



Crown Prosecution Service

Annual Report and Accounts 2023–2024

HC 58

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Annual Report and Accounts 2023–2024

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Our year in numbers

In the fourth year reporting against objectives set out in our **CPS 2025 strategy**, we have...

Prosecuted over

419,000 cases,
with **four** in every **five** leading
to a **guilty plea** or **verdict**



Continued investing in **our people**, filling

1,661
vacancies



Seen tangible results in adult rape cases through a focus on **casework quality** and cross criminal justice system strategy – since the launch of the **Joint National Action Plan** in January 2021 there has been a



95% increase in **referrals**
for a charging
decision, and a

152%
increase in **charge volumes** of adult
rape flagged* cases
(between Q3 23/24
and Q3 20/21)

Continued work to improve **public confidence**, including



growing our **Instagram following** by

70%

our **community newsletter reach** by

100%

and answering

60 **parliamentary questions**



*cases that had been flagged as adult rape as at, or prior to, the time of referral, or of being charged.



Met our resourcing commitment in the **cross-Government Rape Review**, recruiting

194

specialist, trained staff into our **rape and serious sexual offences** teams



Contributed to the **enforcement** of over

£105 million



from CPS-obtained **confiscation orders** to deprive thousands of criminals of their ill-gotten gains

Entered into our first ever **deferred prosecution agreement** for

£615 million



Improved efficiency and timeliness of casework, launching

new casework tools which have freed up over

36,000 working hours



And much more...

Thank you to all our staff for their **hard work** and **continued dedication** to delivering justice

2025

Foreword

By the Director of Public Prosecutions

I am pleased to introduce my first Annual Report and Accounts for the Crown Prosecution Service (CPS). Covering the 2023-24 financial year, the report outlines the challenges that we face but also our progress against the objectives set out in our CPS 2025 strategy and its five strategic aims: our people, digital capability, strategic partnerships, casework quality, and public confidence.



When I joined the CPS as Director of Public Prosecutions last November, I made it a priority to meet and listen to my new colleagues, to hear from them about their experiences on the frontline of delivering justice for victims. I have now spent at least two days in each of the 14 CPS Areas in England and Wales, taking the opportunity at the same time to meet police chiefs and Crown Court judges in those Areas.

These visits have brought home to me the determination and commitment of our people to delivering justice through independent and fair prosecutions, but also the scale of the challenge that we and our partners face. Despite considerable efforts, we know that victims, witnesses, and the public are still waiting too long to see justice. This is against the backdrop of a criminal justice system having to cope with persistently high caseloads and backlogs in the courts, rising demand, increased prosecution costs, and wider fiscal pressures – all of which adds to the strain on our people and impacts our ability to deliver the outcomes that we want.

Working system wide to find solutions is at the heart of what I want to achieve as DPP. In particular, major priorities for me are tackling delay and providing better support to victims. It is important that I emphasise that over the last year everyone in the CPS has worked exceptionally hard in difficult circumstances – and we in turn have continued to invest in our people. After growing substantially during the 2023-24 reporting year, our focus this year has been on developing and retaining existing talent and carefully deploying resources to meet growing demands. We are now redoubling our efforts to work as effectively as possible, thinking creatively about how we can reduce the obstacles we face every day and continue to support our people to be their best.

Embracing digital tools is essential in achieving this goal. This year we have invested in technology to reduce delays and collaborate more effectively with our partners. This includes increased digitisation of casework information and the launch of our new Casework App – helping our people spend less time navigating systems and more time delivering justice for victims. We have also secured further investment – alongside HM Courts and Tribunals Service – to develop and pilot digital jury bundles, which we expect will also contribute to reducing delay.

Many of the challenges we face are system wide – so working closely and collaboratively with our partners continues to be essential. This year we have focused on important joint initiatives to improve casework quality and timeliness, including the rollout of our new charging model, co-designed with the National Police Chiefs' Council, which includes agreed timescales for

CPS decision making. The model is now live in almost all CPS Areas and police forces, and we have already started seeing improved real-time police-CPS communication as we work more effectively together.

Our joint efforts to improve our response to rape and serious sexual offences also shows how effective we can be when we deliver change together. Alongside our police colleagues, we have rolled out the National Operating Model for prosecuting adult rape, ensuring a consistent approach based on best practice and experience of what works – including from independent academic research and lessons from our Police-CPS Joint National Action Plan. Since the launch of the joint plan in January 2021 there has been a 95% increase in quarterly receipts for a charging decision and a 152% increase in quarterly charge volumes for adult rape (based on Q3 2023-24 data) – but we know we have more to do, and I am focused on continuing to improve outcomes for victims.

I want us to do everything we can to reduce delays and to support victims to stay the course – improving their experience so that they can see cases through to conclusion. Work is ongoing to reform our service to victims – especially those with the greatest need. This year we have taken steps to improve how we communicate with and support victims. We also need to play a leading role on these issues within the wider system, working with criminal justice colleagues to improve the experience of the public and their confidence in us.

As we look ahead, we have significant opportunities to build on the progress we have made this year, continuing to transform our service for the better. Alongside my dedicated colleagues, I stand ready to meet that challenge.

Stephen Parkinson

Director of Public Prosecutions

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 16.

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 7,000 highly trained staff whose duty is to make sure the right person is prosecuted for the right offence, that victims are supported 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 just under 420,000 prosecutions, with four in every five cases leading to a guilty plea or verdict. However, our success is not measured by the conviction rate alone as 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 serious economic, organised and international 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 two Central Casework Divisions, who deal with some of the most complex cases we prosecute.

The two casework divisions are:

- **Special Crime and Counter Terrorism Division (SCCTD)**
- **Serious Economic, Organised Crime and International Directorate (SEOCID)**

Sitting within the Serious Economic, Organised Crime and International Directorate is the CPS Proceeds of Crime Division (CPSPOC), a dedicated division responsible for all restraint, enforcement, and serious confiscation work, and the Organised Child Sexual Abuse Unit (OCSAU).

We also have a number of Headquarters Directorates, which 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.

14 geographical Areas and CPS Direct

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

CPS Direct

Central Casework Divisions

Special Crime and Counter
Terrorism Division

Serious Economic, Organised Crime
and International Directorate
including CPS Proceeds of Crime

Headquarters Directorates

Our operating environment and key challenges

This year's annual report represents our work in the penultimate year of delivering our CPS 2025 Strategy. It's been another challenging year across both the CPS, and government as a whole, with continuous budget pressures, the upcoming spending review and impending government elections. Despite this unpredictable environment, we continue to strive towards improving our performance, services and public confidence.

Operational Effectiveness

We continue to face the challenge of an increasing backlog of cases due to a number of factors including the legacy of the pandemic and industrial action from the Bar. We continue to work with our partner agencies to increase capacity in the system. We also recognise that this had been a difficult year across governments in terms of spending, with the CPS delivering within a challenging funding envelope. To respond to these challenges, our operational delivery plans needed to ensure we were as effective as possible. As such, our focus has been on retaining our invaluable experienced staff and investing in our workforce, cultivating the competence and experience and providing development pathways that help people progress.

Despite continued pressure on our services, we recognise that time is a critical factor in progressing crime cases and that this has impacts across the criminal justice system. Therefore, through collaboration with police, we have prioritised the roll-out of the new and improved charging model to help improve the timeliness of charging decisions.

Likewise, responding to Inspectorate reports, we have been determined to become more efficient and decisive in the way in which we build our case strategies. Developed and rolled out over the course of this reporting year and the next, the case strategy project breaks down case strategies into ten principles, which have been used to engage staff with targeted resources and learning to build confidence and consistency across the organisation.

Furthermore, we endeavoured to enhance our processes through automation and digitisation of information, identifying and eliminating inefficiencies. Through this we have looked to improve the quality of case files while ensuring streamlined operations.

Operational recovery and improvement

The Operation Recovery and Improvement Programme (ORIP) was formed in September 2021 with a focus on caseload recovery and future improvement.

During recovery, the Chief Crown Prosecutor and Area Business Manager cadre was asked by the ORIP Group to supply proposals to ease frontline pressures. ORIP Group commissioned various pieces of work to address the proposals which included:

- job profiling
- resourcing
- staff development/management support
- standard operating practice (SOP) review
- review of compliance checks/Apps
- recruitment.

In summer 2022 the Central Prosecutor Team was set up by ORIP, working closely with People Function, with the aim of deploying resource differently across the business. This team has been expanded and continues to be directed centrally. Through the 2023-24 period, the team has reviewed over 6,000 cases. The remit of the team has also been expanded so that prosecutors can assist with more complex Crown Court casework. In addition, prosecutors have been redeployed to Areas with particularly high pressures to assist for longer periods so that more complex casework can be managed.

The national Magistrates' Court Working Group and the Crown Court Working Group report issues and updates to the ORIP at each meeting. In 2023, the Senior Presiding Judge introduced a revised and updated Better Case Management (BCM) Revival Handbook. The Crown Court Working Group ensured this was implemented in the Crown Court teams to achieve a consistent approach to business. In the summer of 2023 revised Transforming Summary Justice (TSJ) principles were launched by the judiciary resulting in a national return to TSJ timescales.

The Magistrates' Court Working Group launched a new TSJ intranet page and a detailed toolkit for prosecutors to support effective delivery of the criminal justice system-wide TSJ initiative and its ten principles of:

- Quality assured Police files
- Anticipated plea hearings
- Brigading cases
- Optimum bailing patterns
- Early and effective case preparation
- The right personnel at the hearing
- Disclosure of unused material
- Clear expectations of effectiveness at first hearing
- Clear expectations of trial readiness
- Clear expectations of governance

For more information please see: <https://www.judiciary.uk/wp-content/uploads/2023/06/New-TSJ-Characteristics.pdf>

Violence against women and girls

In recent years, we have come under understandable public scrutiny regarding our handling of some of the most intricate and distressing crimes, particularly cases of rape and serious sexual offences. These crimes have profound, at times life-long, implications for victims and pose significant challenges for our prosecution processes.

Throughout last year, we have continued to work on enhancing our collaboration with the police, improving victim services, and supporting our prosecutors to ensure that they have the necessary resources and training to effectively deal with such cases. We have taken action to improve the standard of our communications with all victims, including a thorough review of our Victim Communication and Liaison Scheme letters. We have taken specific action to improve the service we offer to victims of rape and serious sexual offences, including through the recruitment of new dedicated Victim Liaison Officers in our RASSO units who will provide a consistent point of contact for victims within the CPS.

This work will result in improved experiences of victims and witnesses, and consequently increase public confidence in the criminal justice system.

Fairness for all

Maintaining public confidence in the criminal justice system is an ongoing challenge. This entails providing independent, fair, and proportionate prosecutions that align with public expectations, along with services that treat victims and defendants appropriately. We have continued our work with Leeds University to interrogate the outcomes of our charging decisions, which identified racial disparities in charging decisions. Further research to understand the drivers of disproportionality is underway, and in parallel, we have established a working group to

develop an action plan to eradicate disproportionality from our decision-making, in response to the findings of the research. This work is ongoing and we remain dedicated to exploring and addressing these issues.

Our strategy

The organisational strategy CPS 2025 launched in 2020, outlining our five strategic aims. These set out a shared vision for the organisation we want to be by 2025 and help us focus our work where it really matters.

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.

These five strategic aims and their respective outcomes ensure that our work is aligned to a long-term strategic goal, and that we are delivering on key priorities while working towards becoming the organisation we want to be in 2025. Everything we do is designed to deliver against these, to help us achieve our organisational vision.

The [performance analysis](#) section explores the progress we have made on each of our strategic aims in more detail.

Performance summary

Over the last year, the CPS has delivered significant improvements in a challenging and ever-changing environment. We have done so across a range of key areas, in the context of high caseloads, limited resources and in collaboration with a range of partners. This section touches on the main themes and highlights from the last year, which are then explored in more detail in the Performance Analysis section below.

Casework remains firmly at the heart of the CPS' role and its quality and progress are essential to fair and independent prosecutions. As always, we have focused on delivering improvements to this key area over the last year. A significant achievement has been the roll-out of the new charging model, jointly agreed between the CPS and policing. This is now fully operational in all but two CPS Areas and police forces. It has brought simplicity, consistency, and digital efficiency to the charging process. The new model is critical to ensuring timely decisions in the most serious

cases, focusing on quality and real-time communication between investigators and prosecutors to build better cases. Our case strategy work has also sought to drive up a range of key casework requirements and deliver improved casework quality.

Improving the handling of rape and serious sexual offences cases continues to be a fundamental priority for the CPS. Last year, we launched our National Operating Model for prosecuting adult rape. This consisted of 29 elements required to bring uniformity to CPS activity and was based on best practice arising out of Operation Soteria. This includes joint agreements with policing on early advice, revised and refreshed training, guidance on ‘suspect-centric’ approaches, specialist case progression resources, dedicated communications channels for specialist Independent Sexual Violence Advisors (ISVAs) and consistency in our approach to instructing advocates to present cases in court. These changes are delivering an improved approach to adult rape cases and a better service for victims.

The continued impacts of the pandemic and the Criminal Barristers Association action, amongst other factors, has meant that Crown Court backlogs remain an unprecedented challenge for the criminal justice system. The CPS’ live Crown Court caseload reached a low in March 2022 of 67,716 but currently stands at 72,262; significantly higher than the pre-pandemic February 2020 baseline of 44,317 cases. Nevertheless, we have been able to continue to deliver our full range of core functions throughout these challenging times due to our proactive investment in digital capabilities, strong governance, a nationally led approach and managing regional variances in caseloads with flexible resource. This includes 6,000 cases having been reviewed by our Central Prosecutor Team, consisting of 12 senior prosecutors who review around 200 cases per week, helping Areas to cope in caseload spikes.

Success Measure	2023-24	2022-23
Proportion of all charging decisions that are completed on time	72.8%	75.3%
Proportion of magistrates’ court cases dropped at 3rd or subsequent hearing	25.1%	26.9%
Proportion of Judge directions that are complied with on time	95.2%	94.4%
Proportion of guilty pleas at first hearing	69.5%	68.8%

Charging timeliness has decreased by 2.5 percentage points. This needs to be contextualised within a wider environment that has seen a 6 percentage points increase in the number of police charging referrals to the CPS and the fact that there has been no corresponding increase in the quality of police submissions, leading to over 40% of submissions having Action Plans issued on them for further work to be carried out. The latter impacts adversely on the timeliness of the charging decision outturn data.

The amount of magistrates’ courts cases has increased by a third since the pandemic and this is placing a corresponding pressure on our magistrates’ courts teams. The introduction of the new Magistrate’s’ courts model and introduction of paralegals to these units is enabling prosecutors to free up time to review cases and make earlier decisions and we expect that this will benefit prosecutions moving into the new financial year.

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

It is pivotal that the public trusts us to deliver fair and independent services. As such, it is crucial that they have a good understanding of our role within the criminal justice system. We have continued to raise awareness of our role this year and have been successful in utilising digital channels to reach new audiences. This has included utilising social media platforms, including Instagram, where our audience has grown by 70% and our posts have been shown more than 10 million times. Additionally, we doubled the reach of our community newsletter in the last year, taken part in podcasts and co-created digital videos with stakeholders to share with wide and diverse audiences.

We recognise the continued importance of the experiences of victims in the criminal justice system, the CPS' role in supporting them, and the important impact this can have on people's trust in the organisation. One of our top priorities has, therefore, been improving the experience of victims in cases of violence against women and girls and obtaining the right outcomes on their behalf. We have put supporting victims at the heart of our work and focused on improving our handling of rape cases. Our efforts have seen tangible results; since the launch of the Joint National Action Plan in January 2021 there has been a 95% increase in referral and a 152% increase in charge volumes for adult rape (based on Q3 2023-24 data).

We have also undertaken research into communication with victims and witnesses. This has provided us with invaluable insights into the improvements we needed to make in order to enhance the service we offer, maintain open communication, and provide relevant updates on cases. All of these elements are vital in securing the right outcomes for our victims and helping them to support a prosecution.

Fair and independent prosecutions are central to our mission and so it is critical that we reflect openly and honestly on where we may not always get things right. To ensure our decisions are fair and proportionate, we commissioned independent academic research into disproportionality in charging decisions, to see what disparities there might be in decision making and identify areas for improvement. We have explored the research findings and are currently developing plans, advised by an independent working group, to set out solutions to address any disproportionality. Publication of this research, alongside a detailed action plan, will follow in 2024-25.

Success Measure	2024	2023
Proportion of the public who are aware of the CPS that have confidence that the CPS is "Fair"	50.0%	52%

Our people are our greatest asset and central to the delivery of the CPS' core functions. We use a range of data through the Civil Service People Survey, which looks at civil servants' attitudes to, and experience of, working in government departments, to carefully monitor the engagement and wellbeing of our people. Whilst the Employee Engagement Index (EEI) has reduced by 2 percentage points to 67% this year, the CPS remains above the Civil Service benchmark for 2023 (64%) and over the long term this represents one of the highest EEI scores in the organisation since 2011.

Against a challenging backdrop of high workloads, our people remain dedicated to the purpose of the CPS and, as a result of this, Organisational Objectives and Purpose remains our highest-scoring theme (91%) – something we are very proud of. It reflects how strongly our colleagues understand and are committed to their part in delivering justice.

Over the last year, many of the core themes in the survey remain close to their highest levels since 2011. As a reflection of the growth and investment in our people across the organisation, the Learning and Development theme for the fourth-year running has maintained its highest ever score (66% positive) and remains +10 percentage points above the Civil Service benchmark. This investment in training and talent will remain key to supporting our strategic workforce plan and developing our people in successful CPS careers.

While results were positive overall in the People Survey 2023, we recognise the continued pressures that our people are experiencing and will keep on taking steps to improve employees experience for everyone at the CPS.

Success Measure	2023	2022
Proportion of staff who agree with “the people in my team can be relied upon to help when things get difficult in my job” ¹	86%	88%
Proportion of staff who agree with “I believe the actions of senior managers are consistent with my organisation’s values” ²	66%	68%

Our values remain critical to the way in which we lead and manage across the CPS, and we ask our staff how they perceived the senior managers to act in line with our values. After a significant increase last year there has been a small reduction of two percentage points this year.

We are determined to create an inclusive workplace culture where employees of all personal characteristics and backgrounds feel included and can thrive and develop. Last year, we renewed our Disability Confident Leader status, and achieved Working Families Top 10 Employers’ status for a seventh year running. Following our ‘Count me in’ campaigns, we also continued to see small increases in declared representation across protected characteristics.

The diversity of our staff representation remains in line with or above Civil Service benchmarks, as we strive for our workforce to be representative of the communities we serve and to recruit talented people. The table below illustrates the current diversity levels of staff in the CPS.

Diversity of our people	2023-24	2022-23	Civil Service (2023) ³
Proportion of all staff who are female	68%	67%	54.6%
Proportion of all staff who have declared they are from an ethnic minority background	23%	23%	15.4%
Proportion of all staff who are declared disabled	19%	16%	15.8%
Proportion of all staff who are declared LGBO	6%	6%	6.4%

Digital capabilities are increasingly important to our ability to operate and ensuring their ongoing security is critical. We have continued to ensure the security of our systems, striving for continual improvements to data protection and user accountability. Last year, the CPS achieved 100% compliance with all mandatory technical standards and our compliance across all the Cabinet Office’s Departmental Security Health Check for 2023 was 98%. Through a range of targeted

1 In the Civil Service People Survey 2022, this question was ‘Proportion of staff who agree with’ “the people in my team genuinely care about my wellbeing”
 2 In the Civil Service People Survey 2022, this question was ‘Proportion of staff who agree with’ “I believe the actions of my Chief Crown Prosecutor, Deputy Chief Crown Prosecutor, Area Business Managers, or Head of Directorate or Division are consistent with the CPS’ values”
 3 Source: Statistical bulletin – Civil Service Statistics: 2023 – GOV.UK (www.gov.uk)

initiatives, we can have ensured robust security and information assurances practices, policies and procedures have been maintained, audited and evaluated, to make sure that cyber-attacks are mitigated and prevented.

We have maintained our commitment to an ambitious programme of digital projects that enhance our capabilities, release capacity, and protect our vital role in the criminal justice system. The last year has seen the fruition of many years of digital investment and effort, with key initiatives delivering benefits across the organisation. The launch and continuous improvement of the Casework App has been particularly successful, with a million documents viewed and staff reporting that it is simple to use, easy to understand, and saves time.

Working with partners to develop digital solutions across the Criminal Justice System has been a constant feature of our digital work. We are now over halfway through our work on the digital case file project, which represents a significant opportunity to use greater digitisation of information exchanged between the CPS and the police. We have also successfully implemented the required interfaces with Common Platform, meaning that we are linked into the new HM Courts and Tribunals Service (HMCTS) system. This has enabled our people to work collaboratively within magistrates' courts, with defence professionals and the judiciary, and receive material directly into our system from our cross-system partners.

Success Measure	2023-24	2022-23
Proportion of Investigative Authorities submitting at least one type of multimedia evidence digitally	48 of 48 (100%)	48 of 48 (100%)

As a central part of the criminal justice system, we recognise the importance of developing strong and productive strategic relationships with our partners and stakeholders. Many of the achievements already outlined have been underpinned by key relationships, including the roll-out of the new charging model, the launch of the National Operating Model for prosecuting adult rape, and a new Crown Court Operating Model. These large-scale changes, delivered via joint and cross-system governance, demonstrate how our positive relationships yield results, both for system partners and the public.

Our work with international partners has delivered significant results for domestic cases by providing support to prosecutors and law enforcement partners to secure the successful extradition of individuals to the UK for the most serious offences. We have also finalised over one thousand advice requests from foreign authorities, helping to build strong, reciprocal relationships and effective international collaboration.

We also continue to ensure that our work and insights are available to Parliament and Whitehall and to promote greater awareness and understanding about the CPS' core role and functions. This has included responding to 60 Parliamentary Questions and providing oral evidence to eight committee inquiries.

Overall, the CPS has delivered significant and important achievements over the course of the last year. Key advances have been made in charging and casework quality, engaging and motivating our people, improved work on RASSO cases and our services to victims and witness, enhanced digital benefits for case progression, strong strategic relationships and greater awareness about who we are and what we do. The following section sets out in more detail how these have been achieved and what benefits they are having for the CPS and the people we serve.

Performance analysis

This section provides a summary of the CPS' performance against our CPS 2025 strategic aims and outcomes, most of which come from the delivery of the Business Plan 2023-24. 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 and deliver on CPS 2025.

1. Our people

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

Transforming the way we support all victims continues to be a key area of improvement – and part of this is ensuring we have the organisational capability and skillset as well as the dedicated expertise across the CPS. Organisational objectives on rape and serious sexual offences and violence against women and girls have been supported and enabled by resourcing and capability strategies designed to deliver the right people with the right skills at the right time. As a continuation of the focus on rape, we have increased national capacity across our RASSO Units, meeting our resourcing commitment in the cross-Government Rape Review; recruiting 194 specialist, trained staff into our rape and serious sexual offences teams. In addition, we have also reviewed the welfare support available to CPS teams dealing with sensitive and distressing cases.

Last year saw a shift in organisational focus towards more discrete growth due to changes in the fiscal environment. As such, our areas of focus over the last year have been on retention, development, deployment and harnessing the productivity of our workforce towards areas of demand. Recruitment controls were introduced in October 2023 to maintain affordability whilst ensuring ringfenced frontline high-priority recruitment activity continued. Continuity of targeted recruitment efforts contributed to a growth of 191 FTE (2.7 %). The organisation-wide vacancy rate was 4.1% at the end of March 2024, with vacancy rate of 6.3% for our Senior Crown Prosecutor grade.

Labour market challenges have continued, including fewer people choosing criminal law as a profession, a shortage of sought-after criminal practice legal skills across England and Wales, and an increased need for specialist skills, including legal leadership. We have continued a 'growing our own' approach for legal roles, which helps reduce reliance on the external market whilst offering a progressive, clear and achievable career path for our people. This has included maintaining increased Legal Trainee intake and development for lawyers to support progression into Senior Crown Prosecutor roles. These efforts have run concurrently with strengthening the legal leadership pipeline by developing a workforce planning approach for senior roles, introducing curated development around legal management, and extending the Leading with Confidence talent management programme to prosecutors. In 2023-24 of the 1,661 vacancies filled, 767 of these were filled through internal promotion (including temporary promotion), with over 50% of legal roles filled internally.

