing our digital security by reviewing access rights to our case management systems and building on staff knowledge of data responsibilities through mandatory training. Underlining all our digital development is the push to move towards better and earlier data-driven insights, to give decision-makers more real-time information than ever before.

A data-driven approach enables us to work in the most focussed and constructive way with our strategic partners, enabling real change across the criminal justice system. This year we have benefitted from the transparency of the Government’s Criminal Justice scorecards; piloted the joint NPCC-CPS Charging Model, which looks to boost casework quality; refreshed how we engage on a local basis with police forces to improve file submissions; and continued to support parliamentarians so that government policy and legislation are informed by our insight. As we build our understanding of the trends, risks and opportunities in our own and our partners’ work, we are able to use this knowledge to collaboratively focus on the most entrenched issues we face as criminal justice practitioners.

This is exemplified by our continued commitment to delivering improvements to how rape and serious sexual offences are progressed through the criminal justice system. This year we published an update to our Rape Strategy, committing ourselves to significantly increasing the number of offenders brought to justice, in part through major changes to working practices with the police. Over the year, we have seen charges for rape increase by 22% compared with the last quarter of 2020-21. While this is very positive, there are still considerable improvements to be made in this area, and it will continue to be a focus for us in the year ahead.

Clearly explaining our decision making, especially on areas of public concern such as rape and serious sexual assault, is key to improving public confidence in our service and public understanding of our role. However, this cannot be a one-sided conversation. This year we have built on our existing community engagement channels – such as our Community Accountability Forums – to listen to our stakeholders, hear their concerns, and use this insight to implement changes to our service. We commissioned a victims’ needs assessment in recognition that how we communicate with victims is currently not meeting their needs. The results of this will form the basis of ongoing work to redesign our operational approach to victim communication.

It has been another challenging year, and we are incredibly grateful to our staff for all their hard work. Without their commitment, fortitude, and professionalism we would not be able to meet the challenges we have faced over the last twelve months – or look forward to the achievements of the future.

Max Hill QC

Director of Public Prosecutions

Rebecca Lawrence

Chief Executive Officer

Performance report

Performance overview

The Performance Overview provides a summary of the Crown Prosecution Service (CPS) and our purpose, objectives and performance during the year. It sets out at a high level the key risks and issues we have faced and how we have managed these. Further detail can be found in the Performance Analysis on page 13.

Who we are and what we do

The CPS is at the heart of the criminal justice system in England and Wales, working with our partners to deliver justice through independent and fair prosecutions. Our vision is to become:

“a leading voice in transforming the criminal justice system, using our legal expertise and digital capability to make the public safer and build the confidence of our diverse communities.”

We have more than 6,500 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. We are proud to be recognised as a leading employer, committed to supporting a diverse workforce that reflects the community we serve.

The CPS:

- decides which cases should be prosecuted – every charging decision is based on the same two-stage test in the Code for Crown Prosecutors;
- 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.

We do 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 426,000 prosecutions, with five in every six cases 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.

We work with criminal justice partners across borders to tackle international, organised and economic crime, and use our powers to confiscate the proceeds of crime at home and abroad.

Because we review every case sent to us, our work is extremely varied and can be complex in nature. We prosecute offences ranging from burglary and terrorism to 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.

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.

How we are organised

The CPS operates across England and Wales, with 14 geographical Areas prosecuting cases locally. Each Area is typically structured into magistrates' and Crown Court teams, in addition to specialist teams for Rape and Serious Sexual Offences (RASSO), and complex casework. Each Area is headed by a Chief Crown Prosecutor, and works closely with local police forces and other criminal justice partners.

Nationally, we have an out-of-hours team, CPS Direct, who provide charging advice and authorisation to police forces outside of normal business hours, and three Central Casework Divisions, who deal with some of the most complex cases we prosecute.

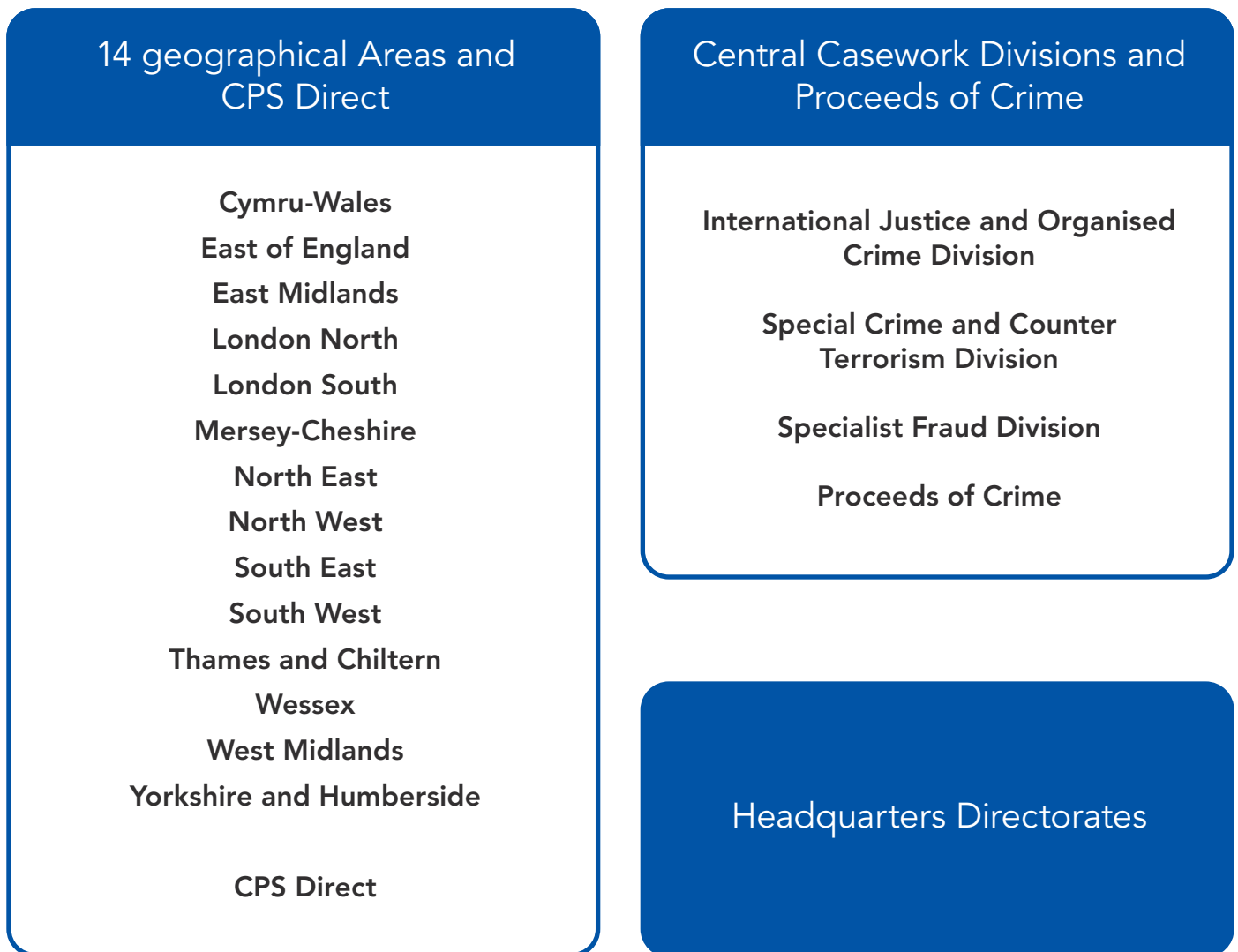
in 2021-22, the CPS had three casework divisions:

- **International Justice and Organised Crime Division (IJOCD)**
- **Special Crime and Counter Terrorism Division (SCCTD)**
- **Specialist Fraud Division (SFD)**

These teams worked alongside CPS Proceeds of Crime Division (POCD), a dedicated division responsible for all restraint, enforcement and serious confiscation work.

In response to the changing nature of crime, the CPS reviewed the structure of its casework divisions, and created the new Serious Economic, Organised Crime and International Directorate in time for 2022-23.

We also have a number of Headquarters Directorates, who provide corporate services and support to the prosecution teams. Our staff also work closely with specialist investigators from a range of organisations, including the National Crime Agency, HM Revenue & Customs and the Independent Office for Police Conduct (IOPC), as well as police forces across England and Wales.



Our strategy

In 2020, we launched our five-year strategy, CPS 2025. This sets out a shared vision for the organisation we want to be by 2025 and helps us focus our work where it really matters.

Within CPS 2025 we have outlined five strategic aims. These represent the organisational capabilities that will support us to fulfil our core role and have a truly positive impact, building on our progress each year. There is no hierarchy between the strategic aims; each is equally important if we are to achieve our vision. Our CPS 2025 strategic aims are as follows:

- **Our people** – Support for the success and wellbeing of our people enables everyone to thrive.

- **Digital capability** – Our investment in digital capability helps us adapt to the rapidly changing nature of crime and improve the way justice is done.
- **Strategic partnerships** – The CPS is a leading voice in cross-government strategies and international cooperation to transform the criminal justice system.
- **Casework quality** – CPS legal expertise, casework quality and collaboration across the criminal justice system keep the public safer.
- **Public confidence** – We work with partners to serve victims and witnesses and uphold the rights of defendants in a way that is fair and understood by all communities.

Under these overarching strategic aims we have outlined specific aims and outcomes, and everything we do is designed to deliver against these, to help us achieve our organisational vision.

Our annual Business Plan sets out the specific steps being taken to make progress towards this shared vision. In the coming pages, after summarising the operating environment and the key challenges we faced this year, we will report on our business plan commitments made for 2021-22 and our performance against them.

Our operating environment and key challenges

COVID-19

The pandemic had a seismic impact in our ways of working and it has brought with it unforeseen challenges to the CPS and wider criminal justice system, including producing a backlog of cases and a rise in caseload per prosecutor. Our operational contingencies have evolved throughout the response phase, and we have fully engaged in recovery work to date across the criminal justice system.

We have an established Operational Recovery and Improvement Programme which brings together, under a clear governance structure, strands of work covering Charging, Magistrates and Crown Court Working, People, Finance and Data. The programme co-ordinates both recovery and improvement across the service and members of the programme engage with a range of work strands across the criminal justice system to manage and take us through recovery.

We have played a central role in making sure that essential work to deliver justice can continue, whilst doing everything possible to protect our people, our partners and the public. Our focus in 2021-22 was to mitigate the impact of the pandemic and to support our operational frontline to deliver justice. We are proud to have accomplished this by keeping our people working in the frontlines and from home, continuing the essential job of delivering justice.

Rape and serious sexual offences

Rape and serious sexual offences are some of the most challenging crimes that we prosecute, as well as some of the most devastating for victims. Too few cases are getting to court, and the CPS is determined to make significant year on year increases so that more victims see justice done. In 2021-22 we delivered extensive actions to improve collaboration with the police from the very start of an investigation, find better ways to support victims throughout the process and support our prosecutors so they are properly resourced to respond to these challenging cases.

This area of work remains a fundamental priority for the CPS and key priorities this year, including the Operation Soteria pilots, have provided strong foundations on which to build in 2022-23. We recognise many challenges lie ahead and we remain firmly committed to addressing the shortcomings identified in dealing with rape and serious sexual offence cases.

CPS 2025

The change projects delivered by the CPS continue to be guided by our five-year strategy, CPS 2025. Our five strategic aims are our people, digital capability, strategic partnerships, casework quality and public confidence. These aims, and their respective outcomes, ensure that our work is aligned to a long-term strategic vision and that we are both delivering on key issues while working towards becoming the organisation we want it to be in 2025.

The priorities this year under our people have been varied, representing the complexity of meeting the needs of the organisation, as well as its employees. Key areas, such as operational recovery and rape and serious sexual offence cases, are underpinned by effective recruitment and, this year, this has been supported by a review into recruitment methods, as well as refreshing our strategic workforce planning. Wellbeing is another key area and we have undertaken a review of our offer on mental health and instigated events and forums encouraging informal interactions between colleagues, which remote working can make more difficult. We also launched our hybrid working principles that set out clear expectations and rationales for hybrid office working that balances the needs of the organisation with those of a modern workforce.

Under digital capability, we have seen major pieces of work undertaken in 2021-22. This includes recruiting specialist trainers to assist the organisation in making the most of new systems, as well as the rolling out of new devices across the CPS, modernising equipment and laying the foundations for greater digital innovation. We have made advances in the utilisation of digital multimedia evidence in partnership with the police, as well as enhancing digital platforms and managing the need to interface effectively with the cross-criminal justice system Common Platform.

The CPS, being part of a much larger criminal justice system, needs to ensure our strategic partnerships are supporting work at all levels. We have created a strategic partnerships framework to underpin and guide our work going forward and laid the foundations for supporting relationship building, with training scheduled for 2022-23. We have also rigorously engaged with key stakeholders in Parliament, helping to provide operational insights into our work and ensure that these feature in key discussions in Westminster.

We have added to our capacity in terms of setting up much needed functions to support long term work, including a research function that will assist with ensuring research is of the appropriate standard and is always relevant to our aims. In addition, a new function looking at long term trends will provide insights for areas across the CPS and has already delivered a project on productivity for Human Resources.

The CPS is of course fundamentally concerned with fair and independent prosecutions and this inevitably means casework quality is a central tenet of our work. Under this aim, we have seen major deliverables across a range of complex and challenging work areas. Improving our work on rape and serious sexual offence cases has been an absolute priority, guided by the recommendations of the Joint National Action Plan and the Rape Review. We have launched Operation Soteria in partnership with the police to pilot a new approach into investigating

and dealing with rape and serious sexual offence cases. We have also prioritised work on early investigative advice and on offender-centric approaches. This area of work remains an absolute priority and will be built upon in 2022-23.

Major strides have also been made on developing and implementing a new Charging Model between the CPS and the police, which will assist with prioritisation, as well as on more effective case progression to ensure high quality casework is maintained, whilst allowing cases to progress in a timely manner. Furthermore, our Changing Nature of Crime Review has informed the move to create a new Serious Economic, Organised Crime and International Directorate to better support work in this vital and volatile area.

Our work on public confidence incorporates key priorities, including those which build upon areas of work mentioned above, in particular the treatment of victims and witnesses. The experiences of victims and witnesses in relation to rape and serious sexual offence has been a key area of focus and this year we launched our digital walkthrough to help guide people through the process and to support them as their case progresses.

We have also been appraising our victims and witnesses work more widely and have made improvements to our existing communications, while undertaking research into the user-needs of those we communicate with, in order to better understand what they need from the service going forward. The CPS has also sought to reach more audiences, as seen through our new digital strategy, and to ensure we are taking on lessons and insights from the diverse communities we serve, including through numerous Community Accountability Forums.

Performance summary

To monitor delivery against our strategic aims outlined in CPS 2025, we identified a range of success measures. This section summarises our performance against the key measures during 2021-22.

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

Casework is at the heart of the CPS' role and its quality and progress are essential to fair and independent prosecutions. During 2021-22, we piloted and agreed a new Charging Model with the police that prioritises higher threat and harm cases, whilst focusing on submission quality and timeliness of charging decisions.

November 2021 saw the introduction of Criminal Justice System Scorecards, drawing on data held by the Ministry of Justice, the CPS and the Home Office. The scorecards will measure progress against key criminal justice priority areas (e.g. improving timeliness, improving victim engagement), as well as metrics on volume and quality at each stage of the system.

Improving the handling of rape and serious sexual offences cases is a fundamental priority. In February 2022, we published the Rape Strategy Update, providing an overview of the work we have undertaken since publishing our Rape and Serious Sexual Offences Strategy. We have launched a wide-ranging Joint National Action Plan and have established Operation Soteria, an ambitious pilot to test offender-centric approaches. We have also prioritised the recruitment and training of specialist prosecutors to consider and review rape and serious sexual offence cases.

Across all cases, getting disclosure right is vital for public confidence in the criminal justice system. This year we launched the third phase of our National Disclosure Improvement Plan, which sets out our continued commitment to improve the way we handle disclosure. The guidelines represent a significant shift in the culture around handling unused material; ensuring investigators and prosecutors adopt a proactive approach to disclosure at an early stage in a case.

The COVID-19 pandemic continues to have an impact on the CPS leading to variations in performance. For example, during 2020-21, reduced court capacity because of the pandemic, led to more resources being allocated to charging decisions. However, the ongoing recovery from the pandemic in 2021-22 has resulted in increased caseloads and Areas having to flex their resources to service the requirements of this additional caseload whilst servicing the requirement of their charging caseload.

| Success Measure | 2021-22 | 2020-21 |
|---|---------|--------------------|
| Proportion of all charging decisions that are completed on time | 70.4% | 78.6% |
| Proportion of magistrates' court cases dropped at 3 rd or subsequent hearing | 26.4% | 25.4% |
| Proportion of Judge directions that are complied with on time | 95.1% | 94.4% |
| Proportion of guilty pleas at first hearing | 67.5% | 70.8% ¹ |

The CPS recognises the complexity and challenges in ensuring the public retains confidence in both the service and the wider criminal justice system. This requires us to deliver both the independent and fair prosecutions that the public expect of us, as well as a service that treats victims and defendants properly.

During 2021-22, we have focused on improving our understanding of the needs of victims and witnesses, including commissioning a victims' needs assessment to inform how we communicate. We have also continued to reach out to our diverse communities through our Inclusion and Community Engagement Strategy. We have developed a range of resources to provide information on our work and to help the public understand our role and trust the decisions we make.

Data on public confidence in the CPS is not available from the Office for National Statistics' Crime Survey for England and Wales (CSEW) in 2021-22 as the relevant question was removed from the survey. The following data has been taken from other independent research, which rated the CPS' reputation as a score from 1 to 100 and shows a slight reduction from the previous year.

| Success Measure | 2021 | 2020 |
|---|------|------|
| Proportion of the public who agree with "I am confident that the CPS is effective at prosecuting people accused of a crime" | 59.3 | 61.5 |

Our people are our greatest asset. The Civil Service People Survey, which looks at civil servants' attitudes to, and experience of, working in government departments is the principal measure of staff engagement and wellbeing. Many of our results this year were similar to or slightly down from the previous year, reflecting the impact of the pandemic and ongoing operational recovery. Our Employee Engagement Index (EEI) fell to 69%, but this remains the second highest EEI

1 Method of calculation revised in 2021-22. 2020-21 figure updated to reflect new methodology.

recorded by the CPS since the survey began in 2009. The percentage response rate also fell slightly from 70% to 69%, however due to an increase in staff, the number of colleagues who completed the survey was the highest in five years.

We recognise the continued pressures that our people are experiencing, and we will continue to take steps to improve the employee experience for everyone at the CPS.

We are constantly striving to find new ways to develop our wellbeing offer. This year we have procured the Thrive app for a further year to support our workforce, as well as launching our 'Take 5' campaign to encourage regular, sensible breaks throughout the day.

| Success Measure | 2021 | 2020 |
|---|------|------|
| Proportion of staff who agree with "the people in my team genuinely care about my wellbeing" | 73% | 74% |
| Proportion of staff who agree with "I believe the actions of my Chief Crown Prosecutor, Deputy Chief Crown Prosecutor, Area Business Manager, or Head of Directorate or Division are consistent with the CPS' values" | 68% | 71% |

Our values remain critical to the way in which we lead and manage across the CPS. After a significant increase last year in the proportion of staff perceiving their senior managers to act consistently with the CPS values, there has been a reduction of three percentage points this year. We will focus on further work to develop a leadership framework in 2022-23 to provide a clear vision and underpin the necessary leadership behaviours.

Workforce inclusion is an essential element of our Inclusion and Community Engagement (ICE) strategy. This year we refreshed our 'Towards Social Mobility' plan and achieved 26th place in the Social Mobility Index. Following our 'Count me in' campaign, we have seen small increases in declared representation across protected characteristics.

| Diversity of our people | 2021-22 | Civil Service (2020) |
|--|---------|----------------------|
| Proportion of all staff who are female | 67% | 53.8% |
| Proportion of all staff who are declared Black, Asian, or Minority Ethnic background | 21% | 13.2% |
| Proportion of all staff who are declared disabled | 15% | 12.8% |
| Proportion of all staff who are declared lesbian, gay, bisexual or other | 5% | 4.9% |

Source: CPS data, Civil Service Diversity and Inclusion Dashboard.

In February 2022 we launched Hybrid Working, which will blend working in offices, at court and from home, depending on the needs of the organisation, an individual's role, and personal circumstances. It is an open and flexible system based upon three principles: attending with purpose; focused on wellbeing; and collaboration being key.

The CPS is committed to an ambitious programme of digital projects that enhance our capability, release capacity and protect our vital role in the criminal justice system. This includes a programme to enhance the current CPS data platform to build a Future Management Information System (FMIS). This will provide the capability to aggregate data sources drawn from across the CPS, enabling new business insights and better, faster decision making.

We have developed our capacity for internal delivery of digital solutions, and now have a suite of 24 apps receiving around 30,000 hits daily by internal and external users. These enable functions from managing international casework to colleague recognition programmes and awards for excellence.

We have continued to ensure the security of our systems, striving for continual improvements to data protection and user accountability. A review of access to our main Case Management System (CMS) has resulted in more stringent controls and we have delivered mandatory data protection training for all staff.

We continue to work with our partners on the digitisation of information and processes to transform the criminal justice system. We have a number of key cross-criminal justice system initiatives to ensure cases and information can be shared securely and efficiently with our partners, as well as initiatives to manage multimedia evidence across the justice system.

| Success Measure | 2021-22 | 2020-21 |
|---|----------------|----------------|
| Proportion of Investigative Authorities submitting at least one type of multimedia evidence digitally | 47 of 48 (98%) | 43 of 48 (90%) |

In light of the impact of the pandemic, the CPS and HM Courts and Tribunals Service (HMCTS) jointly reviewed our plans to replace our existing case management systems with a common digital platform. A joint decision was made for the CPS to retain our case management systems and develop a series of interfaces to the Common Platform. This approach allows us to maximise the benefits and opportunities of working collaboratively while reducing the challenges and barriers associated with large-scale redevelopment and migration.

Performance analysis

This section provides a summary of the CPS' performance against our CPS 2025 strategic aims and outcomes, most of which comes from the delivery of the Business Plan 2021-22. It is important to review and reflect on the achievements and progress made under these key change projects as they will ultimately drive improvements across our key performance metrics.

1. Our people

Support for the success and wellbeing of our people enables everyone to thrive.

Against a backdrop of operational recovery as a result of the pandemic and the need to support the cross-criminal justice system strategy for rape cases, our key focus has been to ensure that the CPS has the right people available at the right time to deliver high quality casework outcomes. To reflect organisational policies as well as recruiting and inducting people into Rape and Serious Sexual Offences (RASSO) units, a new wellbeing support package has been developed to support our teams dealing with the most sensitive topics.

We have developed our hybrid working principles, enabling us to balance flexibility and operational need. Recognising that virtual working is not always the best environment for collaboration and wellbeing, we have ensured our estate is fit to support hybrid working and opening up building capacity back to 100%.

The Civil Service People Survey 2021 was completed by the highest number of people within the CPS in five years. Given the backdrop of the ongoing pandemic and operational recovery, which continued to dominate much of 2021-22, the CPS Employee Engagement Index (EEI) decreased by one percentage point to 69%. This remains the second highest EEI recorded since the survey began in 2009 and, for the third successive year, remains three percentage points ahead of the Civil Service People Survey benchmark, which sat at 66%.

All parts of our workforce are diverse and inclusive

Workforce inclusion is an essential element of our Inclusion and Community Engagement (ICE) strategy, which was launched in September 2021 and informs our understanding of the steps needed to represent the communities we serve. We have achieved 26th place in the Social Mobility Index, an improvement by 29 places, demonstrating our commitment to being an inclusive employer.

Our 'Towards Social Mobility' plan has been refreshed to align with our ICE strategy, covering 2021-2025. The overarching aims are to provide a picture of the socio-economic status of our workforce across all professions and functions, to identify and remove barriers to attraction, retention and career progression.

To ensure our recruitment processes remain inclusive and help the CPS to attract the best talent, we have used different methods to recruit candidates. Attraction and marketing strategies through commercial partners combined with working with our Area Business Manager (ABM) leads has further improved the recruitment process for national campaigns and associated processes. As of 31 March 2022, we achieved a 3.1% vacancy rate against a target of less than 4%, with a vacancy rate of 2.2% for our Senior Crown Prosecutor grade.

The ‘Count me in’ campaign raised awareness among colleagues around the benefits of declaration and the ability to disclose their equality information on an ongoing basis. We have seen a small increase in representation rates in both the wider workforce and at senior levels, and representation across each protected characteristic remains at or higher than the Civil Service average.

Table 1 – Success Measure: Diversity of our staff

| | 2021-22 | | 2020-21 | |
|-----------|---------|------|---------|------|
| | Gender | | Gender | |
| | Female | Male | Female | Male |
| All Staff | 67% | 33% | 66% | 34% |
| Grade 6/7 | 62% | 38% | 60% | 40% |
| SCS | 59% | 41% | 59% | 41% |

| | 2021-22 | | 2020-21 | |
|-----------|----------------------------------|-------|----------------------------------|-------|
| | Ethnicity | | Ethnicity | |
| | Black, Asian and minority ethnic | White | Black, Asian and minority ethnic | White |
| All Staff | 21% | 79% | 21% | 79% |
| Grade 6/7 | 20% | 80% | 19% | 81% |
| SCS | 10% | 90% | 9% | 91% |

| | 2021-22 | | 2020-21 | |
|-----------|------------|--------------|------------|--------------|
| | Disability | | Disability | |
| | Disabled | Not disabled | Disabled | Not disabled |
| All Staff | 15% | 85% | 14% | 86% |
| Grade 6/7 | 14% | 86% | 13% | 87% |
| SCS | 12% | 88% | 9% | 91% |

| | 2021-22 | | 2020-21 | |
|-----------|----------------------------------|-----------------------|----------------------------------|-----------------------|
| | Sexual Orientation | | Sexual Orientation | |
| | Lesbian, gay, bisexual and other | Heterosexual/straight | Lesbian, gay, bisexual and other | Heterosexual/straight |
| All Staff | 5% | 95% | 5% | 95% |
| Grade 6/7 | 4% | 96% | 5% | 95% |
| SCS | 6% | 94% | 4% | 96% |

Source – Staff declarations on CPS HR system as at Q4 2021-22. Figures for Ethnicity, Disability and Sexual Orientation are expressed as a percentage of those staff who made a declaration.

Our people have the skills and tools they need to succeed

Hybrid Working, launched in February 2022, marked a new approach for the CPS, blending working in offices, at court and from home, depending on the needs of the organisation, role, and personal circumstances. It is an open and flexible system designed to support people to make the best decisions about where they work based upon three principles: attending with purpose; focused on wellbeing; and collaboration being key.

We have a comprehensive training offer at the CPS, and at the heart is the practical Manager Induction course, which is supplemented with a programme of learning for aspiring and experienced managers. A critical success has been the focus upon remote and distance management during and post-pandemic, with a broad range of accessible learning supporting the challenges and opportunities of managing a hybrid model of working.

Research was undertaken to understand how productivity was measured and its relevance to employee experience and business demands. The findings informed the People and Change Committee's considerations on performance management in January 2022 and led them to identify priorities for 2022-23 around updating guidance and supporting focused all-year-round performance conversations.

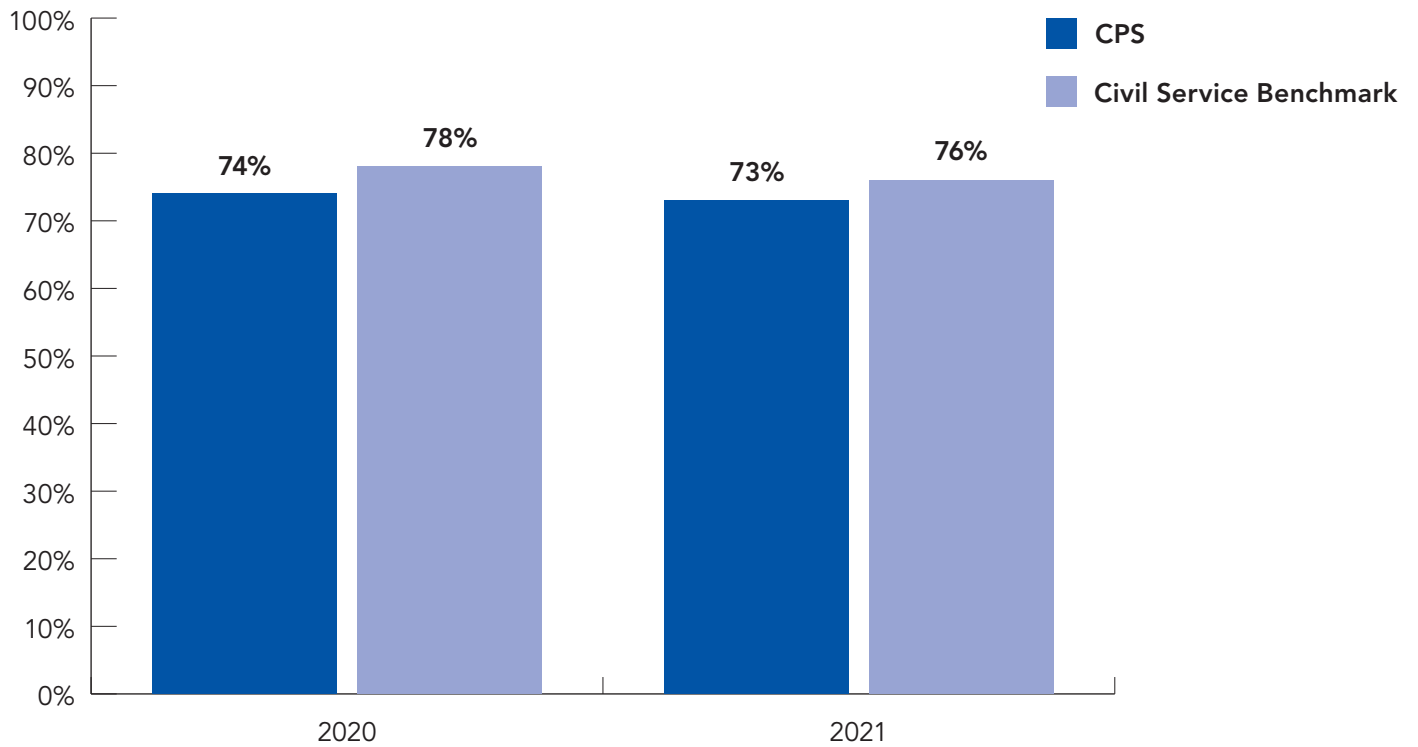
Our supportive culture promotes wellbeing

We have procured the Thrive app for an additional year as both a preventative and a supportive tool for staff's mental health, which includes psychologist support. We also procured our Employee Assistance Programme/Occupational Health service through a new supplier in January and the EAP service is embedding well.

The 'Take 5' wellbeing campaign is also encouraging people to take regular, sensible breaks throughout the day to support mental, physical and social wellbeing. Hybrid working and a return to more of a physical office presence will also support social wellbeing and we run activities for staff to encourage social connections.

Health checks were suspended throughout the lockdown period and we are liaising with our Employee Assistance Programme to establish a new health check offer. In addition, the Mental Health Awareness for Line Managers course, which was rolled out over the last two years, is still available as part of the induction process for new managers and as a support tool for any existing managers that missed out on the initial training.

Table 2 – Success Measure: % of staff who agree with “The people in my team genuinely care about my wellbeing”



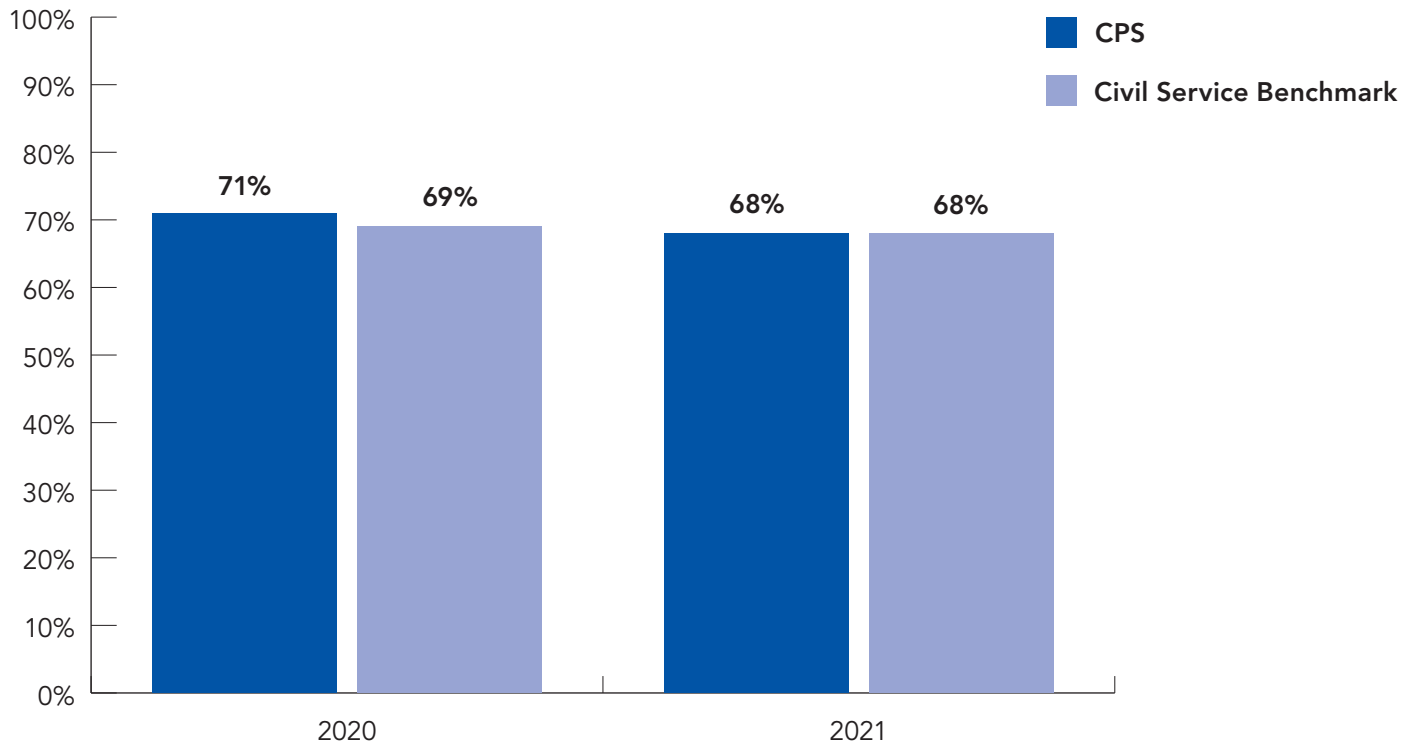
Source: People Survey 2020 and 2021 <https://www.cps.gov.uk/publication/civil-service-people-survey-reports>

Our people lead with our values

Our values remain critical to the way in which we lead and manage across the CPS, and influence and work across the wider criminal justice system. The way in which we lead with our values has been evidenced through how we collaborate, listen and engage with our people to shape the culture of the CPS. Development of the hybrid working principles was an excellent example of engaging our people at all levels of the organisation, truly listening and developing the CPS as an organisation which provides an environment where everyone can thrive.

There is more to do and we will focus on further work to develop a leadership framework in 2022-23, which will provide a clear vision and charter to underpin the leadership behaviours, skills and development to be demonstrated at each step of the career journey from aspiring manager to director. The approach to developing the framework will assist leadership conversations at all levels across the CPS.

Table 3 – Success Measure: % of staff who agree with “I believe the actions of my Chief Crown Prosecutor, Deputy Chief Crown Prosecutor, Area Business Manager or Head of Directorate or Division are consistent with the CPS’ values”



Source: People Survey 2020 and 2021 <https://www.cps.gov.uk/publication/civil-service-people-survey-reports>

2. Digital capability

Our investment in digital capability helps us adapt to the rapidly changing nature of crime and improve the way justice is done

The CPS remains committed to an ambitious programme of digital projects and, critically, we continue work to ensure the security of our systems.

As an organisation, we recognise the advantages of better and earlier data-driven insights and have been progressing the implementation of systems and platforms that make the most of our information. Better data, analysis and insights will ultimately mean decision-makers will have more real-time information at their disposal than ever before.

We have also benefitted from continued digital innovation, driven by our increasing capabilities in providing tailored apps and platforms. We recognise the holistic value of innovation, with improved tools and functions being made available across the CPS, from casework to our staff awards.

We remain absolutely committed to investing in digital capability so that our work on the digitisation of information and processes, including with our partners in the criminal justice system, is transformative. Our prioritisation of this will enable cases and information to be shared securely and efficiently, supporting better outcomes and the progression of fair and independent prosecutions.

We have confidence in the security of our systems

Demonstrating that our systems are secure and that data subjects – both internal and external – can rely on their integrity is essential in maintaining public confidence in the CPS.

All new and existing risks are regularly reviewed by a multi-disciplinary group to ensure that they are treated holistically and that remedial action is promptly identified and undertaken. We also work closely with the National Technical Authorities, the Government Security Group, and other members of the criminal justice system to recognise and address cyberattacks.

A review of access to our main case management system has resulted in more stringent controls, and refinements to our Movers/Leavers Policy will ensure enhanced application of the 'Need to know' principle. Additional resources provided across the business also allow more regular checks as to how staff are applying their individual permissions, thereby ensuring greater accountability.

Mandatory data protection training for all staff, together with bespoke sessions for our senior staff and those with specific security or data roles, have further reinforced the personal responsibility we all have for maintaining the security of our systems. Our examination of the data we hold – particularly in shared drives – has allowed us to simplify our approach and reduce the amount of legacy data.

We use data to drive change

The CPS Performance and Success Measure reporting for internal and external stakeholder reviews is now processed and presented via a modern analytical service hosted in the CPS data cloud platform. Our data cloud platform has continued to provide improvements to the timeliness and accuracy of our data via increased automation of the extraction and processing of casework and application data.

The data, system and business process changes delivered to date have laid the foundations for our Modern Analytics Platform. A programme is underway to enhance our current data platform to build a Future Management Information System (FMIS). The FMIS will provide the capability to aggregate data sources drawn from across the CPS. This will enable the discovery of new business insights by providing staff access to powerful, self-service analytical and enterprise tools that drive better, faster decision making.

The CPS Analytical Network was set up to build a community that can enhance analytical expertise and make the CPS a truly data-driven organisation. The network has promoted the 10DU Data Masterclass training, with over 100 staff joining the course in November 2021 to learn the value of data. A quarterly, analytical newsletter also highlights analytical developments both internally and across government, along with 'lunch and learn' sessions.

We innovate, including with emerging technology

To support our ambition and vision, we are now transitioning into scaled internal delivery of digital solutions, using our Digital Platform hosted in Azure and Application Development platform (OutSystems). We now have a suite of 24 apps that have been developed internally receiving around 30,000 hits daily by internal and external users. These enable a range of functions from supporting the management of international casework and tracking individual quality assessments, through to colleague recognition programmes and staff awards. We have also cemented our internal capability to develop, test, release, and support application development at scale.

A particularly exciting tool, which we have now prototyped and which has entered development, will support reviewing lawyers to manage materials that come in from the police. It will enable lawyers to access and navigate around the documents quickly and to easily undertake searches across all documents in a case. This will enable staff to get to grips with the case more rapidly and isolate specific information for redaction, delivering efficiencies on casework progression while retaining the importance of human decision making.

We are proactive in investing in our digital capability

We have continued working with the police to improve how we share case materials between our organisations by introducing more digitisation of information via the Digital Case File. Development is well-progressed, and the system will launch as soon as the first police supplier has completed development on their side.

In light of the impact the pandemic has placed on the criminal justice system, the CPS and HM Courts and Tribunals Service jointly reviewed our plans to replace our existing case management systems with a common digital platform. A joint decision was made for the CPS to retain our case management systems and, instead of the capabilities being rebuilt into Common Platform, develop a series of interfaces. This approach allows us to maximise working collaboratively, effectively share case material and improve case progression, while reducing the challenges and barriers associated with large-scale redevelopment and migration.

We have continued to work with police forces to agree consistency of the user interfaces for multimedia sharing capability. This includes preparation for joint sign-off for photographic principles, Memorandum of Understanding and large file sharing capability. Work with Police Digital Services to agree national standards for phone download, extraction of material, review and criminal justice system sharing is also in progress. This year with the police we also jointly released multimedia processes for the clipping of material to the relevant evidential, unused and rebuttable presumption selections and redaction requirements. This will continue to be reviewed in 2022-23.

To support hybrid working, we have created a new Modern Workplace team who are working with third party providers to explore hybrid working challenges. We have also expanded our use of Microsoft Teams through equipping meeting rooms, have embarked upon a radical transformation of end user device management, and are exploring new and innovative technologies to support our future ways of working.

We have implemented a full end-to-end learning management solution for all CPS staff. Integrated into our complete cloud HR suite, this allows employees to access learning opportunities alongside all other HR functions. Through self-service, both optional development and mandatory learning is managed and tracked, providing robust management information and giving staff better insights into meeting business objectives.

We have also established our Central Operational Training Team to provide training on operational processes and procedures. This complements the bespoke training provision legal professionals receive from the Central Legal Training Team and the wider leadership and management training delivered by Learning and Development.

Table 4 – Success Measure: Number of partners who share multimedia evidence with us on digital systems

| Period | Q1 2020-21 | Q2 2020-21 | Q3 2020-21 | Q4 2020-21 | Q1 2021-22 | Q2 2021-22 | Q3 2021-22 | Q4 2021-22 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Forces/ Investigative Authorities | 48 | 48 | 48 | 48 | 48 | 48 | 48 | 48 |
| Submitting at least one type of multimedia evidence digitally | 42 | 42 | 44 | 43 | 47 | 47 | 47 | 47 |
| Submitting Body Worn Video digitally | 23 | 42 | 44 | 44 | 44 | 46 | 47 | 47 |
| Submitting Achieving Best Evidence digitally | 16 | 39 | 41 | 41 | 41 | 42 | 44 | 44 |
| Submitting CCTV digitally | 18 | 40 | 43 | 43 | 43 | 43 | 45 | 45 |
| Submitting 999 calls digitally | 18 | 41 | 42 | 42 | 42 | 44 | 46 | 46 |
| Submitting other types of multimedia evidence digitally | 18 | 23 | 26 | 26 | 26 | 34 | 34 | 34 |

3. Strategic partnerships

The CPS is a leading voice in cross-government strategies and international cooperation to transform the criminal justice system

The CPS is a critical organisation in the criminal justice system and must work effectively and efficiently with a range of key partners. This requires creating and developing the essential capabilities, skills and relationships that allow us to deliver fair and independent prosecutions.

We must ensure that we are supplementing our operational knowledge and performance with long term futures thinking and high-quality research products. This year we have been building capacity in these functions so that critical insights can be fed in to planning early and decisions informed as much as possible by key evidence.

Utilising operational knowledge, research and insights so that they support improvements across the system both requires and supports the development of important relationships. Over the past year we have focused on how we can be more consistent in our strategic partnership work and on ensuring we have the skills and tools necessary to build the partnerships that can tackle some of the most complex and entrenched issues we face.

We have also invested time this year in ensuring the CPS’ operational expertise has been fully available to parliamentarians so that policy development and legislation is informed by our insights. As such, our efforts this year have focused on both high-profile engagements in Westminster, as well as on ensuring our role is understood as firmly as possible through direct contact with parliamentarians.

We lead on futures thinking to understand issues across the criminal justice system

This year we have made establishing futures thinking within the CPS a priority, designing and recruiting new futures and strategic research functions within the CPS. Working with colleagues across the organisation and the wider criminal justice system, these new functions are helping us incorporate new insights into our decision-making and strategic planning in the CPS.

This was particularly valuable in our planning for the 2021 Comprehensive Spending Review, where the futures function worked closely with senior leaders across the CPS and criminal justice system to develop a compelling and ambitious plan for the CPS over the next three years and beyond. Using our futures insights and a comprehensive evidence base we developed a strong plan for the medium-term in the CPS, with the resources to deliver it.

We also developed a strategic research plan for the organisation, to be delivered by the new research team. This plan covers a range of key research priorities for the organisation, setting out a detailed plan for delivery over the next 12 months and beyond. This plan is designed to target some of the key outcomes from CPS 2025 and will help us achieve them. We have also for the first time published our Areas of Research Interest, as a guide for those wishing to collaborate with the CPS on research.

We influence change across the criminal justice system through trusted relationships

The development and direction of the Government's Criminal Justice national and local scorecards has been influenced by key CPS insights, helping to ensure they are a practical tool that criminal justice system partners at a national and local level can collectively use to identify issues and work collaboratively.

This year we have continued to be an active player in cross-criminal justice system governance arrangements that are driving progress in achieving the ambitions of the Government's Rape Review and broader priorities for criminal justice system recovery and reform.

We have also focused on developing the organisational infrastructure (the processes, structures and skills) to ensure that the CPS is consistently an influential and outcomes-focused partner within the criminal justice system. Building on the recommendations of several independent reviews of CPS relationship management, we have designed and developed a corporate programme to build capability across the organisation, supported by a suite of online support resources for those who frequently engage with external partners. We have also built strong relationships with the NPCC Strategic Hub, which has informed and supported successful involvement in national policing events with police chiefs and their Police and Crime Commissioners. Our aim is to build on these successes by developing a wider suite of joint thematic activity, modelled on the collaborative approach adopted by the Joint National Action Plan.

We advise Parliamentarians and Ministers on the operational implications of law and policy

Given our role in the criminal justice system, the CPS has an important responsibility to advise parliamentarians and ministers on the operational implications of law and policy proposals that impact criminal justice, making sure that any future changes assist in prosecuting cases effectively and efficiently.

Over the past year, we have delivered a programme of activities with key parliamentarians intended to explain the role and general function of the CPS as well as our policy and operational responses to priority issues. This has included MP roundtables on rape and serious sexual offences and economic crime, one-to-one meetings between senior officials including Chief Crown Prosecutors and MPs in their Areas, and new shadowing opportunities for members on the Justice and Home Affairs select committees to learn more about our work and hear from frontline prosecutors. We have also worked closely with parliamentary select committees, providing written and oral evidence to inquiries on COVID-19 and the criminal law, fraud and the justice system, and the investigation and prosecution of rape cases.

We have also welcomed the opportunity to take part in the Law Commission’s public consultation on its fourteenth programme of law reform, where members of staff across the CPS contributed a wide variety of innovative project ideas and we submitted a list of strong, evidence-based proposals that we continue to work with the Law Commission in developing.

4. Casework quality

CPS legal expertise, casework quality and collaboration across the criminal justice system keep the public safer

Casework is at the heart of the CPS’ role and its quality and progress are essential to fair and independent prosecutions. It remains a challenging time for the CPS as we deliver improvements at the same time as addressing continued backlogs caused by the pandemic. Nevertheless, we have worked closely with our criminal justice system partners, especially the police, to deliver key changes.

We have relentlessly focused on efforts to tackle issues relating to cases concerning rape and serious sexual offences (RASSO). This has involved extensive joint working with partners in the criminal justice system and the launch of an ambitious pilot to test offender-centric approaches. We have also been prioritising the recruitment and training of specialist prosecutors. Improvements to the handling of RASSO cases remain a fundamental priority for the CPS and changes delivered in 2021-22 will enable further improvements in 2022-23

Case progression remains a focal point of our plans and 2021-22 saw key improvements utilised in our Case Management Systems that will allow us to identify areas for improvement as well as provide key data for CPS Areas to help drive up file quality.

We have also piloted and agreed a new Charging Model with the police that prioritises higher threat and harm cases, whilst focusing on the quality of the file submission from policing to the CPS and then on the timeliness of charging decisions arising.

November 2021 saw the introduction of Criminal Justice System Scorecards, drawing on data held by the Ministry of Justice, the CPS and the Home Office. The scorecards will measure progress against key criminal justice priority areas (e.g. improving timeliness, improving victim engagement), as well as metrics on volume and quality at each stage of the system. The scorecards can be found at: <https://criminal-justice-scorecard.justice.gov.uk/>

The right person is prosecuted for the right offence

Getting disclosure right remains of paramount importance to the CPS and it is vital for public confidence in the criminal justice system. In July, we launched the third phase of our National Disclosure Improvement Plan, which sets out our continued joint commitment to improve the way we handle disclosure – a key aspect to this is ensuring compliance with the updated Attorney General’s Guidelines on Disclosure.

The guidelines represent a significant shift in the culture around handling unused material, ensuring investigators and prosecutors adopt a proactive approach to disclosure at an early stage in a case. This means that more unused material is provided to prosecutors at the pre-charge stage to ensure its impact can be taken into account in any decision to charge.

In October, we held a National Disclosure Week for prosecutors and investigators that delivered a series of training seminars to over 2,300 participants and updated the Disclosure Manual, which is the primary guidance for prosecutors and investigators on disclosure.

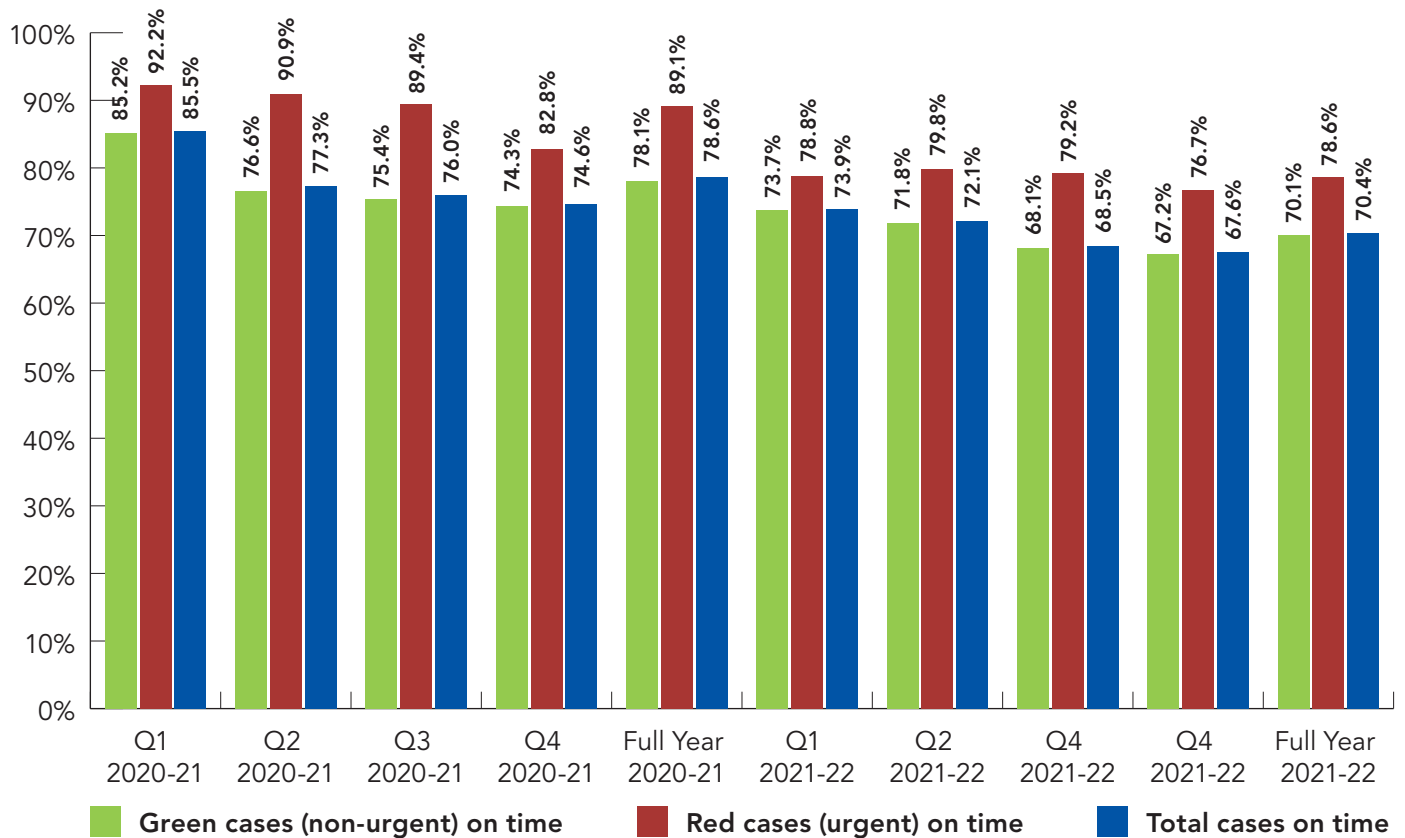
Cases are progressed in a timely manner

Following a review of the previous National File Quality Assessment process, and in order to align with the changes brought about by the Director’s Guidance on Charging (6th Edition) (DG6), a new joint DG (Charging) Assessment tool was launched on our Case Management System in October 2021.

This model captures compliance with DG6 on anticipated contested cases (NGAP). It will enable us to identify key themes and issues relating to file submissions, identify where improvements can be made, and provide valuable data to support local joint discussion and action.

In November, the new prosecution team structure (renamed joint operational improvement meeting) was revised. This standardises and formalises the local relationship between police and the CPS and ensures that the focus is on identifying joint areas for improvement and agreeing actions to drive improvement in casework quality. Any complex issues that could impact on national operational practice are escalated to the CPS-police Joint Operational Improvement Board (JOIB). All Areas had implemented the structure by the end of January 2022 and the process is still bedding-in. This will be reviewed in the second quarter of 2022-23.

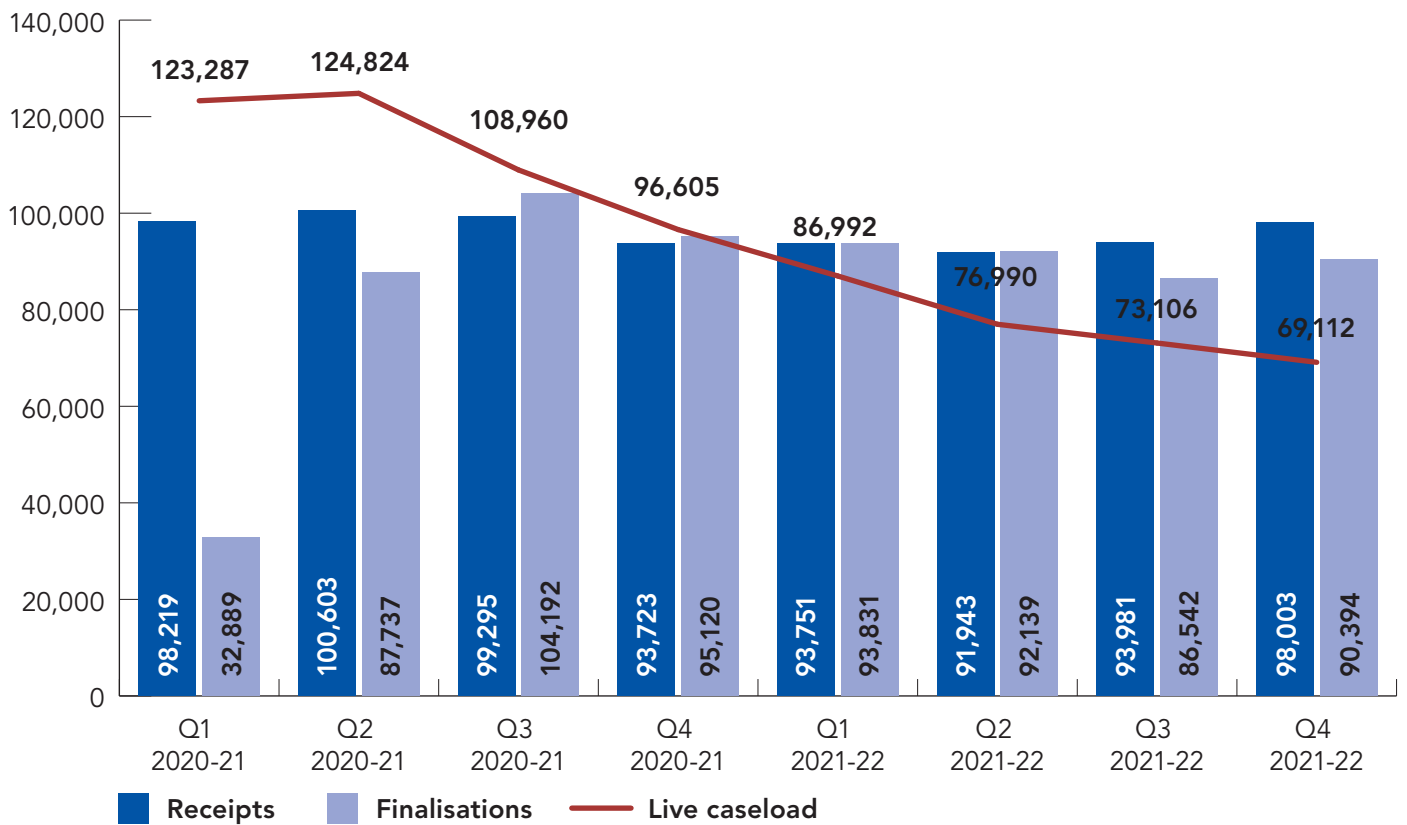
Table 5 – Success Measure: % of charging decisions completed on time



The proportion of charging decisions completed on time has continued to decrease during 2021-22. This is due to ongoing high caseload numbers following the closure of courts in the initial stages of the COVID-19 pandemic. These cases require ongoing resource input, which therefore impacts on overall timeliness. The Interim Charging Protocol, introduced in 2020-21, continues to ensure priority is given to serious cases that involved higher risk of threat or harm.

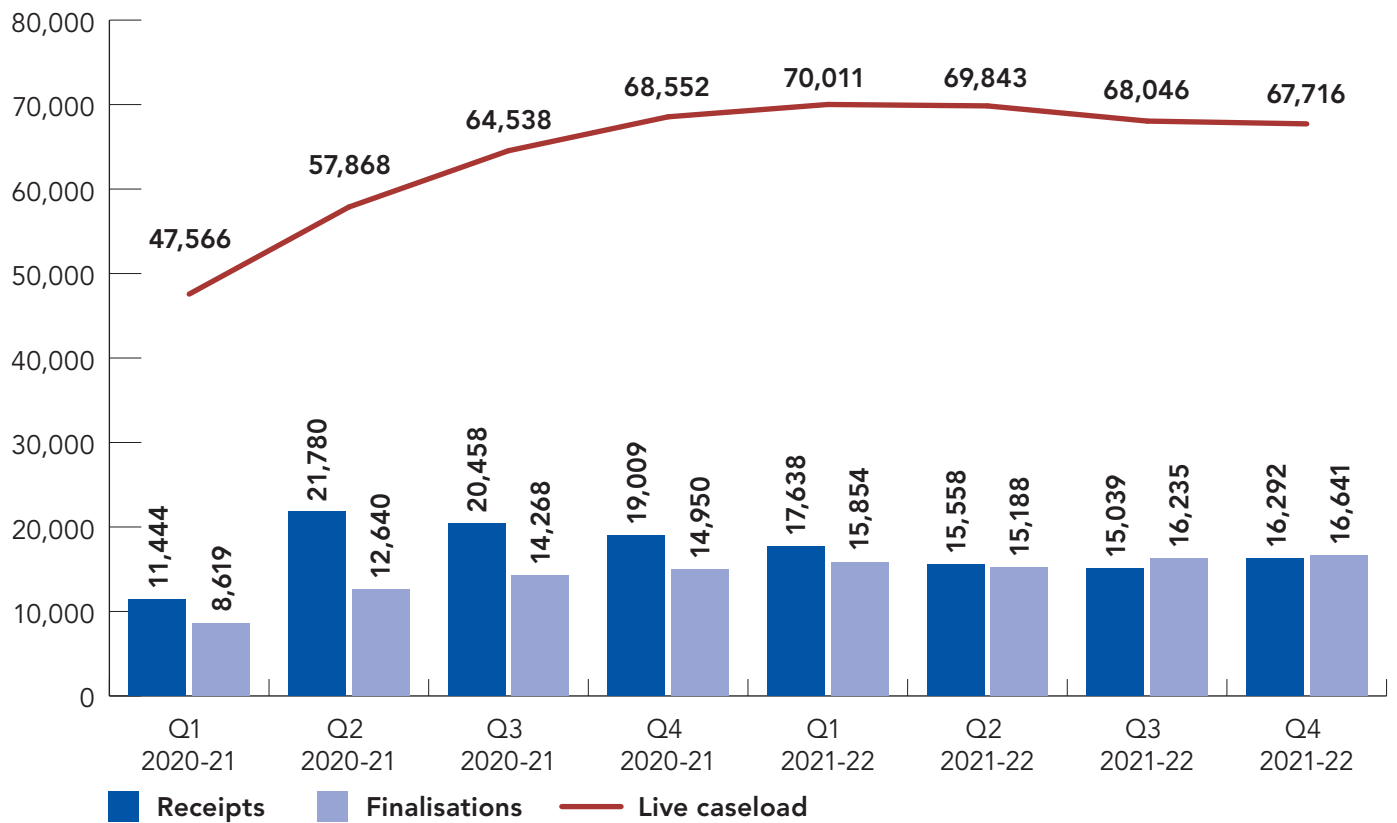
In the magistrates’ courts, caseloads have been decreasing steadily during the year, and have now recovered to 17% above pre-pandemic levels. A return to previous levels is expected by the end of summer 2022.