The growth targets of recent years have brought some challenges for teams investing time in induction and training of large volumes of new people. However mitigating actions are in place, and this is expected to decrease next year as new managers become more experienced and growth slows.

We have also supported our leaders and managers to ensure our hybrid working principles and policy provide a balance between flexibility and operational need.

All parts of our workforce are diverse and inclusive

Workforce inclusion is an essential element of both our People Strategy and the Inclusion and Community Engagement (ICE) Strategy, which inform our understanding of the steps needed to represent the views of the communities we serve.

External benchmarks are used to evaluate CPS' inclusion policies and practices against other Civil Service Departments and external organisations. The feedback received contributes to the continuous improvement process, driving further employee engagement. Current accreditations which we hold include Disability Confident Leadership status, Carer Confident Level 2, and Inclusive Employers Silver Status. The CPS ranked number 36 in the 2022 top 75 employers in the Social Mobility Index and has retained its place as a Top Ten Employer for Working Families for the seventh consecutive year.

Our Annual Equalities in Employment Report reviews our data and demonstrates our commitment to continuous improvement with regards to workforce representation and experience. The 2022 Annual Equalities in Employment Report (published in Spring 2023) provided evidence to take forward three national recommendations. As a result of this, dedicated reviews have focused on the employee experience of disabled staff, an examination of our recruitment processes and detailed research to understand the barriers for progression of ethnic minority colleagues into senior roles. Reviewing these areas has given us a number of evidence-based recommendations to act on, which will be taken forward next year.

The 'Count me in' campaign continues to raise awareness about the benefits of declaration and the ability to disclose equality information on an ongoing basis, using various communication channels. We have seen a slight increase in representation rates in both the wider workforce and at senior levels, and representation across each protected characteristic (except for LGBTQ) remains equal to, or higher, than the Civil Service average.

We have appointed seven internal Diversity Champions and supporting Ambassadors to extend the impact and reach of our diversity priorities across the CPS, building capacity and spreading expertise and corporate understanding on diversity and inclusion. This ensures our work is fully aligned with the Civil Service Diversity and Inclusion Strategy alongside our ICE Strategy.

This year we have reviewed our nine staff networks, encouraging transition to association status, aligning our networks to wider CPS diversity and inclusion priorities, and giving a voice to the 'lived experience' of our people from different backgrounds.

The Equality Diversity and Inclusion Advisor role ran from 2022 to 2024 to boost staff engagement and confidence. It supported specific projects that provided colleagues with the opportunity to share their work experiences through a private, fair, and safe source of advice. Staff can still contact the CPS Speak Out Champion if they have any ideas or feedback about how CPS works. This channel can also be used to report issues with a business, people, or operational change, talk about undesirable or unwelcome behaviours, check local practices against national policies and ask for personal or emotional support.

Table 1 highlights the progress made on increasing representation in our workforce to date, and highlights where there are areas for improvement particularly at our most senior grades.

Table 1 – Success Measure: Diversity of our staff

	2023-24 Gender		2022-23 Gender	
	Female	Male	Female	Male
All Staff	68%	32%	67%	33%
Grade 6/7	63%	37%	62%	38%
SCS	58%	42%	55%	45%

	2023-24 Ethnicity		2022-23 Ethnicity	
	Black, Asian and minority ethnic	White	Black, Asian and minority ethnic	White
All Staff	23%	77%	23%	77%
Grade 6/7	21%	79%	21%	79%
SCS	10%	90%	9%	91%

	2023-24 Disability		2022-23 Disability	
	Disabled	Not disabled	Disabled	Not disabled
All Staff	19%	81%	16%	84%
Grade 6/7	17%	83%	15%	85%
SCS	29%	71%	13%	87%

	2023-24 Sexual Orientation		2022-23 Sexual Orientation	
	LGBO	Heterosexual/straight	Lesbian, gay, bisexual and other	Heterosexual/straight
All Staff	6%	94%	6%	94%
Grade 6/7	5%	95%	5%	95%
SCS	9%	91%	7%	93%

Source – Staff declarations on the CPS’ HR system as at Q4 2023-24. 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

Over the last year, we have continued with the principle-led approach to Hybrid Working. While we are currently reviewing this approach against business needs and staff feedback, we are keen to ensure any new approach provides a similar balance between delivering business and providing flexibility for our colleagues.

As part of our talent strategy, a refreshed Leading with Confidence internal talent programme has been launched, seeing an increase of applicants from within the legal profession. To support our succession into senior level legal roles, a Deputy Chief Crown Prosecutor support package was put in place. We will be reviewing the success of this programme as the selection process concludes for our senior legal leader recruitment campaigns.

Our managers continue to be offered bespoke development through the Aspiring Manager, Manager Induction and Experienced Manager Programmes, which is further underpinned with a continuous suite of bite sized, accessible learning with a focus on performance management, wellbeing, and confidence.

As a continuation of organisational effectiveness, we have introduced the Colour Insights tool which is aimed at building high performing teams and has seen over 500 profiles produced.

The development of our people, across all roles and professions is at the heart of what we do. Designed and delivered by the expert practitioners of our Learning Services Team, we have ensured our people have the skills, knowledge, and capability to address the changing nature of crime, now and for the future.

Through our specialist team, we have designed a comprehensive programme of bespoke prosecutor development from lawyer induction through to specialist learning, ensuring our prosecutors are skilled and fully equipped for the ever-growing complexity of our casework.

We continue to invest in the potential of all our people through highly successful in-house initiatives, such as the Prosecutor Pathways Programme, nurturing talent and growing our future workforce of skilled and able prosecutors. In addition, the CPS continues to develop our professions, expanding our Operational Delivery Profession development offer through programmes such as the Paralegal Development and Victim Liaison Officer induction.

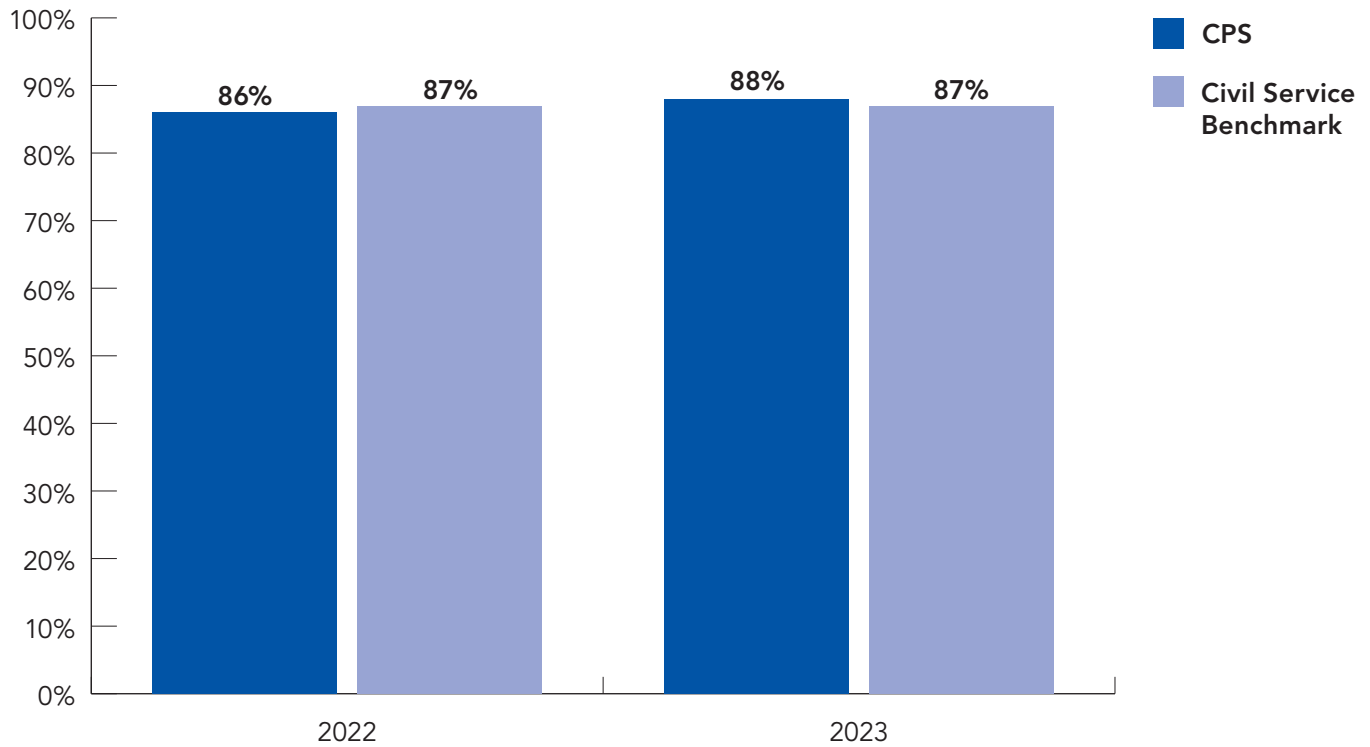
Our supportive culture promotes wellbeing

Against a backdrop of increased workloads, maintaining the wellbeing of our people and providing them with appropriate workplace support is imperative. We offer a broad wellbeing provision through our Employee Assistance Programme (EAP) and Occupational Health (OH) Providers to all staff across the CPS. In 2023 we also reintroduced the provision of health checks, which received 96% positive feedback. Alongside this we have continued to focus on financial wellbeing, in light of the rise in cost of living experienced over the last few years. In all areas we work closely with our suppliers to continuously improve our wellbeing offer, making use of organisational wellbeing data in order to provide an evidence-based service for staff.

We have continued to review our wellbeing support for those in RASSO roles across the CPS, building and refining our people's need, moving to an 'opt-out' model for reflective sessions. These sessions provide a safe space for individuals to reflect on how the sensitive content of RASSO casework may be impacting people, with regards to how they relate to others around them at work and home and mental and emotional wellbeing. There has been a substantial increase in participation in these sessions, receiving extremely positive feedback from a range of internal and external stakeholders. In addition, there is wide recognition that distressing materials are not limited to RASSO cases. As such, there is wider work in progress to expand the specific offer to include those involved in distressing cases and those at the front of engaging with victims.

Over 200 of our mental health first aiders attended refresher training this year, embedding our commitment to build a community of skilled colleagues across the CPS whose aim is to support the mental and emotional wellbeing of our people.

Table 2 Success Measure: % of staff who agree with the people in my team can be relied upon to help when things get difficult in my job⁴



Our people lead with our values

Our values remain critical to the way we lead and manage across the CPS, as well as shaping how we work with partners across the wider criminal justice system. The way 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.

We recognise that good leadership starts from the top of the organisation. We ensure that senior leader objectives clearly articulate the expectation to lead with our values across all corporate portfolios, embedding and leading the CPS strategic priorities and aligning with Cabinet Office protocols for performance management. This ensures our leaders are held accountable for their impact across the CPS.

Phase one of the leadership framework was launched in 2023 to highlight the key influencers of leadership across the CPS – from the Civil Service level to our organisational values. Whilst there is more to do, this provides a key foundation which is threaded within the leadership and management development programmes.

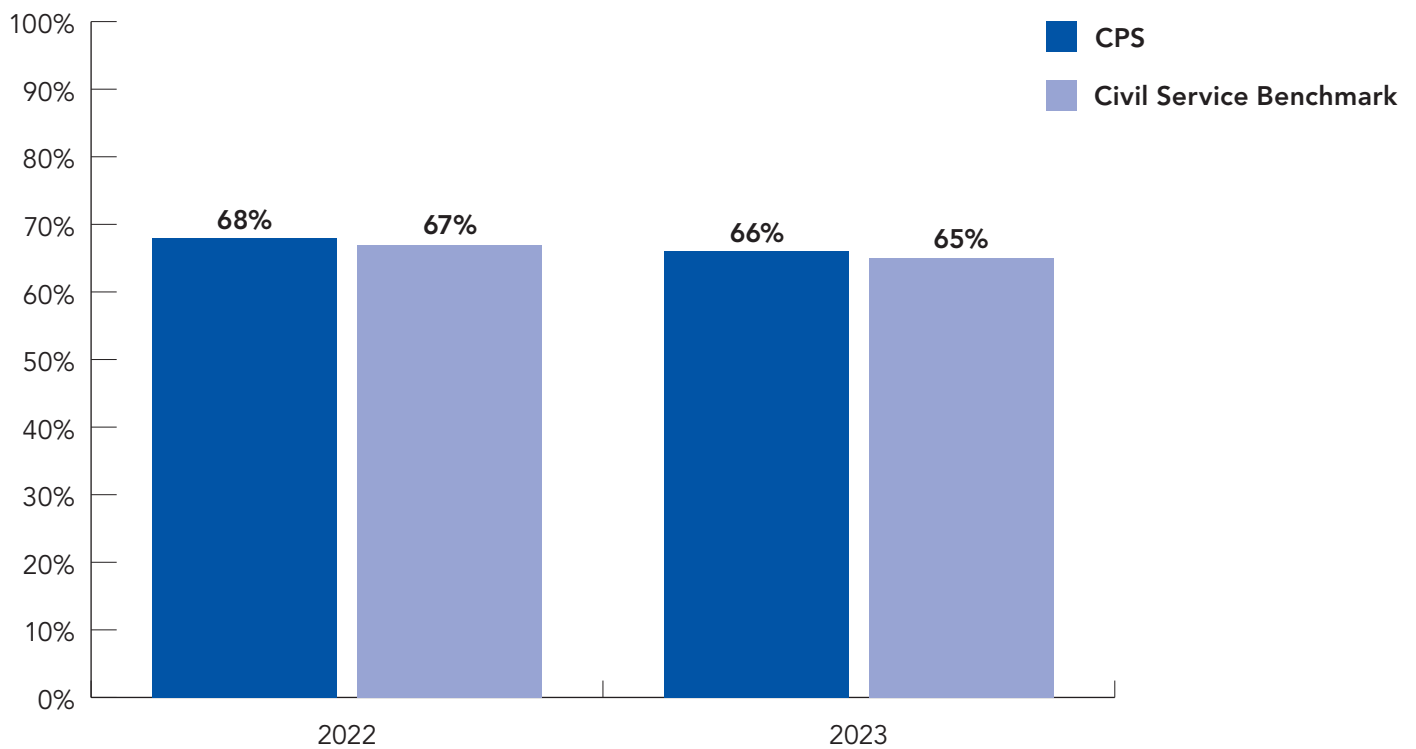
Coaching and mentoring remain a core component of our leadership development offer. This year over 300 hours of internal and external coaching was accessed by 157 people, demonstrating a dedicated focus to career and professional development.

⁴ People Survey 2023 <https://www.cps.gov.uk/publication/civil-service-people-survey-reports>

To further support the importance of leading with our values, the CPS has a Nominated Officer for whistleblowing sitting alongside an independent Speak Out Champion and an additional Whistleblowing Champion. These roles raise the profile of the importance of speaking up and demonstrate our continued commitment to a positive and open culture where employees have the confidence and support to voice their concerns. The number of concerns raised with the Speak Out Champion remain less than 2% of the CPS workforce but demonstrate an increased confidence in speaking up.

Last year, a new Early Resolution and Advice Team was created to drive a cultural shift towards early resolution of workplace conflict and ensure the appropriate escalation of cases into, where necessary, more formal processes. Alongside the introduction of the team, there has been an increased focus on building and developing people management capability and confidence aligned to our organisational values.

Table 3 – Success Measure: % of staff who agree with “I believe the actions of senior managers are consistent with my organisation’s values.”⁵



5 People Survey 2023 <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 challenges facing the criminal justice system require solutions with digital and data at their heart. This year we have focused on ensuring that everything we're doing makes it easier and safer for our colleagues to deliver justice – and we have benefitted from a number of long-term projects coming to fruition. We have conducted seven major procurements for critical systems – maintaining performance whilst managing significant increases in demand and working within a reduced budget. We have been able to do this in part due to our improved in-house skills and capabilities.

Through this work we are also learning more about what is required to innovate, support, and improve our technology and data without relying on a single supplier. Over the next 12 months we look forward to developing our culture, skills, and ways of working to ensure we can continue to develop and continuously improve services for our users – both staff and the public – to the benefit of everyone involved in the criminal justice system.

We have confidence in the security of our systems

It is essential that we can demonstrate to the public and to those data subjects who share their information with us that our systems are secure. Our determination to safeguard our information ensures internal and external stakeholders can depend on the confidentiality, integrity, and availability of our services. This is underpinned by a robust framework that enshrines security as a shared responsibility across all levels of the organisation.

Last year, the CPS achieved 100% compliance with all mandatory GovS007 Technical Standards. Our performance is evaluated annually via the Cabinet Office's Departmental Security Health Check. Our overall compliance across all functional areas for 2023 was 98%.

To remain resilient against the ever-evolving landscape of cyber threats, we have significantly increased our cyber intelligence and threat-hunting capabilities. This initiative is led by our Cyber Security Team (CST), who ensure the identification, analysis, and management of cyber threats, vulnerabilities, and risks. Consolidating a deep understanding of the cyber security landscape, we encourage risk owners to take proportionate responses and implement effective mitigations. Our risk profile is overseen by our internal Risk and Assurance Team, and we report, on a biannual basis, to the Audit and Risk Committee.

Our collaborative endeavours with the National Technical Authorities (NTA), the Government Security Group (GSG), the National Cyber Security Centre (NCSC), and our counterparts in the criminal justice system underscore our collective resolve to mitigate the ramifications of cyber incidents.

The enhancement of our Cyber Security, Education, and Training Awareness (CSETA) programme reflects our commitment to fostering a culture of cyber awareness within the CPS. This initiative has been integral in reducing our susceptibility to phishing attacks and identifying staff who may be in need of supplementary training. The recent baseline assessment of this programme underscored its effectiveness in increasing cyber awareness.

The CPS is taking part in GovAssure, the new, mandated cross-government cyber-assurance programme aimed at strengthening the security and resilience of government's essential functions against cyber threats. We have evaluated our five critical systems to Stage 4 of GovAssure, and our self-assessments are currently undergoing independent review. This will result in our cyber security measures being objectively verified against high standards of security and assurance.

In parallel, CST has collaborated with our Commercial and Procurement divisions to further refine the security requirements for our suppliers. By embedding the 'Cyber Essentials' criteria into all third-party contracts associated with IT systems or services, we will ensure adherence to governmental standards of technical security measures, thus minimising the risk of breaches. This development coupled with a 'supplier assurance' needs assessment, enables our suppliers to fully comprehend and meet our stringent security expectations which includes a mandatory 'Security Management Plan' (SMP) for all services.

We innovate, including with emerging technology

The experience of delivering justice is distinctly different from five years ago – especially with regards to the digital tools available to our staff. This year we have improved a number of the digital solutions we use in making charging decisions. We have digitised the charging process across the CPS, providing a consistent way for police to request information and supporting prosecutors to be able to make timely decisions. We have also focused on the digital experience for our out-of-hours CPS Direct team. To improve their ability to focus on legal decision making, we have rolled out three digital updates – a modern call-handling solution that provides greater resilience at a lower cost; a way to digitally log charging decisions even when our core systems are being upgraded; and a new tool to easily view new cases and material and identify the Police and Criminal Evidence Act 1984 (PACE) clock.

Our Future Casework Tools programme is developing our new mission critical applications to reduce our reliance on our heritage system. Through the co-design with users and use of modern, cloud-based technology we are identifying efficiencies and delivering incremental benefits. So far, we have saved 36,000 working hours for users through better design and greater automation.

Our biggest success of the year was the launch of the Casework App, which was designed through ongoing user research. The app enables staff to work on case material in a new, user-friendly way. It includes search capabilities, so staff can look for key terms and phrases across a whole case – including in pictures and handwritten statements – and a functionality to complete document-related tasks. Since launch, colleagues have viewed over a million documents within the app and feedback has been overwhelmingly positive, with staff reporting that it is simple to use, easy to understand, and saves them time. As in other areas of our work, we are focusing on continuous improvement, and have made over 500 improvements since launch. As well as internal recognition, the Casework App team's excellent work has been recognised externally, winning the DevOps Project of the Year Award.

We have also started work which is looking to save staff time when completing high-volume admin tasks. Two particular areas of improvement this year have been the automation of emails to be moved into our case management system (CMS) so that they can be applied quickly to the relevant case, and the archiving of old multimedia evidence to ensure we are managing our information appropriately.

In addition, we have started to pilot an app that enables colleagues to identify the most urgent tasks they need to complete. This will support us in reducing delays across the justice system, as well as providing insight into workloads for leadership teams. As we look to the year ahead, we are exploring the viability of a number of other applications which will aim to support operational colleagues – from capturing the legal decision and review of a case, to management of material from police.

We have also worked to improve victims and witness experience through reducing barriers to accessing information with prompts such as QR codes and making it easier for witnesses to claim expenses and have those claims processed more efficiently.

We are transforming the way in which we share case material and improve case progression with our criminal justice partners through the Digital Case File project. Digital Case File is a multi-year, multi-agency project, looking to digitalise the information exchanged between the CPS and the police during our review and the building of cases. We are now over 50% of the way through our joint police-CPS testing.

Last year, we implemented interfaces which interact with Common Platform, the new system delivered by HMCTS. These have enabled us to work collaboratively within magistrates' courts, with defence professionals and the judiciary, to complete online case-progression forms and receive material directly into our system from our justice partners.

We also explored cross-system opportunities through initiatives such as the digital jury bundles proof of concept, aiming to enable a more effective and efficient presentation of evidence for jurors to assess in court, and to reduce preparation time. Last year, we worked with partners across judiciary, HMCTS, and defence to run mock trials, deploying an operational impact assessment tool to create a digital twin of the real-world Crown Court estate. This allowed visualisation of the impact at a national scale in a flexible, intuitive, and interrogable manner. As a result, we have been awarded funding from HM Treasury in the Spring Budget to take forward a pilot in conjunction with HMCTS. We are estimating that this could realise savings of up to 55,000 hours a year in court preparation time and reducing the length of trials.

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

Period	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24	Q3 2023-24	Q4 2023-24
Total Forces/ Investigative Authorities	48	48	48	48	48	48	48	48
Submitting at least one type of multimedia evidence digitally	47	47	47	48	48	48	48	48
Submitting Body Worn Video digitally	47	47	47	48	48	48	48	48
Submitting Achieving Best Evidence digitally	44	44	44	46	46	46	46	46
Submitting CCTV digitally	45	45	45	45	48	48	48	48
Submitting 999 calls digitally	46	46	46	48	48	48	48	48
Submitting other types of multimedia evidence digitally	35	35	35	35	35	35	35	44

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 partners. This requires developing the essential capabilities, skills and relationships which allow us to deliver fair and independent prosecutions.

We must balance our operational knowledge and performance with futures thinking and high-quality research to be confident in our capacity to deliver improvements, and to prepare for unforeseen challenges. This year we have continued building capability in these functions so that critical insights can be fed into planning early, and decisions informed as much as possible by key evidence.

Over the past year we have focused on how we can build on our strategic partnership work and ensure we have the skills and tools necessary to establish long-lasting, collaborative partnerships with partners and stakeholders, recognising that these interrelationships are the foundation of a healthy criminal justice system.

Major partnerships work delivered this year included the rollout of the new charging model, the launch of the National Operating Model for prosecuting adult rape cases and a new Crown Court Operating Model. These large-scale changes delivered via joint and cross-system governance demonstrate the importance of our positive relationships with partners.

We have invested time in ensuring the CPS' operational expertise has been fully available to parliamentarians so that policy development and legislation is informed by our insights. We have continued our efforts on high-profile engagements in Westminster and with Members of Parliament in their constituencies to ensure the role of the CPS is understood.

Over the past year, we have also revised our International Strategy and restructured our international team (both in the UK and overseas) to help support UK domestic casework outcomes.

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

In this year's futures cycle, we prioritised our work around three insights: Artificial Intelligence in Criminal Justice, the Impact of an Ageing Population on the CPS and Crime in Virtual Reality and Augmented Reality. We engaged with relevant teams and experts across the CPS to align our recommendations with existing priorities and projects. These actions have been built into teams' plans and long-term strategies to help us prepare for the potential future scenarios we might face.