Table 6 – Magistrates’ court caseloads



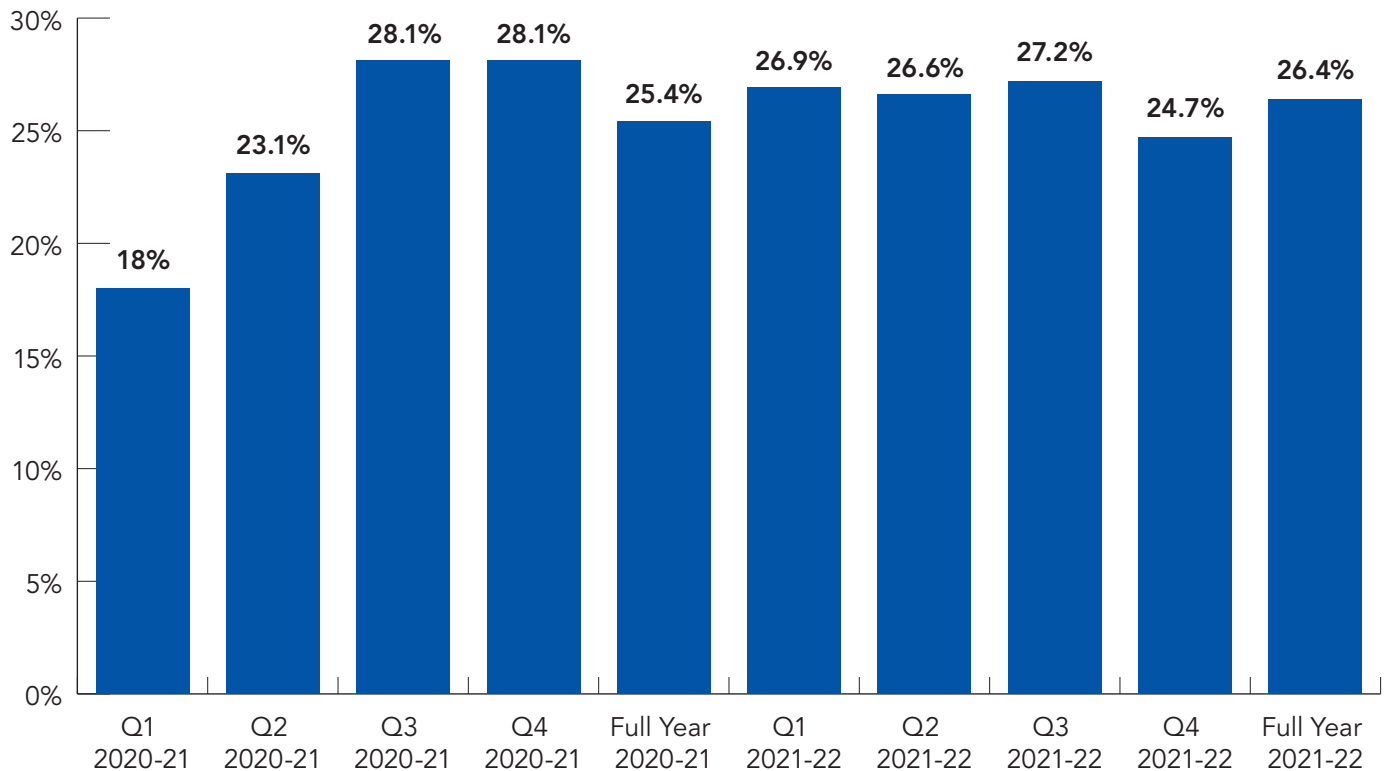
Recovery of Crown Court caseloads remains in its early stages, with caseloads now at 53% above pre-pandemic levels. There is further variation in caseloads between CPS Areas, with cross-circuit listing being employed to help address this by moving cases to other Areas.

Table 7 – Crown Court caseloads



The CPS has a responsibility to continually review cases and take account of any change in circumstances. If the prosecutor considers that the case no longer meets the evidential or public interest test of the Code for Crown Prosecutors then it is their duty to drop the case. If a prosecution is to be dropped it is fairer and more efficient to drop it at the earliest opportunity. The following table shows the proportion of dropped cases that were not dropped until the third or subsequent hearing. Dropped cases includes those discontinued in advance of the hearing, where the CPS offered no evidence, those withdrawn at court, and cases where the defendant was bound over to keep the peace.

Table 8 – Success Measure: % of Magistrates Court cases dropped at 3rd or subsequent hearing



The percentage of cases dropped at third or subsequent hearing saw a sharp drop in Q1 2020-21 to 18.0% rising to 28.1% in Q4 2020-21 and has been on a falling trend since to 24.7% in Q4 2021-22. This reflects changes in listing during the period, with the introduction of social distancing measures and fewer cases being listed. The number of hearings per case has risen throughout the period as cases were increasingly triaged and case-managed before being listed for trial, resulting in more hearings before a case was dropped. This has seen an increasing percentage of cases being discontinued, as prosecution was no longer sustainable due to increased witness attrition. As social distance restrictions have eased courts have started to increase throughput and the number of triage hearings has declined. This is resulting in a decrease in the rate as the criminal justice system moves back to standard ways of working.

Cases are dealt with effectively

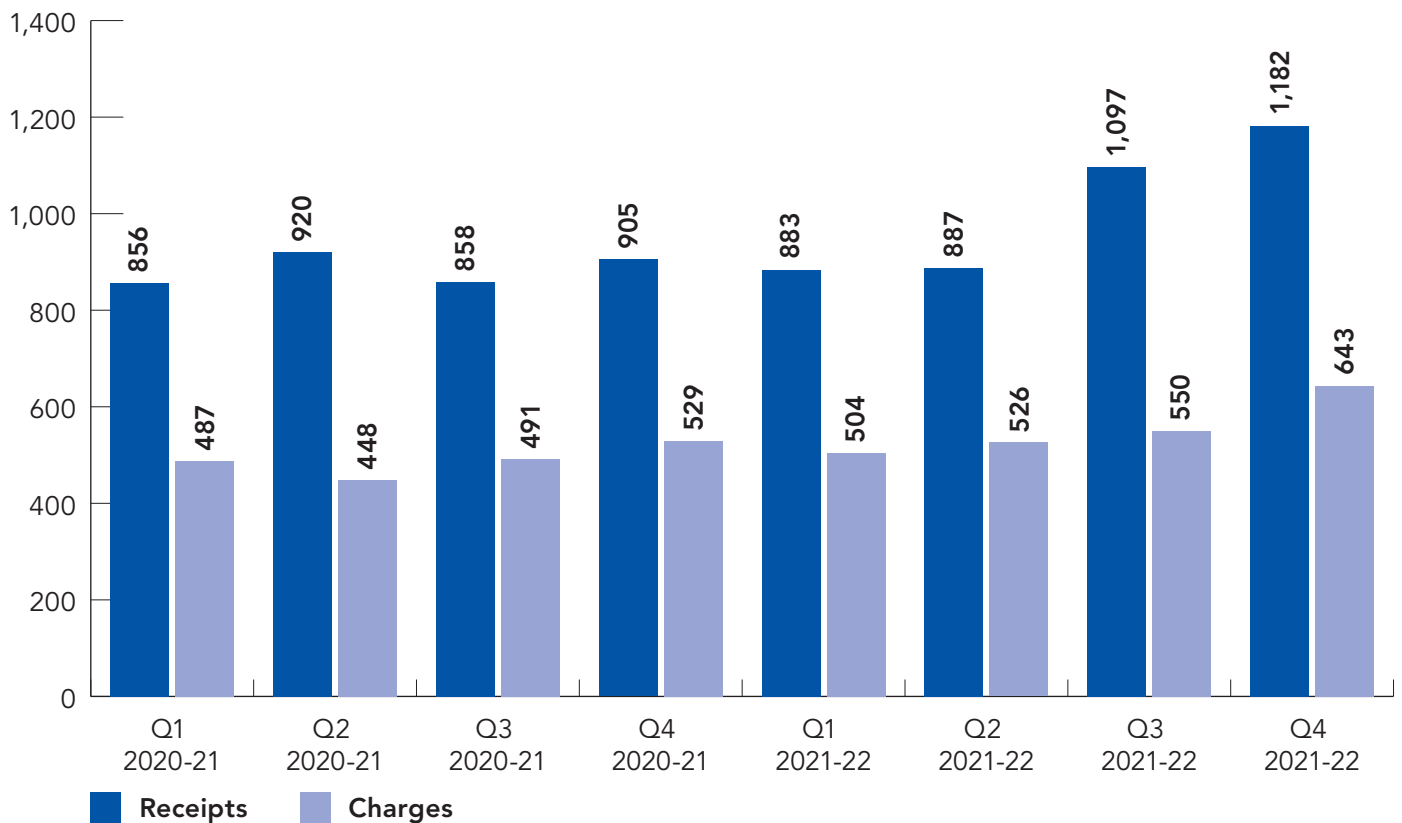
We are committed to delivering and implementing our commitments under Rape and Serious Sexual Offences Strategy (RASSO 2025). In February 2022, the CPS published the Rape Strategy Update. It provides an overview of the work we have undertaken since the publication of our RASSO 2025 Strategy, affirming our ambition to build on this foundation and to make significant year-on-year increases in the number of rape cases we bring to court.

Close joint working between the police and prosecutors is key to driving up the number of successful prosecutions. We have launched a wide-ranging Joint National Action Plan and have established Operation Soteria. This takes an offender-centric approach, which means looking closely at the actions of the suspect before, during and after the alleged assault, so that their behaviour is the focus of the investigation. This joint work will provide the foundation for a new operating model for how we manage these complex changes.

All rape and serious sexual offences cases referred to the CPS are handled by highly trained prosecutors working in specialist units. Having the right number of prosecutors and frontline CPS staff is critical to ensuring delivery against this strategy. In the last year, we have successfully recruited 532 new members of staff into the CPS across a mix of roles to contribute to efficiency and resilience, and provided 115 more prosecutors with specialist training so that they can now consider and review RASSO cases.

We are now seeing increases in the number of referrals of rape cases and charges. Since the last quarter of 2020-21, receipts of rape cases have increased by 31% and charges for rape have increased by 22%.

Table 9 – Rape receipts and charges



After extensive piloting in seven police forces and five CPS Areas and evaluation of that activity, a new charging model approach was agreed between the NPCC and the CPS in August 2021. The approach prioritises higher threat and harm cases whilst focusing on the quality of the file submission from policing to the CPS and then on the timeliness of charging decisions arising.

The new model will also contribute to CPS aims regarding digital capability, as it is predicated on digital submissions that will improve the efficiency and effectiveness of the charging activity, supporting overall case progression ambitions. It involves strategic partnership working with the police through joint leadership by the NPCC charging lead and the nominated CPS Director of Legal Services. Ultimately the model will contribute to casework quality through file pre-conditions and improved communications between investigators and prosecutors and greater public confidence through more timely decision making.

The CPS 2025 Advocacy Strategy, launched in March 2021, describes what we expect of our advocates and how we will support them to develop the expertise and behaviours needed to be exceptional.

Much has been delivered in the past 12 months, including the introduction of a new Crown Advocate Framework, publication of the CPS Briefing Principles and Diversity & Inclusion Statement for the Bar, extension of the CPS Advocate Panel to include solicitor agents, and launch of development pathways for advocates aspiring to become Crown Advocates or Treasury Counsel.

The Domestic Abuse Steering Group was established to oversee the delivery of our ambitious domestic abuse programme and ensure policy changes translate into operational change. The programme is underpinned by a commitment to prioritise joint working and increase the volume and quality of domestic abuse prosecutions.

Our domestic abuse policy statement articulates our commitment to tackling domestic abuse and the challenges associated with prosecuting this crime. We have also refreshed our domestic abuse legal guidance, which has become more practical and streamlined, and includes legal updates that incorporate relevant case law and strengthened sections on victim support. It ensures protective orders and risk management are fully considered. Following consultation with stakeholders across sectors to challenge common misconceptions, a new myths and stereotypes section has also been developed.

We have worked across the criminal justice system and with the third sector to implement a domestic abuse best practice framework for use in all magistrates' courts. This encourages effective case handling and holistic support for victims.

A training review has been undertaken, with strategic priorities identified for delivery in the new business year. New training modules will include: the application of legislation and case building relating to non-fatal strangulation; stalking or harassment and controlling and coercive behaviour; and victim voice and victim trauma work in relation to domestic abuse.

Table 10 – Success Measure: % of Judge directions that are complied with on time

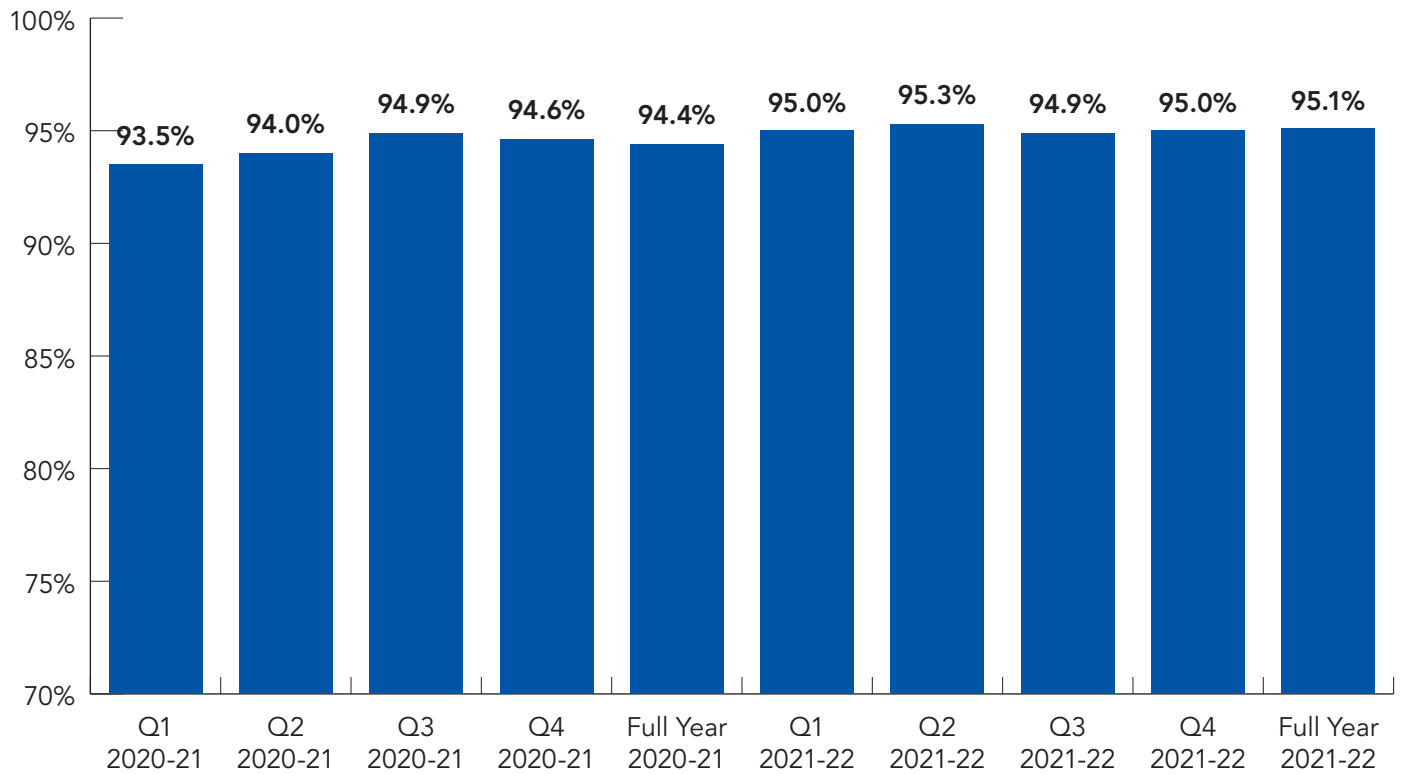
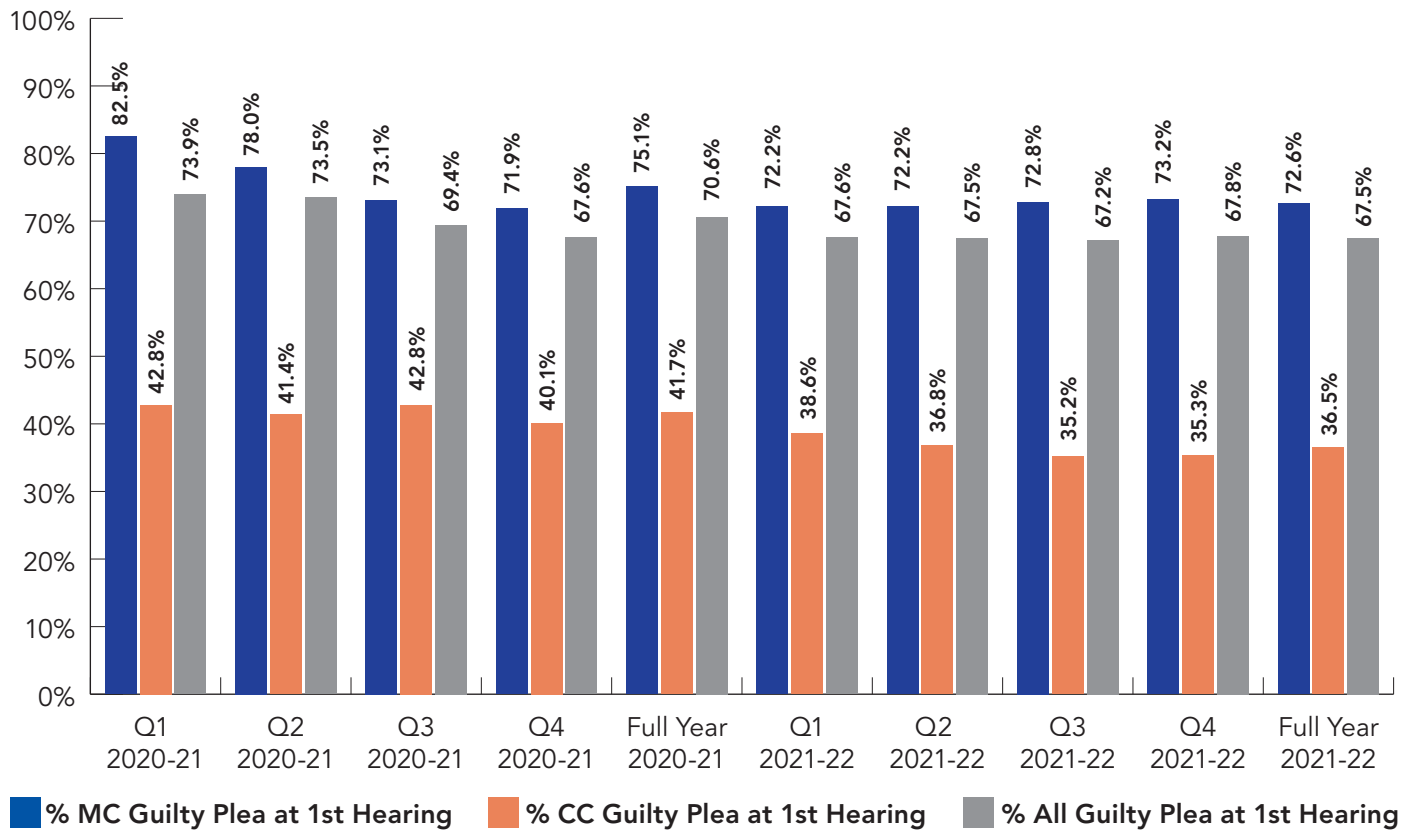


Table 11 – Success Measure: % of guilty pleas at first hearing



Guilty pleas at first hearing are expressed as a percentage of all guilty pleas.

The quality of our casework is enhanced through partnership working

The Changing Nature of Crime Review has been progressed at pace and led to the development, management and evolution of a robust project management framework. As a result, the new Serious Economic, Organised Crime and International Directorate (SEOCID) was launched on schedule on 1 April 2022.

In the past year, we have embedded Operation Soteria into five pathfinder CPS Areas, working in partnership with policing colleagues to drive reform to ensure an offender-centric approach in investigating and prosecuting rape cases. In January 2022, we expanded Operation Soteria into London North, to enable a full pan-London approach complementing a Metropolitan police deep dive, and bringing the total to six Areas. Following further expansion in April 2022, three new CPS Areas have now been invited to participate in Operation Soteria, piloting innovative measures in our response to rape prosecutions. This means nine CPS Areas, over half of all CPS Areas, are now taking part in Operation Soteria.

Operation Soteria sits alongside the CPS and police's Joint National Action Plan (JNAP). Published in January 2021, the JNAP delivers a wide-ranging programme of work to address issues including case progression, building the strongest possible cases from the outset and accelerating the time taken to bring them to court.

5. Public confidence

We work with partners to serve victims and witnesses and uphold the rights of defendants in a way that is fair and understood by all communities

We recognise the complexity and challenges in ensuring the wider public retains confidence in both our organisation and the wider criminal justice system. This requires us to deliver both the independent and fair prosecutions that the public expect of us, as well as a service that treats victims and defendants properly.

In order to best serve victims and witnesses, we have focused on improving our understanding and evidence base. This has included greater use of research into how the CPS communicates with victims and what they need and expect from us. We have worked with victim groups and experts to inform better guidance, sought to pin-point attrition points in the system and identify how we can best support victims.

We have continued to reach out to our diverse communities through our Inclusion and Community Engagement Strategy and a range of different engagement and events. The insights we gain allow us to feed into live projects as well as help identify new areas for us to reflect on and where to take action.

We also recognise that more needs to be done to communicate the vital role the CPS plays in the criminal justice system. The more people understand what we do, why and how, the more they will value and have confidence in the CPS. Over the past year, we have focused on taking a more consistent approach to our public communications and have reached more and more audiences.

Victims and witnesses have a fair experience interacting with us, regardless of outcome

Last year, the CPS commissioned a victims' needs assessment by an independent external research agency in recognition of the fact that how we communicate with victims is currently not meeting their needs. This is the first time we have commissioned research of this kind, and it has

been informed by input from support services, statutory partners and practitioners and, crucially, victims themselves.

Our internal victims' hub went live in December 2021 and compiles a range of guidance for staff, including on Witness Care Unit correspondence, Section 28 (option to pre-record evidence in advance for vulnerable complainants and witnesses, including children), intermediaries and other special measures. We have refreshed our Victim Communication and Liaison letters that are sent out to victims when a significant decision has been made on a case, designed with cross-organisational input.

In October 2021, we published a 'Guide for Victims of Rape and Serious Sexual Offences' on the CPS website to explain what rights victims have, how we make charging decisions, what happens at the various hearings in the courts and what support is available to help victims give their best evidence, including special measures.

We have also developed a National Framework and national minimum standards for Independent Sexual Violence Advisers (ISVA), striving to improve the support available to victims of rape and serious sexual offences. This has been informed by insights from ISVAs, ISVA services, the police and support services.

Last year, we published substantially updated legal guidance on RASSO, following extensive consultation with experts and victim groups. Key changes in the guidance, its first full revision since 2012, include: updated sections on the impact of trauma, specifically the impact on memory, behaviour and demeanour; an offender-centric approach; and reasonable lines of enquiry, including digital data.

In addition to the victim's guide mentioned above, the police and the CPS jointly developed a rape data analytics tool to act as a 'proof of concept' that rape data can be joined across the criminal justice system for the first time. The tool provides insights into attrition points and where improvements can be made to support victims and ultimately increase the number of RASSO cases that progress through the criminal justice system.

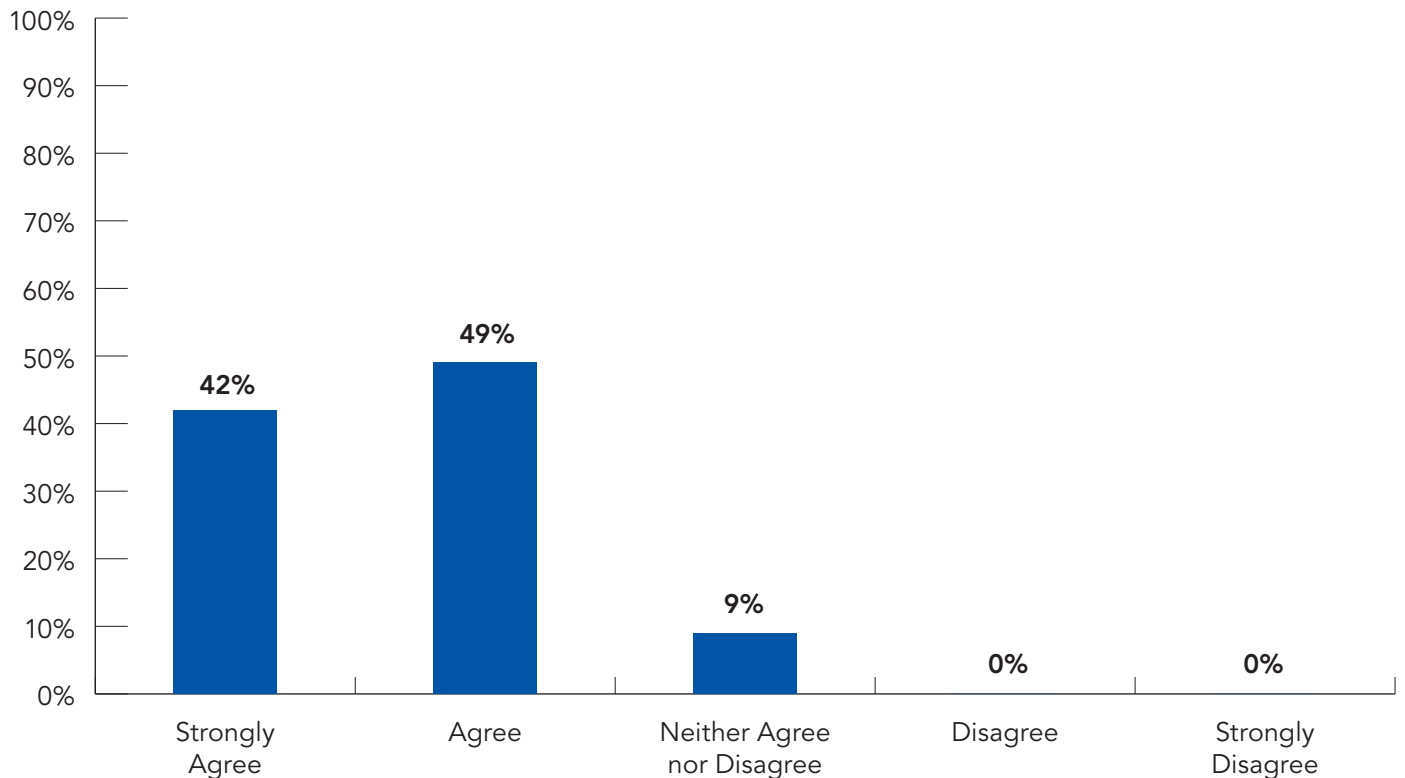
We understand how best to serve our diverse communities

The new 2025 Inclusion and Community Engagement strategy, which is jointly led by the Director of Strategy and Policy and the Chief People Officer, was launched in September 2021 and sets out how we can be our very best and achieve our core purpose – delivering justice through fair and independent prosecutions in line with our public sector equality duties.

We have well established community engagement mechanisms in place at national and local level. These include our National Community Accountability Forum (CAF), External Consultation Groups, local Scrutiny Involvement Panels and Community Conversations facilitated by Chief Crown Prosecutors and listening exercises. These have covered topics on economic crime, hate crime, public sexual harassment and drill music. This enables us to hear directly from our communities about issues that matter to them, informs the development of guidance and best practice and enables our communities to scrutinise CPS decision making.

In addition to our existing community engagement initiatives and casework scrutiny panels, we have been working closely with academic partners to analyse our data for any evidence of disproportionality in our decision making. The findings of this research will inform work we will be driving forward, including as part of our defendants' strategy.

Table 12 – Success Measure: % of community panel members who agree with “The CPS responds to our feedback”



Responses recorded at panels in Wales, London North, London South, North West, South West and West Midlands Q2 2021-22.

We are a leading voice in ensuring defendants are treated fairly by the CPS

Our commitment to ensuring that the right person is prosecuted for the right offence and protecting the rights of suspects and defendants underpins the development of our CPS Defendants: Fairness for All Strategy 2025. This strategy will represent a clear articulation of the role that the CPS plays in contributing to a fair and just system that prosecutes wrongdoing whilst enabling those who may face additional barriers or with additional needs to participate fully in the criminal justice process.

We know that there are some areas where suspects and defendants may face particular challenges when involved in the criminal justice system and in this strategy we focus on three areas: mental health, youth justice and the proportionality of our decision making. The defendants' strategy will set out our high-level vision, with an action plan in place to set out the work we will undertake to deliver our objectives.

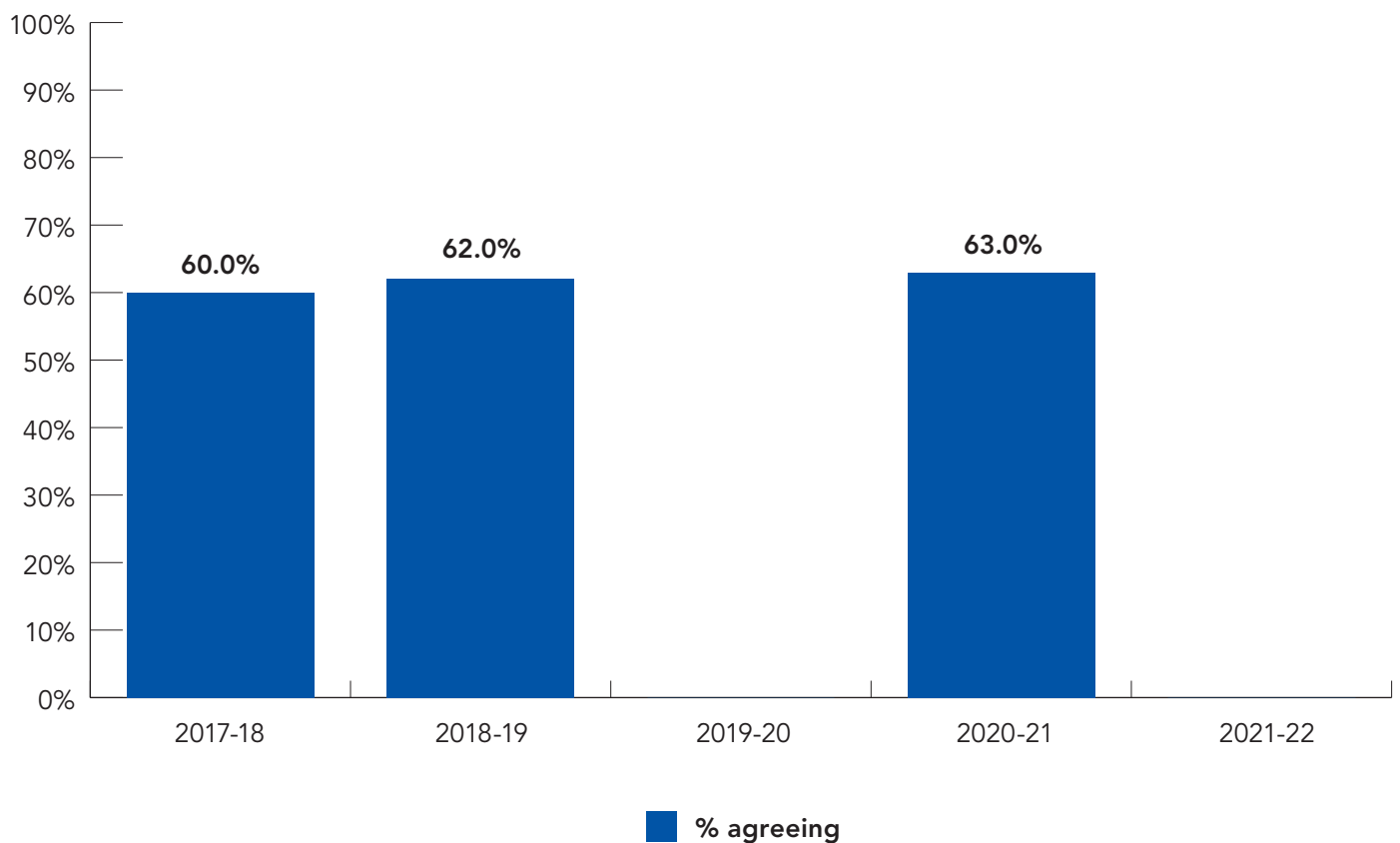
The public understand our value

It is important for the public to understand our role and trust the decisions we make. Our focus this year has been on providing clear and accessible information highlighting our work on the issues that matter most to people. We have developed a range of digital and hard-copy resources that explain who we are and how we make our decisions, which supports work with victims, witnesses and communities as part of our outreach work.

We have expanded our digital capability and social media presence to reach key audiences. We launched the CPS Instagram account, with our posts seen more than 1.2 million times in the five months since launch. Working with partners on shared priorities is central to our digital strategy; our collaboration with Chelsea Football Club on tackling hate crime attracted 879,000 views – the highest organic reach on Instagram Reels of any government account.

We have prioritised work to build confidence in the criminal justice system’s efforts to improve our service to victims of violence against women and girls. This has been wide ranging, from increasing transparency on performance data, to partnering with campaigner Gina Miller and award-winning podcast The Guilty Feminist to explain the law on upskirting.

Table 13 – Success Measure: % of the public who agree with “I am confident that the CPS is effective at prosecuting people accused of committing a crime”



Source – Office for National Statistics: Crime Survey for England and Wales (CSEW). Data from CSEW is not available for 2019-20 and 2021-22 as the relevant question was removed from the survey for those years. For 2019-20 and 2021-22, other independent research was 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
- 61.5 in quarter 4 of 2020
- 59.3 in quarter 4 of 2021.

Financial review

Introduction

The CPS receives the majority of its resources in the form of Parliamentary funding through the Estimate process. This is supplemented by income, relating predominantly to awards of costs made against convicted defendants and to the Asset Recovery Incentivisation Scheme. The CPS is accountable to Parliament for how it uses these funds and must work within the control totals that Parliament sets. The CPS' net funding for 2021-22, as voted by Parliament, was £663 million.

This Financial Review explains the budgetary framework within which the CPS operates and sets out how the CPS has performed against its control totals.

Public sector budgeting framework

Like all government departments, the CPS is subject to spending controls set by Parliament and administered by the Treasury. Forward looking spending plans are set through Spending Reviews, which set the level of resources available to departments over the term of the review. Specific control totals for the current financial year are then confirmed through Estimates, which are voted on by Parliament. There are two Estimate publications during the financial year: in May the Main Estimate sets the initial budgets for the year, whilst in February the Supplementary Estimate allows for adjustments to be made and confirms the final budgets against which outturn will be measured. If outturn exceeds the controls voted by Parliament, then this results in an Excess Vote.

Budgets are divided into a number of headings. Firstly, they are categorised under either **Departmental Expenditure Limits (DEL)** or **Annually Managed Expenditure (AME)**. DEL budgets are set in Spending Reviews and cover the majority of government income and spending. AME budgets apply to more volatile or demand-led areas of income and spending, as determined by Treasury. Some categories of expenditure are automatically treated as AME, including movements in provisions and some types of impairment.

All DEL and AME budgets can be further classified as either **Resource** or **Capital**. Resource budgets include most day-to-day income and spending, including delivery of public services, running costs of public sector bodies, and revenue earned. Capital budgets include investment activities, such as purchase and disposal of property, plant and equipment, intangible assets, and some financial assets. Additionally, payment of capital grants and some research and development expenditure is treated as Capital.

Resource DEL budgets are also divided into **Programme** and **Administration** budgets. Programme refers to income and spending that relates directly to delivery of departmental objectives and front-line services. All other income and spending is treated as Administration, which covers administrative functions and other overheads. In order to maximise spending on front-line services, departments are set limits on Administration spend. These limits are not voted on by Parliament, but are still treated as control totals with any breach resulting in an Excess Vote. Resource AME budgets are always treated as Programme.

Departments are also set a limit on **Net Cash Requirement**. This is the cash funding requirement arising from Resource and Capital budgets, together with planned movements in working capital. It is effectively the maximum amount of Parliamentary funding that the department can draw down, and breaching this limit results in an Excess Vote.

Control totals are set on a net basis – there are no separate controls on income and expenditure and, subject to Treasury approvals on the retention of income, additional income can be offset against additional expenditure.

A further control on spending is that budgets for depreciation and impairment of assets are treated as ring-fenced. These elements of Resource DEL budgets may not be used for other spending without Treasury approval. However, the ring-fence is not a control voted on by Parliament.

The following are further terms within the budgetary framework:

- **Non-budget** – Amounts that fall outside the budgetary framework, such as the impact of Prior Period Adjustments.
- **Non-voted** – Funding that is not voted on by Parliament, such as National Insurance funding.
- **Total DEL (TDEL)** – The total of Resource DEL and Capital DEL, less depreciation and impairment. This is a measure of overall DEL spending, adjusted to avoid double counting the impact of capital investment in current expenditure.

Outturn against 2021-22 financial control totals

The table below shows the CPS' performance against our 2021-22 control totals, as agreed by Parliament in the Supplementary Estimate. Further detail on these figures is shown in the Statement of Outturn against Parliamentary Supply and the related notes on pages 95 to 99.

| | Estimate | Outturn | Variance |
|---------------------------------------|----------------|----------------|---------------|
| | £000 | £000 | £000 |
| Resource DEL (excluding depreciation) | 633,318 | 611,890 | 21,428 |
| Depreciation | 17,380 | 16,122 | 1,258 |
| Resource DEL | 650,698 | 628,012 | 22,686 |
| Of which administration | 40,043 | 29,982 | 10,061 |
| Resource AME | 5,950 | (1,003) | 6,953 |
| Capital DEL | 6,205 | 2,678 | 3,527 |
| Capital AME | 500 | (1,734) | 2,234 |

There were no breaches of control totals and our Resource DEL underspend has significantly decreased when compared with the 2020-21 underspend. We are confident that our future spending plans will continue to utilise a high proportion of our budget without the risk of a breach.

Significant variances between Estimate and outturn are discussed below.

Significant variances between Estimate and outturn

At the start of the year we estimate our costs for each budget type and we monitor against these throughout the year. Explanations for the underspends between Estimate and outturn were as follows:

Resource DEL (£000):

Estimate 650,698 Outturn 628,012

Resource spending (RDEL) is money that is spent on day-to-day resources and administration costs. It includes the hire of agents; prosecution costs; costs of confiscating the proceeds of crime; capacity building in the criminal justice system; support of voluntary sector organisations within the criminal justice system; and depreciation. The RDEL funding is shown net of income, including that arising from costs awarded to the CPS in court or received through the Recovered Assets Incentivisation Scheme.

The majority of our spend goes towards our internal workforce, in particular Legal and Frontline pay. Together with the cost of the highly valued work undertaken on behalf of the CPS by the external Bar and spend towards supporting victims and witnesses attending court, this accounts for over 75% of CPS expenditure.

The Resource DEL underspend of £22.7m is mainly due to lower prosecution and associated costs than expected and some of our IT projects slipping into the following year. As a result, a small underspend in depreciation was also noted. In addition to Crown Court sitting days being lower than anticipated, there were a number of instances where cases listed for a hearing did not proceed as planned. Both these factors contributed to prosecution spend being lower than expected.

Resource AME (£000):

Estimate 5,950 Outturn (1,003)

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. Following a reduction in income in the early stages of the pandemic, income levels have continued to recover through 2021-22, with a corresponding increase in receivables to near pre-pandemic levels. This resulted in the loss allowance increasing in year by £0.2m.

However, this small increase was offset by the writing back of a number of provisions for both legal cases and dilapidations that are no longer required, as well as by the utilisation of provisions used in year. This resulted in a large underspend.

Capital DEL (£000):

Estimate 6,205 Outturn 2,678

The underspend relates to the anticipated capital required for the recognition of right-of-use assets relating to new leases no longer being required due to the associated leases slipping from 2021-22 into 2022-23.

Capital AME (£000):

Estimate 500 Outturn (1,743)

In 2021-22 the CPS adopted IFRS 16 – Leases. The new standard requires an estimate of any dilapidations liability to be capitalised as part of the corresponding right-of-use asset value. Existing dilapidations provisions were incorporated into right-of-use asset values as an opening balance adjustment on 1 April 2021. Thereafter, any movements in the year in respect of these provisions scores against the Capital AME budget. As the overall estimate of these provisions reduced during the year, this resulted in a negative outturn against Capital AME and therefore an underspend.

Net Cash Requirement (£000):

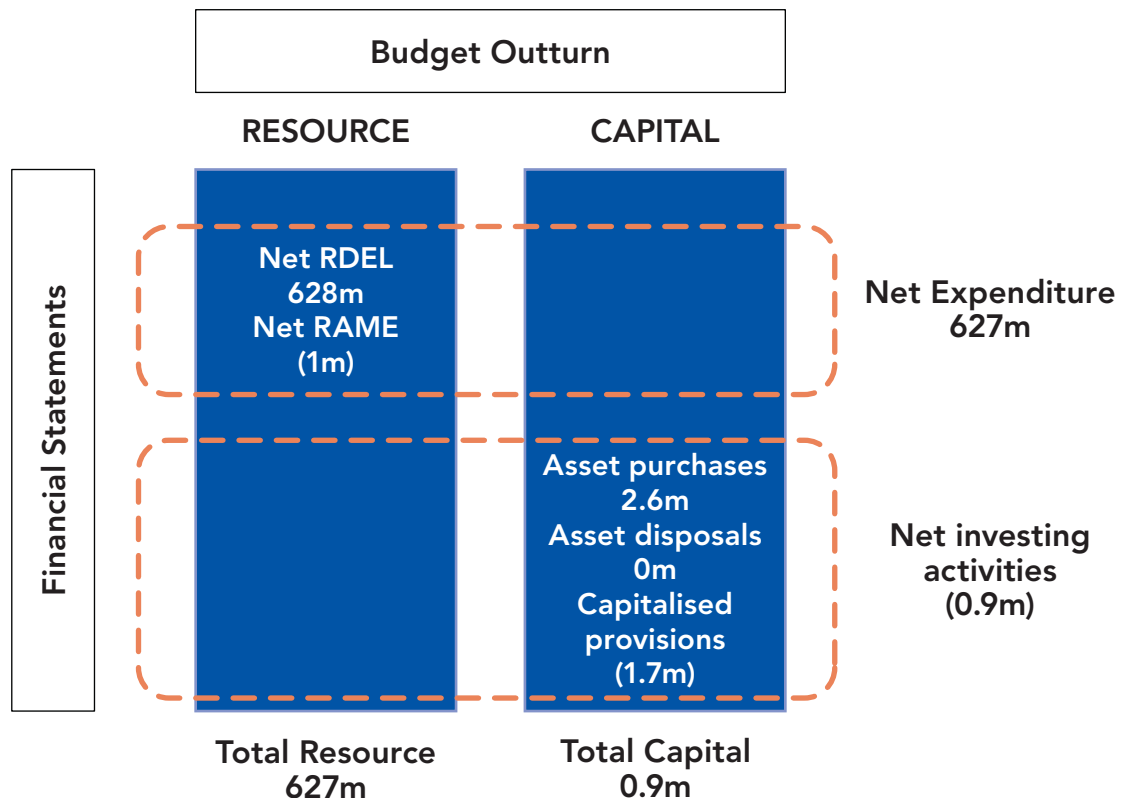
Estimate 639,523 Outturn 633,672

The £6m variance was mainly as a result of the RDEL underspend offset by movements in working capital.

Reconciliation of budget outturn to financial statements

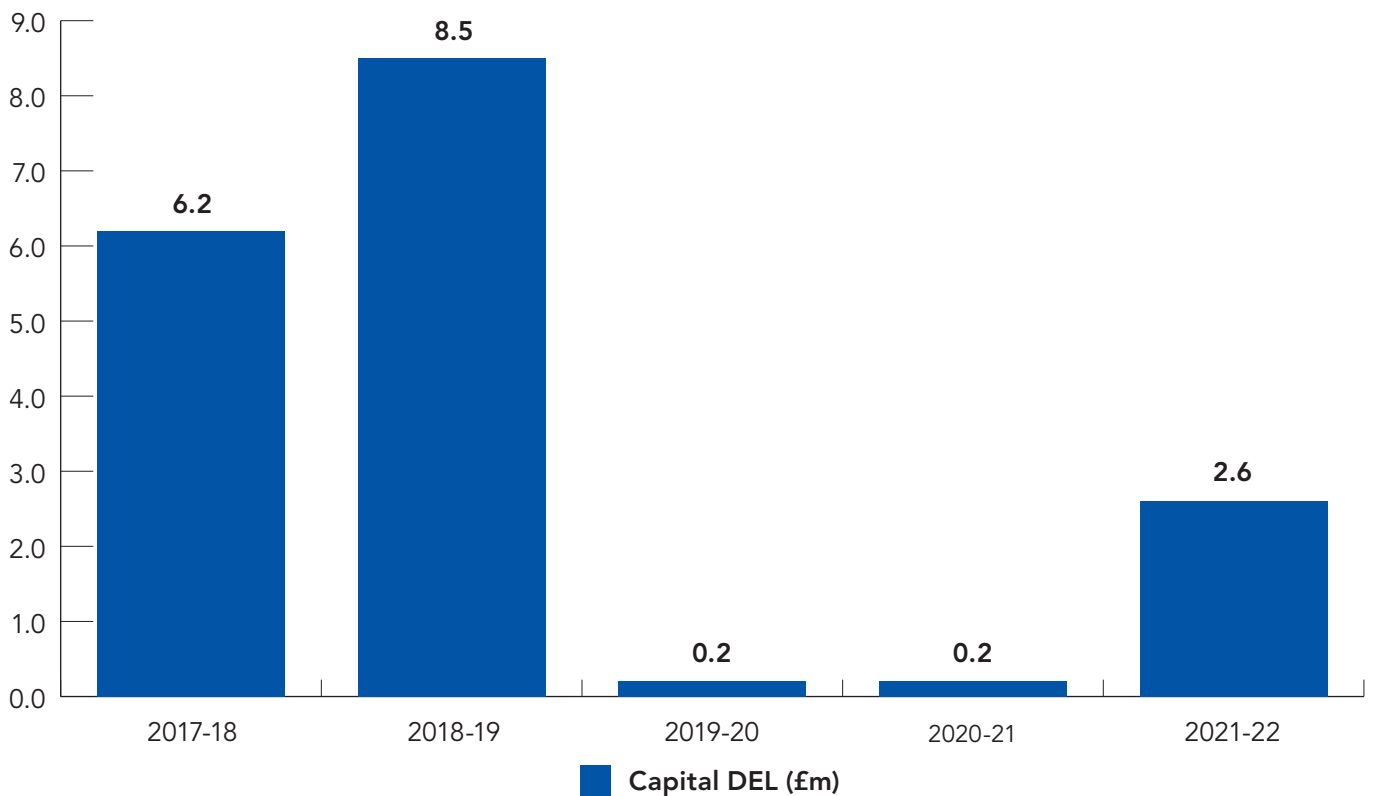
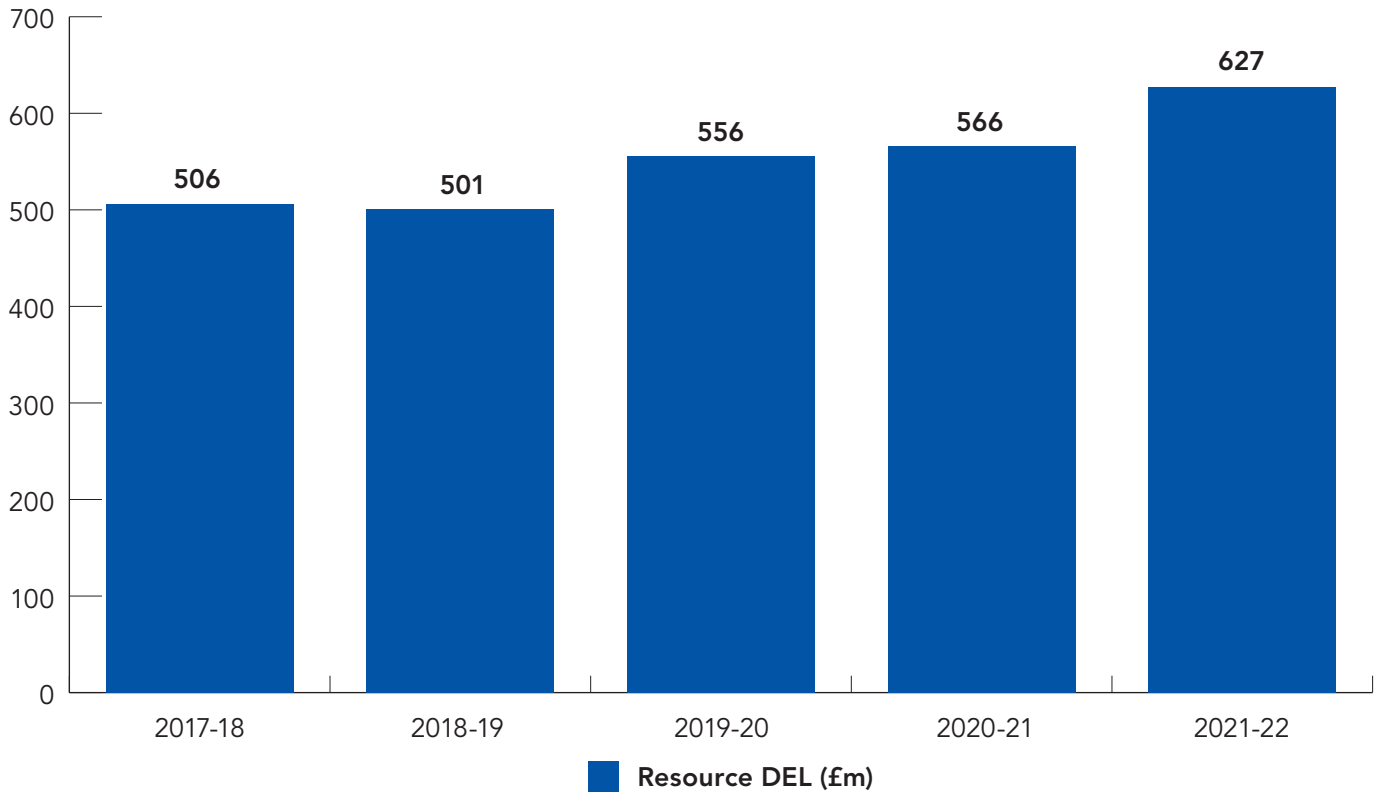
The budget headings used in Estimates are designed to support the treatment of expenditure in the UK’s national accounts, whereas the financial statements in departmental accounts are prepared in accordance with International Financial Reporting Standards (IFRS). In most cases, transactions are treated similarly in both frameworks, but there are some misalignments. For instance, the payment of capital grants to external bodies is treated as current expenditure in financial statements, but for Estimate purposes are reported against Capital budgets.

The following diagram illustrates how the CPS’ budget outturn above differs from the amounts reported in the financial statements on page 107.



Budget outturn trend analysis

The following charts show the CPS' Resource DEL and Capital DEL outturn for the past five years.



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 2021-22 the CPS settled 95.1% of undisputed invoices and staff and witness expense claims within 10 days of receipt (2020-21, 93.8%). The CPS paid £nil (2020-21, £nil) in interest due under the Late Payment of Commercial Debts (Interest) Act 1998.

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, they are counted as a defendant on each occasion. Cases involving mixed pleas of guilty to some charges while other charges proceeded to contest are treated as a single defendant case.

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 2021-22 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. |

| | 2019-20 | 2020-21 | 2021-22 |
|--------------------------------|---------|---------|---------|
| Pre-charge decisions | 228,259 | 216,091 | 188,541 |
| Charged | 151,118 | 141,111 | 123,988 |
| No prosecution | 48,130 | 46,864 | 36,608 |
| Administratively finalised | 26,979 | 25,607 | 25,962 |
| Out of court disposals | 1,697 | 2,174 | 1,605 |
| Prosecuted by the CPS | 389,009 | 319,938 | 362,906 |
| Other proceedings ² | 162 | 161 | 3,014 |

² The volume of 'Other Proceedings' reported above for 2021-22 has been artificially inflated by the inclusion in the data of a number of Single Justice Procedure (SJP) cases which were sent to the CPS by the Metropolitan Police Force before the first hearing and plea had taken place. SJP cases (which involve low level criminal offending) should only be sent to the CPS if not guilty pleas are entered to charges. These cases should therefore have been deleted from the Case Management System. Unfortunately, before the issue was identified and a process to deal with these cases set in place, a number were finalised as 'Other Proceedings'. Following finalisation, case records are uploaded into the Management Information System and it is not possible to subsequently amend case records. As a result, it is not therefore possible to meaningfully compare the 2021-22 data with earlier annual years.

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. | | | | | |
| | 2019-20 | % | 2020-21 | % | 2021-22 | % |
| Summary | 174,473 | 38.1 | 140,986 | 35.9 | 178,310 | 41.7 |
| Indictable only/either way | 283,586 | 61.9 | 251,508 | 64.1 | 249,021 | 58.3 |
| Total | 458,059 | | 392,494 | | 427,331 | |

The above figures include cases committed or sent for trial in the Crown Court as well as prosecutions completed in magistrates' courts. These volumes are higher than the prosecution volumes reported in chart 1 because a case committed or sent for trial is not finalised until the prosecution is completed at the Crown Court.

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. |
| Dismissals after trial: | Cases in which the defendant pleads not guilty and proceedings are dismissed by the magistrates after hearing the defence case – a not guilty verdict. |
| Guilty pleas: | Where the defendant pleads guilty. |
| 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. |

| | 2019-20 | % | 2020-21 | % | 2021-22 | % |
|---|---------|------|---------|------|---------|------|
| Warrants etc. | 10,524 | 2.7 | 11,514 | 3.6 | 11,863 | 3.3 |
| Discharges | 7 | 0.0 | 10 | 0.0 | 13 | 0.0 |
| Dismissals – no case to answer | 674 | 0.2 | 419 | 0.1 | 613 | 0.2 |
| Dismissals after trial | 10,635 | 2.7 | 5,780 | 1.8 | 9,328 | 2.6 |
| Guilty pleas | 305,721 | 78.6 | 253,581 | 79.3 | 276,351 | 76.1 |
| Prosecutions dropped (including bind overs) | 37,505 | 9.6 | 34,156 | 10.7 | 40,009 | 11.0 |
| Convictions after trial | 18,926 | 4.9 | 10,491 | 3.3 | 17,902 | 4.9 |
| Proofs in absence | 5,017 | 1.3 | 3,987 | 1.2 | 6,827 | 1.9 |
| Total | 389,009 | | 319,938 | | 362,906 | |

During 2021-22, a total of 4,737 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:

| | 2019-20 | 2020-21 | 2021-22 |
|----------------------|---------|---------|---------|
| Committals for trial | 69,088 | 72,601 | 64,456 |

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. |

| | 2019-20 | 2020-21 | 2021-22 |
|-------------------------|---------|---------|---------|
| Prosecuted by the CPS | 62,037 | 50,477 | 63,918 |
| Appeals | 12,755 | 8,640 | 11,272 |
| Committals for sentence | 21,565 | 19,299 | 21,930 |

The central Casework Divisions handled 5,564 appeals against conviction and/or sentence or extradition, which are included in the table above.

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. |

| | 2019-20 | % | 2020-21 | % | 2021-22 | % |
|--------------------------|---------|------|---------|------|---------|------|
| Magistrates' directions: | 35,520 | 57.6 | 30,357 | 60.4 | 26,945 | 58.1 |
| Defendants' elections: | 1,922 | 3.1 | 1,846 | 3.7 | 2,891 | 4.5 |
| Indictable only: | 24,270 | 39.3 | 18,026 | 35.9 | 23,795 | 37.4 |
| Total | 61,712 | | 50,229 | | 63,631 | |

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. |

| | 2019-20 | % | 2020-21 | % | 2021-22 | % |
|--|---------|------|---------|------|---------|------|
| Warrants etc. | 887 | 1.4 | 762 | 1.5 | 1,010 | 1.6 |
| Judge directed acquittals | 293 | 0.5 | 115 | 0.2 | 251 | 0.4 |
| Acquittals after trial | 3,367 | 5.4 | 1,435 | 2.8 | 3,213 | 5.0 |
| Guilty pleas | 45,420 | 73.2 | 39,163 | 77.6 | 46,391 | 72.6 |
| Prosecutions dropped (including bind overs) | 6,924 | 11.2 | 6,648 | 13.2 | 8,680 | 13.6 |
| Convictions after trial | 5,146 | 8.3 | 2,354 | 4.7 | 4,373 | 6.8 |
| Total | 62,037 | | 50,477 | | 63,918 | |

During 2021-22, a total of 1,706 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 2021-22 was 26.1% compared with 22.6% in 2020-21.

Sustainability

Introduction

This report sets out the Sustainability Performance of the Government Property Agency (GPA) estate occupied by the Law Officers' Departments (LOD), including CPS, for 2021-22 covering key performance data on estate-based activities such as electricity, gas and water use.

Key activities in 2021-22 have included the ongoing management of the estate within the context of COVID-19 and the roll out of work related to GPA's Net Zero Programme, further details on which are provided in the next section of this report.

Key developments in 2021-22

COVID-19

During the year 2021-22 many buildings have continued to see varied occupancy due to COVID-19 at different times of the year. This continuing change in building use means that comparison of 2021-22 performance data with previous years is less applicable, with any increase and decrease in utility having the potential to be affected by this change of use rather than a sign of a longer term trend. 2021-22 (alongside 2020-21) may need to be considered an outlier in any future data analysis.

Workplace services projects

Net Zero

Net Zero interventions are being considered in all offices where the government has a long-term interest, bringing forward lifecycle replacement where required.

During 2021-22 GPA undertook a project to update the LED lighting at Canterbury, Riding Gate House. 285 fittings were upgraded to more efficient LEDs, which will save an estimated 8.95 tonnes CO₂e and save £5,377.01 per annum.

Work will take place during 2022-23 to assess the feasibility of Net Zero interventions at Portsmouth, Crown House and Middlesbrough, Hudson Quay.

Capital projects including sustainable construction

GPA have published a Net Zero and Sustainability Annex³ to their design guide. This sets out the ambitions for both new buildings as well as major refurbishments they undertake for clients. The guide includes consideration of carbon emissions from construction and operation as well as BREEAM targets.

Climate change adaptation

During 2021-22 GPA has undertaken a series of cross functional discussions on climate change adaptation and will be undertaking further assessment in the next few months in order to refine any further detailed action plans needed. GPA will share the findings with clients as the work progresses in order to inform any departmental climate change adaptation action plan work.

Sustainability performance of estate-based activities

Summary

In 2021-22 the LOD saw an increase in gas, electricity and water use compared to 2020-21.

The LOD subscribes to a number of targets including the mandatory Greening Government Commitments (GGC) for reducing energy, water, paper, reducing travel emissions and managing waste. These targets were updated during 2021-22 with a new target period to 2025. The greenhouse gas emissions target for LOD (as provided in the GGC template) is a reduction of 49% in total emissions and 25% in direct emissions compared to a 2017-18 baseline.

In 2021-22, LOD reduced overall and direct greenhouse gas (GHG) emissions compared to the 2017-18 baseline but are yet to meet the targets. Whilst the waste to recycling target has been met (over 70%) the targets for overall waste produced and waste to landfill are yet to be met. Water use has increased compared to the baseline and the GGC target is yet to be met.

Scope

The data below shows the CPS' present position for the financial year 2021-22 against a 2017-18 baseline (unless otherwise stated). Environmental data is for a 12-month reporting period from January 2021 to December 2021 and covers the LOD, including the CPS, Her Majesty's

³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/925231/Net_Zero_and_Sustainability_Annex_August_2020_.pdf

Crown Prosecution Service Inspectorate, the Serious Fraud Office, the Government Legal Department and the Attorney General's Office. In accordance with annual reporting conventions across other UK Government departments, the LOD's non-financial indicators are compiled using data from the final quarter of the previous reporting year plus the first three quarters of the current reporting year. 2020-21 non-financial indicators have been restated to include actual environmental performance for the 2020-21 financial year.

Governance and data quality

The GPA was responsible for managing the CPS' property portfolio in 2021-22. However, overall responsibility for sustainability remains with the CPS executive team. Internal data validation checks are carried out by the contractors Avieco.

In order to report the greenhouse gas emissions associated with activities, 'activity' data such as distance travelled, litres of fuel used, or tonnes of waste disposed has been converted into carbon emissions. The greenhouse gas conversion factors used in this report can be found in Government environmental impact reporting requirements for business⁴.

Summary of performance

Below is a summary of performance against the GGC quantitative targets which largely relate to estate-based activities (the first target also includes scope 3 business travel emissions).

The years between 2017-18 and 2021-22 are *not* part of the current targets. Performance for these years is covered by the previous GGC targets, further details of and results for which can be found at:

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

⁴ <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

GGC headline performance

Table 1: Summary of Greening Government Commitments performance

| Requirement (from the 17/18 baseline unless otherwise stated) | 2017-18 performance | 2018-19 performance | 2019-20 performance | 2020-21 performance | 2021-22 performance | Achievement against target |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---|
| Reduce <i>overall</i> greenhouse gas (GHG) emissions by 49% | 4,999 | 2% | 2% | 27% | 26% | Emissions have decreased compared to the baseline. The target is yet to be met. |
| Reduce <i>direct</i> greenhouse gas (GHG) emissions by 25% | 1,124 | 26% | 25% | 26% | 10% | Emissions have decreased compared to the baseline. The target is yet to be met |
| Reduce the overall amount of waste generated by 15% | 873 | -13% | -51% | -2% | -10% | Waste has increased. For further information please see waste section |
| Reduce the amount of waste going to landfill to less than 5% of overall waste | 3% | 2% | 0% | 0% | 8% | Waste to landfill has increased compared to the baseline. For further information please see waste section. |
| Increase the proportion of waste which is recycled to at least 70% of overall waste | 92% | 89% | 92% | 90% | 82% | The amount of waste recycled remains above the target. |
| Reduce water consumption by at least 8% | 21,239 | 5% | -5% | 9% | -12% | Water use has increased. For further information please see water section below. |

For the 2021-22 reporting year, the baseline year for the Greening Government Commitments was updated from 2009-10 to 2017-18. As part of the rebasing process disclosures for the 2017-18 baseline year have been subject to review and revision and may differ from previously published data for this year.

Greenhouse gas emissions and financial costs

The Department has decreased its total in-scope gross greenhouse gas (GHG) emissions by 26% since the 2017-18 baseline year.