We have also prioritised building a network of experts from across the CPS, government, academia and the private sector, improving our insights and building influence through knowledge sharing. As a result, we collaborated with partners on the Ministry of Justice's futures work, developing long-term common assumptions about the future of the criminal justice system.

We influence change across the criminal justice system through trusted relationships

This year we welcomed the reintroduction of the Criminal Justice Board (CJB). We have fully engaged in its work to tackle outstanding court caseloads, including the exploration of levers to encourage early guilty pleas. Through CJB sub-governance structures, we have worked closely with partners to make decisions on, and drive forward, activity to deliver system-wide improvements in the short-medium term and are also considering longer term planning. This includes further consideration of how best to utilise data from across the system to inform both national and local decision making, such as using Local Criminal Justice Boards (LCJB), an initiative being led by the Ministry of Justice, to drive CJS data transformation.

We have concluded our programme of strategic partnerships development for senior leaders and are now mainstreaming the offer to ensure sustainability. We have also strengthened our relationship with Police and Crime Commissioners (PCCs) through engaging them on key work areas via their LCJB Chairs' Forum to ensure they are well informed about relevant developments.

Operationally, we have rolled out the new Crown Court Operating Model which sees the CPS serving more material on the defence at a much earlier stage so that we can be more robust in our case management and encourage earlier guilty pleas. This forms part of a wider commitment with the Crown Court Improvement Group (CCIG), and we continue to embed this new way of working with the group's oversight.

In July 2023 we launched the new National Operating Model for prosecuting cases of adult rape and, together with leaders from across police forces and the NPCC, we are continuing to roll out a new charging model. The new model prioritises the highest threat, risk and harm cases and is fully implemented in 12 of the 14 CPS Areas and 42 Police Forces (95%). The model has succeeded in simplifying and digitising the charging process and improving real time police-CPS communication. Across Areas, we have implemented improvements to the structure of the Joint Operational Improvement Meetings. These provide senior strategic oversight and direction to jointly agreed priority areas of improvement activity with the police. This has resulted in more structured and productive local engagement.

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

We look to build confidence in the work of the CPS amongst Parliamentarians and, through them, the public. We utilise our operational insight and expertise to influence policy development and shape the debate around the criminal justice system.

At a national level we ensure the voice of the CPS is heard through our programme of work. In 2023 the CPS provided answers to 60 Parliamentary Questions and coordinated lines for six Attorney General's Oral Questions. We continue to support the work of parliamentary select committees by providing written and oral evidence. In 2023 we provided oral evidence to eight committee inquiries and provided nine pieces of written evidence. Topics included the Criminal Justice Bill, human trafficking and policing priorities. Over the past year CPS Areas have also undertaken 20 meetings with Members of Parliament in their constituencies to explain the role and general function of the CPS. Included in this figure, are four shadowing days where MPs went to CPS offices and courts to shadow the work of prosecutors in East Midlands, North West and Cymru-Wales.

We have continued to work collaboratively with governmental departments on several legislative proposals and Parliamentary Bills. Most notably, we have provided prosecutorial expertise and operational insights to help develop new provisions in the Public Order Act 2023, the Illegal Migration Act 2023, the Online Safety Act 2023, Economic, Crime and Corporate Transparency Act 2023, Firearms Act 2023, Protection from Sex-based Harassment in Public Act 2023, and legislative updates which banned the possession and supply of Nitrous Oxide and made it an offence to own an XL Bully Dog in England and Wales.

We continued to support and provide advice to the government on future legislation, such as the Criminal Justice Bill, and in particular, the Victims and Prisoners Act 2024 by advising on the legal and operational implications of proposed changes to victims' entitlements and victim services.

We deliver justice across borders through effective international collaboration

This year we have re-focused our efforts in supporting UK domestic casework outcomes, which is now the primary focus of our international resources. We have revised the CPS International Strategy and restructured our international team (both in the UK and overseas) to help support UK domestic casework outcomes and achieve justice for UK victims. We have supported UK casework through various means, such as assisting with multiple enquiries concerning evidence overseas, requesting assistance linked to bilateral cooperation or ensuring that witnesses in other countries are able to give crucial evidence in UK trials via video link.

We have provided support to prosecutors and law enforcement partners to secure the successful extradition of individuals to the UK for the most serious offences, including Piran Ditta Khan from Pakistan for the murder of PC Sharon Beshenivsky. In addition, we have discharged our statutory duties to advise and act on behalf of foreign requesting authorities in export extradition cases, including the high-profile US request for Julian Assange. Over the last year, we finalised 1,624 such cases, including pre-arrest advice to foreign judicial authorities. This is essential work in maintaining the high levels of mutual trust and confidence with foreign judicial authorities which enables domestic CPS prosecutions to gain the reciprocal benefit of effective international co-operation.

In September we hosted the International Association of Prosecutors Conference, bringing together prosecutors from 90 countries. In addition to enhancing international cooperation, reinforcing valuable relationships, and showcasing UK values, it gave us a unique opportunity to raise numerous cases and issues with international prosecution colleagues to speed up international assistance. Additionally, we entered into separate bilateral agreements with foreign partners on topics including organised immigration crime, which will facilitate enhanced engagement going forwards. Through technical developments and closer working, we have further enhanced our front-line prosecutor capabilities with a continued emphasis on developing robust international casework strategies. We have responded to prosecutors' needs by delivering specific international guidance, enhancing accessibility via the new International Assistance Hub and expanded the capabilities of the International App to include extradition requests to EU Member States.

We continue to proactively engage with a variety of domestic partners, including the Home Office, to secure discussions on proposals to enhance future cooperation abilities across a multitude of countries. This includes putting forward proposals for 3rd Additional Protocol to the Council of Europe Convention on Mutual Assistance in Criminal Matters.

Next year we will work closely with domestic partners on the roll out of Crime (overseas production) Orders, enhance support to the International Casework Leads network and influence HMG's policies and activities to enhance our international cooperation abilities to deliver just outcomes.

4. Casework quality

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

Casework quality remains central to the work of the CPS and we continue to revise our prosecution guidance to ensure support of effective decision-making. The Code for Crown Prosecutors sets out the key principles for prosecutors and our published guidance supplements this by addressing specific areas of our work. By reviewing these core elements, we ensure that we support and provide a clear and effective framework for our decision-making.

Cases are progressed in a timely manner

The continued impacts of the pandemic and the Criminal Barristers Association action has meant that Crown Court backlogs remain an unprecedented challenge for the criminal justice system. The pandemic restrictions meant that by September 2020 the CPS' total caseload (magistrates', and Crown Court) was 80% above the February 2020 pre-Covid baseline of 109,469. The

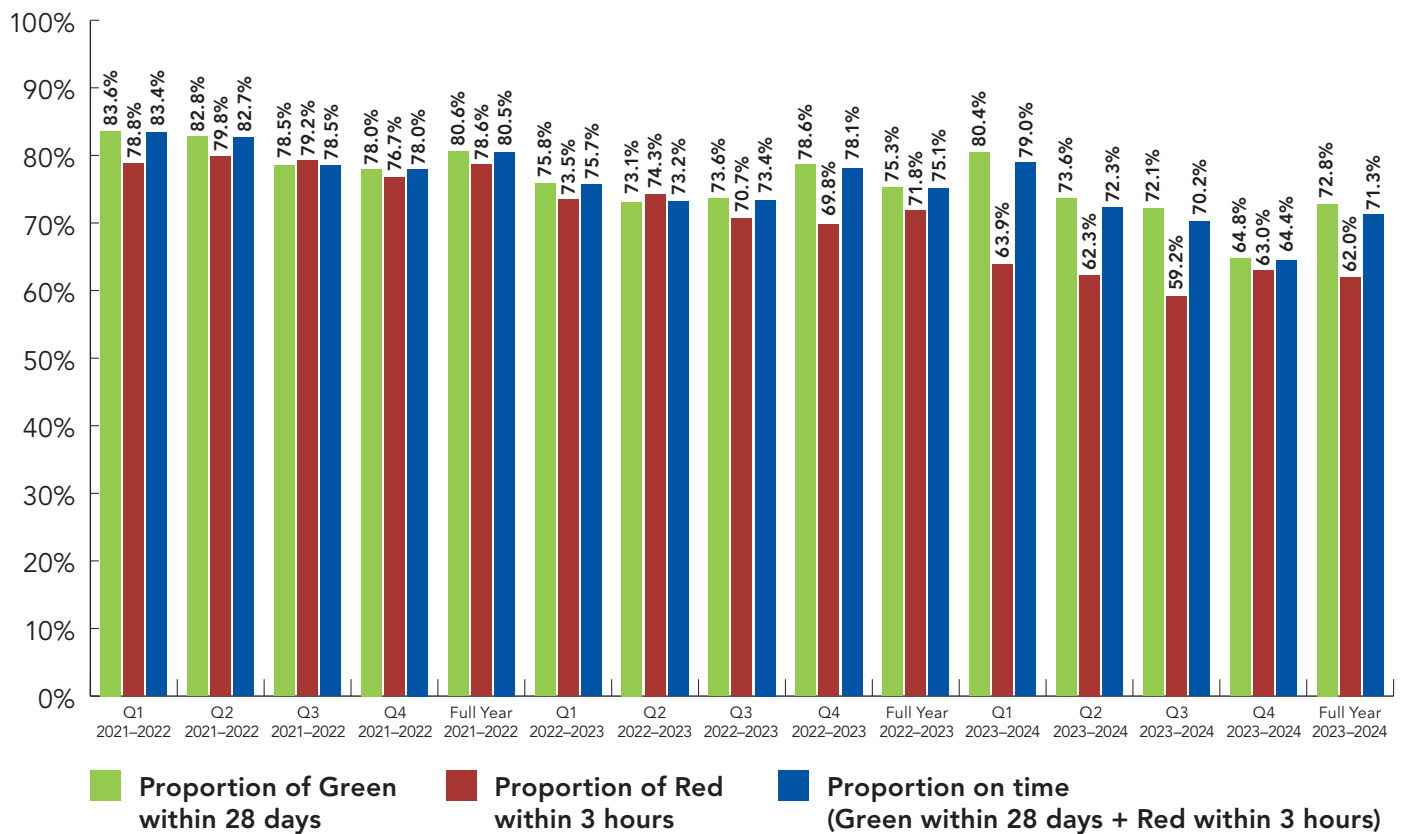
CPS Crown Court caseload reached a low in March 2022 of 67,716 and in March 2024 stood at 72,262, which remains significantly higher than the pre-pandemic February 2020 baseline of 44,317 cases.

We have continued delivering our full range of core functions throughout these challenging times due to a combination of factors, including our proactive investment in digital capabilities, strong governance, a nationally led approach, and the management of regional variances in caseloads. The Central Prosecutor Team (CPT) was developed in September 2022 and is based within CPS Direct (CPSD). The team are deployed to Areas of high demand to work on high-volume pre-charge decisions, and this has enabled spikes of work to be managed effectively. The CPT currently consists of 12 senior prosecutors who review around 200 cases per week and have reviewed over 6,000 cases to date. The Operations Directorate are now looking at a more extensive deployment of staff from other Areas to tackle more complex Crown Court cases. To date ten Senior Crown Prosecutors have been deployed to CPS Areas experiencing significant pressure.

This year we have also rolled out our new operating model for both the Crown Court and magistrates' court, with a focus on the Director's Charging Guidance 6th Edition at pre-charge decision stage. This includes the robust completion of the Better Case Management form – to support early service of as much of the prosecution evidence as possible at Initial Details of Prosecution Case (IDPC) on cases in which the Full Code Test (FCT) have been applied – as well as early disclosure of unused material and schedules after the sending hearing.

The focus over the next 12 months will be to ensure that the criminal justice system runs as efficiently as it can, by reducing the number of ineffective hearings and unnecessary adjournments.

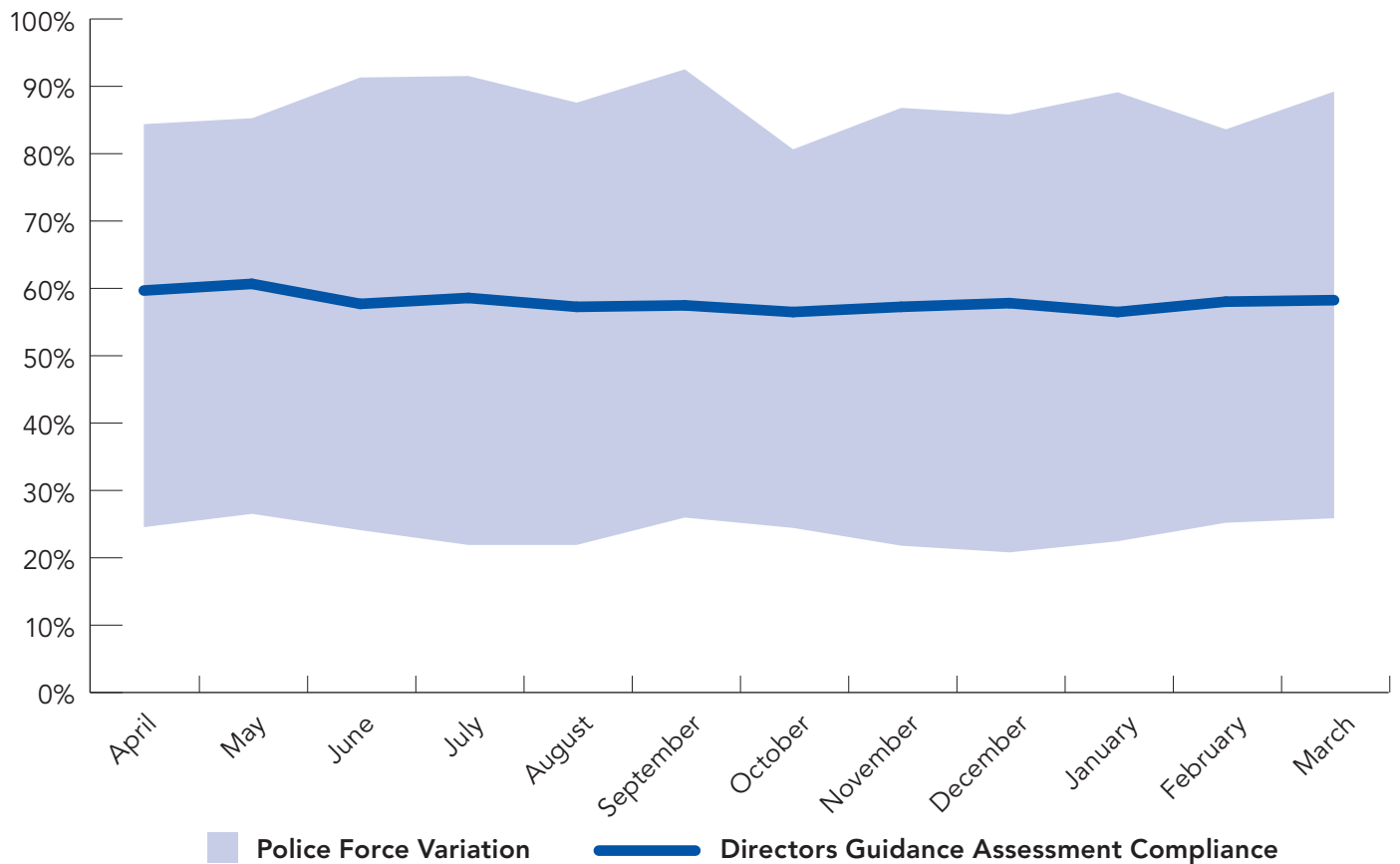
Table 5 – Success Measure: % of charging decisions completed on time⁶



We have seen a slight decline in overall charging performance across the last 12 months, as outlined in Table 5. In line with previous years, performance fluctuates across quarters but the main reason for the overall decline this year has been the 6% increase in the number of pre-charge decision referrals from the police. This is further exacerbated by the pre-charge decision workload being at an all-time high. The increase in case complexity and case mix is prolonging the time it takes to verify that police file submissions are of appropriate quality to ensure a timely charging decision can be made within the Service Level Agreements.

⁶ Previous data published in the Annual Report and Accounts only included the 14 CPS Area rate and will be different from the figures shown in this graph. For publication purposes we publish national data which also includes the work of the Casework Divisions, which are not region-specific and deal with specialised caseloads such as organised crime and terrorism. Future publications will be consistent with the data provided in this graph

Table 6 – Directors Guidance Assessment Compliance



We are a demand-led service and receive case files from policing and a small number of other investigatory agencies. The timeliness of our charging decisions is affected by the quality of the referrals we receive. We measure the quality of the files through compliance with the Directors Guidance 6th Edition (DG6). The Directors Guidance is issued by the Director of Public Prosecutions (the DPP) under the provision of section 37A of the Police and Criminal Evidence Act 1984 (PACE). It sets out what should be included in police submissions for the CPS to determine whether and what to charge in each case. Compliance is assessed by the application of the Director’s Guidance Assessment (DGA). In January 2023 police compliance as shown through DGA stood at 60%, by the end of December that year, it was 57.7%. In 41.6% of cases the prosecutor had to request further information through an Action Plan for policing to supply missing or further information either for the case to be charged or for the case to be effectively prosecuted post-charge.

Table 7 – Magistrates’ court caseloads

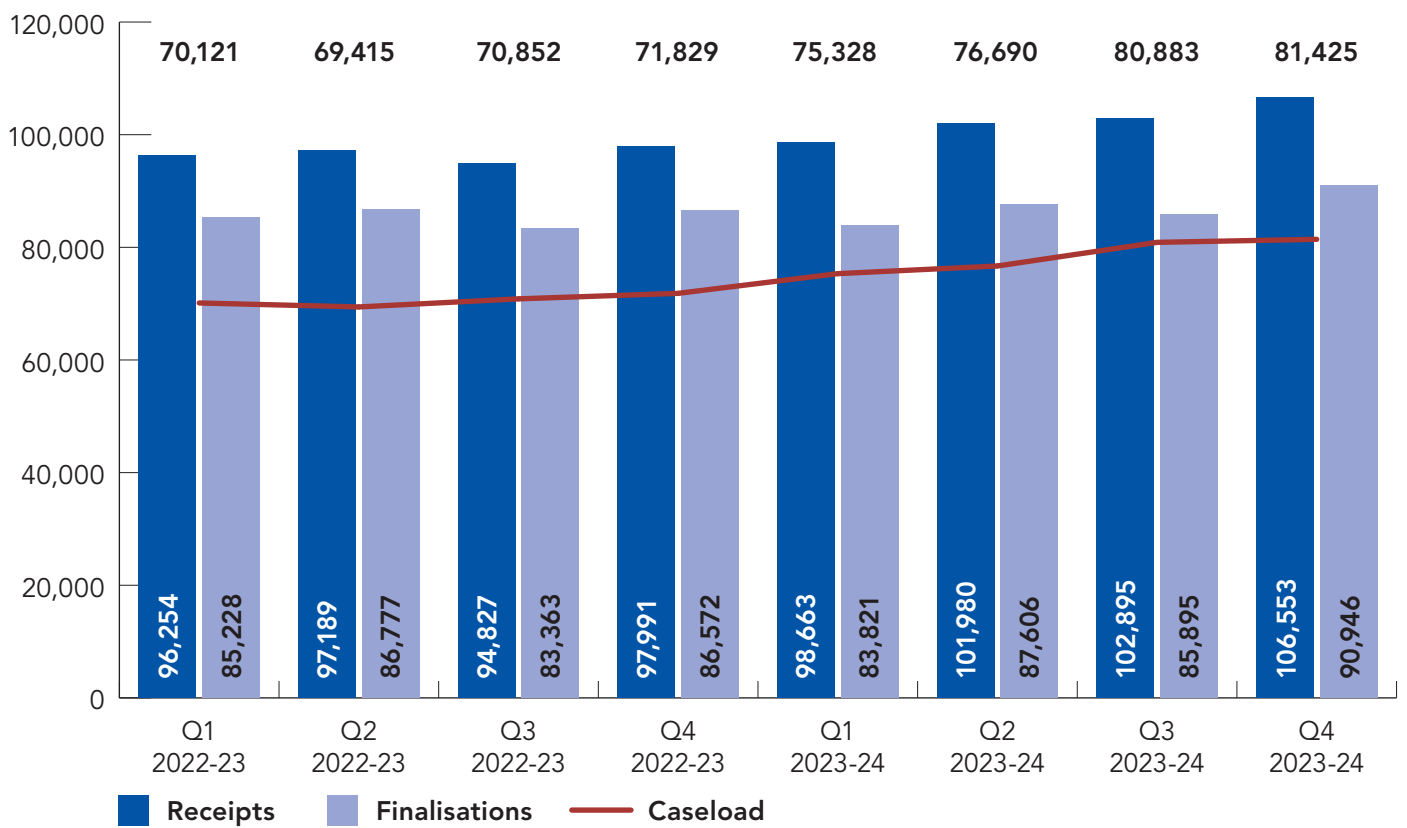
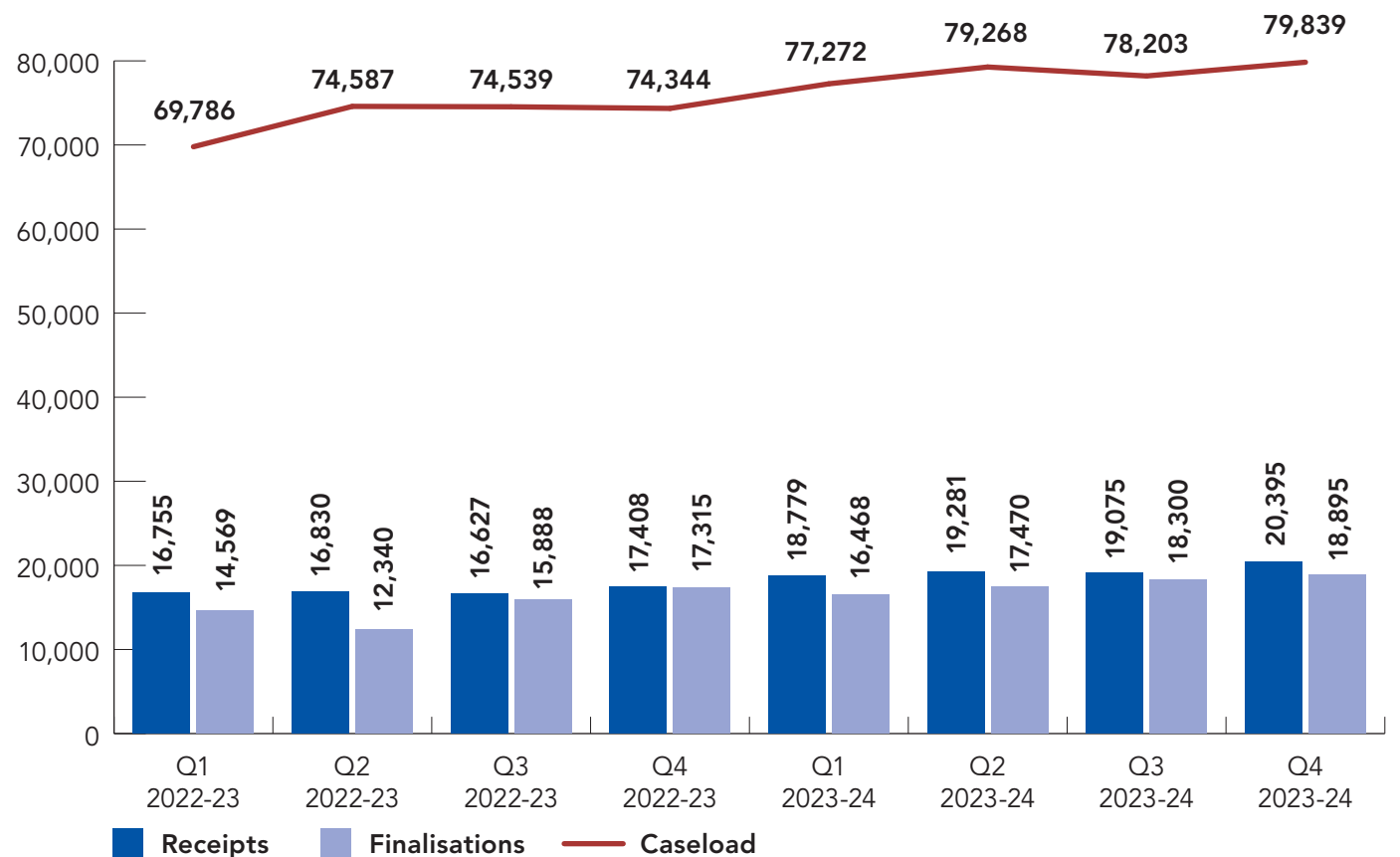