Table 2: Greenhouse gas performance 2021-22

| Greenhouse Gas (GHG) Emissions | | 2017-18 (restated) | 2018-19 | 2019-20 | 2020-21 (restated) | 2021-22 |
|--|--|-----------------------|---------------|---------------|-----------------------|---------------|
| Non-financial indicators (tonnes CO ₂ e) | Total Gross Scope 1 (Direct)* | 1,124 | 837 | 843 | 837 | 1,006 |
| | Scope 2 (Energy indirect) | 3,006 | 3,180 | 3,209 | 2,442 | 2,389 |
| | Total Gross Scope 3 (Official business travel) | 869 | 886 | 837 | 384 | 297 |
| | Total emissions – Scope 1, 2 and 3 | 4,999 | 4,900 | 4,889 | 3,663 | 3,692 |
| Non-financial indicators (MWh) | Electricity: non-renewable | 3,461 | 8,931 | 10,261 | 1,428 | 2,028 |
| | Electricity: renewable | 2,748 | | | 6,754 | 6,930 |
| | Gas | 4,721 | 3,103 | 3,484 | 3,455 | 4,403 |
| | Gas oil | 914 | 954 | 778 | 779 | 769 |
| | Total energy consumption | 11,844 | 12,988 | 14,523 | 12,416 | 14,130 |
| Financial indicators (£000) | Expenditure on energy | 1,088 | 757 | 657 | 469 | 675 |
| | CRC licence expenditure | 1 | 1 | 1 | 1 | N/A |
| | Expenditure on official business travel | 4,697 | 5,075 | 6,009 | 813 | 1,766 |
| | Total expenditure on energy and business travel | 5,786 | 5,833 | 6,667 | 1,283 | 2,441 |

Due to the nature of the CPS' estate and the data available, from 2017-18 onwards it has not been possible to split out the CPS emissions and consumption from LOD overall.

*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

Waste minimisation and management

Table 3: Waste minimisation and management 2021-22

| Waste | | 2017-18 (restated) | 2018-19 (restated) | 2019-20 (restated) | 2020-21 (restated) | 2021-22 | |
|------------------------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|-----|
| Non-financial indicators (tonnes) | Total waste | 873 | 987 | 1,321 | 889 | 959 | |
| | Hazardous waste | | 5 | | | | |
| | Non-hazardous waste | Landfill | 23 | 17 | 5 | 2 | 73 |
| | | Reused/ Recycled | 800 | 883 | 1,215 | 798 | 786 |
| | | Composted | | 5 | 20 | 15 | 16 |
| | ICT waste | Reused | | | | | |
| | | Recycled | | | 1 | | |
| Incinerated with energy from waste | | 45 | 82 | 80 | 74 | 84 | |

Previous years' data for total waste has been restated to reflect the new requirement to include waste sent for incineration.

Waste has increased by 10% since 2017-18, and 8% of waste is currently sent to landfill.

Where data is not available on waste routes for a site a conservative approach has been taken to assume 100% goes to landfill.

For sites where actual data is available, or confirmation of waste routes is available to establish an estimate, the amount to landfill is 4.6%.

Work is ongoing to gather further information on the sites where a conservative approach is being taken and the data on this target will be updated as further information becomes available.

Water consumption

Table 4: Water consumption and costs 2021-22

| Water consumption | | 2017-18 (restated) | 2018-19 | 2019-20 | 2020-21 (restated) | 2021-22 |
|--|-------------------------------|-----------------------|---------|---------|-----------------------|---------|
| Non-financial indicators (m ³) | Whole estate | 21,239 | 20,253 | 22,363 | 19,276 | 23,863 |
| Financial indicators (£000) | Water Supply and Sewage Costs | 65 | 46 | 58 | 49 | 64 |

Due to the nature of the CPS' estate and the data available, from 2017-18 onwards it has not been possible to split out the CPS the consumption from LOD overall.

Since 2017-18, the Department has increased water use by 12%.

Non-estate based items

Table 5: Non-estate based items 2021-22

| | | 2017-18 | 2018-19 | 2019-20 | 2020-21 (restated) | 2021-22 |
|-------------------------------------|------------------------------------|---------|---------|---------|-----------------------|---------|
| Consumer Single Use Plastics (CSUP) | Number of items | N/A | N/A | N/A | N/A | 0 |
| Ultra Low Emission Vehicles (ULEV) | % of overall of fleet | N/A | N/A | N/A | N/A | 33 |
| Domestic air travel | Emissions tonnes CO ₂ e | 22 | 7 | 24 | 4 | 5 |
| Paper | Reams | 94,310 | 55,776 | 45,979 | 44,872 | 44,808 |

Data for CSUPs and ULEVs was not collated prior to 2021/22; data for CSUPs only comprise of Q1-3 procurement.

Due to the nature of the data available, it is not possible to split out CPS flights from LOD overall flights.

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.

Future Look

Ongoing review of the improvements to Canterbury Riding Gate will be undertaken to assess performance. Work will take place during 2022-23 to assess the feasibility of Net Zero interventions at Portsmouth, Crown House and Middlesbrough, 1 Hudson Quay.

For sites where there is less detailed information available on waste, further work will be undertaken to assess and update information where possible, and assess any underlying causes impacting waste management performance.

| Other sustainability commitments | |
|---|---|
| Sustainable procurement | <p>Commercial are embedding Carbon Net Zero provisions in all appropriate tenders and are working with our key suppliers to ensure that our social value models are also driving greater sustainability. This includes for example, ensuring that in seeking to dispose of equipment, re-use is considered ahead of recycling, particularly with schools and charities to support community engagement.</p> <p>Commercial Contract Management (CCM) review sustainability performance indicators in all applicable contracts and will be working closely with our most critical suppliers to build upon their existing work in the field of Carbon Net Zero across their own organisations and supply chains. The CPS Commercial function ensures 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.</p> <p>Financial stability checks for gold contracts (most critical and strategic) have been introduced to further monitor supply chain sustainability, and the contracts state that suppliers must support Corporate Social Responsibility and in their purchase of goods and services. The CPS Commercial team has undergone a major re-structure over the last 12 months.</p> |
| Social Value | <p>The CPS Commercial function has appointed a Head of Strategic Sourcing with a lead role in developing our social value models to deliver wider CPS priorities. Together with Commercial Contract Management (CCM), this role will target social value at new initiatives including reuse and recycling of equipment, digital inclusion, employment for underrepresented groups and capability development across supply chains in key areas such as anti-slavery and carbon net zero. Under our new structure, the new role of Head of Commercial Policy will monitor the inclusion of social value in tenders and the CCM will track benefits realisation to ensure commitments are delivered.</p> |
| Climate change adaption | <p>Climate resilient designs are incorporated in retrofit projects on existing office buildings where possible as part of the ongoing fit out works.</p> |
| Policy making and rural proofing | <p>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).</p> |
| Sustainable construction | <p>The CPS is committed to the BREEAM standard of "excellence" for any new builds and "very good" for major refurbishments.</p> |
| Reducing environmental impacts from Information and Communications Technology (ICT) and Digital | <p>As part of the CPS' commitment to reducing the environmental impacts from ICT and Digital, we completed the HMG Greening Government ICT Assessment Workbook for sustainable ICT. This workbook provides the means to demonstrate the progress being made with embedding Sustainable ICT best practices into business operations and the handling of e-waste and avoidance of landfill. It shows compliance with the Technology Code of Practice as well as evidence towards meeting the obligations from the Greening Government Commitments.</p> <p>The CPS has made changes to its ICT circular economy to reduce e-waste, including donating redundant laptops to schools, ensuring devices are either recycled or reused as opposed to being securely wiped and disposed.</p> <p>The CPS has also committed to reducing paper usage through the introduction of digital case files for prosecutors and by creating digital jury 'bundles' to reduce the need for paper evidence to be used in trials.</p> <p>The use of Microsoft Teams has not only improved the CPS' digital working capability, but has created an alternative to meeting face-to-face, thereby keeping official business travel to a minimum.</p> |

Other information

Equality of service delivery

Equality, diversity and inclusion is at that heart of how we work at the CPS, both as an employer and as a prosecution service. Investing in our internal culture has significant benefits for our people, but it also has a wider impact – helping us to build stronger relationships with our communities and partners and deliver a quality public service.

This strong link between a diverse workforce and inclusive culture, and public trust and confidence is reflected in our new 2025 Inclusion and Community Engagement strategy, which is jointly led by the Directors in Strategy and Policy and the People Function. 'ICE 2025' was launched in September 2021, and sets out how we approach these responsibilities and in turn, how we can be our very best and achieve our core purpose – delivering justice through fair and independent prosecutions in line with our public sector equality duties.

ICE 2025 is built on our strong foundations, and we are proud to be one of the UK's most inclusive employers – we have been recognised by the social mobility employer index, as a disability confident leader and as one of the top 10 most family friendly workplaces in the country. We have increased our workforce diversity – making us one of the most diverse organisations across the Civil Service. We have also successfully increased the number of our people who've declared their equalities information.

We have well established community engagement mechanisms in place at national and local level. These include our National Community Accountability Forum, External Consultation Groups and local Scrutiny Involvement Panels and Community Conversations facilitated by Chief Crown Prosecutors. These forums enable us to hear directly from our communities about issues that matter to them and enable them to scrutinise our decision making.

This year nationally we have held Community Accountability Forums on Economic Crime, Hate Crime and Public Sexual Harassment, Listening Exercises to inform the development of guidance for prosecutors on the use of drill music as evidence, and worked with the Violence Against Women and Girls and Hate Crime External Consultation Groups on the development of Domestic Abuse Legal Guidance and the joint CPS/National Police Chiefs' Council Hate Crime statement. Locally, CPS Areas continue to engage with stakeholders to undertake the review of finalised hate crime and Violence Against Women and Girls cases, and host Community Conversations to improve casework outcomes, improve support for victims and witnesses and explain CPS decision making, so that we continue to engage with communities and stakeholders on issues that affect them.

Making fair and independent decisions is a cornerstone of who we are. We remain open to public scrutiny and we are committed to continuously improving. In addition to our existing community engagement initiatives and casework scrutiny panels, we have been working closely with academic partners to analyse our data for any evidence of disproportionality in our decision making. The results of this research will inform a programme of work to further understand the causes of disproportionality in CPS decisions, the action required to address it, and the ways in which it can be monitored more effectively.

Complaints to the Parliamentary Ombudsman

The CPS only falls within the remit of the Parliamentary and Health Service Ombudsman (PHSO) when a complaint received by the Ombudsman relates to the Code of Practice for Victims of Crime. On 1 April 2021, a new Victims' Code designed to provide victims of crime better support from the police, courts and other criminal justice agencies came into force. Full details of the new code can be found on the Ministry of Justice website at the following link <https://www.gov.uk/government/organisations/ministry-of-justice>.

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 new Victims' Code places on the agencies concerned include that:

- victims be provided with information when reporting the crime, including information about the criminal justice process and be told about programmes or services for victims;
- victims be provided with information in a way that is easy to understand and provided with help to be understood, including, where necessary, access to interpretation and translation services;
- victims be provided with information about the trial, trial process and their role as a witness;
- victims be referred to services that support them and have services and support tailored to their needs;
- victims be provided information about eligibility for compensation under the Criminal Injuries Compensation Scheme; and
- victims be given information about the outcome of the case and any appeals.

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 the 2021-22 financial year, the PHSO received 12 complaints regarding CPS. Of these, eight were concluded without an assessment, and four are currently ongoing.

Auditors

These Accounts have been audited by the National Audit Office on behalf of the Comptroller and Auditor General at a notional cost of £111,000 (see Note 3 on page 122). No other external audit services were commissioned by the CPS.



Max Hill QC
Director of Public Prosecutions

5 July 2022

Accountability report

Lead Non-Executive Board Member's Report

Membership

The CPS Board membership did not undergo any changes in 2021-22.

I believe we have created a 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. Having a stable membership helps to ensure this role is effective.

The Board embraced hybrid working during the year, continuing to meet remotely until rules allowed greater access to offices. The Board would like to thank everyone within the CPS for the continued leadership shown by the executive team and for the flexibility and commitment of each and every member of the service.

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

The Board has spent time working closely with the Strategy and Policy Directorate to develop the Business Plan for 2022-23. We are confident that the Business Plan has been designed to drive the organisation towards delivery of the CPS 2025 strategy. The Board welcomed the positive three-year Spending Review settlement, enabling the CPS to develop the Business Plan and look ahead with increased confidence and optimism.

We also welcomed the Business Plan's continued recognition of the importance of the work on Rape and Serious Sexual Offences (RASSO) and on supporting victims and witnesses and that the funding to support each of these objectives was appropriately allocated.

In August 2021 the CPS launched its Inclusion and Community Engagement (ICE) 2025 Strategy. The Board are confident that ICE 2025 builds on existing good practice nationally and across CPS Areas and commits to a 'step change' in the way the CPS approaches Inclusion and Community Engagement, ensuring that it closely supports the wider aims and objectives of CPS 2025. We will monitor progress against this key strategic objective during 2022-23.

The Board has continued to review progress of the Rape and Serious Sexual Offences 5-year strategy, RASSO 2025, which launched on 30 July 2021. RASSO 2025 reflects the strategic aims of CPS 2025 and brings together a significant programme of work, including a joint action plan with the police. The Board will continue to make this a priority area in 2022-23.

The Board has maintained oversight of the organisational response to the COVID-19 pandemic and in particular the focus on Operational Recovery. The volume of work which built up during the pandemic remains an unprecedented challenge for the criminal justice system and will

remain so for a considerable period of time. The Board has received regular updates on the development of the Operational Recovery and Improvement Group and will continue to examine progress and provide advice during 2022-23.

Commercial Sense

The Board were content with the outcome of the 2021 Spending Review which set the funding for the next three years to 2024-25. The Law Officers' Departments, which includes the CPS, secured a £57.8 million increase in core resource funding between 2021-22 and 2022-23 financial years growing to £86.5 million by 2024-25. Additional funding was provided in the settlement to be spent on resources to improve public safety by delivering justice through independent and fair prosecutions, enhance the effectiveness of the criminal justice system through timely prosecutions and improved casework quality and protect society through the independent investigation and prosecution of top tier crimes involving serious or complex fraud, bribery, and corruption.

The CPS continues to drive digital innovation to maximise efficiency, create resilience and reduce costs. Major digital projects continue to be presented to the Board, including an overview the Common Platform which will strengthen the efficiency of processes across the criminal justice system. The Board continues to be highly impressed with the adaptability of the organisation as it utilises all the available tools to deliver the new hybrid way of working.

Talented People

The CPS' Employee Engagement Index decreased slightly to 69% in the 2021 Civil Service People Survey. This represented an increase in the actual number of responses due to increases in headcount and the CPS has received the highest number of responses in more than five years. The Board is pleased to see that there remains a good level of staff engagement.

The CPS continues to lead the way in inclusion in employment across government departments having one of the most diverse workforces in the Civil Service and achieving high scores about our inclusive culture in the annual People Survey. However, we are in no way complacent, continuing as an organisation to recognise the work and effort that is needed to ensure inclusivity. The Board recognises how vital it is that we reflect the communities the CPS serves. As a Board, we continue to consider actions we can take to improve Board diversity and inclusivity.

The CPS continues to prioritise the psychological, physical and social wellbeing of our people in a post-pandemic working environment and this year have introduced a new counselling and support offer those who deal with our most sensitive casework. We have launched our Hybrid Working Principles which encourage physical attendance with clear purpose, in support of wellbeing and to collaborate with colleagues.

We were also pleased to see that the CPS was again recognised by Working Families as one of the Top 10 employers for the fifth year running and this year the Social Mobility Index 2021 recognised our work in this area with the CPS moving up 29 places in the Top 75 workplaces to number 26. We believe these achievements continue to make CPS an employer of choice.

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 CPS Business Plan. This year the Board continued to review a quarterly highlight report on key success measures to track progress against the CPS 2025 values and the Business Plan.

The Business Plan ensures that the CPS is focused on delivering its priorities for this year, helping the organisation recover from the impact of the pandemic while delivering vital improvements at the same time. The Board is pleased that the plan ensures the CPS will continue to invest carefully and significantly, working with others across the criminal justice system to reverse the decline in rape prosecutions and is able to build public confidence in its handling of violence against women and girls.

Management Information

The Board is provided with appropriate and reliable management information, which allows it to fully consider both Area and Corporate performance.

The publication of Criminal Justice Scorecards in December 2021 and March 2022 has been especially welcomed by the Board and is seen as a key component of the Government's commitment to increase and promote transparency and accountability across the criminal justice system. The Board will review the Scorecard data regularly to ensure there is sufficient scrutiny of the data from across the criminal justice system, working with the CPS to identify problem areas and identify potential interventions.

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 work as Chair 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. Two new Non-Executive Members were recruited to ARAC, taking up their positions in November 2021 and January 2022 respectively.

I am also grateful to Caroline Wayman for her work as Chair of the Nominations, Leadership and Remuneration Committee (NLRC). NLRC undertook thorough scrutiny of the CPS' senior executive pay and performance. Caroline is stepping down during 2022-23 and although the search for her successor is progressing well it is a great loss to the service.

Both committees have met quarterly throughout the year and have focused on areas within their terms of reference. The work that these committees undertook during 2021-22 has been invaluable in providing me with the assurance that there is appropriate risk management across the organisation and scrutiny over the senior team's performance.

Looking Forward

Last year, in line with best practice, the superintendence relationship between the Law Officers and the CPS was further strengthened by a review and update of the CPS/AGO Framework Agreement. The revised Agreement has seen the Ministerial Strategic Board meet four times during 2021-22, to better align with key events in the financial year. As Lead Non-Executive

Board Member, I welcome the updates and look forward to continuing the productive relationship between the Law Officers and the CPS, which is an essential component of the governance and therefore of the standing and success of the CPS.

The Board also underwent an external assessment in January 2022 to ensure that it remains effective and appropriately focused on supporting the 2025 Strategy. We are pleased with the outcome of the review and will use its findings to further strengthen the role of the Board in 2022-23 and in future years.

Monica Burch

Lead Non-Executive Board Member and Chair of the Board – June 2022

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 2021 – March 2022 | Meetings | | |
|---|-----------|---|--------------------------------------|
| | CPS Board | Audit and Risk Assurance Committee ⁵ | Nominations and Governance Committee |
| Non-Executive Board Members | | | |
| Caroline Wayman Non-Executive Board Member | 8/9 | – | 4/4 CHAIR |
| Simon Jeffreys Non-Executive Board Member | 9/9 | 4/4 CHAIR | – |
| Mark Hammond Non-Executive Board Member | 9/9 | 4/4 | – |
| Monica Burch Non-Executive Board Member | 9/9 CHAIR | – | 4/4 |
| Independent ARAC Members | | | |
| Jennifer Rowe Non-Executive ARAC Member Left 2 August 2021 | – | 2/2 | – |
| Michael Dunn Non-Executive ARAC Member From 1 November 2021 | – | 2/2 | – |
| Deborah Harris Non-Executive ARAC Member From 10 January 2022 | – | 2/2 | – |
| Executive Board Members | | | |
| Max Hill Director of Public Prosecutions | 9/9 | 4 | 4/4 |
| Rebecca Lawrence Chief Executive Officer | 9/9 | 4 | 4/4 |

⁵ 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 2021 – March 2022 | Meetings |
|--|---------------------|
| | CPS Executive Group |
| Rebecca Lawrence (Chair) Chief Executive Officer | 10/10 |
| Max Hill QC Director of Public Prosecutions | 9/10 |
| Gregor McGill Director of Legal Services | 8/10 |
| Sue Hemming Director of Legal Services | 10/10 |
| Mark Gray Chief Digital and Information Officer | 9/10 |
| Dawn Brodrick Chief People Officer | 10/10 |
| Baljit Ubhey Director of Strategy and Policy | 10/10 |
| Chris Sharp Director of Finance and Estates Left 30 April 2021 | 1/1 |
| Steve Buckingham Chief Finance Officer From 4 May 2021 | 9/9 |
| Sandra McKay Director of Communications | 10/10 |
| Grace Ononiwu Director of Legal Services | 10/10 |

Security and information assurance

The CPS applies proportionate security controls as outlined in the Government Functional Standard (GovS 007). Our compliance with the standard is reported to the Cabinet Office in the annual Departmental Security Health Check (DSHC) and is assessed against 'Minimum Security Standards' for Cyber, Incident Management, Personnel and Physical. The CPS' performance exceeded the minimum standards in Cyber and Incident Management. In relation to the Personnel and Physical standards, our performance was judged as 'Mostly meeting the standard'. We have an ongoing process of security review and improvement and have worked closely with the Government Security Centre over the reporting year to review our security position regarding the physical security of our buildings, with a view to further improvements where necessary.

Cyber security

The CPS Cyber Security Team (CST) continue to be proactive in their attack vector scanning and reacted swiftly to previously unknown vulnerabilities, such as the Log4j vulnerability revealed in December 2021. After intensive investigations it was confirmed, we had a small number of servers that were affected. Appropriate patches were promptly installed.

We work with relevant parties – both internally and across the criminal justice system – on cyber security attacks, to understand the extent of any CPS exposure, and to ensure appropriate steps are taken to increase wider resilience. Our Security Operations Centre takes data feeds from a number of CPS network services to detect anomalous activity. The CST works closely with the National Cyber Security Centre (NCSC) and our strategy is in line with the Government’s Cyber Security Strategy; undertaking the Cyber Assessment Framework as part of the Gov Assured future work will be a key priority for next year.

Our regular phishing exercises involving all staff have continued. A member of the national Information Governance Group is now working with the CST lead to further increase awareness of this key aspect of cyber risk. A service wide Cyber Security Training Programme will be introduced shortly once the outcome of the current pilot has been evaluated.

Working with suppliers, both internal and external, we continue to ensure new products are appropriately secure. As part of that programme, we deployed a new ‘secure build’ Android smartphone during 2021. Currently, we are working on a Cloud Managed End User Design build that will allow us to control security patching, updating and any firmware upgrades.

Operational security

The Operational Security Team (OST) has continued to work with the business to ensure security policies remain compliant with government technical standards outlined in GovS 007. The local security provision has been further improved by the recruitment of Security and Information Managers (SIM) across the estate. Their work has been underpinned by the implementation of a Security and Information Assurance Framework, which outlines key compliance activities across all aspects of security and information assurance. Each business unit has an agreed Security and Information Assurance Improvement Plan in place and progress is regularly assessed by local Senior Management Teams.

Business continuity

The CPS’ Business Continuity capabilities and resilience continued to be tested last year as a result of the pandemic. The continued closure of offices and courts led to most staff continuing home-based working throughout the year. The Gold/Silver command structure continued to lead the CPS’ response to the pandemic and contribution to the criminal justice system’s recovery.

A Gold and Silver Business Continuity exercise took place in the latter stages of the year, testing the CPS’ response to a system wide IT outage without prior notice. The outputs from this Exercise will inform our future Business Continuity Plans and Policy and will be tested early in 2022-23 as part of a Silver/Bronze exercise programme.

General Data Protection Regulation (GDPR) and Data Protection Act 2018

We have continued to strengthen our data protection processes to ensure we optimise the value of the data we hold whilst protecting the ‘rights and freedoms’ of all data subjects.

Our Information Governance Group (IGG) continues to provide assurance to both the Executive Group and the Audit Risk and Assurance Committee of the CPS’ compliance with information security requirements. An Information Asset Owners (IAO) Network has been established to assist our senior leaders to effectively carry out this key role. Supported by local Data Assurance

Forums they have a ‘real time’ picture of compliance across their business unit. Both these groups report to the IGG which, with its enhanced understanding of information management and data protection issues, provides clear direction to the business to ensure ongoing compliance.

All data protection policies and guidance were reviewed by Security function’s Policy Review Board on behalf of the IGG.

We have delivered new and improved training on data protection legislation for all staff which included law enforcement processing; a compliance rate of 99% was achieved. We also helped develop guidance on redaction training in various formats to assist front line staff in decision making at pace.

By assisting project teams undertaking data protection impact assessments, we have ensured all new systems comply with the Data Protection Act 2018 and helped further embed a culture of ‘data protection by design and default’.

Information assurance and compliance

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

Freedom of Information Requests (FOIs)

April 2021 to March 2022

Received: 708

Responded within Deadline: 605

Compliance Rate: 85%

Rights of Access Requests (ROARs)

April 2021 to March 2022

Received: 504

Responded within Deadline: 395

Compliance Rate: 78%

GDPR rights requests

Total Received: 24

Responded to within deadline: 24

Compliance rate: 100%

CPS legacy case records for national interest

To meet our obligations under the Public Records Act 1958 and the 20 year transition programme, the Records Management Team selected and transferred to The National Archive (TNA) legacy criminal cases for years 1994 (22 cases, 502 pieces) and 1995 (35 cases, 872 pieces). It is expected for year 1996 that 20 cases (circa 1050 pieces) will be transferred to TNA in Spring 2022.

It is expected that all legacy records up until year 2002 will be transferred to TNA by the end of 2022.

Personal data-related incidents

A summary of protected personal data-related incidents formally reported to the Information Commissioner’s Office (ICO) in 2021-22 is set out below.

Personal data incidents reported to the ICO in 2021-22:

| Date of incident (month) | Nature of incident | Nature of data involved | Number of people potentially affected | |
|--------------------------|---|--|---------------------------------------|---|
| April to June 2021 | 3 data handling loss 5 unauthorised disclosures | Disc and archived case files Case information | 16 | Operational Security notified and breaches reported to ICO. Four breaches closed by ICO – no regulatory action taken. Four breaches being considered by ICO as at 1 April 2022. |
| July to September 2021 | 4 unauthorised disclosures | VRR letter Case information | 5 | Operational Security notified and breaches reported to ICO. Three breaches closed by ICO – no regulatory action taken. One breach being considered by ICO as at 1 April 2022. |
| October to December 2021 | 2 data handling Losses 1 unauthorised disclosure | Archive case files and court bundles Case information Discs and hard copy papers | 3 | Operational Security notified and breaches reported to ICO. Three breaches being considered by ICO as of 1 April 2022. |
| January to March 2022 | 5 unauthorised disclosures 1 data handling loss | Case information Hard copy papers Disc | 7 | Operational Security notified and breaches reported to ICO. Four breaches closed by ICO – no regulatory action taken. Two breaches being considered by ICO as of 8 June 2022. |

A summary of personal data incidents in 2021-22 is set out below.

Total personal data incidents in 2021-22:

| Category | Total reported | Explanatory note |
|--|----------------|--|
| Loss of electronic media and paper documents | 86 | In 71 of these incidents the data loss was very minor and was eventually recovered; or reported but caused by non-CPS staff. |
| Unauthorised disclosure | 2,628 | In 2,447 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/smartphones | 27 | In 26 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.

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.

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.

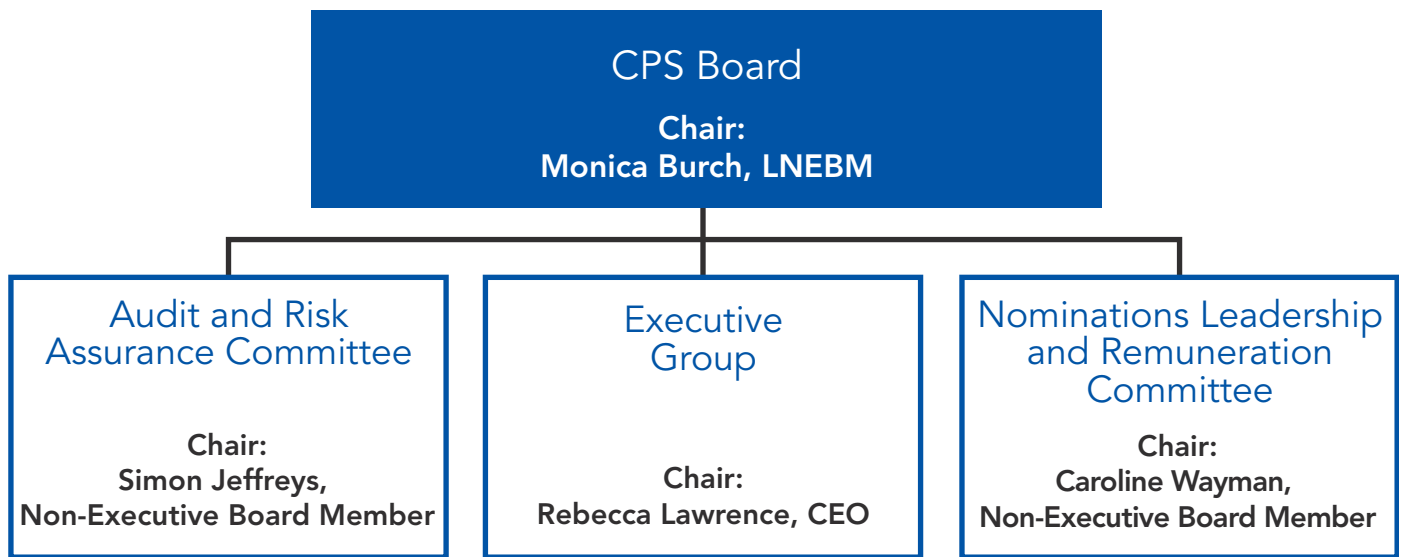
The Accounting Officer confirms that he has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the CPS' auditors are aware of that information. So far as he is aware, there is no relevant audit information of which the auditors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

The Accounting Officer confirms that the Annual Report and Accounts as a whole is fair, balanced and understandable and he takes personal responsibility for the Annual Report and the judgements required for determining that it is fair, balanced and understandable.

Governance statement

This Governance Statement sets out the CPS' governance, risk and assurance management and internal control framework and how, during 2021-22, 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 Non-Ministerial Department that is not subject to the protocol on enhanced departmental boards but has 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 are given in the Directors' report on page 60.

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. It plays a key role in ensuring that the CPS is equipped to provide a professional, efficient and high-quality service.

The Cabinet Office’s and HM Treasury’s Corporate Governance Code of Good Practice provides guidance on Board composition and remit. In response to the findings of a 2019 review of CPS governance, changes to the Board composition were made, motivated by an intention to make the Board more strategic, streamlined and independent.

The primary function of the CPS Board is to set the strategic direction and priorities for the CPS, and to provide a forum for constructive challenge on proposals and the implementation of decisions by the Executive Group as appropriate.

This year the Board has considered a number of key issues. The Board received regular updates on the progress of the Future Working Programme and on activities to support staff wellbeing during the pandemic.

To ensure the Board is satisfied with the quality of data it receives, the Board has worked closely with performance teams throughout the development of a new quarterly highlight report to track progress against the CPS 2025 values and the Business Plan. The Board has also been closely involved in the development of performance data reporting, which reported for the first time during the year.

A key focus for the Board remains the Operational Recovery and Improvement Programme, which continues to monitor overall resource and structures to manage inflated caseloads and engagement with the Crown Court National Improvement Team.

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 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.

The CPS Bespoke Assurance Framework continued to ensure that members of the Executive Group were accountable for their respective portfolios. The reports the Committee have received have provided assurance to the CPS Board on the effectiveness of internal controls within the CPS.

The Committee continued to receive updates on risk management process at each meeting. In addition, the Committee conducted regular deep dives on specific risks including regular updates from the Rape and Serious Sexual Offences programme.

Executive Group (EG)

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

Nominations and Governance Committee (NLRC)

The Nominations, leadership and Remuneration Committee (NLRC) advises the Board on key elements of effectiveness, including:

- ensuring that there are satisfactory systems for identifying and developing leadership and high potential talent;
- succession planning for appointments to the Board and to other senior roles in order to maintain an appropriate balance of skills, experience and diversity;
- overseeing the departmental commitment to Equality, Diversity and Inclusion in relation to leadership behaviours and senior appointments and development; and
- 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 performance and remuneration of CPS senior management. The Committee has maintained oversight of senior talent management and succession planning, and the Senior Operating Model.