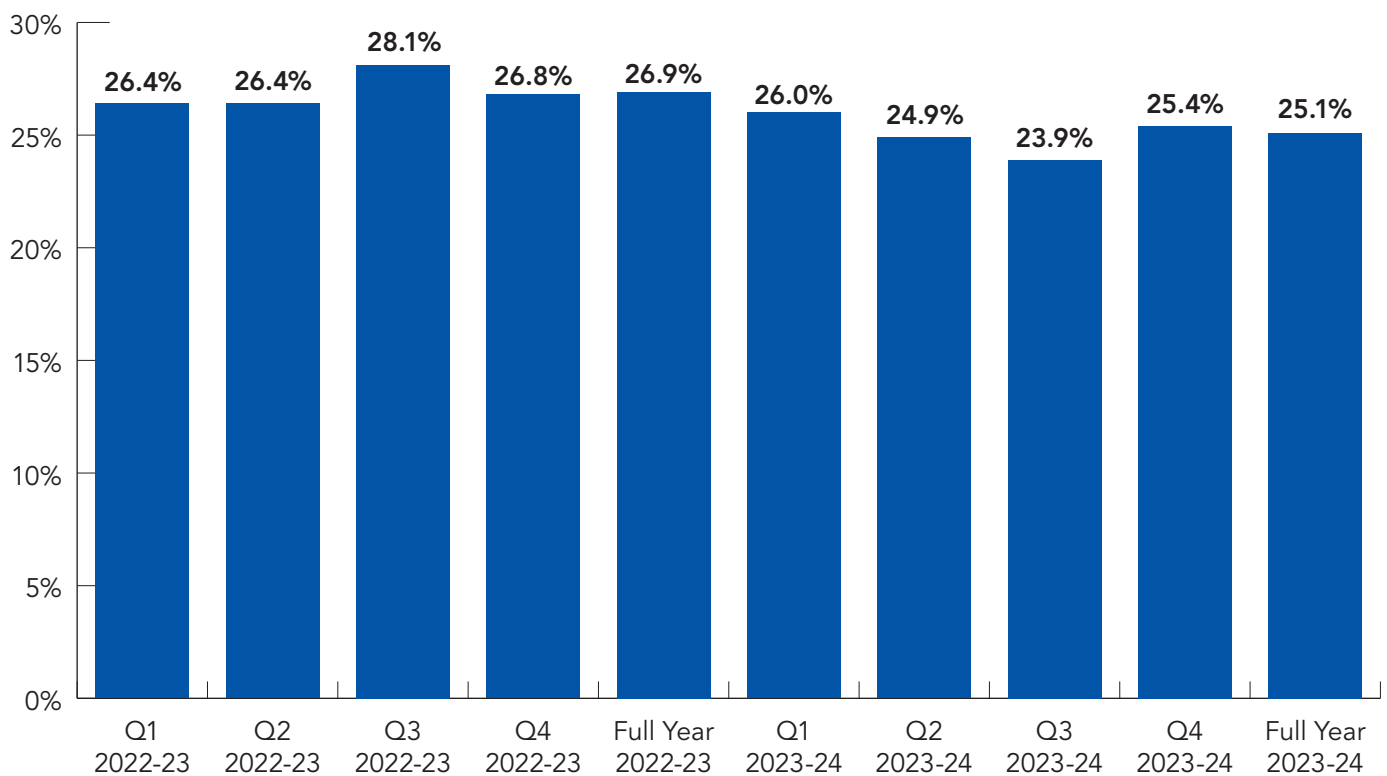
Table 8 – Crown Court caseloads



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 of 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. Table 9 shows the proportion of dropped cases that were not dropped until the third or subsequent hearing. Dropped cases include 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. We have seen a reduction in cases dropped at third or subsequent hearing in 2023-24 when compared to 2022-23.

Whilst there is a driving factor of victims and witnesses disengaging with the process and withdrawing their support for prosecutions due to delays in the system, this reduction highlights the fact that the CPS revised operating models have encouraged earlier reviews of cases. This has enabled prompt action to be taken when a witness disengages; ensuring that action is taken to either support the witness where appropriate, or that the case is promptly taken out of the system and that unnecessary hearings do not take place; thereby reducing inefficiencies across the criminal justice system.

Table 9 – Success Measure: % of Magistrates’ court cases dropped at 3rd or subsequent hearing



Cases are dealt with effectively

Under joint CPS-Police governance, a new charging model began to be rolled out from September 2022 across all CPS Areas and their respective police forces. Over the last year, the new model has been successfully rolled out to a further 10 CPS Areas and 36 police forces. This means 12 out of 14 CPS Areas and 42 out of 44 police forces are now operating under the new model. The remainder are the two CPS Areas in London and the Metropolitan Police Service and City of London Police. From January 2024 they have been operating aspects of the model as a

precursor to full roll-out by the end of Q2 2024-25. The new model was jointly agreed between policing and the CPS after extensive testing. It affords priority to the most serious cases in terms of threat, risk, and harm and simplifies submission routes for all cases by using more efficient digital processes, focusing on quality, timeliness and better real-time communication between the CPS and police investigators. The initial six-month evaluation of the new model confirmed it was achieving anticipated business benefits. A second evaluation report will be produced before the end of July 2024 to further monitor progress.

This year we have also focused on improving our approach to case strategies. Our ability to express a clear case strategy is an essential element of our work and over the course of last year we have delivered a specific programme to enhance skills and capabilities in this area. This programme is designed to support the work of prosecutors in articulating a carefully planned route to a just outcome, thereby increasing efficiency and improving the way we are delivering justice.

We have played a vital role across the Criminal Justice System in implementing new legislation and policy under the Nationality and Borders Act 2022, supporting a government priority to prosecute the most egregious cases of those crossing the Channel illegally. To ensure CPS readiness and that cases are dealt with effectively, we have worked closely with Home Office and law enforcement agencies to agree a joint approach to referral criteria and evidential requirements.

We supported prosecutors by developing podcast training and published updated immigration legal guidance giving clear direction on evidential and public interest factors to support charging decisions, so the right person is prosecuted for the right offence. We also monitored the increased volume of referrals, which led to CPS South East being provided with increased assistance to make timely decisions.

We have continued to prioritise improvements in how we progress rape and serious sexual offences cases. Over the last year, we have analysed the wide range of activity and approaches undertaken by CPS Areas in response to Operation Soteria to address falls in referrals, efficiency and effectiveness of rape prosecutions, support for victims, and engagement with specialist services providers and interest groups. This analysis has been fully informed by the emerging findings of the independent academic review conducted by Professor Vanessa Munro from the University of Warwick School of Law, which formally reported in March 2024. The combined effect of this activity is the CPS National Operating Model for prosecuting adult rape. This was launched in July 2023 and consists of 29 elements required to be in place to bring uniformity to CPS activity based on best practice arising out of Operation Soteria. By the end of March 2024, CPS delivery of these elements was on track in accordance with our internal delivery plans, with 23 of the 29 having been delivered. These include joint agreements with policing concerning aspects of early advice from the CPS during investigations, revised and refreshed training for prosecutors, guidance on 'suspect-centric' approaches, specialist case progression resources, and dedicated communications channels for specialist Independent Sexual Violence Advisors (ISVAs). The remaining six elements are scheduled to be fully rolled out during Q3 2024-25.

Table 10 – Rape receipts and charges

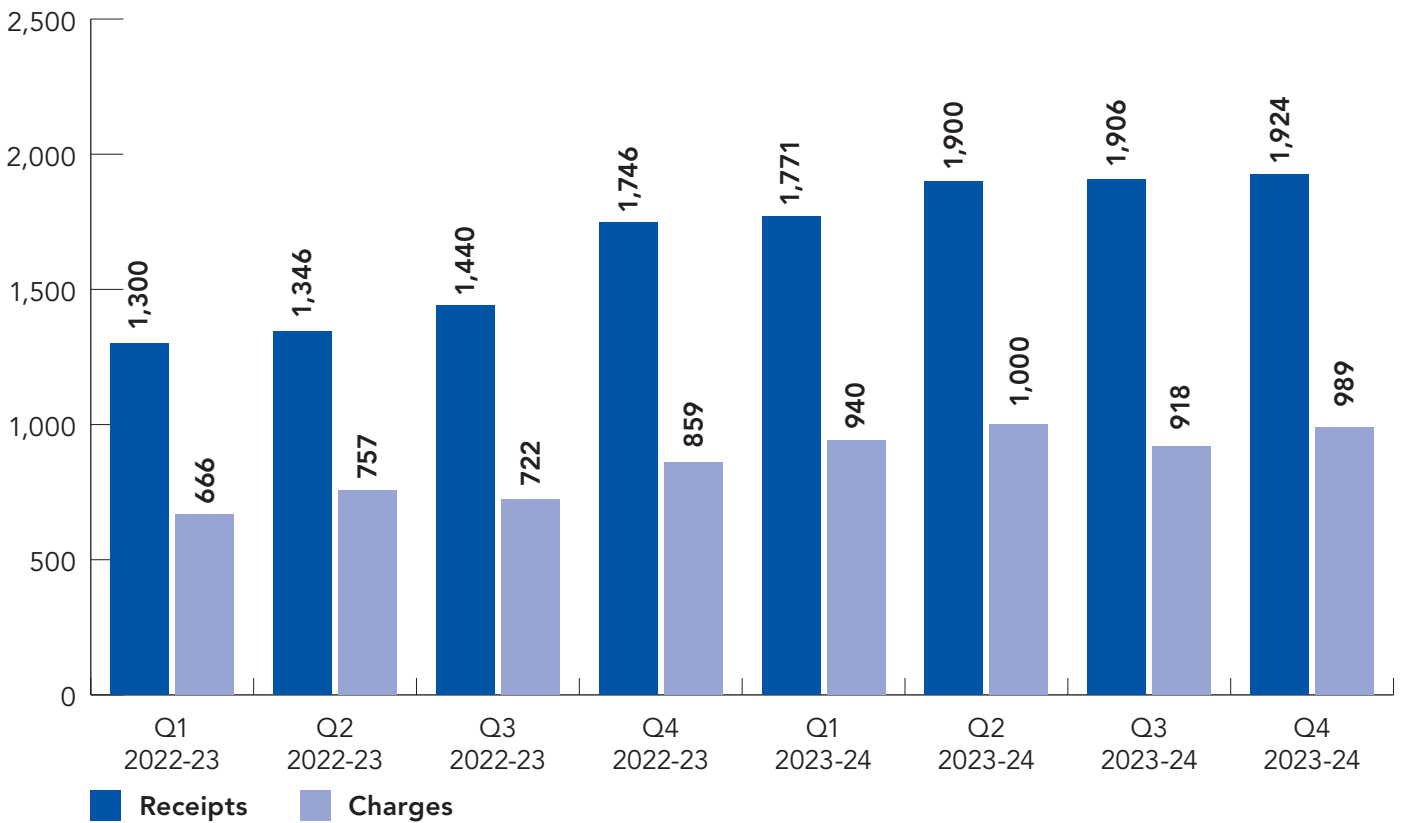


Table 11 – Success Measure: % of Judge directions that are complied with on time

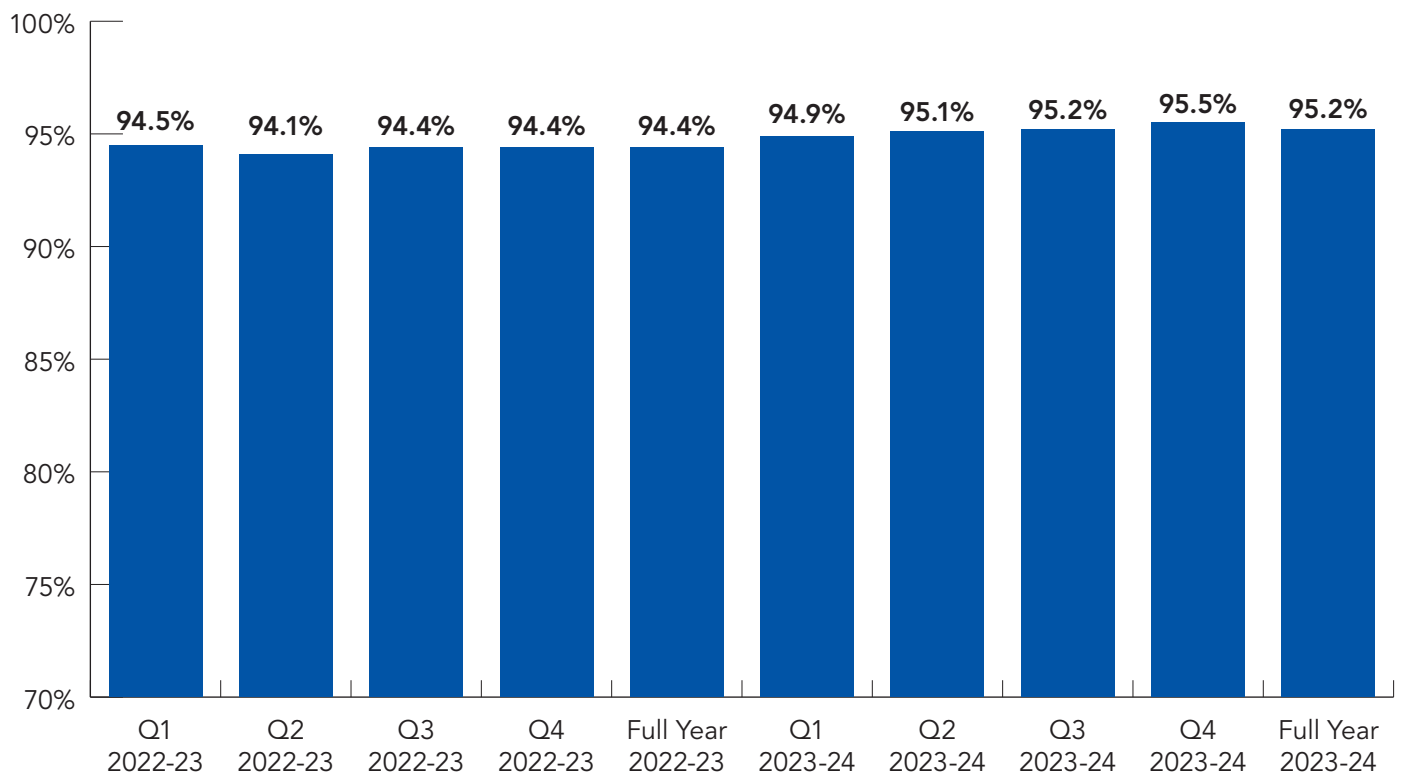
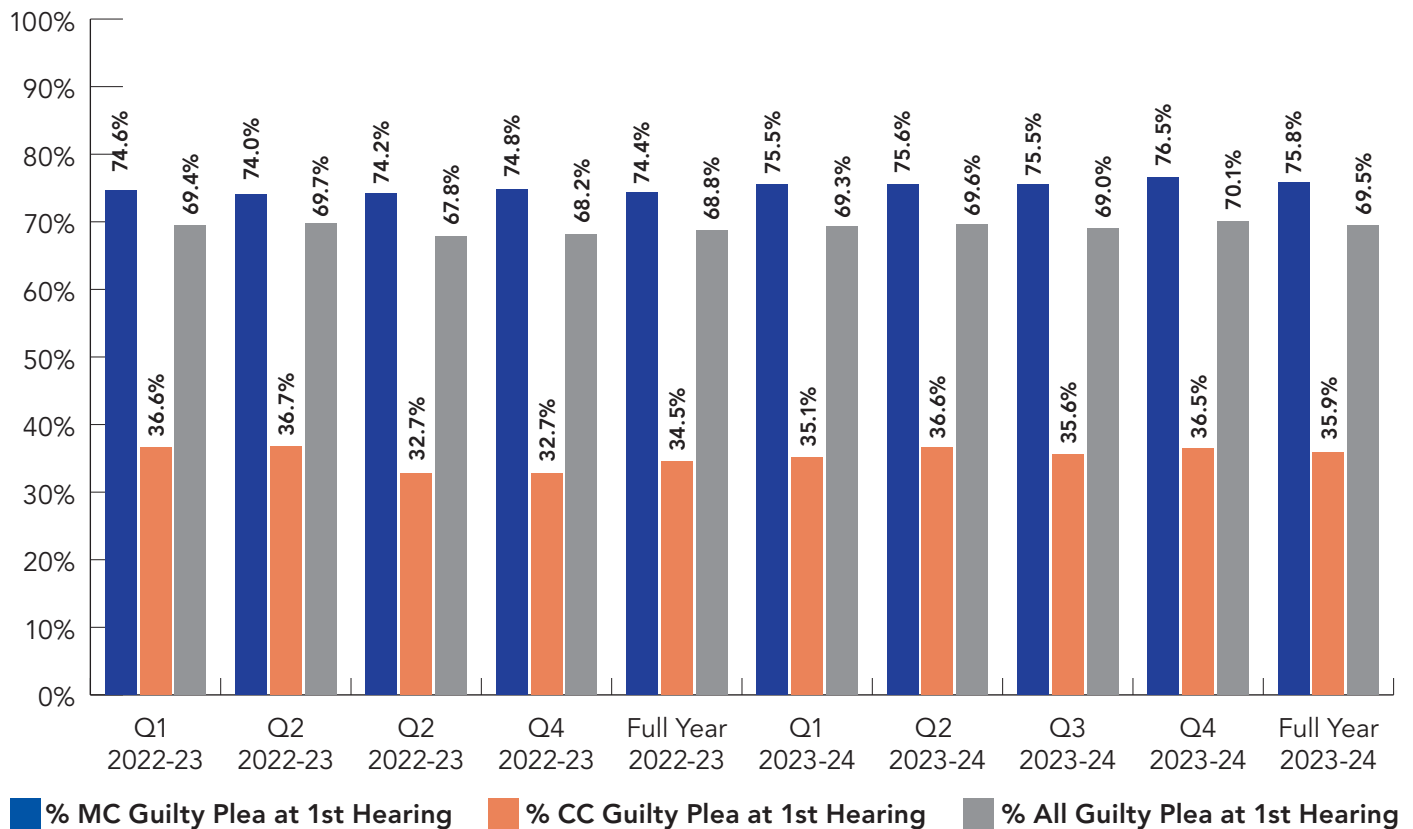


Table 12 – Success Measure: % of guilty pleas at first hearing



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

The quality of our casework is enhanced through partnership working

We remain determined to improve our work on progressing Domestic Abuse (DA) cases and our activity over the last year has focused on developing a DA Joint Justice Plan (DAJJP) that will transform how we investigate and prosecute domestic abuse cases, whilst providing flexibility to respond to local needs and service provision. The DA JJP promotes collaboration between the CPS and policing, which is key to securing justice for victims and holding offenders to account.

Over the summer, we conducted extensive stakeholder engagement activities and considered the academic research from Operation Soteria and inspectorate recommendations to form an evidence base for our work. This informed the core commitments and strategic priorities of the DA JJP. A national event took place in March to translate the national plan into plans for local implementation and bring delegates together at a regional level to open dialogue ahead of the full launch, expected later this year. Other aspects of the plan are still in development, and we are currently focusing on how to raise standards; and improve consistency in aspects of DA case strategy and quality, such as training to improve prosecutors’ knowledge, and understanding of the impact of trauma on DA victims.

Other activity within the Domestic Abuse Programme includes working in partnership with police and Home Office to develop Domestic Abuse Protection Orders (DAPO) pilots and set up Local Partner Steering Groups to ensure risks to implementation are mitigated in advance of commencement. We have updated guidance on DA, stalking and harassment and coercive and controlling behaviour to support prosecutors with their case strategy. Training has also been improved across violence against women and girls casework with compulsory DA refresher

training and modules on stalking and coercive control offences now available to all prosecutors. A bespoke course on trauma and so-called 'honour-based' abuse and forced marriage is in development and to be rolled out this year.

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 in 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.

To best serve victims and witnesses, we have undertaken further research to better understand how service users feel about their communication with the CPS and what we can do to improve. We are undertaking an ambitious programme of research on disproportionality in our charging decisions to understand and address the issue, overseen by an independent advisory board. We also recognise our important role in serving defendants as well as victims and witnesses.

We have continued to reach out to our diverse communities through our Inclusion and Community Engagement Strategy and a range of different engagements and events. The insights from these events are informing the ongoing work on our most complex and difficult cases.

This year we have worked hard on communicating our role to the public and conveying our ongoing commitment on key issues such as rape and serious sexual offences and violence against women and girls. We have also prioritised victim engagement. We understand that public confidence and understanding of the CPS has an impact on victims' experiences interacting with us, and we are committed to expanding our reach and providing valuable information to new audiences.

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

Improving criminal justice outcomes and the experience of victims in cases of violence against women and girls is a top priority for the CPS and supporting victims has been at the heart of our work to improve our handling of rape cases.

Close joint working between the police and prosecutors has been key to driving up the number of successful prosecutions. In 2023-24, we continued to work closely with policing through our wide-ranging Joint National Action Plan (JNAP) on rape which we completed in January, and the launch of the complementary policing and National Operating Model prosecuting adult rape. Based on the success of the JNAP we have agreed to continue joint governance between police and the CPS for rape through a Joint Rape Improvement Group to ensure we remain aligned and complementary as we continue to implement and embed our operating models. We are seeing tangible results; since the launch of the Joint National Action Plan in January 2021 there has been a 95% increase in referral and a 152% increase in charge volumes for adult rape (based on Q3 2023-24 data).

We also published leading research on misconceptions and assumptions, undertaken by specialist organisation Equally Ours. This work will support further improvements to the CPS approach to violence against women and girls (VAWG), which will be set out in our refreshed VAWG Strategy due for publication in 2024-25.

We understand how best to serve our diverse communities

This year, we have held two Community Accountability Forums on violence against women and girls. These focused on the way in which VAWG-related offences overlap and impact on victims with protected characteristics, and on female defendants in the criminal justice system, as well as the ways in which the CPS can improve its understanding of the context of female offending. We have also held two National Scrutiny Panel meetings on joint enterprise homicide cases, which have provided useful feedback on the CPS approach to this area of casework. These forums have provided rich insights from a range of diverse stakeholders drawn from the voluntary community sector, criminal justice, academia, and across government. They have helped to guide and inform the development of the CPS approach to these areas of work.

CPS Areas continue to hold Local Scrutiny Involvement Panels where a review of cases involving violence against women and girls, and hate crime, is carried out with external stakeholders, such as victims' groups. CPS Areas have also undertaken wide ranging community engagement activities, including work experience programmes, to improve public confidence by raising awareness of our role, the support available to victims and witnesses, and to promote the CPS as an inclusive employer.

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

Our Defendants: Fairness for All Strategy 2025 sets out our commitment to ensuring that the right person is prosecuted for the right offence and to protecting the rights of suspects and defendants.

In 2023-24, we focused on joint enterprise homicide and attempted homicide cases. A pilot data collection exercise in seven CPS Areas was undertaken, alongside two National Scrutiny Panel meetings involving expert stakeholders. Results from the pilot and feedback from the panel has led to the development and implementation of a full monitoring scheme for joint enterprise homicide prosecutions, which is now being implemented across the CPS. This scheme will enable the CPS to report on trends and ensure that it is accountable to stakeholders for its approach to this area of casework.

We have worked intensively on disproportionality throughout this year. Following the publication of independent academic research, commissioned by the CPS, on disproportionality in charging decisions in February 2023, the CPS has embarked upon a detailed programme of research to understand this issue in greater detail. Publication of this research, alongside a detailed action plan, will follow in 2024-25.