Risk management

The early identification and effective management of risk is fundamental to the achievement of our mission, goals, and strategic objectives. Our approach encompasses managing risk across all our activities at operational, tactical, and strategic levels.

Risk management and risk profile

For the CPS to meet the changing demands of the criminal justice system and fulfil our stakeholders' expectations, we need to give the highest priority to risk across all levels of the organisation and ensure it is aligned with the achievement of our objectives.

The CPS Enterprise Risk Management framework was written to provide the methodology and philosophy to ensure that risks are effectively mitigated in line with the Treasury's 'Orange Book'. This is underpinned by risk management processes designed to inform business decisions; enable more effective use of resources; enhance strategic and business plans and strengthen contingency planning.

Effective governance of the process allows for escalation and reporting of risk to appropriate tiers of management including the Performance and Risk Group, Executive Group, Audit and Risk Assurance Committee, and the Board. Additionally, the Integrated Internal Audit programme and work of HM Crown Prosecution Service Inspectorate is informed by regular mapping to ensure adequate coverage of all key areas of risk.

Risk appetite statement

The CPS has 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.

Key risk activities planned and in progress

During 2021-22, the CPS continued to strengthen its risk management framework and carried out the following key activities:

- Integrated, improved, and simplified the Enterprise Risk Management Framework across all levels of the organisation to manage potential threats and existing issues, and deliver benefits for CPS stakeholders.
- Risk management reviews have been carried out on all strategic risks with the respective Senior Risk Owners and ongoing work is in place to actively monitor risk progression in relation to the effectiveness of mitigations.
- A comprehensive deep dive was carried out into the rape and serious sexual offences programme to understand and articulate associated risks and sub-risks.
- Risk training, risk workshops and risk reviews have been carried out and will continue to run over the next year with the aim of increasing risk maturity in the CPS.
- In-depth quarterly reviews of risk returns have been carried out and will continue to be reviewed on a regular basis. This activity measures the key risk themes coming from each CPS Area.
- Ongoing activities are underway to improve risk and assurance management across the CPS. One aspect of this is the integration of assurance into the risk framework. This will establish a solid 'three lines of defence' capability for risk management across the CPS.

Roles and responsibilities

The CPS Board has overall responsibility for our risk appetite, determining the amount and type of risk that we are willing to take to meet our strategic objectives.

The Director of Public Prosecutions and our Chief Executive Officer (as Accounting Officers) are accountable to Parliament for ensuring that all risks are managed effectively. On their behalf, the Chief Finance Officer and the Risk Management Team coordinate the deployment of risk management arrangements, ensure consistency of approach, and periodically report the top risks to the Executive Group, Audit and Risk Assurance Committee and the Board.

Ownership of risk registers is assigned to relevant senior managers, and individual risks are owned by the most appropriate team or individual.

Corporate performance, including current risk and financial metrics, is reviewed monthly by the Performance and Risk Group, with a formal review of the top risks presented to the Executive Group on a quarterly basis to agree the controls and mitigating actions required to reduce risks to within tolerance levels and to consider emerging issues.



The Audit and Risk Assurance Committee, which meets quarterly, provides oversight of corporate risks, reviewing the status and the progress of mitigations identified by the risk owners.



The Board formally reviews key risks, and the risk landscape is used to inform the business strategy and the audit programmes to aid management in the delivery of business objectives.




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



Our principal risks

| Risk Category | Risk Description | Key Activities to Manage Our Risk | Risk Assessment and Direction of Assurance |
|--|--|---|---|
| <p>Information Management Public Confidence</p> | <p>Security and Information Management, Training and Governance: Sensitive case information relating to victims or witnesses could be disclosed in error, placing them at risk.</p> | <ul style="list-style-type: none"> • The overwhelming means of volume data transfer from criminal justice system networks is via Egress rather than removable media. • CPS continues to maintain a formal steering group that has oversight of all information governance performance and activities across the whole organisation. • The procedures for granting, monitoring and restricting access to removable media are formally documented. • Mandated information governance training is rolled out across the organisation every year. | <p style="text-align: center;"></p> <p>This is identified as a severe risk where CPS has a very low risk appetite. Further mitigating actions have been identified to bring this risk within tolerance levels.</p> |
| <p>Security & Digital Technology Public Confidence</p> | <p>Cyber Security: Our data or infrastructure is compromised by hostile cyber activity leading to potential major disruption to core business operations, risk to life if sensitive data is breached and significant reputational damage and loss of partner and public confidence.</p> | <ul style="list-style-type: none"> • We have an advanced threat intelligence service as part of our Security Operations Centre and continue to increase pro-active monitoring. • Initial cyber skills and education training has been provided to Information Asset Owners. • All ICT procurement requires that suppliers provide a security-assured service. • We conduct regular health checks and penetration checks. • We continue to liaise with the National Cyber Security Centre. | <p style="text-align: center;"></p> <p>We continually review our cyber security risk and maintain all digital technology risks within tolerance levels.</p> |

| Risk Category | Risk Description | Key Activities to Manage Our Risk | Risk Assessment and Direction of Assurance |
|--|---|--|---|
| <p>Casework & Legal Decision Making</p> <p>Public Confidence</p> | <p>Rape and Strategic Partnerships:</p> <p>Ongoing political and public scrutiny of the historically low numbers of rape cases prosecutions, with government targets for a return to 2016-17 volumes by the end of this Parliament. Scorecards are to be introduced which will include metrics for investigation, prosecution, and the courts. This could lead to increased levels of political scrutiny, negative media coverage and reputational damage.</p> | <ul style="list-style-type: none"> • A deep dive on rape and serious sexual offences was carried with RASSO senior risk owners and relevant internal colleagues to review mitigation actions and underlying risks. • An extensive programme of stakeholder engagement continues to be a priority action as part of our RASSO 2025 strategy, to build understanding of our work and increase levels of trust with influential partners. • We have published a digital walkthrough and public focused material for victims of rape and serious sexual offences. | <p style="text-align: center;"></p> <p>We continue to work with partners across the criminal justice system and, through implementation of the RASSO 2025 strategy, we are determined to drive up the number of rape cases that are going to court.</p> |
| <p>Service to Victims</p> <p>Public Confidence</p> | <p>Operational Recovery & Improvement:</p> <p>Resources and ways of operating effectively under coronavirus conditions have created backlogs resulting in increased organisational stress and resilience issues to the operational management of casework.</p> | <ul style="list-style-type: none"> • A menu of pressure easing measures has been invoked in Areas, Casework Divisions and CPS Direct. • Working with Resident Judges, we triage cases in backlogs to assess cases being listed for trial. The priority is custody cases awaiting trial. • We continue to conduct cross-agency meetings from senior leadership down, including the Joint Operational Improvement Board and bilaterals with senior judiciary, courts and police. | <p style="text-align: center;"></p> <p>Court backlogs that have materialised during the COVID-19 pandemic have led to unacceptable delays in the delivery of justice.</p> <p>Our continued engagement with partners across the criminal justice system in operational recovery is beginning to make progress.</p> |

| Risk Category | Risk Description | Key Activities to Manage Our Risk | Risk Assessment and Direction of Assurance |
|---|---|---|--|
| Capability, People & Resources | Change Management: CPS is unable to realise the benefits associated with change as there is not the capacity to accept and embed the changes. | <ul style="list-style-type: none"> • We are committed to developing an organisation-wide portfolio management capability to mitigate this risk. • An advisory audit undertaken by GIAA on the CPS' Management of the Portfolio of Change has also been undertaken to highlight immediate areas of focus. |  |
| Capability, People & Resources | Our People: The CPS does not have the right people with the right skills who are engaged and empowered to deliver high quality casework outcomes. | <ul style="list-style-type: none"> • We have improved workforce planning with engagement from local leaders and all those involved across the CPS in workforce planning. • Leadership and management development is aligned with our strategic people ambition and supports a thrive culture. |  |
| Service to Victims | Supporting Victims: Victims lack trust in the CPS and the wider criminal justice system to serve justice. | <ul style="list-style-type: none"> • We have conducted a fundamental review of the way we deal with victims to ensure that the CPS response is better focused and properly aligned with our role as a modern prosecution service, and that quality is improved. • We are developing a CPS Victims Strategy setting out wide-ranging plans to improve the service to victims. • We are producing virtual guides for victims in different languages showing the prosecution process from start to finish to improve public understanding of the process. • Information provided to victims is in a timely manner and outlines the stage of the process. |  Although quality and timeliness of communications with victims continues to improve it is below levels of aspiration. |

All risks that fall outside CPS risk tolerance are periodically reviewed by the Audit and Risk Assurance Committee to ensure effective mitigation is ongoing with a view to bringing these appropriately back within tolerance.

Identifying and managing conflicts of interest

The Civil Service Management Code sets out standards of propriety expected of civil servants in respect of external interests. The CPS has a policy in place for the declaration and management of interests for all staff, which includes declaration of any interests that may give rise to a conflict or perceived conflict of interest, and adheres to the requirements of the Code. In addition to the established processes in place for managing interests, an annual audit exercise takes place which requires all staff to make a declaration of any private, personal or financial interests or, for those in SCS and equivalent grades and senior employees in a Commercial role, to make a

nil declaration. Where a conflict or perceived conflict of interest arises, these will be recorded, considered, assessed and managed by appropriate senior managers with the support of Risk and HR practitioners.

Business appointments

In compliance with business appointment rules, the CPS is transparent in the advice given to individual applications for senior staff. We had five business appointment declarations from employees who left during 2021-22.

Her Majesty's Crown Prosecution Service Inspectorate

Her Majesty's Crown Prosecution Service Inspectorate (HMCPsi) inspects the Crown Prosecution Service and the Serious Fraud Office. It provides independently assessed evidence to help drive improvement and build public confidence in the prosecution process.

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 2021-22, HMCPsi completed eleven inspections:

As part of HMCPsi's Area Inspection Programme, they assess all 14 CPS Areas against a consistent inspection framework. Each Area is subject to a baseline inspection and follow-up inspection within a three-year period. No recommendations are being made in these reports. In this period, the following reports were published:

Cymru/Wales Area Inspection Programme Baseline Report – published 12 October 2021

The report recognises the pressures that the coronavirus pandemic has brought, which coincided with a period of change in the Area workforce, resulting in a loss of experience. The report also recognised that the Area had been under significant pressure with increasing caseloads. Overall, Inspectors found that the Area had effective systems and processes in place to ensure that cases are managed and progressed effectively.

North East Area Inspection Programme Baseline Report – published 12 October 2021

The report recognises the progress in, and commitment to, improving casework quality within the Area, and the hard work of the casework teams. Inspectors found particular strengths in service to victims, and in casework quality in rape and serious sexual offence cases. It also identified a number of issues which are being addressed both internally and with criminal justice system partners.

South East Area Inspection Programme Baseline Report – published 12 October 2021

The report shows that a sustained focus on casework quality and decision making in the area is having an impact on how effectively cases are progressed. The area had already identified the same areas for improvement as Inspectors and had begun work to ensure that these were addressed.

West Midlands Area Inspection Programme Baseline Report – published 12 October 2021

The report recognises the strengths of the Area, including noting that the Area added significant value and excelled in making good prosecutorial decisions, as well as adding value when making decisions and considering issues relating to victims and witnesses. The report also acknowledges

the challenging environment within which the Area has been operating within during the COVID-19 pandemic, given the significant increase in casework at a time when the Area was carrying out a significant recruitment drive.

CPS London South Baseline Report – published 17 February 2021

The report reflects the context of a significant increase in London South’s caseload following court closures in the initial lockdown in March 2020 and an increase in receipts from the police, which have created backlogs in the Area. Whilst there were notable aspects of the Area’s casework that were done well, the inspectorate found that there were aspects of casework quality where improvement is needed. Also, the consideration of victim and witness issues post-charge was a strength, but the inspectorate identified that pre charge victim issues required improvement across all units.

CPS East of England, Baseline Report – published 24 March 2022

Inspectors noted caseload and resourcing pressures with which the Area is dealing, acknowledging the hard work of all staff, and the joint working with criminal justice partners. In addition, it was recognised that the area adds value through good quality decision-making around disclosure of unused material, particularly in the Crown Court, and in rape and serious sexual offences casework.

Additionally, HMCPSI conducted the following thematic and joint inspections:

A joint thematic inspection of the police and Crown Prosecution Service’s response to rape – Phase one: From report to police or CPS decision to take no further action - published 16 July 2021.

The Criminal Justice Joint Inspectorate (CJJI) published two reports about the police and CPS response to rape at every stage of a case – from first report through to finalisation. The first phase focused on those cases where either the police or the CPS made the decision to take no further action (i.e. not to proceed with the case). Inspectors found that a lack of collaboration between the police and prosecutors had led to delays and poor communication with victims. They recognised, however, that work was already underway at a national level and that the police and the CPS were jointly making improvements.

An inspection of the operation of CPS and SFO Proceeds of Crime Divisions – published 22 July 2021

This inspection examined the effectiveness of domestic restraint and confiscation casework in the CPS Proceeds of Crime Division and the SFO Proceeds of Crime and International Assistance Division. Inspectors identified strengths and aspects of good practice in the CPS, in addition to finding that staff were professional, very capable, and highly motivated, with considerable skill, knowledge and commitment.

Joint thematic inspection of the progress of individuals who have mental health problems through the criminal justice system – published 17 November 2021

This is a clear and thorough report which highlights the need for progress and change in handling cases where the suspect or defendant has a mental health condition or disorder. The CPS recognises that there is more work to be done to improve the handling of mental health cases within the criminal justice system and looks forward to progressing work on the three of the Inspectorate’s recommendations which also apply to the CPS (out of a total of 22).

CPS Handling of Custody Time Limits – published 16 December 2021

Inspectors found that the temporary legislative changes due to the pandemic had been clearly communicated to staff, that tools and guidance provided were effective in minimising errors, and that monitoring systems were appropriate. The findings demonstrate that staff responded well to the increasing demands placed upon them by the changes to Custody Time Limits (CTLs) arising from the pandemic. The report makes three recommendations which will assist us to further improve the accurate calculation of CTLs, the standard of our reviews, and the quality of our CTL extension applications.

A joint thematic inspection of the police and Crown Prosecution Service’s response to rape – Phase two – How well the criminal justice system serves survivors of rape - published 25 February 2022

The second phase considered what the barriers are to the progression of rape reports in the criminal justice system following charge. We recognise that the approach to the investigation and prosecution of rape and our response, as well as that of the wider criminal justice system, must improve. Actions taken to transform how we handle rape cases have therefore prioritised three main areas, in respect of which work is ongoing:

- better collaboration with the police from the very start of an investigation, taking an offender-centric approach to case-building;
- supporting our prosecutors and expanding the size of our specialist units so that they are properly resourced to respond to these challenging and complex cases; and
- improving the support given to victims, and recognising the trauma they experience.

Commercial arrangements

The CPS Commercial Policy sets out the governance for our commercial activity, ensuring legal compliance with Public Contract Regulations, Cabinet Office spending controls and delegated authority limits, which are structured around value and risk of the procurement or contract change involved. The new role of Head of Commercial Policy has supported implementation of the policy across the CPS, including the roll out of a full package of commercial training courses which commenced in 2021-22 and will continue into the 2022-23 financial year.

The policy is supported by a robust approval framework with gateways encompassing the full commercial lifecycle from concept through to contract exit. The introduction of Strategic Sourcing specialisms has enabled earlier engagement with the business, resulting in an enhanced understanding of our commercial pipeline. This has created better assessment of ‘make or ‘buy’ decisions and greater engagement with the marketplace to better understand our requirements.

The Commercial function is integral to the business case process, both for internal approvals via the Investment Committee and for Cabinet Office and Treasury controls. This ensures the right commercial risks are raised at business planning stage to ensure that appropriate mitigation measures are identified, implemented and monitored throughout the commercial lifecycle. The Commercial function is also represented on internal governance boards to provide commercial insight and oversight, thereby ensuring that compliance is maintained and the most advantageous commercial model is delivered to the CPS.

In 2021-22 the CPS have jointly issued their first Anti-Modern Slavery Statement with the Attorney General’s Office (AGO), reasserting our organisations’ combined commitment to preventing modern slavery within our supply chains. The 2015 Modern Slavery Act gives law enforcement agencies enhanced tools to tackle modern slavery. In 2020, the UK published the world’s first government modern slavery statement setting out the steps taken to prevent modern slavery in central government supply chains. This includes a commitment for government departments to publish their own annual statement in 2021.

Due in part to our role within the criminal justice system, the CPS knows the importance of tackling these complex crimes at the highest levels and is fully committed to helping deliver the Government’s objectives, ensuring taxpayers’ money does not inadvertently fund criminal activities, and to protect vulnerable workers in global supply chains from exploitation.

The statement outlines the steps the AGO and CPS have taken to prevent modern slavery in their supply chains and ensure transparency in areas where AGO and CPS suppliers may need to improve. The statement also sets out formal goals across a range of measures, from training and raising awareness to addressing risks with our key suppliers and their supply chains. A report on the progress towards these objectives will be released in 2022 as part of the next statement.

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 acts as an Additional Accounting Officer of the CPS.

Assurance audits

The CPS uses the Government Internal Audit Agency (GIAA) to provide objective insight aimed at helping achieve better outcomes and value for money for the public. In 2021-22 GIAA 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 2021-22:

| AREA OF INSPECTION | OUTCOME FROM REVIEW OF EFFECTIVENESS | DATE REPORT FINALISED |
|-----------------------------------|--------------------------------------|-----------------------|
| Personal Injury Claims | MODERATE | October 2021 |
| Strategic Procurements | MODERATE | October 2021 |
| CPS 2025 | MODERATE | October 2021 |
| Disclosure | MODERATE | February 2022 |
| Deployment of Paralegal Resources | MODERATE | March 2022 |
| National Resource Model (NRM) | MODERATE | March 2022 |
| Casework Quality | SUBSTANTIAL | May 2022 |
| Business Continuity | MODERATE | May 2022 |

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 2021-22.

Advisory audits

As well as the above assurance audits, the GIAA also conducted two advisory audits during 2021-22. Advisory audits involve GIAA working together with subject matter experts from across the CPS in an advisory role and are not subject to an opinion. The two advisory audits carried out in 2021-22 were in respect of Whistleblowing and Management of the Portfolio of Change, with reports being issued in August 2021 and March 2022 respectively.

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 <https://civilservicecommission.org.uk>.

The Director of Public Prosecutions, 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, renewed 1 June 2021 to 31 May 2024

Simon Jeffreys 3 December 2018 to 2 December 2021, renewed 3 December 2021 to 2 December 2024

Independent Audit and Risk Assurance Committee Members

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

Michael Dunn 1 November 2021 to 31 October 2024

Deborah Harris-Ugbomah 10 January 2022 to 9 January 2025

Jennifer Rowe was also a member of the Audit and Risk Assurance Committee until leaving on 2 August 2021 on expiration of her fixed term contract.

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 and retention 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.
- Evidence received about wider economic considerations and the affordability of its recommendations.

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

The Nominations, Leadership and Remunerations Committee (NLRC) acts as the remuneration committee for the CPS senior management team. In 2021-22 this committee was made up of the following:

Caroline Wayman, Non-Executive Board Member (Chair), Monica Burch, Lead Non-Executive Board Member, Max Hill QC, Director of Public Prosecutions and Rebecca Lawrence, Chief Executive Officer.

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 announcement of the pay pause across the public sector meant there were no consolidated pay awards for the Senior Civil Service (SCS) from 1 April 2021. In accordance with the Cabinet Office pay guidance, non-consolidated Performance Related Pay (PRP) awards were considered. A budget of 3.3% of the total SCS pay bill was available for PRP awards. The actual distribution of PRP payments was 2.99% 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. This is considered to be the membership of the CPS Board and the Executive Group.

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

| | 2021-22 | | | | | 2020-21 | | | | |
|---|--------------------------|---------------------------|-----------------------------|--|---------------|---------------------------------------|---------------------------|-----------------------------|--|---------------|
| | Salary £000 | Bonus Payments £000 | Benefits in Kind £000 | Pension Benefits ¹ £000 | Total £000 | Salary £000 | Bonus Payments £000 | Benefits in Kind £000 | Pension Benefits ¹ £000 | Total £000 |
| Max Hill Director of Public Prosecutions | 215-220 | — | — | 84 | 300-305 | 215-220 | — | — | 84 | 300-305 |
| Rebecca Lawrence Chief Executive Officer | 155-160 | 10-15 | — | 34 | 205-210 | 155-160 | 0-5 | — | 67 | 225-230 |
| Jean Ashton Director of Business Services (to 30 April 2020) | — | — | — | — | — | 100-105 ² (fye 105-110) | — | — | 1 | 100-105 |
| Gregor McGill Director of Legal Services | 120-125 | 5-10 | — | 9 | 135-140 | 120-125 | — | — | 36 | 160-165 |
| Sue Hemming Director of Legal Services | 125-130 | 10-15 | — | 17 | 155-160 | 125-130 | 10-15 | — | 54 | 190-195 |
| Grace Ononiwu Director of Legal Services (from 6 April 2021) | 115-120 (fye 120-125) | — | — | 99 | 215-220 | N/A | N/A | N/A | N/A | N/A |
| Mark Gray Chief Digital and Information Officer | 105-110 | — | — | 42 | 150-155 | 110-115 | 0-5 | — | 42 | 155-160 |
| Mark Summerfield Director of Human Resources (from 13 September 2019 to 31 August 2020) | — | — | — | — | — | 175-180 ³ (fye 115-120) | — | — | 20 | 195-200 |
| Dawn Brodrick Chief People Officer | 140-145 | 0-5 | — | — | 145-150 | 80-85 (fye 140-145) | — | — | — | 80-85 |

| | 2021-22 | | | | | 2020-21 | | | | |
|--|-----------------------------|---------------------------|-----------------------------|--|---------------|----------------|---------------------------|-----------------------------|--|---------------|
| | Salary £000 | Bonus Payments £000 | Benefits in Kind £000 | Pension Benefits ¹ £000 | Total £000 | Salary £000 | Bonus Payments £000 | Benefits in Kind £000 | Pension Benefits ¹ £000 | Total £000 |
| Baljit Ubhey Director of Strategy and Policy | 130-135 | — | — | 26 | 155-160 | 130-135 | — | — | 56 | 185-190 |
| Chris Sharp Director of Finance (from 13 September 2019 to 30 April 2021) | 135- 140 ⁴ | — | — | 2 | 140-145 | 95-100 | — | — | 40 | 135-140 |
| Steve Buckingham Chief Finance Officer (from 4 May 2021) | 100-105 (fye 110-115) | — | — | 31 | 130-135 | N/A | N/A | N/A | N/A | N/A |
| Sandra McKay Director of Communications | 85-90 | 0-5 | — | 23 | 115-120 | 85-90 | — | — | 53 | 140-145 |
| Mark Hammond Non-executive Board Member | 10-15 | — | 0.3 | — | 10-15 | 10-15 | — | — | — | 10-15 |
| Monica Burch Non-executive Board Member | 20-25 | — | — | — | 20-25 | 20-25 | — | — | — | 20-25 |
| Simon Jeffreys Non-executive Board Member | 10-15 | — | 0.2 | — | 10-15 | 10-15 | — | — | — | 10-15 |
| Caroline Wayman Non-executive Board Member | 10-15 | — | — | — | 10-15 | 10-15 | — | — | — | 10-15 |

fye = full year equivalent salary

- 1 The Pensions Benefits figure does not represent a cash payment, but is a calculation, provided by the pension administrator, of the estimated value of pension benefits accrued during the year under the scheme. It is calculated as the real increase in pension multiplied by 20, plus the real increase in any lump sum, less the contributions made by the individual. The real increases exclude increases due to inflation or any increase or decrease due to a transfer of pension rights.
- 2 Includes a £95,000 payment on voluntary exit.
- 3 Includes a £95,000 payment on voluntary exit and £28,344 compensation in lieu of notice.
- 4 Includes a £95,000 payment on voluntary exit and £30,251 compensation in lieu of notice

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 2021-22 relate to performance in 2020-21 and the comparative bonuses reported for 2020-21 relate to performance in 2019-20.

Pension benefits (Audited)

| Official | Accrued pension at pension age as at 31 March 2022 and related lump sum £000 | Real increase in pension and related lump sum at pension age £000 | CETV at 31 March 2022 £000 | CETV at 31 March 2021 (or date of joining Board if later) £000 | Real increase in CETV £000 |
|---|---|--|-------------------------------|---|-------------------------------|
| Max Hill Director of Public Prosecutions | pension 15-20 | pension 5-7.5 | 250 | 172 | 55 |
| Rebecca Lawrence Chief Executive Officer | pension 60-65 lump sum 110-115 | pension 2.5-5 lump sum 0 | 1,057 | 987 | 9 |
| Gregor McGill Director of Legal Services | pension 55-60 lump sum 165-170 | pension 0-2.5 lump sum 0 | 1,389 | 1,315 | (8) |
| Sue Hemming Director of Legal Services | pension 55-60 lump sum 130-135 | pension 0-2.5 lump sum 0 | 1,225 | 1,156 | 0 |
| Grace Ononiwu Director of Legal Services | pension 50-55 lump sum 100-105 | pension 5-7.5 lump sum 5-7.5 | 1,011 | 880 | 77 |
| Mark Gray Chief Digital and Information Officer | pension 30-35 | pension 2.5-5 | 288 | 258 | 14 |
| Baljit Ubhey Director of Strategy and Policy | pension 55-60 lump sum 105-110 | pension 0-2.5 lump sum 0 | 1,017 | 955 | 6 |
| Chris Sharp Director of Finance | pension 30-35 | pension 0-2.5 | 568 | 568 | 1 |
| Steve Buckingham Chief Finance Officer | pension 30-35 | pension 0-2.5 | 543 | 497 | 16 |
| Sandra McKay Director of Communications | pension 30-35 | pension 0-2.5 | 555 | 508 | 8 |

Dawn Brodrick chose not to be covered by the Civil Service pension arrangements during the reporting year. No pension contributions were made on their 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.

Fair pay (Audited)

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

The banded remuneration of the highest-paid director in the CPS in the financial year 2021-22 was £215-220k.

The average percentage change in salary from the previous financial year in respect of the employees of the CPS taken as a whole, was an increase of 0.62% to £44,090 (2020-21: £43,821).

| Year | 25th percentile pay | | Median pay | | 75th percentile pay | |
|--------------------|---------------------|-------|------------|-------|---------------------|-------|
| | £ | ratio | £ | ratio | £ | ratio |
| 2021-22 | 27,860 | 7.8 | 39,193 | 5.5 | 58,155 | 3.7 |
| 2020-21 (restated) | 27,766 | 7.8 | 38,750 | 5.6 | 57,910 | 3.8 |

The 2020-21 figure for median pay has been restated to take into account a change in methodology to include allowances, overtime and bonuses.

The ratios for 2021-22 have reduced compared to 2020-21. This is as a result of small increases in the remuneration of the CPS workforce, whereas the highest-paid director's remuneration has remained in the same band.

The CPS believes these ratios are consistent with its pay, reward and progression policies for its employees taken as a whole, as staff are remunerated in pay ranges that are consistent with the wider Civil Service and reflect the levels of seniority at which roles are required to be performed.

The following figures show the breakdown between the salary and bonus elements of total pay for the stated percentile points.

| Year | 25th Percentile pay | | Median pay | | 75th percentile pay | |
|---------|---------------------|-----------|------------|-----------|---------------------|-----------|
| | Salary (£) | Bonus (£) | Salary (£) | Bonus (£) | Salary (£) | Bonus (£) |
| 2021-22 | 27,745 | 115 | 39,135 | 58 | 58,040 | 115 |
| 2020-21 | 27,766 | — | 38,750 | — | 57,910 | — |

Remuneration ranged from £19k to £215-220k (2020-21: £19k to £215-£220k).

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. Because the Government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see below). 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 an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. 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 2021-22. Figures shown in brackets are for the prior year, 2020-21.

| Exit package cost band | Number of compulsory redundancies | Number of other departures agreed | Total number of exit packages by cost band |
|-------------------------------|-----------------------------------|-----------------------------------|--|
| < £10,000 | – (–) | 1 (–) | 1 (–) |
| £10,000 – £25,000 | – (–) | 6 (2) | 6 (2) |
| £25,000 – £50,000 | – (–) | 3 (3) | 3 (3) |
| £50,000 – £100,000 | – (–) | 5 (7) | 5 (7) |
| £100,000 – £150,000 | – (–) | – (–) | – (–) |
| £150,000 – £200,000 | – (–) | – (–) | – (–) |
| Total number of exit packages | – (–) | 15 (12) | 15 (12) |
| Total cost 2021-22 (£000) | – | 584 | 584 |
| Total cost 2020-21 (£000) | – | 695 | 695 |

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 2022

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 | 12 | 11.6 |
| | SCS2 | 7 | 7.0 |
| | SCS3 | 1 | 1.0 |
| | SLM1 | 43 | 42.6 |
| | SLM2 | 19 | 19.0 |
| | SLM3 | 0 | 0.0 |
| SCS Total | | 83 | 82.2 |

Staff composition table

| ONS Grade | Female | | Male | | Grand total | |
|-------------|--------|---------|-------|---------|-------------|---------|
| | HC | FTE | HC | FTE | HC | FTE |
| SCS | 48 | 47.6 | 35 | 34.6 | 83 | 82.2 |
| Other | 4,754 | 4,329.1 | 2,294 | 2,238.6 | 7,048 | 6,567.7 |
| Grand total | 4,802 | 4,376.7 | 2,329 | 2,273.2 | 7,131 | 6,649.9 |

Average number of persons employed for 2021-22 (Audited)

| | Average number of full-time equivalent staff during the year | |
|----------------------------|--|---------|
| | 2021-22 | 2020-21 |
| Permanently employed staff | 6,051 | 5,707 |
| Others | 502 | 411 |
| Total | 6,553 | 6,118 |

Staff costs for 2021-22 (Audited)

| | 2021-22 | 2021-22 | 2021-22 | 2020-21 |
|---|----------------------------|---------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| | Permanently employed staff | Others | Total | Total |
| Wages and salaries | 283,673 | 10,275 | 293,948 | 278,711 |
| Social security costs | 31,778 | – | 31,778 | 29,640 |
| Other pension costs | 74,047 | – | 74,047 | 69,391 |
| Subtotal | 389,498 | 10,275 | 399,773 | 377,742 |
| Less recoveries in respect of outward secondments | (436) | – | (436) | (825) |
| Total net costs | 389,062 | 10,275 | 399,337 | 376,917 |

Further details of staff costs can be found in Note 3 to the Accounts on page 122.

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 CPS is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the PCSPS as at 31 March 2016. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservicepensionscheme.org.uk/about-us/resource-accounts/).

For 2021-22, employers’ contributions of £73,729,215 were payable to the PCSPS (2020-21: £68,985,421) at one of four rates in the range 26.6% to 30.3% of pensionable pay, 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 2021-22 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 £381,473 (2020-21: £346,272) 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% (2019-20: 8% to 14.75%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £15,117 (0.5%) (2020-21: £13,814, 0.5%) of pensionable pay 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 reporting period date were £34,109 (2020-21: £31,610). Contributions prepaid at that date were £Nil (2019-20: £Nil).

4 individuals (2020-21: 9) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £54,258 (2020-21: £152,983).

Staff policies

The CPS was one of the first government departments to successfully renew its 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.

Diversity and inclusion

Being a fair, diverse and inclusive employer is important for the CPS to enable us to represent the public we serve and to support everyone in being themselves at work. We are proud that we are making good progress in this important area through recruiting and developing a diverse workforce and promoting an inclusive and supportive working environment. We have an excellent track record in attracting and retaining a strong and diverse workforce – we are above Civil Service average for women at all grades and our representation of Ethnic Minorities also compares favourably with the Civil Service as a whole. We have been recognised in a range of ways for our work on diversity, faith equality and inclusion, including being accredited as a Disability Confident Leader and a Top Employer for Race. In 2021, we were the only government department to be listed in the Top Ten employers for Working Families.

Declaration

Declaration rates indicate the number of CPS employees who have chosen to provide their personal information for the characteristic indicated. For the 4th quarter of 2021-22, declaration rates are as follows:

| | All staff | G6/G7 | SCS |
|--------------------|-----------|-------|-----|
| Ethnicity | 89% | 89% | 95% |
| Disability | 79% | 80% | 90% |
| Sexual orientation | 77% | 74% | 87% |

These figures are taken from our HR system, where declaration is voluntary except for gender and age.

Gender

The gender makeup of the CPS has been stable for many years and the CPS has had a consistent female representation of over 66% for at least 10 years, currently standing at 67%. Women are also in the majority at more senior levels, but to a lesser degree – women make up 59% of Senior Civil Service (SCS) and equivalent grades in CPS. This is reflected across the wider Civil Service, where women make up a higher percentage of junior grades than they do of more senior grades.

Ethnicity

The CPS has worked hard to address inequalities in the organisation over the last 21 years, and is proud to be an open and diverse organisation. However, we recognise that there are still very real challenges and we are determined to continue working to ensure that everyone is able to achieve their full potential.

21% of the CPS workforce is Black, Asian or minority ethnic. This compares favourably with both the wider Civil Service, in which 13.2% of civil servants had declared as BAME as at 31 March 2020, and with the UK population, of which 15.2% are from an Ethnic Minority background. There is a regional variation in our BAME workforce representation and, whilst there is no immediate evidence of significant disparities between our employee profile and those of local communities, the Inclusion Community Engagement Strategy commits CPS areas to reviewing their representation.

Age

42% of the CPS workforce is over the age of 50. The challenge for the CPS and its line managers is to recognise and use the skills and experience of all staff to the best effect, meeting training and development needs appropriately to create a fulfilled and happy multigenerational workforce.

Sexual orientation and gender identity

LGBQ representation across all grades is relatively constant; 5% of all staff, 4% of Grades 6 and 7, and 6% of SCS. Our HR Business Information system now includes the option to use pronoun Mx, as a title for those who do not identify as being of a gender, or for people who simply do not want to be identified by gender.

Socio-economic background

The CPS has been recognised in the Social Mobility Employer Index, the leading authority on employer best practice, as one of the Top 75 employers, ranking at number 26 in the 2021 benchmarking. The Social Mobility Foundation's Employer Index was established to encourage organisations to become more accessible to individuals from lower socio-economic backgrounds. Questions about the Social Economic background of our employees are now included on our HR Business Information system and our annual People Survey. Better understanding the profile of our workforce will help us continue to remove any barriers to career progression and ensure our people reflect the communities we serve.

Disability

The CPS continue to support staff with disabilities and long-term health conditions. We are shining a spotlight on all types of disability, including those that are invisible, working hard to promote a greater awareness and understanding of these conditions.

79% of our staff have declared whether they have a disability or long-term health condition. Workforce disability representation is 15%, with SCS disability representation at 12%. Both are in line with the Civil Service average.

Achievements this year

- Increased declaration for faith and sexual orientation.
- Increase in the number of Ethnic Minorities employees at SCS level.
- Flexible working practices and the support of line management throughout the COVID-19 pandemic has resulted in a decline of reported instances of discrimination, bullying and harassment.

Challenges for the future

- We will aim for 90% declaration rates across all protected characteristics.
- Areas will compare their workforce data to local population data and provide plans to address any disproportionality.
- Further work will be undertaken to identify and remove any barriers for those from an Ethnic Minority background who are looking to progress into more senior roles.

Trade union facility time

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 2021-22 financial year, 71 employees (64 in 2020-21) acted as relevant union officials with pre-approved facility time. Of these, 8 (6 in 2020-21) spent 0% of their time on trade union facility time and 63 (58 in 2020-21) spent between 1-50% of their time on trade union facility time. The total cost of facility time was £328,315 (£351,173 in 2020-21), which is 0.08% (0.09% in 2020-21) of the total pay bill of £399,772,800 (£377,742,000 in 2020-21). The time spent on paid trade union activities as a percentage of total paid facility time hours was 0% (0% in 2020-21).

Other staff information

Staff engagement

The annual Civil Service People Survey looks at civil servants' attitudes to, and experience of working in the Civil Service.

The 2021 People Survey ran from 28th September to 3rd November. A total of 327,388 people across the Civil Service completed the survey giving an overall response rate of 62%.

The CPS response rate this year was 69% which showed a 1 percentage point decrease on the 2020 survey (69%), and was 7 percentage points higher than the Civil Service response rate (62%).

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success.

The Employee Engagement Index (EEI) is a key metric in measuring employee engagement. Five questions are used in the People Survey to measure employee engagement and combine these responses into a summary index score to determine where they sit on a scale of very disengaged (0%) through to very engaged (100%). This score is referred to as the Employee Engagement Index.

In 2021 the CPS EEI decreased to 69%, which remains the second highest EEI recorded by CPS since the survey began in 2009 and a full 20 percentage points above the lowest EEI recorded in 2011.

The wider Civil Service EEI stayed the same this year at 66%. This exceeded the Civil Service EEI by 3 percentage points.

The table below provides details of the CPS response rate and EEI for the last 5 years.

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------|------|------|------|------|------|
| CPS response rate | 68% | 63% | 68% | 70% | 69% |
| CPS EEI | 61% | 61% | 65% | 70% | 69% |

Staff turnover

The CPS applies the Cabinet Office guidance on staff turnover to calculate the rate of turnover within the Department.

For a given period, the turnover figure is calculated as the number of leavers within that period divided by the average number of staff in post over the period. Leavers include all leavers within the financial year and the average number of staff in post is calculated using quarterly staff in post data for the respective financial year.

The Cabinet Office guidance on staff turnover can be found at

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/854929/Annex A - Turnover Definition 1 2 .pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/854929/Annex_A_-_Turnover_Definition_1_2_.pdf)

The table below details the turnover percentage within the CPS for the past five financial years.

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|-----------------------------|---------|---------|---------|---------|---------|
| Staff turnover (percentage) | 7.3% | 7.3% | 6.0% | 5.1% | 7.6% |

Expenditure on temporary staff

| | 2021-22 £000 | 2020-21 £000 |
|--------------------------------|-----------------|-----------------|
| Expenditure on temporary staff | 10,025 | 7,494 |

Expenditure on consultancy

| | 2021-22 £000 | 2020-21 £000 |
|----------------------------|-----------------|-----------------|
| Expenditure on consultancy | 348 | 219 |

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.

Off payroll engagements

Table 1: Highly paid off-payroll worker engagements as at 31 March 2022, earning £245 per day or greater

| | CPS |
|---|-----|
| No. of existing engagements as of 31 March 2022 | 20 |
| <i>Of which...</i> | |
| No. that existed <1 year | 16 |
| No. that have existed between 1 and 2 years | 1 |
| No. that have existed between 2 and 3 years | 0 |
| No. that have existed between 3 and 4 years | 3 |

| | CPS |
|---|-----|
| No. that have existed for 4 or more years | 0 |

The £245 threshold is set to approximate the minimum point of the pay scale for a Senior Civil Servant.

Table 2: Highly paid off-payroll workers engaged at any point during the year ended 31 March 2022, earning £245 per day or greater

| | CPS |
|--|-----|
| No. of temporary off-payroll workers engaged during the year ended 31 March 2021. | 32 |
| <i>Of which...</i> | |
| Not subject to off-payroll legislation | |
| Subject to off-payroll legislation and determined as in-scope of IR35 | 14 |
| Subject to off-payroll legislation and determined as out-of-scope of IR35 | 6 |
| No. of engagements reassessed for compliance or assurance purposes during the year | 4 |
| No. of engagements that saw a change to IR35 status following review | 1 |

A worker that provided their services through their own limited company or another type of intermediary to the client will be subject to off-payroll legislation and the Department must undertake an assessment to determine whether that worker is in-scope of Intermediaries legislation (IR35) or out-of-scope for tax purposes.

Table 3: For any off-payroll engagements of board members, and/or senior officials with significant financial responsibility, between 1 April 2021 and 31 March 2022

| | 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 5.5 to 7.3 (as at quarter 4 2021-22), against a Civil Service average of 6.1 days.

Parliamentary accountability and audit report

Statement of Outturn against Parliamentary Supply

In addition to the primary statements prepared under IFRS, the Government Financial Reporting Manual (FReM) requires the CPS to prepare a Statement of Outturn against 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 tie exactly 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).

The SOPS and Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. An understanding of the budgeting framework and an explanation of key terms is provided on page 35, in the Financial Review section of the Performance Report. Further information on the Public Spending Framework and the reasons why budgeting rules are different to IFRS can also be found in chapter 1 of the Consolidated Budgeting Guidance, available on gov.uk.

The SOPS provides a detailed view of financial performance, in a form that is voted on and recognised by Parliament. The Financial Review, in the Performance Report, provides a summarised discussion of outturn against Estimate and functions as an introduction to the SOPS disclosures.

Summary tables – mirrors part one of the Estimates

Summary table 2021-22, all figures presented in £000s

| Type of spend | SOPS Note | Outturn | | | Estimate | | | Voted outturn vs Estimate, saving/ (excess) | | Prior Year Outturn Total, 2020-21 |
|---------------------------------------|-----------|----------------|-----------|----------------|----------------|-----------|----------------|---|---------------|-----------------------------------|
| | | Voted | Non-Voted | Total | Voted | Non-Voted | Total | Voted | Total | |
| Departmental Expenditure Limit | | | | | | | | | | |
| Resource | 1.1 | 628,012 | – | 628,012 | 650,698 | – | 650,698 | 22,686 | 22,686 | 566,812 |
| Capital | 1.2 | 2,678 | – | 2,678 | 6,205 | – | 6,205 | 3,527 | 3,527 | 202 |
| Total | | 630,690 | – | 630,690 | 656,903 | – | 656,903 | 26,213 | 26,213 | 567,014 |
| Annually Managed Expenditure | | | | | | | | | | |
| Resource | 1.1 | (1,003) | – | (1,003) | 5,950 | – | 5,950 | 6,953 | 6,953 | (913) |
| Capital | | (1,734) | – | (1,734) | 500 | – | 500 | 2,234 | 2,234 | – |
| Total | | (2,737) | – | (2,737) | 6,450 | – | 6,450 | 9,187 | 9,187 | (913) |
| Total Budget | | | | | | | | | | |
| Resource | | 627,009 | – | 627,009 | 656,648 | – | 656,648 | 29,639 | 29,639 | 565,899 |
| Capital | | 944 | – | 944 | 6,705 | – | 6,705 | 5,761 | 5,761 | 202 |
| Total Budget Expenditure | | 627,953 | – | 627,953 | 663,353 | – | 663,353 | 35,400 | 35,400 | 566,101 |
| Non-Budget Expenditure | | – | – | – | – | – | – | – | – | – |
| Total Budget and non budget | | 627,953 | – | 627,953 | 663,353 | – | 663,353 | 35,400 | 35,400 | 566,101 |

Figures in the areas outlined in bold cover the voted control limits voted by Parliament. Refer to the Supply Estimates guidance manual, available on gov.uk, for detail on the control limits voted by Parliament.

Net cash requirement 2021-22, all figures presented in £000s

| Item | SOPS Note | Outturn | Estimate | Outturn vs Estimate, saving/ (excess) | Prior Year Outturn Total, 2020-21 |
|----------------------|-----------|---------|----------|---------------------------------------|-----------------------------------|
| Net Cash requirement | 3 | 633,672 | 639,523 | 5,851 | 554,088 |

Administration costs 2021-22, all figures presented in £000s

| Item | SOPS Note | Outturn | Estimate | Outturn vs Estimate, saving/ (excess) | Prior Year Outturn Total, 2020-21 |
|----------------------|-----------|---------|----------|---------------------------------------|-----------------------------------|
| Administration costs | 1.1 | 29,982 | 40,043 | 10,061 | 26,870 |

Although not a separate voted limit, any breach of the administration budget will also result in an excess vote.

Notes to Statement of Outturn against Parliamentary Supply

SoPS 1. Outturn detail, by Estimate line

SoPS 1.1 Analysis of resource outturn by Estimate line

| Type of spend (Resource) | Resource Outturn | | | | | | | Estimate | | | Outturn vs Estimate, saving/ (excess) | Prior Year Outturn Total, 2020-21 |
|--|------------------|----------------|---------------|----------------|-----------------|----------------|----------------|----------------|-----------|------------------------|---|--|
| | 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 | 31,353 | (1,371) | 29,982 | – | – | – | 29,982 | 40,043 | – | 40,043 | 10,061 | 26,870 |
| B. Crown Prosecutions and Legal Services | – | – | – | 652,848 | (54,818) | 598,030 | 598,030 | 610,655 | – | 610,655 | 12,625 | 539,942 |
| Total Voted DEL | 31,353 | (1,371) | 29,982 | 652,848 | (54,818) | 598,030 | 628,012 | 650,698 | – | 650,698 | 22,686 | 566,812 |
| Total spending in DEL | 31,353 | (1,371) | 29,982 | 652,848 | (54,818) | 598,030 | 628,012 | 650,698 | – | 650,698 | 22,686 | 566,812 |
| Spending in Annually Managed Expenditure (AME) | | | | | | | | | | | | |
| Voted expenditure | | | | | | | | | | | | |
| C. CPS Voted AME Charge | – | – | – | (1,003) | – | (1,003) | (1,003) | 5,950 | – | 5,950 | 6,953 | (913) |
| Total Voted AME | – | – | – | (1,003) | – | (1,003) | (1,003) | 5,950 | – | 5,950 | 6,953 | (913) |
| Total spending in AME | – | – | – | (1,003) | – | (1,003) | (1,003) | 5,950 | – | 5,950 | 6,953 | (913) |
| Total resource | 31,353 | (1,371) | 29,982 | 651,845 | (54,818) | 597,027 | 627,009 | 656,648 | – | 656,648 | 29,639 | 565,899 |

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, 2020-21 |
|--|----------------|----------|----------------|--------------|-----------|---------------------|---------------------------------------|-----------------------------------|
| | Gross | Income | Net | Total | Virements | Total inc virements | | |
| Spending in Departmental Expenditure Limits (DEL) | | | | | | | | |
| Voted expenditure | | | | | | | | |
| B. Crown Prosecutions and Legal Services | 2,678 | – | 2,678 | 6,205 | – | 6,205 | 3,527 | 202 |
| Total spending in DEL | 2,678 | – | 2,678 | 6,205 | – | 6,205 | 3,527 | 202 |
| Spending in Annually Managed Expenditure (AME) | | | | | | | | |
| Voted expenditure | | | | | | | | |
| B. Crown Prosecutions and Legal Services | (1,734) | – | (1,734) | 500 | – | 500 | 2,234 | – |
| Total spending in AME | (1,734) | – | (1,734) | 500 | – | 500 | 2,234 | – |
| Total capital | 944 | – | 944 | 6,705 | – | 6,705 | 5,761 | 202 |

The total Estimate columns include virements. Virements are the reallocation of provision in the Estimates that do not require parliamentary authority (because Parliament does not vote to that level of detail and delegates to HM Treasury). Further information on virements are provided in the Supply Estimates Manual, available on gov.uk.

The Outturn vs Estimate column is based on the total including virements. The Estimate total before virements have been made is included so that users can tie the Estimate back to the Estimates laid before Parliament.

SoPS 2 Reconciliation of outturn to net operating expenditure

| Item | Reference | Outturn total | Prior Year Outturn Total 2020-21 |
|---|-----------|---------------|----------------------------------|
| Total resource outturn | SOPS 1.1 | 627,009 | 565,899 |
| Add: Capital grants | | – | 3,882 |
| Net Expenditure in Statement of Comprehensive Net Expenditure | SoCNE | 627,009 | 569,781 |

As noted in the introduction to the SOPS above, outturn and the Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. Therefore, this reconciliation bridges the resource outturn to net operating expenditure, linking the SOPS to the financial statements.

Capital grants are budgeted for as CDEL but accounted for as spend on the face of the Statement of Comprehensive Net Expenditure, and therefore function as a reconciling item between Resource and net operating expenditure. In 2020-21, £3.882m of capital grant-in-kind was made to the Government Property Agency in the form of a transfer of freehold land and buildings.

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 | 627,009 | 656,648 | 29,639 |
| Total Capital outturn | SOPS 1.2 | 944 | 6,705 | 5,761 |
| <i>Adjustments to remove non-cash items:</i> | | | | |
| Depreciation and amortisation | | (16,123) | (17,380) | (1,257) |
| Leased asset additions and adjustments | | 1,685 | | (1,685) |
| New provisions and adjustments to previous provisions | | 252 | (6,450) | (6,702) |
| Other non-cash items | | (311) | – | 311 |
| <i>Adjustments to reflect movements in working balances:</i> | | | | |
| Increase/(decrease) in receivables | | 9,255 | – | (9,255) |
| (Increase)/decrease in payables | | 10,009 | – | (10,009) |
| Use of provisions | | 952 | – | (952) |
| Total | | 5,719 | (23,830) | (29,549) |
| Net cash requirement | | 633,672 | 639,523 | 5,851 |

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

The following sections are subject to audit.

Losses and special payments

| | Number of cases | 2021-22 £000 | Number of cases | 2020-21 £000 |
|--|-----------------|-----------------|-----------------|-----------------|
| Losses | | | | |
| Total losses | 3,246 | 717 | 3,249 | 392 |
| Special payments | | | | |
| Total special payments | 71 | 1,389 | 55 | 447 |
| Total losses and special payments | 3,317 | 2,106 | 3,304 | 839 |

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 2021 and 31 March 2022 the magistrates' courts wrote off 3,221 (2020-21: 3,423) cases with a value of £550,000 (2020-21: £371,000) under their delegated powers.

A further £9,000 worth of cases were written off in 2021-22. 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 was one individual case for £704,000 in 2021-22. This was in relation to a personal injury claim against the CPS.

To improve transparency and understandability, disclosure of special payments and categories of losses involving payments is made on the basis of actual payments made. 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.



Max Hill QC

Director of Public Prosecutions

5 July 2022

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 2022 under the Government Resources and Accounts Act 2000. The financial statements comprise the Crown Prosecution Service's:

- Statement of Financial Position as at 31 March 2022;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Crown Prosecution Service's affairs as at 31 March 2022 and its net expenditure for the year then ended; and
- 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 Outturn Against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2022 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 for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity 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 2019. I have also elected to apply the ethical standards relevant to listed entities. I am independent of the Crown Prosecution Service in accordance with the ethical requirements that are relevant to my audit of 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

In auditing the financial statements, I have concluded that the Crown Prosecution Service's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Crown Prosecution Service's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Crown Prosecution Service is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises information included in the Annual Report, but does not include financial statements nor my auditor's certificate thereafter. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, 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 I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;
- 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 and is in accordance with the applicable legal requirements.

Matters on which I report by exception

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 material misstatements in the Performance and Accountability Reports.

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

- I have not received all of the information and explanations I require for my audit; or
- adequate accounting records have not been kept by the Crown Prosecution Service 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 subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

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:

- maintaining proper accounting records;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and accounts as a whole is fair, balanced and understandable;
- internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error; and
- assessing the Crown Prosecution Service's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Crown Prosecution Service will not continue to be provided in the future.

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.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. 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.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, we considered the following:

- the nature of the sector, control environment and operational performance including the design of the Crown Prosecution Service's accounting policies and key performance indicators.
- inquiring of management, the Crown Prosecution Service's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Crown Prosecution Service's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Crown Prosecution Service's controls relating to the Crown Prosecution Service's compliance with the Government Resources and Accounts Act 2000 and Managing Public Money.
- discussing among the engagement team and involving relevant external specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Crown Prosecution Service for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override.

I also obtained an understanding of the Crown Prosecution Service's framework of authority as well as other legal and regulatory frameworks in which the Crown Prosecution Service operates, focusing on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Crown Prosecution Service. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, Supply and Appropriation (Main Estimates) Act 2021, employment law and pensions legislation.

Audit response to identified risk

As a result of performing the above, the procedures I implemented to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- enquiring of management, the Audit and Risk Committee and legal counsel concerning actual and potential litigation and claims;
- reading and reviewing minutes of meetings of those charged with governance and the Board and internal audit reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and significant component audit teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain appropriate evidence sufficient to give reasonable assurance that the Statement of Outturn against 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.

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.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

6 July 2022

Financial Statements

Statement of Comprehensive Net Expenditure for the year ended 31 March 2022

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 | 2021-22 £000 | 2020-21 £000 |
|--|------|-----------------|-----------------|
| Revenue from contracts with customers | 4 | (942) | (1,079) |
| Other operating income | 4 | (55,247) | (37,734) |
| Total operating income | | (56,189) | (38,813) |
| Staff costs | 3 | 399,773 | 377,742 |
| Prosecution costs | 3 | 171,268 | 112,902 |
| Purchase of goods and services | 3 | 90,116 | 105,087 |
| Depreciation and impairment charges | 3 | 16,123 | 5,016 |
| Provision expense | 3 | (237) | 1,853 |
| Other operating expenditure | 3 | 6,170 | 6,102 |
| Total operating expenditure | | 683,213 | 608,702 |
| Net operating expenditure | | 627,024 | 569,889 |
| Finance income | 4 | – | – |
| Finance expense | 3 | (15) | (108) |
| Net expenditure for the year | | 627,009 | 569,781 |
| Other comprehensive net expenditure | | | |
| Items that will not be reclassified to net operating costs: | | | |
| –Net loss/(gain) on revaluation of property, plant and equipment | 5 | (199) | (114) |
| –Net loss/(gain) on revaluation of intangible assets | 7 | – | (24) |
| Comprehensive net expenditure for the year | | 626,810 | 569,643 |

The notes on pages 111 to 136 form part of these accounts.

Statement of Financial Position as at 31 March 2022

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 | 2021-22 £000 | £000 | 2020-21 £000 |
|--|------|----------|-----------------|----------|-----------------|
| Non-current assets: | | | | | |
| Property, plant and equipment | 5 | 2,925 | | 4,590 | |
| Right of use assets | 6 | 58,413 | | – | |
| Intangible assets | 7 | 2,606 | | 819 | |
| Trade and other receivables | 9 | 118 | | 322 | |
| Total non-current assets | | | 64,062 | | 5,731 |
| Current assets: | | | | | |
| Trade and other receivables | 9 | 48,215 | | 41,393 | |
| Cash and cash equivalents | 10 | 2,216 | | 3,709 | |
| Total current assets | | | 50,431 | | 45,102 |
| Total assets | | | 114,493 | | 50,833 |
| Current liabilities | | | | | |
| Trade and other payables | 11 | (82,903) | | (72,380) | |
| Provisions | 12 | (2,168) | | (2,559) | |
| Total current liabilities | | | (85,071) | | (74,939) |
| Total assets less current liabilities | | | 29,422 | | (24,106) |
| Non-current liabilities | | | | | |
| Provisions | 12 | (3,570) | | (6,118) | |
| Trade and other payables | 11 | (42,991) | | (23) | |
| Total non-current liabilities | | | (46,561) | | (6,141) |
| Total assets less total liabilities | | | (17,139) | | (30,247) |
| Taxpayers' equity and other reserves: | | | | | |
| General fund | | | (17,473) | | (30,452) |
| Revaluation reserve | | | 334 | | 205 |
| Total equity | | | (17,139) | | (30,247) |

The notes on pages 111 to 136 form part of these accounts.



Max Hill QC
Director of Public Prosecutions
5 July 2022

Statement of Cash Flows

for the year ended 31 March 2022

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 | 2021-22 £000 | 2020-21 £000 |
|---|------|------------------|------------------|
| Cash flows from operating activities | | | |
| Net operating expenditure | | (627,024) | (569,889) |
| Adjustments for non-cash transactions | 3 | 16,197 | 8,461 |
| (Increase)/decrease in trade and other receivables | 9 | (9,255) | 4,162 |
| Increase/(decrease) in trade and other payables | 11 | (3,442) | 3,680 |
| Use of provisions | 12 | (952) | (235) |
| Transfer of provisions to accruals | 12 | – | (18) |
| Net cash outflow from operating activities | | (624,476) | (553,839) |
| Cash flows from investing activities | | | |
| Purchase of non-financial assets | 5.1 | (609) | (249) |
| Net cash outflow from investing activities | | (609) | (249) |
| Cash flows from financing activities | | | |
| From the Consolidated Fund (Supply) – current year | | 632,179 | 554,147 |
| Capital payments against leases | | (8,587) | – |
| Net financing | | 623,592 | 554,147 |
| Net increase/(decrease) in cash and cash equivalents in the period before adjustment for payments to the Consolidated Fund | | (1,493) | 59 |
| Net increase/(decrease) in cash and cash equivalents in the period after adjustment for payments to the Consolidated Fund | | (1,493) | 59 |
| Cash and cash equivalents at the beginning of the period | 10 | 3,709 | 3,650 |
| Cash and cash equivalents at the end of the period | 10 | 2,216 | 3,709 |

The notes on pages 111 to 136 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2022

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 2020 | | (18,015) | 3,213 | (14,802) |
| Net Parliamentary Funding – drawn down | | 554,147 | – | 554,147 |
| Net Parliamentary Funding – deemed | | 3,650 | – | 3,650 |
| Supply adjustment | | (3,709) | – | (3,709) |
| Comprehensive net expenditure for the year | SoCNE | (569,781) | 138 | (569,643) |
| Non-cash charges - auditor's remuneration | 3 | 110 | – | 110 |
| Transfers between reserves | | 3,146 | (3,146) | – |
| Balance at 31 March 2021 | | (30,452) | 205 | (30,247) |
| Initial adoption of IFRS 16 on 1 April 2021 | 1.19 | 6,135 | – | 6,135 |
| Balance at 1 April 2021 | | (24,317) | 205 | (24,112) |
| Net Parliamentary Funding – drawn down | | 632,179 | – | 632,179 |
| Net Parliamentary Funding – deemed | | 3,709 | – | 3,709 |
| Supply adjustment | | (2,216) | – | (2,216) |
| Comprehensive net expenditure for the year | SoCNE | (627,009) | 199 | (626,810) |
| Non-cash charges – auditor's remuneration | 3 | 111 | – | 111 |
| Transfers between reserves | | 70 | (70) | – |
| Balance at 31 March 2022 | | (17,473) | 334 | (17,139) |

The notes on pages 111 to 136 form part of these accounts.

Notes to Departmental Accounts

1. Statement of accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis and in accordance with International Financial Reporting Standards (IFRS) as adapted and interpreted by the Financial Reporting Manual (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. Going concern

The CPS' Statement of Financial Position shows a net liability as at 31 March 2022. However, these accounts are produced on a going concern basis in accordance with the FRoM, as the CPS is a non-ministerial government department providing services that are anticipated to continue, as evidenced by the provision of future supply funding voted by Parliament.

1.3. 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 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.

On 29 May 2020, the CPS transferred responsibility for its property portfolio to the Government Property Agency (GPA). This included the transfer of ownership of freehold land and buildings at Portsmouth and Sheffield. Following this transfer, the CPS no longer owns land and buildings.

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.

1.4. 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. Asset lives are normally in the following ranges:

| | |
|------------------------|---------------|
| 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.

Right-of-use assets

Right-of-use assets are depreciated on a straight line basis over the associated lease term, or estimated useful life where this is shorter. Impairment losses are charged in the same way as those arising on property, plant and equipment.

As permitted by the FReM, right-of-use assets are subsequently measured using the cost model as a proxy for the measurement of the cost value in use. This is because lease terms require lease payments to be updated for market conditions, for example, rent reviews for leased properties, which will be captured in the IFRS 16 cost measurement provisions. Right-of-use assets also have shorter useful lives and values than their respective underlying assets and, as such, cost can be used as a proxy for assets with shorter economic lives or lower values in accordance with the FReM.

1.5. Leases

The CPS has adopted IFRS 16, as interpreted and adapted in the FReM, with effect from 1 April 2021.

In accordance with the FReM, intra-UK government agreements, including Terms of Occupancy Agreements (TOA) with GPA, are treated as contracts and therefore within the scope of IFRS 16 where they convey the right to use an asset.

Where a lease has been identified, the CPS recognises a right-of-use asset and a corresponding lease liability, except for short term leases and leases for which the underlying asset is of low value. For such leases, the lease payments are recognised as an expense on a straight line basis over the lease term.

The CPS has not set a specific threshold for identifying assets that are of low value, and applies the guidance in IFRS 16 on a case by case basis.

Where the interest rate implicit in a lease cannot be readily determined, the CPS calculates the lease liability using the HM Treasury discount rates promulgated in PES papers as the incremental borrowing rate. For leases that commence or are remeasured in the 2022 calendar year, this rate is 0.95% (2021: 0.91%).

The CPS does not apply IFRS 16 to leases of intangible assets and recognises these in accordance with IAS 38 where appropriate.

1.6. Cash

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

1.7. 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.

1.8. 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).

1.9. 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.

1.10. 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.

1.11. 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'. 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.

1.12. 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.

1.13. 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.

1.14. 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.

In accordance with IFRS 16, the CPS capitalises provisions for dilapidations on leased assets as part of the right-of-use asset. Capitalised amounts are depreciated over the life of the right-of-use asset. Movements in other provisions are recognised as an expense.

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 2022, the discount rates for general provisions were 0.47% (2020-21: -0.02%) for cash flows between 0 and 5 years, 0.70% (2020-21: 0.18%) for cash flows between 5 and 10 years, 0.95% (2020-21: 1.99%) for cash flows between 10 and 40 years, and 0.66% (2019-20: 1.99%) for cash flows exceeding 40 years. The estimated cash flows are adjusted for inflation using OBR CPI.

1.15. 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.

1.16. 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.

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

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.

IFRS 17 is currently applicable for reporting periods beginning from 1 January 2023.

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

1.18. 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 2022 was £9,052 million (31 March 2021: £9.111 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 1.9%.

The carrying amount of the allowance for impairment of costs award receivables at 31 March 2022 was £43.8 million (31 March 2021: £43.6 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.

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 2020-21, the CPS applied GPA’s estimates of dilapidations liabilities for the properties it occupies, and recognised a provision accordingly. For 2021-22, the CPS was not sufficiently confident that the same approach would result in an estimate that provided a true and fair view of the liability that the CPS would be likely to incur. The CPS has therefore reverted to using its own estimates of dilapidations liabilities. These are based on historic costs per square metre for

properties vacated previously as well as current information about properties due to be vacated in the near future, and rely on the assumption that over the whole property portfolio historic information provides a reasonable guide to future costs. The CPS considers this to be a change in estimate rather than a change in accounting policy, and has therefore not restated prior year comparatives.