We also convened a mental health stakeholder forum throughout 2023-24, ensuring that expert stakeholders are able to shape our work on this issue. This has included an evaluation of the way in which the CPS monitors casework involving suspects with mental health conditions. Work with the police to improve the information available to investigators and prosecutors in handling cases involving suspects with mental health conditions, as well as suspects who are children, has also been taken forward.

The public understand our value

This year we have focused our communications work on priority campaign areas, such as rape and serious sexual offences and serious economic and organised crime.

We have reached wider audiences by taking part in primetime documentaries and podcasts, and by co-creating digital videos with relevant experts. We successfully promoted CPS research into harmful misconceptions around rape and showcased our work to prosecute new laws against cyberflashing, which was picked up by the media.

Our approach to building public confidence has been informed by audience research, and we increasingly use digital channels to reach and engage our target audiences. In the past year, the CPS Instagram account audience grew by 70%, and our posts had been seen more than 10 million times. Overall on social media, positive public sentiment rose by five percentage points. In the past year, we have doubled the reach of our community newsletter, with over 24,000 subscribers now hearing directly about issues that matter to them.

There has been a strong focus on recruitment this year and, through enhanced recruitment marketing activity, we have supported campaigns that have attracted record numbers of applications. Our people have been central to our recruitment campaigns, talking with passion about their own roles in ensuring justice is delivered, and the benefits of our supportive working environment.

This year we continued a programme of polling to help us understand and track the level of public confidence in our work. We surveyed levels of confidence in the fairness, effectiveness and independence of the CPS, and of the wider criminal justice system, with more than half of those surveyed online agreeing that the CPS is fair and independent.

Table 13 – Confidence that the CPS and CJS are “Fair”

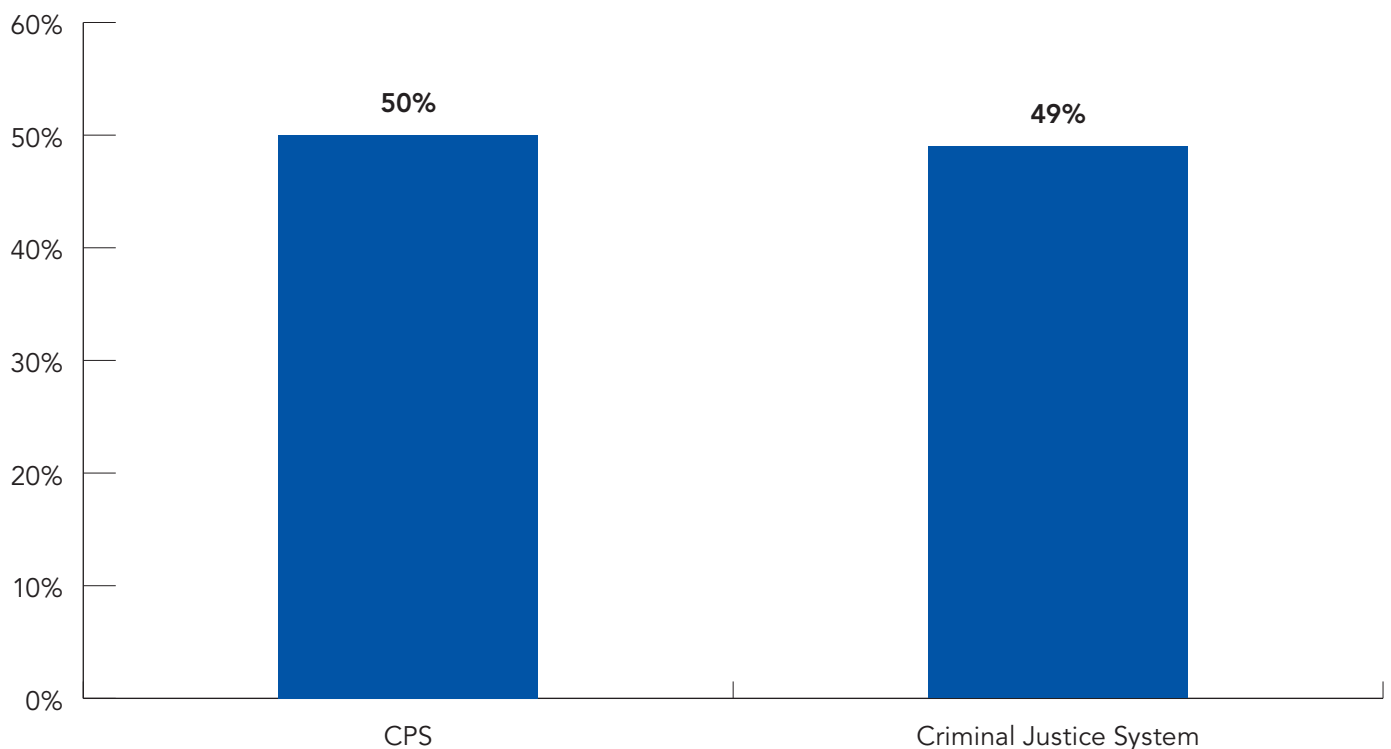


Table 14 – Confidence that the CPS and CJS are “Effective”

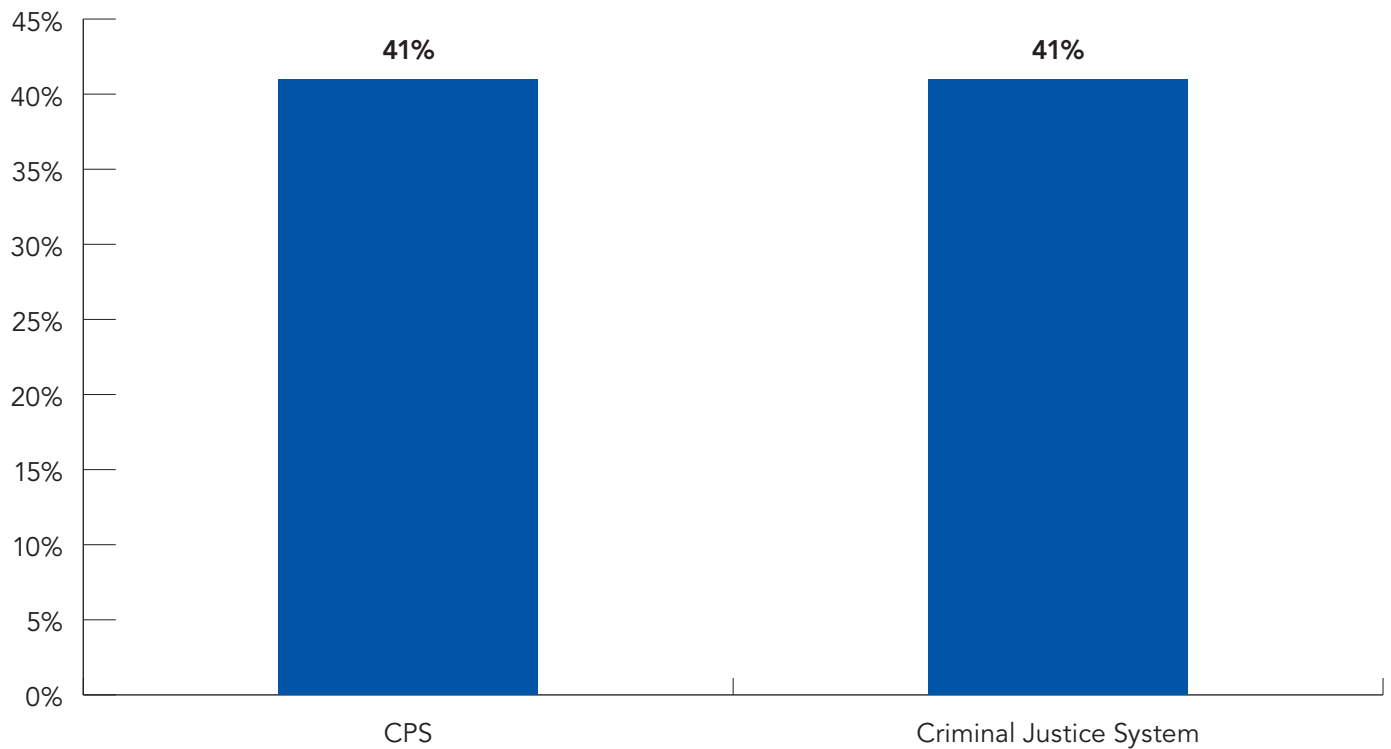
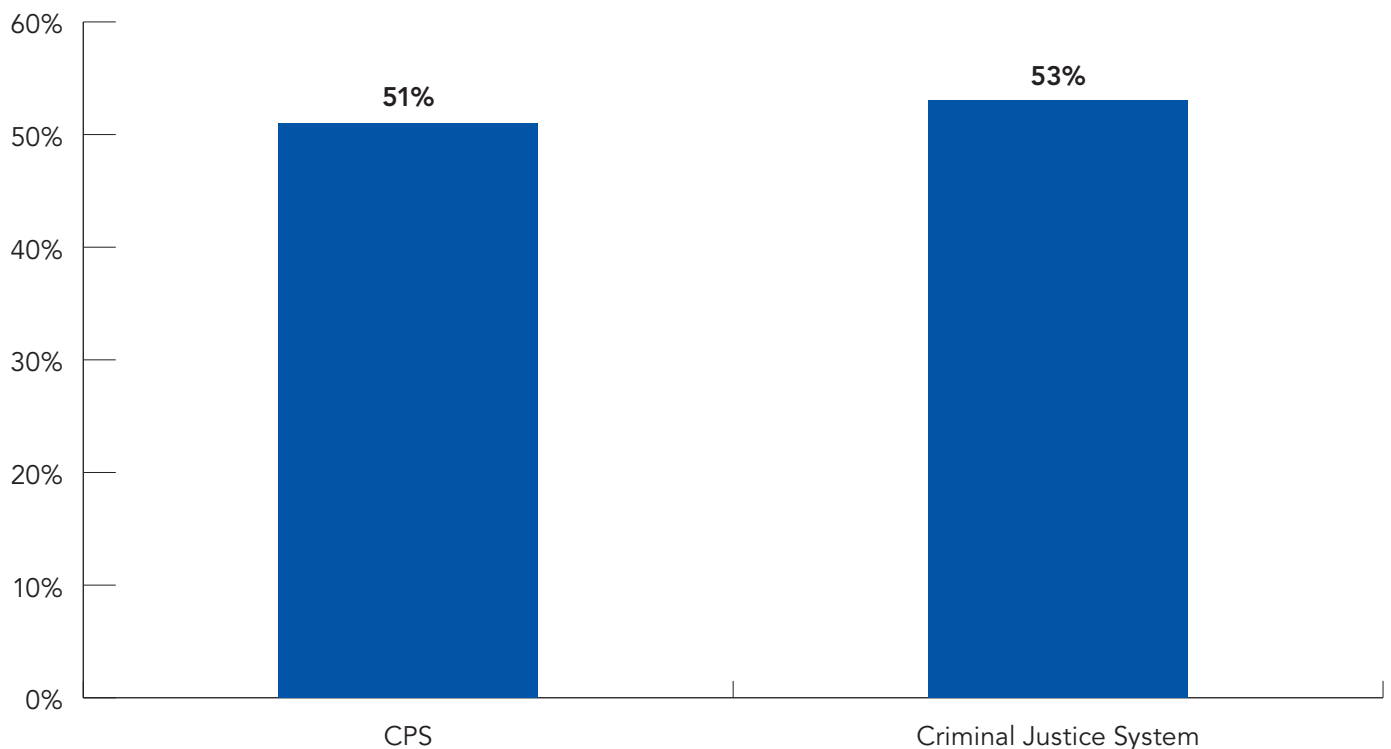


Table 15 – Confidence that the CPS and CJS are “Independent”



More than half of those surveyed online agreed that the CPS is fair and independent. Public confidence in the CPS as fair, effective, and independent has decreased slightly since last year. We will continue to measure public opinion by conducting an annual survey to help inform our work. We will also use the survey to better understand what is driving public sentiment and how we can improve public confidence. We will continue our work with partners and stakeholders in the criminal justice system to improve public confidence in the CPS.

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 2023-24, as voted by Parliament, was £894 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 2023-24 financial control totals

The table below shows the CPS' performance against our 2023-24 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 112 to 118.

	Estimate £000	Outturn £000	Variance £000
Resource DEL (excluding depreciation)	796,717	783,323	13,394
Depreciation	22,593	16,643	5,950
Resource DEL	819,310	799,966	19,344
Of which administration	48,034	47,712	322
Resource AME	23,950	14,517	9,433
Capital DEL	40,100	30,859	9,241
Capital AME	10,859	6,174	4,685

There were no breaches of Parliamentary control totals. We are confident that our future spending plans will continue to utilise a high proportion of our budget without the risk of a Parliamentary control total 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 variances between Estimate and outturn were as follows:

Resource DEL (£000):

Estimate 819,310 Outturn 799,966

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 80% of CPS expenditure.

During the course of the year, the CPS faced significant pressure from prosecution costs, particularly as these costs are dependent on activity levels which are outside of CPS control. This accounted for £4.0m of RDEL underspend in 2023-24.

To mitigate financial pressures faced during 2023-24, the CPS implemented additional spending controls. This resulted in reductions in IT services and projects spend, staff and other spend, which contributed to a £5m RDEL underspend.

Additionally, the CPS benefited from successes in recovering £3.7m more income than forecast, largely as a result of a higher value of costs awarded to the CPS and via the Asset Recovery Incentivisation Scheme.

CPS' spend on depreciation also accounted for £6.0m of RDEL underspend. This was a result of both changes to timescales in relation to IT systems, as well as delays by Government Property Agency in the signing of intra-government tenancy agreements following leases agreements signed by GPA, meaning the CPS was unable to recognise the properties under IFRS 16.

These key elements combined accounted for a substantial proportion of the underspend. Whilst the level of underspend is higher than in the previous financial year, the distribution of our Resource DEL spend is now in line with HM Treasury ringfences.

Resource AME (£000):

Estimate 23,950 Outturn 14,517

Annually Managed Expenditure (AME) is uncertain in nature and difficult to predict.

The CPS recognises an allowance for expected losses relating to costs awards income, which scores against the AME budget. In previous years, the allowance has predominantly been based on historic trends. However, since the 2021-22 financial year, there have been a few substantial changes which have increased the unpredictability of collection rates (how much cash is subsequently collected in relation to the costs awarded to the CPS). The first of these changes

relates to amended legislation whereby costs awarded which are collected by the Department for Work and Pensions (DWP) on behalf of CPS are expected to be collected at a slower rate. As this is a comparatively recent change, at the time of the Supplementary Estimate the impact of the change was still not fully known, increasing the level of uncertainty in the Estimate.

Secondly, there is a legal hierarchy for recovery, in which cash collected from offenders is used to pay compensation and the Victim Surcharge before the CPS receives the costs it has been awarded. During the 2022-23 financial year, there was an increase to rates for the Victim Surcharge and consequentially more cash is required to be collected from offenders to pay off the Victim Surcharge before the CPS will receive the cash for costs awarded. Therefore, the increase in Victim Surcharge rates is expected to reduce the amounts collected relating to costs awarded to the CPS, increasing the expected losses relating to costs awards income. At the time of the Supplementary Estimate, there was limited data to assess the impact of the change, significantly increasing the uncertainty of the estimate.

In addition, estimated future cash flows are discounted using the HM Treasury rate for financial instruments. The discount rate for the 2023-24 financial year is not published until after Supplementary Estimates are submitted. Given the increases in interest rates over the last few financial years, it is now more difficult to predict the discount rate.

The combination of all of the above factors meant that there was a significant level of uncertainty in the estimate at the time of submitting the Supplementary Estimate. Although, there was an increase in allowance of £5.4m during the year, this was significantly lower than the forecasted value of £10.9m.

As part of the Supplementary Estimate, the CPS requested an additional £10.0m for an impairment as a result of an expected recommendation by HMCTS to revise the scope of the interface between the CPS' Case Management System and HMCTS' Common Platform system. The value of the impairment was subsequently quantified to be £10.4m. This impairment scores as AME as the interface will now be used for a lower specification purpose than was originally intended as a result of the subsequent decision to implement the HMCTS recommendation.

However, this small overspend 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.

The combined impact of all the elements detailed above resulted in a large Resource AME underspend.

Capital DEL (£000):

Estimate 40,100 Outturn 30,859

At the time of the Supplementary Estimate, expectations based on discussions with GPA were that leases on a number of properties would be completed, with corresponding intra-government agreements signed between GPA and the CPS before the end of the financial year. As not all of these agreements transpired in line with the plan, this resulted in a significant underspend of Capital DEL. However the variance represents a significant improvement in comparison to 2022-23 when the variance was £26.8m.

Capital AME (£000):

Estimate 10,859 Outturn 6,174

In order to comply with IFRS 16 – Leases, an estimate of any dilapidations liability is required to be capitalised as part of the corresponding right-of-use asset value. As a result of expected agreements not being signed with GPA in 2023-24, corresponding dilapidation provisions, which would score as Capital AME, were not required in 2023-24.

Net Cash Requirement (£000):

Estimate 841,017 Outturn 807,680

The variance between the net cash requirement estimate and outturn is largely as a result of variances outlined above.

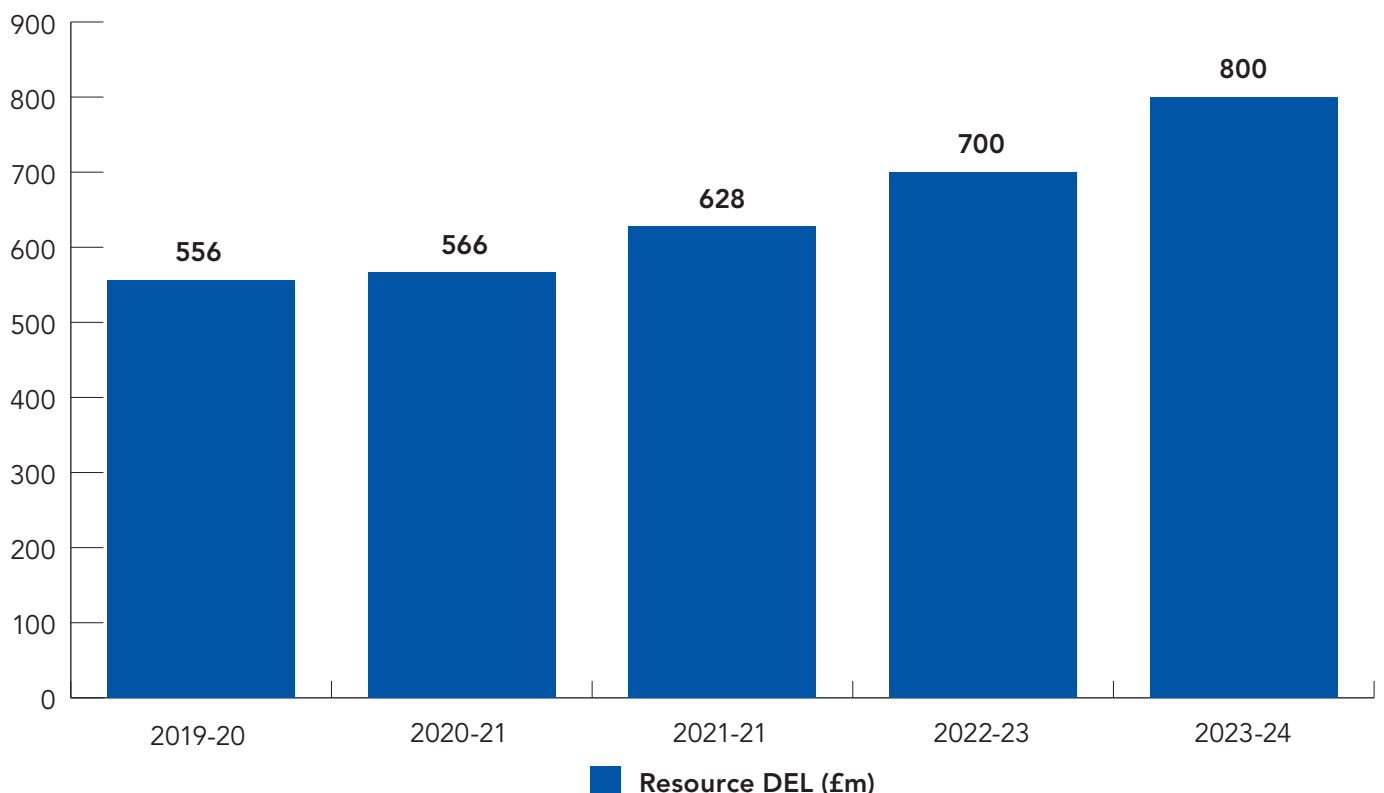
Reconciliation of budget outturn to financial statements

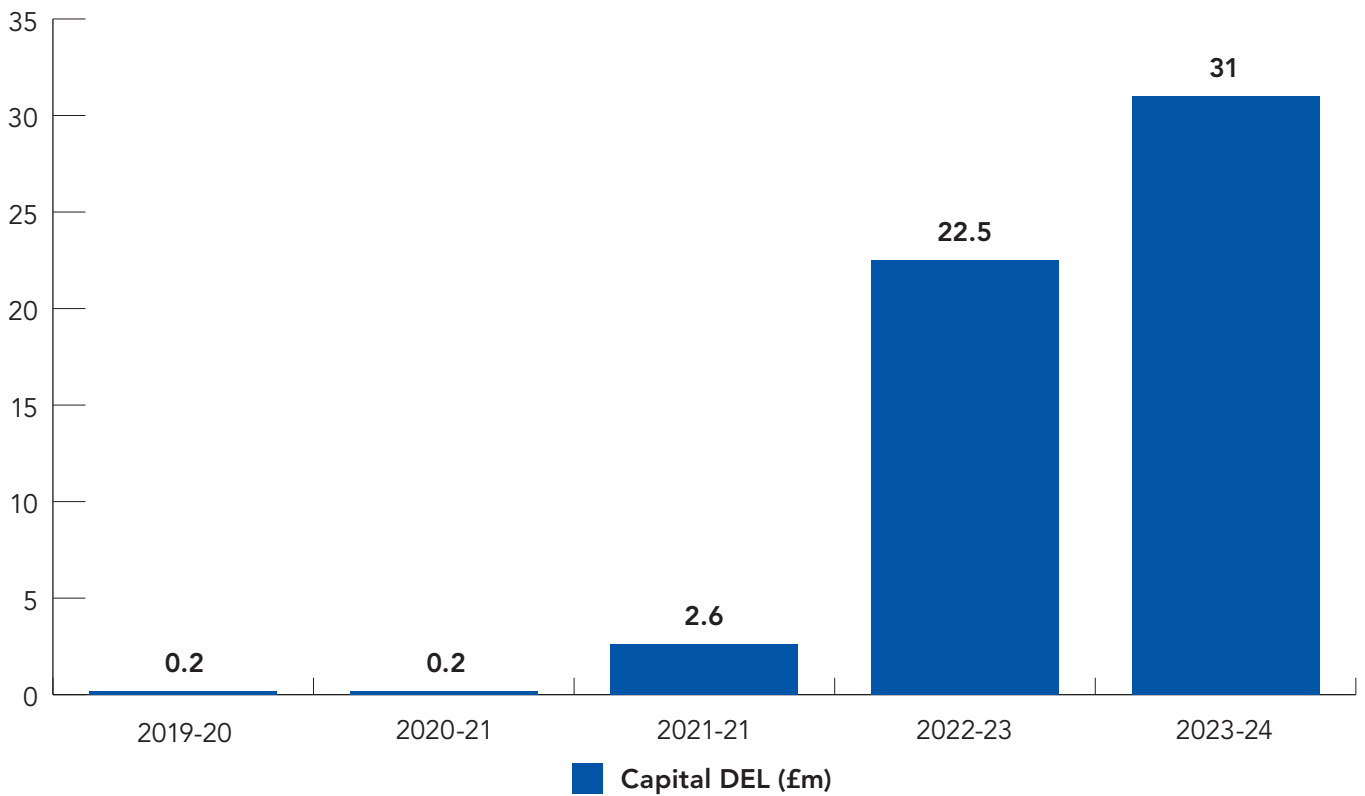
The budget headings used in Estimates are designed to support the treatment of expenditure in the UK’s national accounts, whereas the financial statements in departmental accounts are prepared in accordance with International Financial Reporting Standards (IFRS). In most cases, transactions are treated 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 pages 126 to 129.

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 2023-24 the CPS settled 96.2% of undisputed invoices and staff and witness expense claims within 10 days of receipt (2022-23, 94.9%). The CPS paid £nil (2022-23, £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 2023-24 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.
Pending Response – Further Investigation:	Pre-Charge decisions recorded as Pending response – further investigation (formally known as Administrative finalisations) 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 are not legal decisions and cases may be reopened if, at a later date, new material is provided to the prosecution enabling a charging decision to be made. The change in the term used is designed to allow better understanding by the public and provide a clearer explanation of what has happened to the case. This follows recommendations to change the terminology used by His Majesty's Crown Prosecution Service Inspectorate and in the November 2020 shadow report: The Decriminalisation of Rape. A report by The Centre for Women's Justice, the End Violence against Women Coalition, et al. in response to the England and Wales Governments "end to end" Review of the Criminal Justice System's Response to Rape.
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.

	2021-22	2022-23	2023-24
Pre-charge decisions	188,541	194,351	204,772
Charged	123,988	130,143	134,848
No prosecution	36,608	34,358	32,753
Administratively finalised	25,962	28,059	35,609
Out of court disposals	1,605	1,400	1,252
Prosecuted by the CPS	362,906	341,940	348,268
Other proceedings ⁷	3,014	89	102

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.

	2021-22	%	2022-23	%	2023-24	%
Summary	178,310	41.7	161,838	39.5	151,602	35.6
Indictable only/either way	249,021	58.3	247,571	60.5	274,063	64.4
Total	427,331		409,409		425,665	

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.

⁷ 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 other annual years.

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 fails to attend court and a Bench Warrant has been issued for their arrest; the defendant has died or is found unfit to plead; or where proceedings are otherwise adjourned indefinitely. If the police trace a missing defendant or fitness to plead is established, then proceedings can continue.
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 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.

	2021-22	%	2022-23	%	2023-24	%
Warrants etc.	11,863	3.3	11,186	3.3	11,402	3.3
Discharges	13	0.0	13	0.0	16	0.0
Dismissals – no case to answer	613	0.2	465	0.1	473	0.1
Dismissals after trial	9,328	2.6	8,803	2.6	8,337	2.4
Guilty pleas	276,351	76.1	263,866	77.2	272,040	78.1
Prosecutions dropped (including bind overs)	40,009	11.0	36,740	10.7	36,176	10.4
Convictions after trial	17,902	4.9	15,284	4.5	14,415	4.1
Proofs in absence	6,827	1.9	5,583	1.6	5,409	1.6
Total	362,906		341,940		348,268	

During 2023-24, a total of 3,486 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:

	2021-22	2022-23	2023-24
Committals for trial	64,456	67,521	77,439

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.

	2021-22	2022-23	2023-24
Prosecuted by the CPS	63,918	60,112	71,133
Appeals	11,272	11,034	9,978
Committals for sentence	21,930	19,612	22,919

The central Casework Divisions handled 4,983 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.

	2021-22	%	2022-23	%	2023-24	%
Magistrates' directions:	36,945	58.1	34,199	57.1	39,895	56.3
Defendants' elections:	2,891	4.5	3,095	5.2	3,719	5.2
Indictable only:	23,795	37.4	22,578	37.7	27,259	38.5
Total	63,631		59,872		70,873	

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 their arrest; the defendant has died or is found unfit to plead; or where proceedings are otherwise adjourned indefinitely. If the police trace a missing defendant or fitness to plead is established, 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:	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 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.

	2021-22	%	2022-23	%	2023-24	%
Warrants etc.	1,010	1.6	1,073	1.8	1,186	1.7
Judge directed acquittals	251	0.4	203	0.3	238	0.3
Acquittals after trial	3,213	5.0	2,969	4.9	3,950	5.6
Guilty pleas	46,391	72.6	42,912	71.4	50,068	70.4
Prosecutions dropped (including bind overs)	8,680	13.6	8,934	14.9	10,618	14.9
Convictions after trial	4,373	6.8	4,021	6.7	5,073	7.1
Total	63,918		60,112		71,133	

During 2023-24, a total of 1,978 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 2023-24 was 22.6% compared with 26.8% in 2022-23.

Sustainability

Task Force on Climate-related Financial Disclosures (TCFD) Compliance Statement

The CPS has reported on climate-related financial disclosures consistent with HM Treasury’s Task Force on Climate-related Financial Disclosures (TCFD)-aligned disclosure application guidance for phase 1, which interprets and adapts the framework for the UK public sector. The CPS considers climate to be a principal risk, and has therefore complied with the TCFD phase 1 recommendations and recommended disclosures around:

- Governance – recommended disclosures (a) and (b)
- Metrics and Targets – recommended disclosures (b)

This is in line with the central government’s TCFD-aligned disclosure implementation timetable. The CPS plans to make disclosures for Strategy, Risk Management and Metrics and Targets disclosures (a) and (c) in future reporting periods in line with the central government implementation timetable.

2023-24 is the first phase of the TCFD-aligned disclosures and relates to Governance, with phase 2 (Risk Management) being implemented in 2024-25 and phase 3 (Strategy) being implemented in 2025-26.

Board’s oversight: Describe the board’s oversight of climate-related issues

The Board has oversight of the CPS’ Estates Strategy which is a key element of our climate related responsibilities. The strategy references the importance of sustainability, and ensures that environmental impact is considered across the CPS’ estate. The Board receives updates approximately annually on this topic with additional ad-hoc updates as and when required. As Management’s focus on managing climate-related issues matures, there will be a commensurate increase in reporting to the Board on this area.

Management’s role: Describe management’s role in assessing and managing climate-related issues

Management recently appointed a lead director for sustainability to allow us to focus on these risks, report more frequently to the Board on climate related issues and provide senior oversight. Management receives an annual report from GPA on our Estate’s sustainability performance, which covers key performance data on estate-based activities such as electricity, gas and water usage. GPA’s vision, which CPS supports, is to deliver a transformed, shared, sustainable and value for money estate, driving forward the Net Zero programme by delivering projects to reduce carbon emissions and energy usage. The GPA Workplace Design Guide builds sustainability into every stage of the asset lifecycle. The GPA report can be found in the Government Property Agency (GPA) Sustainability report section below.

Emissions; Disclose Scope 1, Scope 2, and Scope 3 GHG emissions and the related risks.

The CPS is at an early stage in its consideration of climate related risks and opportunities, and as such we have not included any climate change risks in our top-tier risk register.

The CPS collects various data in respect of its activities and how they impact on its performance in respect of the Government Greening Commitments (GGC) and in assisting government achieve its Net Zero by 2050 target. Below is a summary of the specific information, currently captured by the CPS.

Official business travel

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.

Official business travel includes travel by staff and witnesses attending court where a flight or rail was used for the purpose of business and where this was booked via the CPS' official business travel provider.

The CPS is not currently able to capture the metrics in respect of official business travel carried out using personal or hire car motor vehicles.

The CPS does not have any fleet vehicles for use by its staff.

Flight data

Flights are recorded in line with the Department for Environment, Food and Rural Affairs (DEFRA) guidelines using data provided by the CPS' official business travel provider.

Flights are classified in to the following four categories.

- Domestic flights are flights which originate and end within the United Kingdom.
- Short-haul flights are flights that originate or end in the United Kingdom, which are below 3,700km in distance.
- Long-haul flights are flights that originate or end in the United Kingdom, which are over 3,700km.
- International flights are flights that do not originate or end in the UK. This category was introduced in 2021-22 and data prior to this period is not available.

In 2017-18, the total number of domestic flights was 190 and the total distance of domestic flights was 138,256km, with an average distance of 728km per flight. Total Emissions including RF was 36.87 tonnes Co2e.

In 2023-24, the total number of domestic flights was 193 and the total distance of domestic flights was 83,567km, with an average distance of 433km per flight. Total Emissions including RF was 22.78 tonnes Co2e.

The CPS has reduced its emissions from domestic flights by 38.2% against the 2017-18 baseline, the CPS is achieving its headline target to reduce emissions from domestic flights by 30% from the 2017-18 baseline by the end of 2025.

In 2023-24, the total number of international flights was 238 and the total distance of international flights was 711,682km, with an average distance of 2,990km per flight. Total emissions including RF was 105.00 tonnes Co2e.

The table below shows the number of domestic and international flights, the distance travelled in kilometres and the tonnes of Co2e including Radiative Forcing (RF) emissions, disaggregated by category and class of flight.

Flight distances (km)

Table 1: Flight distances

Category	Class	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Domestic Flights	Economy	137,251	195,509	124,531	3,848	51,190	73,716	83,567
	Business	1,005	–	–	–	–	–	–
Short Haul Flights	Economy	1,353,543	1,396,909	1,131,746	90,572	411,237	822,140	830,146
	Premium economy	–	–	1,231	–	–	–	–
	Business	16,605	9,546	–	442	2,976	8,160	1,855
Long Haul Flights	Economy	3,710,045	3,092,671	1,628,703	134,380	394,666	865,716	1,763,732
	Premium economy	275,982	131,454	199,099	15,012	15,012	18,150	57,221
	Business	384,428	546,082	396,309	–	63,910	68,327	130,109
International Flights ⁸	Economy	N/A	N/A	N/A	N/A	249,555	360,551	675,812
	Premium economy	N/A	N/A	N/A	N/A	–	–	–
	Business	N/A	N/A	N/A	N/A	43,718	24,787	35,870

8 The reporting requirement for International flights were introduced in 2021-22, and as such no data is included for years prior to 2021-22.

Flight emissions (tonnes Co2 including RF)

Table 2: Flight emissions

Category	Class	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Domestic Flights	Economy	36.60	55.40	36.38	0.94	12.59	18.12	22.78
	Business	0.27	–	–	–	–	–	–
Short Haul Flights	Economy	222.88	228.67	184.96	13.85	62.11	124.16	151.81
	Premium economy	–	–	0.2	–	–	–	–
	Business	2.73	1.54	–	0.1	0.67	1.85	0.51
Long Haul Flights	Economy	706.13	611.19	326.09	19.73	58.36	128.01	352.94
	Premium economy	54.41	26.18	41.36	3.51	3.55	4.29	18.32
	Business	72.25	106.06	79.11	–	27.41	29.30	75.50
International Flights	Economy	N/A	N/A	N/A	N/A	35.09	50.70	90.99
	Premium economy	N/A	N/A	N/A	N/A	–	–	–
	Business	N/A	N/A	N/A	N/A	17.83	10.11	14.01

Rail

Table 3: Rail travel

The CPS official business travel contractor offers rail as the preferred method of business travel. The table below shows the total kilometres travelled and the tonnes of Co2 including Radiative Forcing (RF) emissions.

	2020-21 ⁹	2021-22	2022-23	2023-24
Kilometres travelled	313,037	1,260,215	5,747,991	7,691,667
Tonnes Co2e including RF	11.25	44.36	202.27	271.72

Expenditure on official business travel

Table 4: Expenditure on official business travel

The table below details the expenditure by financial year on official business travel. Expenditure relating to witness travel is not able to be disaggregated from total witness expenditure and is, therefore, not included.

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Expenditure on official business travel (£000's)	4,697	5,075	6,009	813	1,766	3,433	4,114

⁹ The CPS has only been collating data in respect of rail travel since 2020-21.

Other sustainability commitments

Paper usage

Paper usage in 2017-18 was reported on a whole of Law Officer’s Departments basis, however CPS no longer receives this information on this basis.

Paper usage in the CPS is demand led with the majority of paper usage relating to the bulk print contract which includes the printing of jury bundles.

Table 5: Paper usage

		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Paper	Reams	94,310	55,776	45,979	44,872	50,059	50,967
	% movement from previous years	N/A	-41%	-18%	-2%	+12%	+2%

Paper usage for 2023-24 was 114,567 reams which is a 125% increase from that reported for the whole of Law Officer’s Departments in 2022-23. The 114,567 reams includes paper used across the CPS estate including the bulk print contract. Therefore, comparison with the 2017-18 baseline and the prior years cannot directly be made but has been included for transparency.

Consumer Single Use Plastics and Ultra Low Emission Vehicle (ULEVs)

The Data for CSUPs and ULEV was reported on a whole of Law Officer’s Departments basis from 2021-22 until 2022-23. The CPS does not collate data on its CSUP usage. Therefore, no figures are available for 2023-24 and prior year figures have been included below for transparency purposes.

The CPS does not currently have any vehicles available for its staff, this includes ULEV’s.

Table 6: CSUP and ULEV

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Consumer Single Use Plastics (Number of items)	N/A	N/A	N/A	N/A	2,794	1,223	N/A
Ultra Low Emissions Vehicles (ULEVs)	N/A	N/A	N/A	N/A	0	0	0

Data of CSUPs and ULEV’s was not collated prior to 2021-22; data for CSUPs only comprises of Q1 – Q3 procurement.

Sustainable procurement

The CPS Commercial team are embedding Carbon Net Zero provisions in all appropriate tenders (£5m+ annual spend) 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.

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 through effective contract management.

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 ensure sustainability is at the forefront of their purchase of goods and services.

The CPS Sourcing Strategy includes reference to Government Buying Standards to ensure that they are considered for all procurements. The majority of our contracts are let through frameworks. The SQ (standard questionnaire) in the CPS e-tendering portal includes the minimum requirements for Carbon Net Zero in line with PPN 06/21. The CPS utilises the model goods and services standard terms and conditions which support sustainability, including the commitment to carbon net zero (where annual expenditure exceeds the £5m threshold) and environmental obligations through the Social Value questions included in the procurements. In respect of CPS hardware contracts, we have been able to re-use old laptops and dispose to a Charity. This will be an initiative that we embed further.

The CPS does not currently have a Sustainability Champion and the Commercial Function will be working with the wider CPS to review and introduce the CPS sustainability policy and appoint a Sustainability Champion. The Commercial Learning Offer includes the completion of CIPS Level 4-6 which includes training on Sustainable Procurement. Training is also available through Civil Service Learning which is highlighted both on the Commercial Learning Offer as well as the Induction Pack for new starters. This Induction Pack is also used more widely by the Finance and Estates teams.

Social value

The CPS Commercial team 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 re-use 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 structure, the 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.

Policy making and rural proofing

The CPS is committed to working with the GPA to mainstream 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).

Reducing environmental impacts from Information and Communications Technology (ICT) and Digital

In line with the Greening Government Commitment requirements, the CPS continues to report on how they are reducing environmental impacts from ICT and Digital, being careful to include measures and tangible outcomes, as well as, including commentary on overall ICT and Digital policy with reference to ethical and environmental standards – e.g. disposal of laptops & other hardware and how they were disposed etc. The CPS requires all suppliers to provide details on their sustainability policy, practice and approach and complete an annual return, which is used in turn to complete the Sustainable Technology Asset Reporting return, due annually in May.

From the STAR meeting in January, it was proposed that there would be a cross government working group, involving the CPS, where Terms of Reference are due to be approved by end of May.

Specifically, this year, 2024, in addition to continuing to recycle laptops by donating them to schools, and the continued use of Teams 2 to support hybrid working it is the intention to make further progress on two initiatives during 2024.

- Digital Jury Bundles – after a successful mock trial, the CPS will be tendering for a solution for a national rollout. This analysis of a mock digital-only trial created a strong case for taking this option further and the initiative has been awarded funding from central government. The CPS is seeking to provide Juries and other key participants in Crown Court trials with Jury bundles via a digital solution. Jury bundles contain the exhibits that Prosecution & Defence Counsel intend to refer to during the trial. These are usually documentary exhibits such as telephone records, transcripts of the defendant's police interview, diagrams and photographs. At present the printing out of jury bundles accounts for the majority of all printing in the CPS and if this process can be digitised will represent a significant saving in carbon footprint. The CPS is working closely with HMCTS and other partners in the criminal justice system to achieve this solution.
- Recycling of folders and separators used in jury bundles. There is an ongoing initiative to reuse the folders used for organising jury bundles; these are returned to the regional print rooms for reuse. At present prior to the introduction of Digital Jury Bundles this will represent a reduction in costs c. £100-150k over the lifetime of the managed print contract, increasing the use of recycling.

Summary of sustainability performance from estates-based activities.

Government Property Agency (GPA) are fully responsible for delivering all our estates services to include all elements of sustainability and Net Zero across our estate. Our team partners with their counterparts within the wider GPA teams (property, workplace services, capital projects and sustainability) to ensure we receive the best service possible. We work together to finalise the appropriate level of investment into the CPS estate that ensures we continue to improve on how sustainable our estate is. Further information on the performance of the GPA estate occupied by the Law Officers Department can be found in the GPA sustainability report section below.

Government Property Agency (GPA) Sustainability report

This report sets out the Sustainability Performance of the GPA estate occupied by the CPS, for 2023-24, covering key performance data on estate-based activities such as electricity, gas and water use.

GPA's vision is to deliver a transformed, shared, sustainable and value for money estate, driving forward the Net Zero programme by delivering projects to reduce carbon emissions and energy usage. The GPA Workplace Design Guide builds sustainability into every stage of the asset lifecycle.

Below is a summary on the key greening government commitment reporting areas with specific updates for the properties that the CPS occupies.

Scope and data validation

Data provided for energy consumption, greenhouse gas emissions, water usage and waste management is provided to the CPS by the Government Property Agency (GPA). The greening government performance targets were set at a whole of Law Officer's Departments (LOD) level in 2017-18. Due to the nature of the CPS' estate and the data available, from 2017-18 -2022-23 it has not been possible to split out the CPS emissions and consumption from LOD overall figures.

Data for 2023-24 is provided to the CPS by GPA on a CPS only basis and is therefore not comparable to prior years. The data has been included for transparency purposes only.

The CPS performance against the GGC headline targets from 2017-18 to 2022-23 was reported on a whole of LOD's basis. The 2023-24 performance figures and achievements are recorded on a CPS only basis against the 2017-18 baseline.

Greening government commitment area (property related)	Updates
Mitigating climate change: working towards net zero by 2050	<p>GPA has a key strategic objective to contribute to the achievement of Net Zero carbon by 2050 including contributing to meeting the Government commitment to a 50% reduction in carbon emissions across the Public Estate by 2032.</p> <p>To support this objective GPA has established a Net Zero Programme for the whole Government Office Portfolio.</p> <p>Projects currently being undertaken by the Net Zero Programme:</p> <ul style="list-style-type: none"> • LED instals will be undertaken at Carlisle, Stocklund House and Middlesbrough, Hudson Quay in 24/25 following the successful completion of all design work last year. • LED upgrades in the CPS demise of Truro, Penhaligon House will also be delivered in 24/25. • Designs have been completed for a potential air source heat pump installation at Hull, Earle House last year which would decarbonise the heating system. The installation is currently on hold until the local council confirms regeneration plans for the area. • The programme will also be investigating the opportunity to retrieve sub metering data from meters which have been previously installed at Portsmouth, Crown House. • HVAC design work has also been completed for Swindon, Polaris House, potential install in 24/25 is pending confirmation
Minimising waste and promoting resource efficiency and reducing our water use	<p>GPA has a commitment to reduce waste and a specific focus area on the circular economy. Offices managed by GPA offer a range of bins to ensure segregation of waste and encourage recycling.</p> <p>Water use continues to be monitored where the utility is managed by GPA and data provided to clients.</p>
Nature recovery – making space for thriving plants and wildlife	<p>GPA has recently published a Nature Recovery and Biodiversity Annex to the Workplace Design Guide. This annex includes a range of initiatives to enhance biodiversity and nature recovery, particularly in new constructions and when refurbishing outdoor areas.</p>
Sustainable construction	<p>During 2023/24 GPA have published an update to the Net Zero and Sustainability Annex design guide. The Annex sets out the ambitions for both new buildings as well as major refurbishments undertaken for clients. The guide includes consideration of carbon emissions from construction and operation as well as as Building Research Establishment Environmental Assessment Method (BREEAM) targets.</p>
Adapting to climate change	<p>During 2023/24 GPA has completed a Climate Change Adaptation Risk Assessment and outline Climate Change Adaptation Action Plan. The work has followed the Office for Government Property Framework. A strategy document setting out the outcomes from this work has been completed.</p>

GGC headline performance

Table 7: Summary of Greening Government Commitments performance

Headline	2025 Target	2017-18 (baseline)	2023-24 Performance	2023/24 Achievement	Supporting of UN Sustainable Development Goals
Reduce overall greenhouse gas (GHG) emissions	49% Reduction	4,999	2,233	55% Reduction	Climate Action
Reduce direct greenhouse gas (GHG) emissions	25% Reduction	1,124	386	67% Reduction	Climate Action
Reduce the overall amount of waste generated	15% Reduction	873	420	52% Reduction	Responsible Consumption and Reduction
Reduce the amount of waste going to landfill	Less than 5% of overall waste	3%	30%	30% of overall waste	Responsible Consumption and Reduction
Increase the proportion of waste which is recycled	At least 70% of overall waste	92%	55%	55% of overall waste	Responsible Consumption and Reduction
Reduce water consumption	8% Reduction	21,239	20,727	2% Reduction	Responsible Consumption and Reduction
Reduce paper usage	50% Reduction	94,310	114,567	21% Increase	Responsible Consumption and Reduction

Sustainability performance of estate-based activities
Greenhouse gas emissions and financial costs

Table 8: Greenhouse gas emissions 2023-24

Greenhouse Gas Emissions	2017-18 (Baseline)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Scope 1: direct emissions	1,124	837	843	837	1,050	934	386
Scope 2: indirect emissions	3,006	3,180	3,209	2,442	2,456	2,263	1,005
Scope 3: total gross emissions (including Official business Travel)	869	886	837	384	785	779	842
Total emissions Scope 1, 2 and 3	4,999	4,900	4,889	3,663	4,290	3,976	2,233

*Definitions for Scope 1-3 emissions can be found at:
<https://assets.publishing.service.gov.uk/media/647f50dd103ca60013039a8a/2023-ghg-cf-methodology-paper.pdf>

Table 9: Energy Consumption and financial costs

Energy consumption and Financial Cost	2017-18 (Baseline)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Electricity: non-renewable	3,461	8,931	10,261	1,428	2,311	2,211	4,854 ¹⁰
Electricity: renewable	2,748	-	-	6,754	6,963	7,199	-
CHP bought electricity	-	-	-	-	2,292	2,292	-
Gas	4,721	3,103	3,484	3,455	4,641	4,022	2,110
Gas Oil	914	954	778	779	769	769	-
Total energy consumption	11,844	12,988	14,523	12,416	16,975	16,493	6,964
Electricity & Gas	1,088	757	657	469	675	2,028	630
CRC license	1	1	1	1	-	N/A	N/A

10 For 2023-24, the CPS did not receive data relating to Renewable/Non-Renewable energy consumption.

Waste minimisation and management

Table 10: Waste minimisation and management

Waste (tonnes)	2017-18 (Baseline)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Hazardous waste	5	–	–	–	–	–	–
Non-hazardous waste	Incinerated with energy from waste	82	80	74	89	109	62
	Reused/Recycled	883	1,215	798	850	917	221
	Composted	5	20	15	16	19	11
	Landfill	23	5	2	101	90	126
ICT waste	Reused	–	–	–	–	–	–
	Recycled	–	1	–	5	0.001	–
Total Waste	873	987	1,321	889	1,061	1,135	420
Total Waste Reused/Recycled	800	883	1,216	798	855	917	232

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Water consumption

Table 11: Water consumption and costs

Water and Sewerage	2017-18 (Baseline)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Non-Financial Indicators (m²)	21,239	20,253	22,363	19,276	25,843	23,571	20,727
Financial Indicators (£000)	65	46	58	49	64	4	32

Other information

Equality of service delivery

The principles of equality, diversity and inclusion are at the heart of how we work. Our [Equality, Diversity and Inclusion Strategy 2025](#) sets out how we implement these principles, both as an employer and as a prosecution service.

We are delivering a range of activities to enable our people to lead with inclusion at the heart of what we do. This includes engaging with communities to drive public confidence; using the insights of communities and relevant sources to drive improvements in policy and practice; maximising our use of technology and data to support delivery and broaden our reach; and being a leading voice on inclusion across the criminal justice system (CJS), working with partners to facilitate change.