The carrying amount of the dilapidations provision at 31 March 2022 was £5.089 million (31 March 2021: £7.362 million).

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

The COVID-19 pandemic 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 have required this estimate to be adjusted. The need for this could have arisen from a higher overall level of non-payment or from payments being received later than originally expected.

Following the start of the pandemic in 2020, there was a significant reduction in the level of income recognised for costs awards. This was primarily due to initial restrictions on the ability of courts to operate, leading to fewer cases being processed.

Similarly, the initial stages of the pandemic affected the amount of cash collected from defendants in respect of previous costs awards. This will have been due to a variety of reasons, including the ability of courts to operate effectively and collect debts, and hardship or uncertainty arising from the pandemic affecting the ability or willingness of debtors to make payments.

Analysis at the end of 2020-21 showed that income and cash receipts were returning to normal levels, and that the most severe impacts of the pandemic had already passed. This is supported by data for 2021-22, which shows income and receipts returning to close to pre-pandemic levels. Costs awards income for 2021-22 was £29.8 million, compared with £29.8 million in 2019-20, whilst cash receipts for 2021-22 were £26.9 million, compared with £29.6 million in 2019-20. Data for impositions and receipts during the pandemic period have been fed into the loss allowance estimation model, but have not significantly affected the calculated rates of collection. The model therefore does not predict a significantly higher rate of non-payment in the future, and the loss allowance has increased slightly from £43.6 million in 2021-21 to £43.8 million in 2021-22. This evidence indicates that the existing methodology has continued to provide a reliable estimate of future losses through the pandemic period.

1.19. Initial application of IFRS 16

IFRS 16 is applicable for reporting periods beginning from 1 January 2019. Due to the ongoing COVID-19 pandemic, HM Treasury delayed mandatory application of IFRS 16 by government departments until 1 April 2022. However, the FReM permits departments to opt to apply the standard a year earlier and the CPS has received approval for this from HM Treasury. The CPS has therefore applied IFRS 16 from 1 April 2021.

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 has recognised 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 therefore initially applied IFRS 16 to any contracts previously identified as a lease, or containing a lease, under IAS 17 and did not apply IFRS 16 to any contracts not previously identified as such. The following leased assets were identified in this way:

- a) Land and buildings – The CPS leases office accommodation throughout its estate, primarily through the Government Property Agency. Under IAS 17, these contracts were treated as operating leases.
- 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 were treated as operating leases. On transition to IFRS 16, no such vehicles had a remaining lease term over 12 months, and the leases were therefore treated as short term.
- c) Multi-Function Devices (MFDs) – The CPS leases MFDs across its estate to provide printing, scanning and copying functionality. Under the contract in force on 1 April 2021, the pricing model for the majority of these devices was on a usage driven 'per click' basis with no minimum charges. Under IAS 17, these devices were treated as operating leases with zero minimum lease rental. Additionally, some MFDs were outside the 'per click' model and subject to a fixed charge. On transition to IFRS 16, these leases were treated as short term leases as the contract was expected to end within 12 months.

In accordance with the FReM, the CPS has not recognised any assets or liabilities for leases where the underlying asset is of low value, and has made no adjustment for such leases. Similarly, the CPS has not recognised any assets or liabilities for leases of 12 months or less, and has made no adjustment for leases ending within 12 months of initial application of IFRS 16.

On initial application of IFRS 16, the CPS has recognised 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. The initial lease liability has been calculated based on the present value of future cash flows for each lease over the applicable lease term determined in accordance with the new standard.

As required by the standard, provisions for dilapidations on leased properties, where a right-of-use asset has been recognised, are capitalised as part of the asset value. On initial application of IFRS 16, the value of existing dilapidations provisions has been included in initial right-of-use asset values through an adjustment to the opening balance of taxpayers' equity.

The CPS has recognised the following opening balances in 2021-22:

| Operating segment | Land and buildings £000 | Other £000 | Total £000 |
|---|----------------------------|---------------|---------------|
| IAS 17 operating lease commitments at 31 March 2021 | 58,966 | 7 | 58,973 |
| Less leases treated as short term on initial adoption of IFRS 16 | (411) | (7) | (418) |
| Adjustment from committed expenditure to future cashflows | (2,428) | – | (2,428) |
| Adjustment for different lease term assumptions under IFRS 16 | 10,967 | – | 10,967 |
| Adjustment for discounting of future cashflows | (2,072) | – | (2,072) |
| IFRS 16 lease liability at 1 April 2021 | 65,022 | – | 65,022 |
| Amounts accrued for amortised expenditure during rent free periods | (79) | – | (79) |
| Amounts prepaid | 2,437 | – | 2,437 |
| Amounts capitalised in respect of dilapidations for right-of-use assets | 6,135 | – | 6,135 |
| Right-of-use asset value at 1 April 2021 | 73,515 | – | 73,515 |

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 | 2021-22 £000 | 2020-21 £000 |
|---------------------------------|-----------------|-----------------|
| Cymru-Wales | 23,967 | 22,198 |
| East of England | 26,853 | 21,602 |
| East Midlands | 31,977 | 25,667 |
| Mersey-Cheshire | 21,470 | 18,426 |
| North East | 22,055 | 18,524 |
| North West | 37,718 | 31,895 |
| South East | 27,196 | 22,720 |
| South West | 21,009 | 17,919 |
| Thames & Chiltern | 27,647 | 22,570 |
| Wessex | 21,152 | 17,463 |
| West Midlands | 42,160 | 35,584 |
| Yorkshire & Humberside | 41,210 | 33,581 |
| London North | 55,811 | 41,977 |
| London South | 44,507 | 35,410 |
| National units | 83,793 | 82,188 |
| HQ | 56,434 | 48,215 |
| Centrally managed ICT costs | 56,375 | 64,942 |
| Centrally managed Estates costs | 20,860 | 29,146 |
| Other centrally managed costs | 21,004 | 18,567 |
| Total expenditure | 683,198 | 608,594 |
| Income | (56,189) | (38,813) |
| Net expenditure | 627,009 | 569,781 |

3. Expenditure

| | Note | 2021-22 £000 | 2021-22 £000 | 2020-21 £000 | 2020-21 £000 |
|---|------|-----------------|-----------------|-----------------|-----------------|
| Staff costs¹ | | | | | |
| Wages and salaries | | 293,948 | | 278,711 | |
| Social security costs | | 31,778 | | 29,640 | |
| Other pension costs | | 74,047 | | 69,391 | |
| | | | 399,773 | | 377,742 |
| Prosecution costs | | | | | |
| Advocate fees | | 156,268 | | 102,971 | |
| Expert witness fees | | 4,637 | | 3,351 | |
| Non-expert witness expenses | | 2,167 | | 977 | |
| Interpreters, translators and intermediaries | | 2,103 | | 1,262 | |
| Other prosecution costs | | 6,093 | | 4,341 | |
| | | | 171,268 | | 112,902 |
| Purchase of goods and services | | | | | |
| Rentals under operating leases [†] | | (126) | | 12,323 | |
| Other lease expenditure | 6.1 | 2,256 | | 2 | |
| Accommodation and associated costs | | 20,149 | | 17,331 | |
| Information technology | | 52,495 | | 58,927 | |
| Professional charges and consultancy | | 1,188 | | 3,337 | |
| Postage and carriage | | 2,114 | | 1,582 | |
| Printing and stationery | | 919 | | 1,467 | |
| Communications | | 926 | | 2,138 | |
| Training | | 3,307 | | 2,950 | |
| Other goods and services | | 6,777 | | 4,920 | |
| <i>Non-cash costs</i> | | | | | |
| Auditor's remuneration [‡] | | 111 | | 110 | |
| | | | 90,116 | | 105,087 |
| Depreciation and impairment charges (non-cash) | | | | | |
| Depreciation PPE | 5 | 1,885 | | 3,228 | |
| Depreciation Right of Use assets | 6 | 13,417 | | – | |
| Amortisation | 7 | 819 | | 872 | |
| Impairments and reversals | 5.2 | 2 | | 916 | |
| | | | 16,123 | | 5,016 |

| | Note | 2021-22 £000 | 2021-22 £000 | 2020-21 £000 | 2020-21 £000 |
|---|------|-----------------|-----------------|-----------------|-----------------|
| Provision expense (non-cash) | | | | | |
| Provided in year | 12 | 602 | | 3,484 | |
| Unrequired provisions written back | 12 | (839) | | (1,677) | |
| Change in discount rate | 12 | – | | 46 | |
| | | | (237) | | 1,853 |
| Other operating expenditure | | | | | |
| Travel and subsistence | | 2,216 | | 930 | |
| Civil awards against the CPS | | – | | 12 | |
| Costs awarded to the CPS written off/ (written back) | | 561 | | 254 | |
| Other expenditure | | 3,193 | | 3,424 | |
| <i>Non-cash costs</i> | | | | | |
| Capital grant in kind | | – | | 3,882 | |
| Change in bad debt provision (cost awards) | | 200 | | (2,400) | |
| | | | 6,170 | | 6,102 |
| Total operating expenditure | | | 683,213 | | 608,702 |
| Finance expense | | | | | |
| <i>Non-cash costs</i> | | | | | |
| Borrowing costs on provisions | 12 | (15) | | (108) | |
| | | | (15) | | (108) |
| Total expenditure | | | 683,198 | | 608,594 |
| <i>Total non-cash operating expenditure</i> | | | 16,197 | | 8,461 |

Further analysis of staff costs is located in the Staff Report on page 87.

† Negative balance due to difference between amounts accrued in 2020-21 under IAS 17 and actual invoices paid in 2021-22.

‡ There has been no auditor's remuneration for non-audit work. The audit fee comprises £111k for the audit of the CPS' 2021-22 accounts. The audit fee for 2020-21 comprised £110k for the audit of the 2020-21 accounts.

4. Income

| | 2021-22 £000 | 2021-22 £000 | 2020-21 £000 | 2020-21 £000 |
|--|-----------------|-----------------|-----------------|-----------------|
| Revenue from contracts with customers | | | | |
| Secondment income | 436 | | 825 | |
| Other revenue from contracts with customers | 506 | | 254 | |
| | | 942 | | 1,079 |
| Other operating income | | | | |
| Costs awarded to the CPS | 29,773 | | 20,654 | |
| Asset Recovery Incentivisation Scheme | 18,941 | | 10,985 | |
| Government grant income | 6,191 | | 5,148 | |
| Other income | 342 | | 947 | |
| | | 55,247 | | 37,734 |
| | | 56,189 | | 38,813 |

5. Property, plant and equipment

| 2021-22 | Land £000 | Buildings £000 | Leasehold Improvements £000 | Furniture and Fittings £000 | Information Technology £000 | Total £000 |
|---|--------------|-------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------|
| Cost or valuation | | | | | | |
| At 1 April 2021 | – | – | 3,543 | 3,637 | 13,348 | 20,528 |
| Additions | – | – | – | 12 | 11 | 23 |
| Disposals | – | – | – | (308) | (2,068) | (2,376) |
| Impairments | – | – | – | (4) | (2) | (6) |
| Revaluation | – | – | 281 | 32 | (6) | 307 |
| At 31 March 2022 | – | – | 3,824 | 3,369 | 11,283 | 18,476 |
| Depreciation | | | | | | |
| At 1 April 2021 | – | – | 1,253 | 2,849 | 11,836 | 15,938 |
| Charged in year | – | – | 322 | 124 | 1,439 | 1,885 |
| Disposals | – | – | – | (308) | (2,068) | (2,376) |
| Impairments | – | – | – | (3) | (1) | (4) |
| Revaluation | – | – | 102 | 11 | (5) | 108 |
| At 31 March 2022 | – | – | 1,677 | 2,673 | 11,201 | 15,551 |
| Carrying amount at 31 March 2021 | – | – | 2,290 | 788 | 1,512 | 4,590 |
| Carrying amount at 31 March 2022 | – | – | 2,147 | 696 | 82 | 2,925 |
| Asset financing: | | | | | | |
| Owned | – | – | 2,147 | 696 | 82 | 2,925 |
| Carrying amount at 31 March 2022 | – | – | 2,147 | 696 | 82 | 2,925 |

5. Property, plant and equipment (continued)

| 2020-21 | Land £000 | Buildings £000 | Leasehold Improvements £000 | Furniture and Fittings £000 | Information Technology £000 | Total £000 |
|---|--------------|-------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------|
| Cost or valuation | | | | | | |
| At 1 April 2020 | 1,080 | 2,520 | 3,603 | 4,880 | 15,102 | 27,185 |
| Additions | – | – | – | 222 | (20) | 202 |
| Disposals | (1,080) | (2,520) | (175) | (334) | (206) | (4,315) |
| Reclassifications | – | – | – | (824) | 824 | – |
| Impairments | – | – | – | (357) | (2,352) | (2,709) |
| Revaluation | – | – | 115 | 50 | – | 165 |
| At 31 March 2021 | – | – | 3,543 | 3,637 | 13,348 | 20,528 |
| Depreciation | | | | | | |
| At 1 April 2020 | – | – | 951 | 3,998 | 9,936 | 14,885 |
| Charged in year | – | 4 | 310 | 144 | 2,770 | 3,228 |
| Disposals | – | (4) | (38) | (185) | (206) | (433) |
| Reclassifications | – | – | – | (772) | 772 | – |
| Impairments | – | – | – | (357) | (1,436) | (1,793) |
| Revaluation | – | – | 30 | 21 | – | 51 |
| At 31 March 2021 | – | – | 1,253 | 2,849 | 11,836 | 15,938 |
| Carrying amount at 31 March 2020 | 1,080 | 2,520 | 2,652 | 882 | 5,166 | 12,300 |
| Carrying amount at 31 March 2021 | – | – | 2,290 | 788 | 1,512 | 4,590 |
| Asset financing: | | | | | | |
| Owned | – | – | 2,290 | 788 | 1,512 | 4,590 |
| Carrying amount at 31 March 2021 | – | – | 2,290 | 788 | 1,512 | 4,590 |

As described in Note 1.3, 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 | 2021-22 £000 | 2020-21 £000 |
|---|------|-----------------|-----------------|
| Additions of property, plant and equipment | 5 | 23 | 202 |
| Additions of intangible assets | 7 | 2,606 | – |
| Movement in capital accruals | | (2,020) | 47 |
| Purchase of non-financial assets | | 609 | 249 |
| Disposals of property, plant and equipment | 5 | – | 3,882 |
| Less: Capital grant in kind | 3 | – | (3,882) |
| Proceeds of disposal of non-financial assets | | – | – |
| Net cash outflow from investing activities | | 609 | 249 |

5.2. Impairments

| | Note | 2021-22 £000 | 2020-21 £000 |
|--|------|-----------------|-----------------|
| Impairments of property, plant and equipment | 5 | 2 | 916 |
| Total impairments | | 2 | 916 |

6. Right-of-use assets

Right-of-use assets represent the right to direct the use of an underlying asset arising as a result of a lease. The CPS does not own the underlying asset, but recognises the value of the right of use in accordance with IFRS 16.

| | Buildings £000 | Total £000 |
|---|-------------------|---------------|
| 2021-22 | | |
| At 31 March 2021 | – | – |
| Initial adoption of IFRS 16 on 1 April 2021 | 73,515 | 73,515 |
| Cost or valuation | | |
| At 1 April 2021 | 73,515 | 73,515 |
| Additions | (1,685) | (1,685) |
| At 31 March 2022 | 71,830 | 71,830 |
| Depreciation | | |
| At 1 April 2021 | – | – |
| Charged in year | 13,417 | 13,417 |
| At 31 March 2022 | 13,417 | 13,417 |
| Carrying amount at 31 March 2021 | 73,515 | 73,515 |
| Carrying amount at 31 March 2022 | 58,413 | 58,413 |

6.1. Leases

| | £000 |
|--|---------------|
| Interest on lease liabilities | – |
| Variable lease payments not included in the measurement of lease liabilities | 10 |
| Expenses relating to short term leases | 2,211 |
| Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets | 35 |
| Total | 2,256 |
| Total cash payments in respect of leases | 10,843 |

The CPS is also committed to cash flows in respect of a short-term lease for the current print contract. The estimated cash flows in 2022-23 in respect of this lease total £365,000.

7. Intangible assets

Intangible assets comprise Case Management System (CMS) software.

Intangible assets are stated at cost less accumulated amortisation.

| | 2021-22 £000 | 2020-21 £000 |
|------------------------------------|-----------------|-----------------|
| Net book value 1 April | 819 | 1,667 |
| Additions | 2,606 | – |
| Amortisation charged in year | (819) | (872) |
| Revaluation | – | 24 |
| Net book value 31 March | 2,606 | 819 |
| Asset financing | | |
| Owned | 2,606 | 819 |
| Carrying amount at 31 March | 2,606 | 819 |

Additions in 2021-22 comprise of investment in CMS for which no amortisation has been charged as this is currently in the development phase. Amortisation charged in year relates to the brought forward CMS asset.

8. Financial Instruments

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

| | Note | 2021-22 £000 | 2020-21 £000 |
|---|------|-----------------|-----------------|
| Financial assets measured at amortised cost | | | |
| Trade receivables | 9 | 320 | 543 |
| Contract assets | 9 | 8 | – |
| Other financial assets | 9 | 109 | 97 |
| Cash and cash equivalents | 10 | 2,216 | 3,709 |
| | | 2,653 | 4,349 |
| Financial liabilities measured at amortised cost | | | |
| Trade payables and accruals | 11 | 48,104 | 48,641 |
| Other financial liabilities | 11 | 56,485 | – |
| | | 104,589 | 48,641 |

8.1. Fair value and carrying amount of cost awards receivable

The CPS recognises a receivable for awards of costs made in court against convicted defendants. Due to the nature of this receivable, it is expected that full recovery will not be made in all cases, and the CPS recognises an allowance for impairment of the receivable to the net present value of the estimated future flow of repayments, discounted at the Treasury rate of 1.9% (2019-20: 3.7%). This impaired carrying amount represents fair value. In 2021-22, the value of the net receivable was £26.250 million.

The impairment is calculated on the assumption that future recovery rates will reflect historic experience. As a result, there is inherent uncertainty in the estimation of the provision. The future financial impact of the COVID-19 pandemic is not fully known. As discussed in Note 1.18, the initial effect of the pandemic was to reduce both income and cash receipts, due to reductions in new impositions and the ability of defendants to pay, but these are now returning to more normal levels.

The following sensitivity analysis demonstrates the potential impact on the receivable balance of changes in the assumption of recovery rates by 5% and 10% in either direction.

| Change in assumption on recovery rates | Approximate impact on net receivable £000's |
|--|--|
| +10% | 2,400 |
| -10% | (2,300) |
| +5% | 1,200 |
| -5% | (1,100) |

9. Trade and other receivables

| | 2021-22 £000 | 2020-21 £000 |
|--|-----------------|-----------------|
| Amounts falling due within one year: | | |
| Trade receivables | 320 | 543 |
| Trade receivables | 320 | 543 |
| Contract assets | 8 | – |
| Deposits and advances | 109 | 97 |
| Other financial assets | 109 | 97 |
| Cost awards receivable | 62,569 | 61,213 |
| Accrued cost awards | 7,481 | 6,518 |
| Allowance for impairment of cost awards receivables | (43,800) | (43,600) |
| Cost awards net receivable | 26,250 | 24,131 |
| VAT | 1,640 | 2,569 |
| Prepayments | 4,824 | 7,667 |
| Other accrued income | 14,491 | 6,114 |
| Other receivables | 573 | 272 |
| Other receivables | 21,528 | 16,622 |
| Total current receivables | 48,215 | 41,393 |
| Amounts falling due after more than one year: | | |
| Prepayments | 118 | 322 |
| Other receivables | 118 | 322 |
| Total non-current receivables | 118 | 322 |
| | 48,333 | 41,715 |

9.1. Reconciliation of movement in cost awards net receivable

| | Note | 2021-22 £000 | 2020-21 £000 |
|--|----------|-----------------|-----------------|
| Cost awards net receivable at 1 April | 9 | 24,131 | 25,736 |
| Costs awarded in year | 4 | 29,773 | 20,654 |
| Cash received | | (26,893) | (24,405) |
| Bad debts (written off)/written back | 3 | (561) | (254) |
| Movement in allowance for impairment of cost awards receivable | 9 | (200) | 2,400 |
| Cost awards net receivable at 31 March | 9 | 26,250 | 24,131 |

The allowance for impairment is based on a forecast of future cash flows, using historic receipts data, discounted at the HM Treasury rate of 1.9% for financial instruments.

10. Cash and cash equivalents

| | 2021-22 £000 | 2020-21 £000 |
|---|-----------------|-----------------|
| Balance at 1 April | 3,709 | 3,650 |
| Net change in cash and cash equivalent balances | (1,493) | 59 |
| Balance at 31 March | 2,216 | 3,709 |

| | | |
|--|--------------|--------------|
| The following balances at 31 March were held at: | | |
| Government Banking Service | 2,216 | 3,709 |
| Balance at 31 March | 2,216 | 3,709 |

10.1. Reconciliation of liabilities arising from financing activities

| | 2020-21 £000 | Cash flows £000 | Non-cash changes £000 | 2021-22 £000 |
|--|-----------------|--------------------|-----------------------------|-----------------|
| Supply | 3,709 | (1,493) | – | 2,216 |
| Lease liabilities | 65,022 | (8,587) | 50 | 56,485 |
| Total liabilities from financing activities | 68,731 | (10,080) | 50 | 58,701 |

11. Trade and other payables

| | 2021-22 £000 | 2020-21 £000 |
|--|-----------------|-----------------|
| Amounts falling due within one year: | | |
| Trade payables | 4,006 | 5,807 |
| Accruals | 44,098 | 42,811 |
| Trade payables and accruals | 48,104 | 48,618 |
| Lease Liabilities | 13,357 | – |
| Other financial liabilities | 13,357 | – |
| Other taxation and social security | 8,049 | 7,652 |
| Other payables | 11,040 | 12,401 |
| Amounts issued from the Consolidated Fund for supply but not spent at year end | 2,216 | 3,709 |
| Other payables | 21,305 | 23,762 |
| Total current payables | 82,766 | 72,380 |
| Amounts falling due after more than one year: | | |
| Accruals | – | 23 |
| Trade payables and accruals | – | 23 |
| Lease Liabilities | 43,128 | – |
| Other financial liabilities | 43,128 | – |
| Total non-current payables | 43,128 | 23 |
| | 125,894 | 72,403 |

12. Provisions for liabilities and charges

| | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|---|-------------------------------------|-----------------------|---------------|---------------|
| 2021-22 | | | | |
| Balance at 1 April 2021 | – | 7,363 | 1,314 | 8,677 |
| Provided in the year | – | – | 602 | 602 |
| Provisions not required written back | – | (2,256) | (315) | (2,571) |
| Provisions utilised in the year | – | – | (952) | (952) |
| Borrowing costs (unwinding of discount) | – | (123) | – | (123) |
| Change in discount rate | – | 105 | – | 105 |
| Balance at 31 March 2022 | – | 5,089 | 649 | 5,738 |

Analysis of expected timing of discounted flows 2021-22

| | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|---|-------------------------------------|-----------------------|---------------|---------------|
| Not later than one year | – | 1,819 | 349 | 2,168 |
| Later than one year and not later than five years | – | 3,270 | 300 | 3,570 |
| Balance at 31 March 2022 | – | 5,089 | 649 | 5,738 |

| | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|---|-------------------------------------|-----------------------|---------------|---------------|
| 2020-21 | | | | |
| Balance at 1 April 2020 | 1 | 5,527 | 1,657 | 7,185 |
| Provided in the year | – | 2,490 | 994 | 3,484 |
| Provisions not required written back | (1) | (592) | (1,084) | (1,677) |
| Provisions utilised in the year | – | – | (235) | (235) |
| Provisions transferred to accruals | – | – | (18) | (18) |
| Borrowing costs (unwinding of discount) | – | (108) | – | (108) |
| Change in discount rate | – | 46 | – | 46 |
| Balance at 31 March 2021 | – | 7,363 | 1,314 | 8,677 |

Analysis of expected timing of discounted flows 2020-21

| | Early departure costs £000 | Dilapidations £000 | Other £000 | Total £000 |
|---|-------------------------------------|-----------------------|---------------|---------------|
| Not later than one year | – | 1,316 | 1,243 | 2,559 |
| Later than one year and not later than five years | – | 5,122 | 71 | 5,193 |
| Later than five years | – | 925 | – | 925 |
| Balance at 31 March 2021 | – | 7,363 | 1,314 | 8,677 |

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 where 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 13.

13. Contingent assets and liabilities

As at 31 March 2022 the CPS was involved in 6 personal injury claims and 6 employment tribunal cases in addition to those for which a provision has been made (note 12). Of these, 6 personal injury claims may result in settlements totalling £741,000 and 6 employment tribunal cases may result in settlements totalling £127,000.

As at 31 March 2022 the CPS also had 7 additional contingent liabilities in respect of civil cases which may result in settlements totalling £63,000.

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

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 is committed are as follows:

| | 2021-22 £000 | 2020-21 £000 |
|---|-----------------|-----------------|
| Not later than one year | 16,216 | 13,969 |
| Later than one year and not later than five years | 28,457 | 26,381 |
| Later than five years | 12,552 | 18,503 |
| | 57,225 | 58,853 |

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 and agencies, including the Government Property Agency.

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.

There have been no events after the reporting period requiring disclosure.

Annexes

Annex A – Regulatory reporting

Total departmental spending 2017-18 to 2022-23

| | £'000 | | | | | |
|--|--------------------|--------------------|---------------------------------|--------------------|--------------------|------------------|
| | 2017-18 OUTTURN | 2018-19 OUTTURN | 2019-20 OUTTURN ¹ | 2020-21 OUTTURN | 2021-22 OUTTURN | 2022-23 PLANS |
| Resource DEL | | | | | | |
| Administration Costs in HQ and on Central Services | 30,796 | 28,630 | 29,703 | 26,870 | 29,982 | 44,309 |
| Crown Prosecutions and Legal Services | 475,330 | 472,445 | 526,340 | 539,942 | 598,030 | 688,948 |
| Total Resource DEL | 506,126 | 501,075 | 556,043 | 566,812 | 628,012 | 733,257 |
| <i>Of which:</i> | | | | | | |
| Staff costs | 302,596 | 311,770 | 341,782 | 377,742 | 399,773 | 24,528 |
| Purchase of goods and services | 245,997 | 229,622 | 234,797 | 205,664 | 259,254 | 293,383 |
| Income from sales of goods and services | (62,771) | (58,381) | (51,285) | (38,812) | (56,189) | (40,700) |
| Rentals | 16,857 | 14,060 | 12,576 | 12,325 | 2,130 | 6,431 |
| Depreciation ² | 3,351 | 3,904 | 5,195 | 5,020 | 16,122 | 19,637 |
| Other resource | 96 | 100 | 12,978 | 4,873 | 6,922 | 8,066 |
| Resource AME | | | | | | |
| CPS voted AME charges | 9,768 | 2,928 | 1,645 | (913) | (1,003) | 5,950 |
| Total Resource AME | 9,768 | 2,928 | 1,645 | (913) | (1,003) | 5,950 |
| <i>Of which:</i> | | | | | | |
| Staff costs | — | — | — | — | — | — |
| Depreciation ² | — | — | (11) | (4) | — | — |
| Take up of provisions | (3,818) | 1,754 | 1,348 | 1,852 | (237) | 1,141 |
| Release of provision | (3,870) | (327) | (693) | (253) | (952) | — |
| Other resource | 17,456 | 1,501 | 1,001 | (2,508) | 186 | 4,809 |
| Total Resource Budget | 515,894 | 504,003 | 557,688 | 565,899 | 627,009 | 739,207 |
| <i>Of which:</i> | | | | | | |
| Capital DEL | | | | | | |
| Crown Prosecutions and Legal Services | 6,209 | 8,547 | 205 | 202 | 2,678 | 47,330 |
| Total Capital DEL | 6,209 | 8,547 | 205 | 202 | 2,678 | 47,330 |
| <i>Of which:</i> | | | | | | |
| Purchase of assets | 6,209 | 8,547 | 205 | 202 | 2,678 | 47,330 |
| Other capital expenditure | — | — | — | — | — | — |

| | £'000 | | | | | |
|--|--------------------|--------------------|---------------------------------|--------------------|--------------------|------------------|
| | 2017-18 OUTTURN | 2018-19 OUTTURN | 2019-20 OUTTURN ¹ | 2020-21 OUTTURN | 2021-22 OUTTURN | 2022-23 PLANS |
| Capital AME | | | | | | |
| Crown Prosecutions and Legal Services | — | — | — | — | (1,734) | 2,859 |
| Total Capital AME | — | — | — | — | (1,734) | 2,859 |
| <i>Of which:</i> | | | | | | |
| Purchase of assets | — | — | — | — | (1,734) | 2,859 |
| Other capital expenditure | — | — | — | — | — | — |
| Total Capital Budget | 6,209 | 8,547 | 205 | 202 | 944 | 50,189 |
| Total departmental spending³ | | | | | | |
| | 518,752 | 508,646 | 552,709 | 561,085 | 611,831 | 769,759 |
| <i>Of which:</i> | | | | | | |
| Total DEL | 508,984 | 505,718 | 551,053 | 561,994 | 614,568 | 760,950 |
| Total AME | 9,768 | 2,928 | 1,656 | (909) | (2,737) | 8,809 |

- 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, 2017-18 to 2022-23

| | £'000 | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| | 2017-18 OUTTURN | 2018-19 OUTTURN | 2019-20 OUTTURN | 2020-21 OUTTURN | 2021-22 OUTTURN | 2022-23 PLANS |
| Resource DEL | | | | | | |
| Administration Costs in HQ and on Central Services | 30,796 | 28,630 | 29,703 | 26,870 | 29,982 | 44,309 |
| Total administration budget | 30,796 | 28,630 | 29,703 | 26,870 | 29,982 | 44,309 |
| <i>Of which:</i> | | | | | | |
| Staff costs | 19,118 | 17,766 | 19,522 | 20,288 | 24,528 | 34,000 |
| Purchase of goods and services | 11,191 | 9,826 | 7,731 | 5,473 | 6,065 | 10,049 |
| Income from sales of goods and services | (705) | (766) | (598) | (704) | (1,371) | (500) |
| Rentals | 1,096 | 1,704 | 1,391 | 1,196 | (32) | 38 |
| Other resource | 96 | 100 | 1,657 | 617 | 792 | 1,561 |

Annex B – Glossary

| | |
|--------|--|
| AGO | Attorney General's Office |
| AME | Annually Managed Expenditure |
| CMS | Case Management System |
| CPS | Crown Prosecution Service |
| DEL | Departmental Expenditure Limit |
| DPP | Director of Public Prosecutions |
| FReM | Financial Reporting Manual |
| GFS | Graduated Fees Scheme |
| GGC | Greening Government Commitment |
| HMCPSP | Her Majesty's Crown Prosecution Service Inspectorate |
| HMCTS | Her Majesty's Courts and Tribunals Service |
| IAS | International Accounting Standards |
| IFRS | International Financial Reporting Standards |
| SCS | Senior Civil Service |
| VHCC | Very High Cost Cases |

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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