We are proud to be one of the UK's most inclusive employers. We have increased our workforce diversity, making us one of the most diverse organisations across the Civil Service as well as being recognised as a disability confident leader. The CPS was also ranked as one of the top 10 most family friendly workplace in the country in 2023 by Working Families.

Our established national and local community engagement mechanisms include:

- Community Accountability Forums (CAF) and National Scrutiny Panels;
- Stakeholder consultation groups on Violence Against Women and Girls, Hate Crime, Mental Health, and Child Sexual Abuse;
- Community Conversations and Local Scrutiny Involvement Panels.

All of these forums are supported by a range of stakeholders including third sector, civil liberties groups, academia and community representatives. This year, we have held a number of national forums on a range of issues including:

- Women and girls as suspect and defendants to inform the development of our upcoming VAWG Strategy;
- The CPS' approach to the prosecution of homicide and attempted homicide in cases involving Joint Enterprise/Secondary Liability;
- Listening to community concerns and providing reassurance in response to the spike in antisemitic and anti-Muslim hate crime following the events of October 2023; and
- A National Disability Hate Crime panel which led to the updating of our legal guidance on [Stalking or Harassment](#) to include disablist aggravation.

The valuable insights gained from these forums have helped to ensure the voices of victims, subject experts and those with 'lived experience' continue to help shape and inform our programmes of work.

The CPS also understands that disproportionality can impact on public confidence. We are committed to identifying and addressing disproportionality in the CPS, building on the work undertaken by Leeds University which identified racial disparities in charging decisions, and working with partners to address this across the wider criminal justice system.

As part of our wider work to identify and address disproportionality, the CPS responded to concerns from civil liberties groups and academics about the potential disproportionate use of the joint enterprise doctrine, particularly in cases involving young black boys and men.

In February 2023, the CPS commenced a six-month pilot, to manually review homicide and attempted homicide prosecutions brought on a joint enterprise basis. In developing this work, the CPS held two Joint Enterprise National Scrutiny Panels with a range of stakeholders from academia, the legal profession, civil liberties groups and the voluntary community sector to review the interim findings of the pilot, published in September 2023 and Joint Enterprise casework, including where evidence of gang association is a feature. This provided stakeholders with an opportunity to better understand our decision making, seek clarification and provide feedback. It also enabled the CPS to have a better understanding of community concerns and perspectives.

In response to the findings of the data collection pilot, Scrutiny Panel and feedback from stakeholders, the CPS will be implementing a number of measures, including the national monitoring of all homicide and attempted homicide cases brought on a joint enterprise basis, which commenced on 1 April 2024. This engagement will also inform upcoming revisions to our guidance on Decision making – in ‘gang’ related offences.

The CPS appreciates the value of working in partnership with a range of criminal justice stakeholders to drive system wide change. We have worked in partnership with NPCC and other agencies across the Criminal Justice System, to inform the changes to the previously named Association of Chief Police Officers (ACPO) Youth Gravity Matrix, now called the Child Gravity Matrix (CGM). The CGM is a triage tool used mainly by police and decision makers to decide the most appropriate outcome for children who offend. The gravity scores within the CGM have been updated to reflect the changing attitudes to the way that children are seen and dealt with by the criminal justice system. The revisions include an expansion of the mitigating factors to incorporate a child’s needs and circumstances, including mental health and vulnerability.

Additionally, following feedback from a number of stakeholders about the value of reviewing cases of Rape where No Further Action is taken, several CPS Areas will be holding jointly led Police-CPS Rape No further Action (NFA) Scrutiny Panels to review cases and identify potential areas for improvement.

Also, our network of Area Inclusion and Community Engagement Managers (ICEMs) continue to engage with a diverse range of communities, to raise awareness of the role of the CPS, how we prosecute crimes and the support available to victims and witnesses. Through their Local Scrutiny Involvement Panels, which are refreshed on an ongoing basis and Community Conversations, they engage with victims’ advocates, third sector organisations, communities, academia and other criminal justice agencies to improve casework outcomes.

Complaints to the Parliamentary Ombudsman

The Parliamentary and Health Service Ombudsman (PHSO) looks at complaints about UK government departments and other UK public organisations if a Member of Parliament (MP) refers the complaint to them.

The PHSO only has jurisdiction over the CPS in respect of the Victims' Code and therefore can only consider complaints, referred by MPs, from members of the public if the CPS has not met its obligations under the Victims' Code. Full details of the Victims Code can be found at <https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime/code-of-practice-for-victims-of-crime-in-england-and-wales-victims-code>

In the 2023-24 financial year, the PHSO received 19 complaints regarding the CPS. In the same period 21 cases (which includes cases received in a previous financial year) were concluded without an assessment and 0 CPS cases were accepted for detailed investigation. One outstanding CPS case, accepted for a detailed investigation in a previous financial year, was concluded (not upheld) in 2023-24.

Auditors

These Accounts have been audited by the National Audit Office on behalf of the Comptroller and Auditor General at a notional cost of £130,000 for the Departments Accounts and £12,000 for the audit of the Trust Statement (see Note 3 on pages 139 to 140). No other external audit services were commissioned by the CPS.

Stephen Parkinson

Director of Public Prosecutions
12 July 2024

Accountability report

Lead Non-Executive Board Member's Report

Introduction

The CPS underwent some significant changes in senior leadership during 2023-24. Sir Max Hill KC departed at the end of his tenure as Director of Public Prosecutions, and we welcomed Stephen Parkinson as the new Director of Public Prosecutions in November 2023.

As Chair of the Board and Lead Non-Executive Board Member, I wanted to take this opportunity to thank Sir Max for all his hard work during his five years as DPP. Sir Max's leadership took the CPS successfully through a number of challenges and delivered many improvements to the way the CPS works, and the CPS is well placed to drive further improvements across the criminal justice system as a result of his leadership.

We also welcomed Stephen. Stephen brings with him a wealth of experience across the private and public sector and in the short period he has been in post we have seen the benefit of the skills and experience his leadership brings to the organisation. We look forward to working with him to deliver his vision for the CPS.

The Board has retained a productive relationship with the Law Officers. I continue to represent the Board at the quarterly Ministerial Strategic Boards and the Non-Executive Board members meet as a group with the Law Officers. This relationship provides an additional governance forum for the CPS.

Membership

The CPS Board membership saw one non-executive change in 2023-24. Mark Hammond, Non-Executive Board Member (NEBM) and member of the Audit, Risk & Assurance Committee (ARAC), left at the end of two terms as a NEBM, on 1 July 2023. I would like to thank Mark for his input and dedication to the organisation.

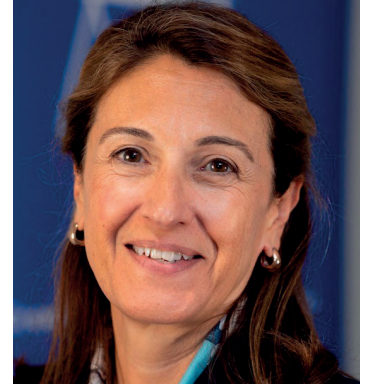
I believe we have retained a robust Board with a good range of skills, capable of providing the necessary challenge and support to guide the organisation through a period of significant change and to promote a culture of continuous improvement.

The Board has continued to meet in person for the majority of meetings, with the option of remote attendance to ensure quoracy can be maintained.

The Board would like to thank the executive of the CPS for their continued leadership, and each and every member of the service for their hard work, flexibility, and commitment.

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 2024-25. We are confident that the Business Plan has been designed to continue to drive the CPS towards delivery of the CPS 2025 strategy and has a strong focus on organisational priorities and outcomes.

We are pleased that the Business Plan recognises the need to strengthen the collaboration with police to work more effectively at both a local and a national level, on the need to reduce delays within the system, and to support victims and reduce victim attrition.

The Board welcomes the approach to strengthening the CPS' internal advocacy resource as well as helping the external Bar to grow and sustain its numbers. It is crucial that the CPS looks to reduce the number of court adjournments and accelerates the delivery of justice with its partners.

The Board has continued to receive regular updates on the progress of the Victims Transformation Programme. The programme aims to transform the service provided to every victim and we remain fully supportive of the intended outcomes. The Board has maintained oversight of the programme throughout 2023/24 and continues to provide support, challenge, and scrutiny to ensure it is able to support this important work.

Commercial Sense

The Board are pleased that the CPS received additional funding in 2023-24 from the supplementary estimate. The increases in prosecution costs have been unprecedented and it is credit to all in the organisation for the work to ensure the CPS can continue to deliver independent and fair prosecutions and improved casework quality during this period of economic uncertainty.

The CPS continues to drive digital innovation to seek to maximise efficiency, create resilience and reduce costs. As a Board we have been kept informed of the progress of major programmes of work, such as future casework tools, and we will continue to do so throughout 2024-25.

Talented People

The Department's Employee Engagement Index reduced slightly to 67% in the 2023 Civil Service People Survey. Notwithstanding the slight reduction from last year, this represented a positive outcome given the challenges of continued high caseloads, backlogs, cost of living issues, and uncertainty from changes in senior leadership.

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, with 23% staff who declared they are from an ethnic minority background and achieving high scores around inclusive culture in the annual People Survey.

Whilst we are not complacent, in 2023, we were also pleased to see that the CPS was recognised by Working Families as one of the Top 10 employers for the seventh year running, in addition to successfully renewing Disability Confident Leadership status. We believe these achievements continue to make the CPS an employer of choice.

Results Focus

The Board reviews performance nationally, and by Area, on a quarterly basis, including scrutinising progress against key performance measures contained in the CPS Business Plan. This has enabled the Board to track progress against the CPS 2025 Strategy and provide challenge to the executive team whenever necessary.

The Board has welcomed the continued improvements to performance reporting during 2023/24 which has enabled scrutiny and challenge on key aspects of operational performance. During the year, the Board has been provided with updates on area performance variations, court backlogs and has been keen to encourage the service to continue to work across the criminal justice system to drive improvements.

The 2023-24 Business Plan has ensured that the CPS focused on delivering its priorities for the year and was able to deliver improvements at the same time. The plan has ensured that the CPS invests in the appropriate areas and that it continues to build public confidence in the work that it does.

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 CPS performance data continues to be welcomed by the Board, promoting transparency and accountability across the criminal justice system. The Board reviews the quarterly data regularly to ensure there is sufficient scrutiny of the data which assists the CPS senior leadership to identify problem areas and discover 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 department's system of risk and internal control, in particular the corporate risk framework and data security. Thanks also to Dr Subo Shanmuganathan who sits on ARAC and to Mike Dunn and Deborah Harris, ARAC's Non-Executive Directors.

I am also grateful to Kathryn Stone OBE for her work as Chair of the Nominations, Leadership and Remuneration Committee (NLRC). NLRC undertook thorough scrutiny of the department's senior executive pay and performance and will continue to do so next year as the Remuneration Committee (RemCom).

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 2023-24 has been invaluable in providing the Board with the assurance that there is appropriate risk management across the organisation and scrutiny over the senior team's performance and development.

Looking Forward

The Board continues to be fully engaged with the findings from the research into the disproportionality of charging decisions. From the outset, the Board has collaborated closely with the executive to ensure the CPS is as transparent and open as possible with the initial findings and that its staff have been fully supported. The Board will continue to support the organisation with the development and implementation of action plans to take forward any necessary improvements both internally and across the criminal justice system.

The Board is engaging with the organisation in the development of the CPS 2030 strategy, having already had some initial discussions on its content and the need for coordination across the criminal justice system.

The Board will be supporting and monitoring the delivery of the CPS' key priorities from the 2024-25 Business plan throughout the year and will also be working closely with the senior leadership team to ensure that they are supported during further changes to the senior cadre during 2024-25 including the recruitment of two new Director General roles to assist the DPP in leading the organisation.

The Board is also aware of the increasing pressures on the criminal justice system, with increasing referrals, pressures on costs, and the availability of resourcing. The Board will be ensuring there is challenge and scrutiny of the executive during this period to ensure that victim and witness support remains a priority.

Monica Burch

Lead Non-Executive Board Member and Chair of the Board

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 2023 – March 2024	Meetings		
	CPS Board	Audit and Risk Assurance Committee	Nominations, Leadership and Remuneration Committee
Non-Executive Board Members			
Simon Jeffreys Non-Executive Board Member	7/8	4/4 CHAIR	–
Mark Hammond Non-Executive Board Member (to 2 July 2023)	2/2	1/2	–
Monica Burch Non-Executive Board Member	8/8 CHAIR	–	4/4
Dr Subo Shanmuganathan Non-Executive Board Member	7/8	2/4	–
Kathryn Stone OBE Non-Executive Board Member	5/8	–	1/2 CHAIR
Independent ARAC Members			
Michael Dunn Non-Executive ARAC Member	–	3/4	–
Deborah Harris Non-Executive ARAC Member	–	4/4	–
Executive Board Members			
Sir Max Hill KC Director of Public Prosecutions (to 31 October 2023)	4/4	2/3	2/2
Stephen Parkinson Director of Public Prosecutions (from 1 November 2023)	4/4	1/1	2/2
Rebecca Lawrence Chief Executive Officer (to 17 November 2023) ¹	–	–	–
Sue Hemming Interim Chief Executive Officer (to 30 April 2023) Director of Legal Services (to 30 June 2023) ¹	0/2	1/2	–

April 2023 – March 2024	Meetings
CPS Executive Group	
Stephen Parkinson Director of Public Prosecutions (from 1 November 2023)	5/5
Sir Max Hill KC Director of Public Prosecutions (to 31 October 2023)	6/6
Rebecca Lawrence Chief Executive Officer (to 17 Nov 2023) ¹	–
Gregor McGill Lead Director Legal Services from 01 May 2023. Previously Director of Legal Services ²	9/11
Sue Hemming Interim Chief Executive Officer (to 30 April 2023) Director of Legal Services (to 30 June 2023) ¹	1/3
Mark Gray Chief Digital and Information Officer (to 3 July 2023)	3/3
Dawn Brodrick Lead Director Corporate Services from 01 May 2023. Previously Chief People Officer ^{1 2}	10/11
Baljit Ubhey Director of Strategy and Policy	11/11
Steve Buckingham Chief Finance Officer	10/11
Sandra McKay Director of Communications (to 14 August 2023)	3/3
Grace Ononiwu Director of Legal Services	10/11
Tristan Bradshaw Interim Director Operational Change & Delivery	9/11
Mike Browne Interim Director of Communications (from 10 July 2023)	7/8
Matthew Cain Interim Chief Digital & Information Officer (from 26 June 2023)	8/8

- 1 Rebecca Lawrence was absent from the start of the Financial Year until 17 November 2023, and as a consequence the interim Chief Executive Officer took up the Additional Accounting Officer role until 30 April 2023. The Lead Director Corporate Services took up the Additional Accounting Officer role from 20 November 2023.
- 2 Dawn Brodrick and Greg McGill were appointed Lead Director, Corporate Services and Lead Director, Legal Services respectively on 01 May 2023. They provided support at Board meetings.

Security and information assurance

The CPS adopts the security principles outlined in the Government Functional Standard (GOVS007). We report our adherence to the standard to the Cabinet Office every year in the Departmental Security Health Check (DSHC) and we are evaluated against the 'Minimum Security Standards' for Cyber, Incident Management, Personnel and Physical. In 2023, the Cabinet Office found that our overall rating was 100% compliant with the GOVS007 Standards (99.1% in 2022).

We work closely with the business to ensure all projects and programmes have suitable technical and organisational controls in place to maintain and enhance compliance with Data Protection principles and to protect individual rights. We work collegiately with specialist colleagues to support innovation whilst ensuring 'security and privacy by design', consulting the Regulator when necessary.

Our Knowledge & Information Management processes and procedures are well defined and embedded in all aspects of the department's operational activity.

Cyber security

Our Cyber Security Team proactively leads the CPS' identification of and response to cyber security threats and vulnerabilities.

An ongoing scheme of penetration testing has been implemented for internally developed digital solutions, alongside stress testing of our wider digital estate. This combination provides assurance that technological development balances delivery with security, identifying issues requiring mitigation before they become active incidents. Collaboration with our third-party providers and suppliers ensures that similar activities take place on their systems, to provide assurance and mitigate any vicarious threat.

The latter is dovetailed with enhancements to our supplier assurance processes, including the implementation of agreed onboarding guidance frameworks, streamlining the supplier acquisition process by making cyber requirements overt and simple, and removing ad-hoc decision making.

Our incident response capabilities are being strengthened through our ongoing acquisition of a new SOC/SIEM solution, which will bring monitoring, detection, alerting and remedial action directly within our control. Our new Cyber Threat Intelligence (CTI) programme aims to exploit these opportunities, by highlighting active exploits including zero-day attacks and vulnerabilities in real time, drawing upon a diverse range of source data to maximise value.

In 2023, we suffered one cyber-attack on the CPS' website, which is managed by a third-party organisation. The attack was stopped within two hours and our website functionality was restored the same day. No CPS managed systems were targeted, and therefore non personal data was compromised.

We continue to actively engage with the wider security community across government, including membership of the National Cyber Security Centre's Security Working Group (SWG) and chairing the Legal Sector's SWG. Knowledge sharing is a key ambition of this engagement, and through close collaboration with the wider Civil Service, we ensure our approach is in line with wider governmental thinking and the Cyber Strategy.

Our Cyber Security Education Training and Awareness programme has been enhanced via a new, iterative strategy designed to streamline activity, enhance efficiency and maximise learning both for our people and the cyber training team, facilitating continuous improvement driven by evidence and data.

In summary, our holistic approach to cyber security — from fostering a culture of collective responsibility, implementing cutting-edge training programs, establishing rigorous governance over data and cyber risk, and successfully repelling over 10,000 cyber-attacks monthly — demonstrates our commitment to safeguarding all our key assets – our systems, data, and people – against the evolving landscape of cyber threats.

Operational security

The Operational Security Team (OST) continues to work with the business to ensure the rigorous application of security standards, as outlined in the GovS007 Functional Standard.

Locally based 'Security & Information Managers (SIMs)' have now been embedded across the department and provide a direct link with the OST who are responsible for their professional development. Local compliance with government security standards is reported annually to OST through our Security & Information Assurance Framework, which is aligned to the GovS007 minimum standards. This, in turn, forms the basis of our Departmental Security Health Check report to the Cabinet Office. The CPS' performance in the DSHC remains of an extremely high standard; our results continue to improve year on year and our performance remains above average when compared with many other government departments.

This year we have undertaken 1,558 DBS clearances and 777 National Security Vetting clearances. Steps taken to further improve our performance include implementing a policy for sharing and transferring clearances held by UKSV to enable the faster onboarding of staff and contractors.

Business continuity

The CPS' Business Continuity (BC) capabilities and resilience remain consistently strong, and their effectiveness are regularly tested.

In February 2024, we undertook an exercise to evaluate the Gold and Silver Teams' (i.e. CPS' Executive Group, HQ Directors and Deputy Directors) response to a targeted attack on the CPS and Criminal Justice Service across several CPS Areas. The exercise had a specific focus on the response and recovery aspects of the incident. The CPS has also participated in several cross-government exercises.

We review our BC plans as part of the testing regime or following a 'live' incident.

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

At the CPS we actively promote a security and information assurance culture across all aspects of our business – frontline operations, supply chain and third-party suppliers – through our operational and digital change and product development. Security and information assurance is an inherent responsibility of every member of staff and our contractors. To maintain this awareness the CPS runs an annual mandatory training programme. This bespoke training is updated each year to reflect organisational changes and user needs; in 2023 it included specific

guidance on records management and retention aligned to the lifting of the Moratorium on Destruction (imposed during the Independent Inquiry into Child Sexual Abuse (IICSA)). The compliance rate for the 2023 training was 99%.

We continue to strengthen our data protection processes to maintain the integrity of the information we hold and remain compliant with relevant legislation. This year we reviewed our overarching 'Data Protection Policy', and our data protection policies and guidance are regularly reviewed by the Security and Information Assurance Division's Policy Review Board. The Information Governance Group (IGG) retains overall responsibility for information assurance across the CPS; it reviews all proposed policy changes which involve significant differences in approach or where performance sits outside our risk tolerance.

Information assurance is well embedded across the CPS and has reached a level of maturity that ensures data protection impact assessments are integral to the development of new products and services. New and existing systems reflect data protection 'by design and default'. Bespoke training is regularly provided to all Information Asset Owners to ensure consistent local management of key assets.

We continue to raise awareness of UK GDPR and DPA 2018 legal requirements and support cross-functional projects, especially in the AI and Innovation area. We intend examining the Data Sharing Agreement (DSA) process, to make it more efficient in the project delivery cycle. The CPS is aware of the potential changes that the Data Protection and Digital Information Bill might cause and participates in cross-government groups to ensure that the services we offer, and our data quality are not disrupted or compromised during any change.

The significant increases in the level of 'Rights' and Freedom of Information requests reflects a continued interest in the CPS' work and how we managed the personal data entrusted to us. Whilst the nature of FOI requests was varied, many related to CPS policies or specific cases – both recent and historic.

Information assurance and compliance

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

Freedom of Information Requests (FOIs)	01 April 2023 to 31 March 2024	01 April 2022 to 31 March 2023
Number received	892	740
Number responded within deadline (either 20 working days or PIT extension)	812	648
Compliance rate	91%	88%
Rights of Access Requests (ROARs)	01 April 2023 to 31 March 2024	01 April 2022 to 31 March 2023
Number received	562	495
Number responded to within deadline	480	450
Compliance rate	85%	91%

GDPR rights requests	01 April 2023 to 31 March 2024	01 April 2022 to 31 March 2023
Number received	36	12
Number responded to within deadline	35	12
Compliance rate	97%	100%

CPS legacy case records for national interest

Under the Public Records Act 1958 public records bodies must select and transfer records for permanent preservation within statutory timeframes to The National Archives (TNA). The transition to a '20-year rule' in 2013, means TNA should receive two years' worth of CPS records each year until 2023.

The CPS currently transfers selected criminal case records to TNA. In the main these transfers are made on a 'closed basis' due to the sensitivities of the cases and the impact that release into the public domain could have on an individual's physical or mental health.

The following table shows the CPS transfer position for the reporting year.

CPS YEAR	TRANSFERRED TO TNA	STARTING PIECE NUMBER	ENDING PIECE NUMBER	TOTAL NUMBER OF PIECES	TOTAL NUMBER OF CRIMINAL CASE FILES
CPS 1997	January 2023	17,366	17,754	389	21
CPS 1998	September 2023	17,755	18,585	831	26
CPS 1999	November 2023	18,586	19,178	593	17
CPS 2000	Ready, due for transfer July 2024	19,179	19,538	360	15
CPS 2001	Ready, due for transfer December 2024	19,539	20,405	866	14
CPS 2002	Selections made; preparation work in progress				11
CPS 2003	Selections made; preparation work to be progressed				10

Personal data-related incidents

A summary of personal data-related incidents formally reported to the Information Commissioner’s Office (ICO) in 2023-24 is set out below.

Personal data incidents reported to the ICO in 2023-24:

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	
April to June 2023	None	None	0	None
July to September 2023	None	None	0	None
October to December 2023	1 Data Handling Losses	Archived Case Files	1	Operational Security Notified and Breaches reported to the ICO.
January to March 2024	None	None	0	None

A summary of personal data incidents in 2023-24 is set out below.

Total personal data incidents in 2023-24:

Category	Total reported in 2023-24 (Total reported in (2022-23))	Explanatory note
Data Handling Losses	49 (76)	In all 49 of these incidents the data loss was very minor and recovered.
Unauthorised disclosure	2,154 (2,445)	In 2,150 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/ Stolen ICT Equipment	34 (34)	In 30 of these incidents the devices were successfully deactivated; given the specific circumstances of the remaining four incidents, deactivation was not required. All devices were encrypted to the government standard; therefore, no CPS data was compromised.

Statement of the 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 Lead Director, Corporate Services 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.

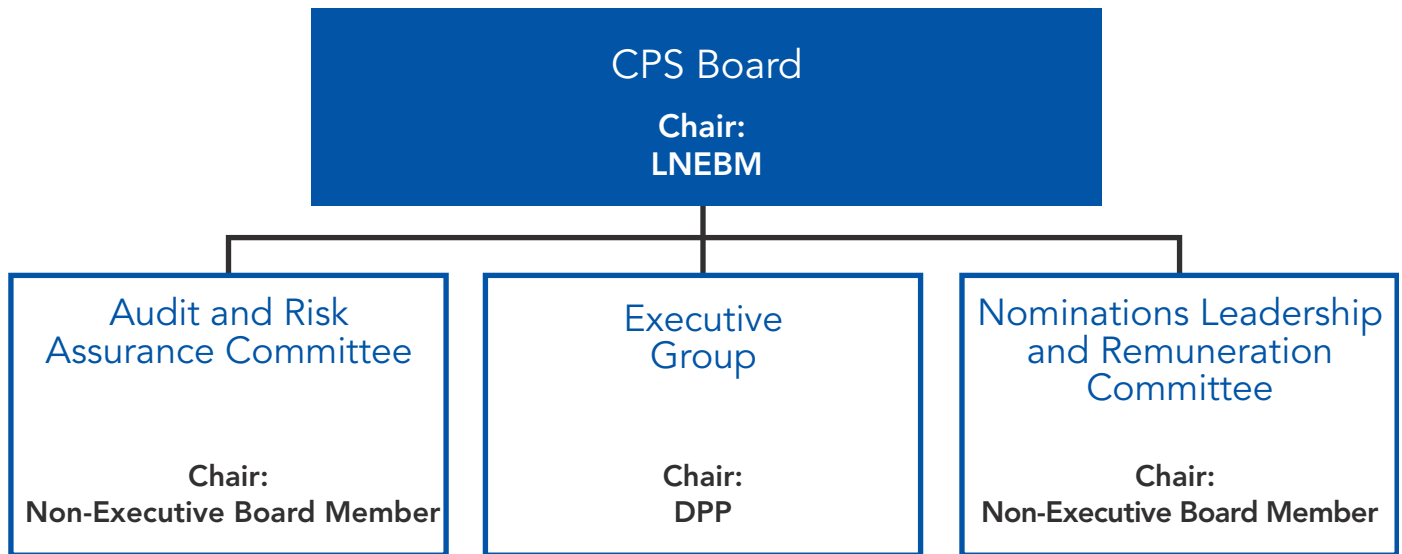
The Accounting Officer confirms that he has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the CPS' auditors are aware of that information. So far as he is aware, there is no relevant audit information of which the auditors 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 2023-24, 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 pages 71 to 72.

Governance framework



The CPS Board

The primary function of the CPS Board is to agree 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. The Board 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. The role of the Board continues to be one that provides oversight of strategy and an assessment of delivery. The Board also has a role in the oversight of the talent and culture of the CPS, it monitors performance and outputs and provides leadership to the organisation.

Audit and Risk Assurance Committee (ARAC)

ARAC is accountable to the CPS Board. It has delegated responsibility and authority for advising the Board on key elements of effectiveness linked to risk management, assurance management and the framework of internal control. The ARAC also reviews the comprehensiveness and reliability of assurances provided by internal audit, external audit, and the Executive Group, and challenges where necessary when gaps in processes are identified and where weaknesses are exposed.

Nominations, Leadership and Remuneration Committee (NLRC)

NLRC is accountable to the CPS Board. It has delegated responsibility and authority for advising the Board on key elements of effectiveness linked to organisational culture and leadership strategies. This includes ensuring that leadership strategies and senior organisational design are fit for purpose and that there are robust systems in place to identify and develop senior leaders from diverse talent pools, draw up appropriate workforce and succession plans, and scrutinise incentive structures.

Executive Group (EG)

EG comprises the most senior members of CPS staff. It oversees the CPS' overall performance and delivery and focuses on strategic leadership, management, direction, and ensuring the most effective prioritisation of resources. EG, as the executive management team of the CPS, informs and acts on decisions taken by the DPP and takes collective decisions on key corporate issues affecting the CPS.

Risk management

Risk management practices comply with the requirements of the Orange Book's 5 principles. These principles are underpinned by processes designed to enhance our ability to identify and manage our risks across all levels. Our comprehensive management of risk allows us to inform business decisions, supports effective use of resources, and strengthens contingency planning.

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

During 2023-24, the CPS continued to strengthen its risk management framework and carried out the following key activities:

- CPS Executive Group reviewed and refreshed the Strategic Risk Register, ensuring that it remains current and adequately reflects the biggest areas of risk to the CPS' strategic objectives.
- In the process EG re-assessed and updated CPS risk appetite and tolerance thresholds in line with updated guidance from HM Treasury, which set firm thresholds that help the CPS both focus attention on those risks close to or exceeding our organisational risk appetite while keeping control of its risk environment.
- All senior civil servants have undertaken specific mandatory training aimed at improving their understanding of and management of risk at all levels.
- In-depth reviews of risk returns are carried out quarterly, as well as regular deep dives into specific areas on a rolling basis. These activities measure the key risk themes coming from each CPS Area and Directorate and allow the Executive team to monitor the risk landscape at both a corporate and operational level.
- Papers going to Executive Group are tagged by key area of risk, allowing us to track the amount of our Executive Group's attention dedicated to each area of strategic risk

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 is accountable to Parliament for ensuring that all risks are managed effectively. On his 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 Finance, Performance and Risk Group, with a formal review of the top risks presented to the Executive Group on a quarterly basis to agree the required 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 all strategic 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 approved Orange Book methodology and viewed through the lens of our risk appetite and tolerance statements. Any risk that falls outside of these pre-defined and agreed limits is given extra focus to ensure it returns to an acceptable risk score as quickly as possible.



Our principal risks

Our risks are different to last year; therefore we have not indicated a direction of travel.

Risk Theme	Risk Description	Key Activities to Manage Our Risk
<p>Security</p>	<p>CPS data is lost or becomes inaccessible due to poor organisation of storage and retention policies. This could adversely impact the CPS’ operational performance and impede us in our statutory reporting obligations</p>	<ul style="list-style-type: none"> • The CPS has a security baseline that is based on the defence in depth principle. This is based on operational and cyber security controls such as authentication measures, secure architecture, vulnerability management and monitoring/auditing of CPS systems. • A continual programme of protective monitoring and threat hunting is performed on the CPS network with helpful updates/advisories from NCSC and GSG on immediate alerts of cyber incidents/vulnerabilities. We have also implemented a new technology which actively looks for and blocks threats to the CPS domain. • All ICT procurement requires that suppliers provide a security-assured service. Further security assurance is sought from suppliers by way of Security Working Groups, and performance and assurance boards. • A rolling phishing simulation programme has been implemented and ongoing across to all CPS users. Simulations are actively sent out to all users with the aim of providing education and awareness of current threats and trends the CPS staff face. The successful launch of a Phishing Hub on the intranet now helps provide a consistent source of accurate information and awareness material.
<p>Security</p>	<p>Information is disclosed that should not have been, resulting in damage to or collapse of a case, harm or threats of harm coming to witnesses and victims, and reputational damage to the CPS.</p>	<ul style="list-style-type: none"> • Improved breach management processes within Areas to respond quickly and notify key partners (policing, defence where relevant) of any issue that arises, to reduce the risk to the data subject. • Close collaboration and strengthening relationships with ICO, to reduce the impact on the CPS of any breaches that occur. • The Casework App (previously known as Polaris) presents information in a user-friendly way, with intelligent search functionality providing context as well as information. This makes redaction more straightforward, as well as helping Prosecutors process case information in a simpler way – it has been completely designed through user research. • Establishment of a Data Assurance forum involving both legal and non-legal staff. • Despite these mitigations, it should be recognised that the potential impact of disclosure of sensitive case information on the lives of individuals remains significant.
<p>Security</p>	<p>Cyber security is compromised by cyber attack by criminals or foreign powers, leading to interference in our criminal justice system, loss of data and/or reputational damage.</p>	<ul style="list-style-type: none"> • The CPS has a security baseline that is based on the defence in depth principle which aids to mitigate this risk. This is based on operational and cyber security controls such as authentication measures, secure architecture, vulnerability management and monitoring/auditing of CPS systems. • A continual programme of protective monitoring and threat hunting is performed on the CPS network with helpful updates and advisories on immediate alerts of any cyber incidents or vulnerabilities. • The CPS has created and developed playbooks and a cyber incident response plans. These are tested and exercised to ensure integration into business/operational incident responses plans and processes. • In-house capability being strengthened, both in the cyber security team itself and in the teams running elements of the core service.

Risk Theme	Risk Description	Key Activities to Manage Our Risk
Victims	Victims of rape and sexual offences lack trust in the CPS and wider criminal justice system to serve justice because the pace of change does not permit sufficient time to rigorously test and review proposed key changes	<ul style="list-style-type: none"> • Extensive programme of stakeholder engagement established improving confidence of stakeholders in work undertaken by the CPS on RASSO. DPP direct engagement with senior partners a feature of this programme, developing greater trust and confidence amongst influential partners. Continuing engagement with Police, supporting an effective and appropriate joint approach to this type of offending. • Rape Joint National Action Plan, (JNAP) in place with governance arrangements to support implementation and strengthen collaboration with NPCC. • Launch of the National Operating Model (NOM) took place in July, alongside the next iteration of the cross-Government Rape Review. This was well received by stakeholders and implementation plans are in place.
Victims	CPS performance is considered to be sub optimal with continuing scrutiny of rape and domestic abuse prosecutions.	<ul style="list-style-type: none"> • Legal guidance on RASSO casework quality has been published, ISVA framework involving greater contact with Independent Sexual Violence Advisers, and pre-trial therapy guidance published. • Strategic shift to quarterly reporting affording greater transparency on performance data. • The CPS maintains an effective range of competent spokespersons, including the DPP and CCP lead. The organisation will provide briefing support to CCPs, allowing them to confidently represent the CPS position with their respective stakeholders and media. • Operation Soteria External Consultation Group (ECG) is well established and meets regularly. We provide more data to stakeholders through our quarterly Data ECG enabling us to address concerns or queries head on. More in-depth stakeholder sessions have taken place on the development of the CPS VAWG Strategy.
Victims	CPS performance and outcomes for Victims – including casework improvement, support for victims, volumes of RASSO cases going to court, and the recruitment of specialist resource, digital capacity and capability and the success of Operation Soteria – does not improve in line with public expectations, leading to negative media coverage, a loss of public and stakeholder confidence, and significant reputational damage.	<ul style="list-style-type: none"> • A robust approach to evaluation to ensure our evaluation methodology provides a strong evidence base from enhanced and universal services testing & rollout, and NCVS implementation. • The Victims Transformation Programme Board has agreed the model for the Enhanced Service, using learning from the Soteria pathfinder evaluations. Implementation planning is underway. Recruitment of the victim liaison officers are underway across CPS areas who will assist in delivering the enhanced service. • A National Centre for Victim Services (NCVS) is being created and will be implemented in 2024. This will provide a set of standards for all victim services and build a centre of excellence. The NCVS has launched VLU letters including implementation within the business through a series of awareness sessions.

Risk Theme	Risk Description	Key Activities to Manage Our Risk
Operational Performance	There is a risk that there will be a worsening of performance and deterioration in standards of case preparation due to the impact of backlogs, the timeliness of decision-making, and ongoing pressures on operational teams.	<ul style="list-style-type: none"> • A weekly return is provided to HMCTS and the judiciary on listing and Custody Time Limits (CTLs) to assist in the coordination of the work to tackle backlogs. Working with Resident Judges, Areas have been asked to triage cases in their backlogs to assess cases being listed for trial. • The CPS is fully engaged in the Court Recovery work both externally with partner agencies at national and local levels and internally through the Operational Recovery and Improvement Programme. • Continued engagement with our strategic partners at HMCTS to understand their sitting days forecasts and how these will impact on our progress. • Establishment of Central Prosecution Team and moving staff between Areas remotely to take on caseload in Areas struggling with a lack of resource. • Increase in judicial capacity and sitting days. • Increased investment in clerking teams to better manage the resource we have available.
Operational Performance	With declining criminal Bar capacity and insufficient sitting days, there will be inadequate coverage of hearings to allow for cases to be held as promptly as possible.	<ul style="list-style-type: none"> • Criminal barristers have received an increase of 15% in defence legal aid fees for most Crown Court cases, including those which are currently part of the significant backlog – this will help retain current criminal barristers, and help attract new recruits to this area of law going forwards. • Co-ordinated listing at a regional level to help increase capacity.
People	Recruitment: The CPS is not able to attract and recruit the required talent from the external market and require further investment to secure a robust internally grown resourcing pipeline.	<ul style="list-style-type: none"> • The CPS is committed to creating a strong cadre of LM1 managers to nurture internal talent. • Remaining sighted on budgetary pressures and resource profiling activities and impact on wider CPS resourcing. • Revised Talent offer to equip people with tools to own their career development and taking opportunities to progress. • Structured ‘grow your own’ talent pipelines (Crown Prosecutor legal trainee scheme and Prosecutor Pathways). • Recruitment pipelines established to ensure future supply of resource, with a rolling cycle of campaigns for the posts for which there is the highest demand and/or turnover.
People	Deployment: The CPS is unable to respond in an agile way to deploy people with the right skills to support CPS strategic casework priorities	<ul style="list-style-type: none"> • Resource and demands planning are conducted with Areas and HQ to ensure skilled people are in place at the right time. • Retention Strategy in place to improve retention of key skills and experience in core roles to support growth, and ensure effective transfer of skills and experience across the workforce to best support the CPS in delivering its strategic workforce objective. • Establishment of a prosecutor surge team. • The National Resourcing Model helps us to better represent caseloads, and anticipate additional work based on up-to-date information on Area-specific caseloads. It helps us forecast future demand.

Risk Theme	Risk Description	Key Activities to Manage Our Risk
People	Well-being: The CPS culture does not promote wellbeing and support people to thrive.	<ul style="list-style-type: none"> • The CPS promotes employee health checks and has expanded our wellbeing offer to include increased financial wellbeing offer. • People survey priorities agreed for the CPS for 2023-24. • Engagement with DTUS remains ongoing at national and area level plus change programme specific engagement at early opportunities. Discussions with DTUS framed on CPS 2025 people outcomes. • Whitley structures have been effective in maintaining constructive dialogue with DTUS and supporting conflict resolution.
Corporate	The CPS does not maintain a trusted and effective relationship with the police and other strategic partners to achieve its strategic goals in successfully influencing cross-CJS change.	<p>In 2023-24 we continue work to build the CPS’ organisational capability to work effectively with its partners and mitigate this risk. Activities this year are split into three areas:</p> <p>Capability</p> <ul style="list-style-type: none"> • Follow up development for senior leaders. • Continued practitioner training offer to Level Es and below across HQ and Areas. • Further development of stakeholder resource. <p>Targeted support for a specific sector</p> <ul style="list-style-type: none"> • HMCTS Engagement Framework- to provide national direction and organisational join up so that we can make sure we’re maximising all touchpoints with HMCTS. • PCC/LCJB engagement plan- to enhance knowledge of the CPS, CJS and influence of CCPs with PCCs. <p>Targeted support for a specific issue</p> <ul style="list-style-type: none"> • Prosecution Team Project- to identify models which improve communication between prosecutors and police officers (results to feed into HO roundtables and future spending review submissions). • Retrospective of public criticism of the CPS by policing to extract lessons learnt for future joint projects and develop an incident response process.
Corporate	Multiple change projects taking place simultaneously may lead to change fatigue within the organisation, as well as competing priorities	<ul style="list-style-type: none"> • The risk has been recognised by the organisation and strong commitment gained at Executive level and across the existing Change Teams (Operations, Digital and People), for developing an organisation-wide portfolio management capability to mitigate this risk. • Advisory audit undertaken by GIAA on the CPS’ Management of the Portfolio of Change has also been undertaken to highlight immediate areas of focus. The Report endorsed the current approach being taken to change in the various existing change teams e.g. “hub and spoke” arrangements, noting the requirement to join this up more through the development of the portfolio office. • The likelihood of change fatigue remains real. However, the Portfolio function will help develop a coherent change narrative across all the existing change teams to assist staff at all levels understand the logic and sequencing of change across the organisation. • Existing change teams have a dedicated forum to discuss the totality of change within their remits and what is currently planned with a view to agreeing the sequencing to reduce people impacts.

Risk Theme	Risk Description	Key Activities to Manage Our Risk
Corporate	A Spending Review, new DPP and General Election are all coming close together, which risks significant changes to CPS' strategic priorities and direction for which we are unprepared	<ul style="list-style-type: none"> Engagement with Shadow Cabinet across government to help understand potential future changes in strategic direction, including impact analysis of the most radical options. A monthly Transitions Programme Oversight Group with representation from across all CPS functions and projects has been established as a delivery board to monitor progress and proactively manage dependencies, risks and issues across the programme.
Corporate	Risk of the CPS having insufficient funding, leading to breach of control totals, loss of reputation, tighter HMT controls, and/or poorer justice outcomes	<ul style="list-style-type: none"> Executive Team have led a prioritisation exercise to determine which activities must be paused and/or stopped to save money this financial year (2023-24). Additional controls on recruitment introduced as well as prioritisation decisions on digital programmes. We have delivered £36m of savings in-year. Engagement with the Supplementary Estimate process to request additional budget after consultation with Areas/Directorates and between different teams in Finance. Discussions with EG have commenced on the process to agree what can be delivered within CPS' funding for next financial year (2024-25). Preparations for Spending Review next year are underway with the project plan agreed internally. Briefings with HMT on key elements of our future SR bid have begun (on RASSO and victims).
Corporate	Risk of the CPS having restricted access to its estate due to GPA underperformance, and wider impacts on value for money and IFRS 16 (leases)	<ul style="list-style-type: none"> Executive level workshop to discuss areas of concern and focus, with deep dives to improve business-to-business processes. We are in the process of withholding payment for underperformance across our estate. We are tracking on a weekly basis the property transactions to improve IFRS 16 outcomes. Estates team are conducting site-level audits on statutory compliance/health and safety to hold GPA performance to account.

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, including special advisers. There was one SCS leaver in 2023-24 who required a BAR application and/or conditions set.

His Majesty's Crown Prosecution Service Inspectorate

His Majesty's Crown Prosecution Service Inspectorate 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 2023-24, HMCPsi completed nine inspections which are summarised below. The full responses from the CPS to the reports are available online at <https://www.cps.gov.uk/publication/inspectorate-responses>.

The effectiveness of Crown Prosecution Service policy and guidance for the handling of cases involving the National Referral Mechanism, 25 July 2023

Overall, the Inspectorate found our guidance to be effective and extensive. The report also commended the ongoing commitment by the CPS Strategy and Policy Directorate and Directorate of Legal Services Team, to proactively ensure the development of national policy and on-going revision to reflect changes, as a result of changing case law and legislation. It acknowledges the CPS' commitment to ensuring Areas are kept up to date with the latest developments in county lines and modern slavery. There is also recognition of our close working relationships with Criminal Justice System colleagues to ensure our policies are aligned and complement each other, with a commitment to improve processes where possible.

There are four recommendations to address which relate solely to the CPS.

The Handling of Complaints, 23 August 2023

This report provides clear evidence that progress has been made since the last inspection on this issue and we are pleased that this has been recognised. HMCPsi has identified good practices and strengths (particularly in relation to putting things right/acknowledging mistakes, providing information on escalation, and appropriate empathy) and has made some positive findings on timeliness of responses. However, despite these elements and an overall improvement in the overall quality of our handling of complaints, the report has identified there is still much to do.

We welcome the findings and accept the recommendations. We will use these to continue to make improvements to both the quality and timeliness of our handling of complaints. We note that there are some aspects of our guidance, training, and use of data that could be improved to help us achieve this. We will give thorough consideration to the best way of implementing the recommendations.

There are five recommendations for the CPS to address.

Area Inspection Programme 2021-22 Composite Report, 21 September 2023

The report brings together the findings of inspections carried out across all 14 CPS Areas over the past two years to assess the quality of volume casework in magistrates' court, Crown Court and rape and serious sexual offences (RASSO) teams.

This report acknowledges that good prosecutorial decisions are being made across the CPS in all case types, with the Code for Crown Prosecutors properly applied and the most appropriate charges selected. Further, it recognises the positive response the CPS has made in respect of RASSO casework over recent years.

Whilst this is encouraging, we recognise that performance needs to be consistent across all casework strands and regions, and we have more to do to improve the quality of case analysis and strategy, and disclosure decision-making.

As the report outlines, each Area inspection has been subject to a separate inspection report and work is ongoing to address areas for improvement. More widely, the CPS is currently running a 12-month programme to improve our approach to case strategy, during which we will be implementing ambitious change across five key areas:

- Culture
- Engagement with investigators
- Standards and training
- Roles and responsibilities
- Digital tools

CPS Induction Processes, 1 November 2023

The report notes the induction provided to new prosecutors is effective and equips them with the skills and knowledge to be able to carry out their roles. HMCPSI has identified good practices and strengths, particularly commending the buddy system and the supportive environment created by managers and colleagues that enables new starters to develop; and the overall induction training provided.

The report identified five issues to address.

Follow-up inspection: Custody Time Limits, 30 November 2023

The report recognises that we treat CTLs as a priority and continue to monitor and check these cases, even as the volume has increased to over 10,000 custody cases. It also acknowledges the ongoing challenges in managing CTLs due to the impacts of the pandemic and Bar action.

Despite the challenges, HMCPSI note there is still improvement to be made in fully embedding our monitoring system. It recommends that by 31 December 2023, we must embed the consistent use and updating of the CTL case progression log, (including recording the weekly assurance review on the case management system (CMS)) in all cases. By 31 March 2024 we must also have developed a system of assurance to evidence improvement and monitor compliance with CTL policies.

Meeting the needs of victims in the criminal justice system: An inspection of how well the police, the Crown Prosecution Service and the Probation Service support victims of crime, 19 December 2023

The report acknowledges that the police, the CPS and the Probation Service recognise the importance of meeting the needs of victims. The report also found examples of good communication both between the three bodies and with victims, as well as examples of good victim care. However, the report is clear that many victims do not receive a good quality service from the three agencies inspected.

The CPS agrees with the report's assertion that improving victims' experience of the criminal justice system is vital. The CPS' Victim Transformation Programme, which is referenced in the report, aims to transform the service the CPS provides to every victim of crime. This will include the establishment of clear service standards for CPS victim communication and processes to ensure these measures are met consistently. Our ambition is for victims to feel informed, supported and empowered by the CPS.

We also want victims to experience a more joined-up service from the criminal justice system as a whole. The joint inspection report is clear that cross-justice system collaboration needs to improve, especially in terms of information sharing and communication. The CPS will continue to work closely with the Police and our other criminal justice partners to provide victims with a better quality of service, especially as we develop and implement the Victim Transformation Programme. It is important that we do not inadvertently create a more complex system for victims to navigate.

Interim findings report: Joint Case Building by the Police and Crown Prosecution Service, 25 January 2024

The relationship between the CPS and the Police is critical to the efficient and effective pursuit of justice and the functioning of the criminal justice system. The CPS very much welcomes the Criminal Justice Joint Inspection's work examining this and the helpful pointers the early findings contained in the interim report highlight. In due course, we look forward seeing and considering the findings of phase 2 of the inspection and the recommendations that may arise out of that.

The CPS values highly its working relationship with policing. The interim report alludes to issues which are known and are already under joint consideration by both agencies, often through joint governance meetings, but we recognise that more work needs to be done to build on and improve culture, communication, and partnership.

Work has commenced through the Joint (Police and the CPS) Operational Improvement Board (JOIB) to explore the development of shared performance metrics, recognising that Policing and the CPS have separate statutory responsibilities, so (where possible) both can pursue shared success measures.

There are no recommendations/issues to address from the interim report. Publication of the full report is anticipated for June/July 2024.

Criminal Justice Joint Inspection (CJJI) – Efficiency spotlight report: The impact of recruitment and retention on the criminal justice system, 15 February 2024

The report identified two areas of focus for all agencies. The CPS provides its responses below and will continue to work with CJS partners to drive improvements.

1. All agencies should invest more in understanding why staff leave. The reasons will be different and varied across different roles and locations within each agency as well as across the CJS. Agencies should use this information to inform future changes to improve recruitment and retention and ensure that the right support and incentives are in place to retain staff.

CPS Response: Work had already begun on this area prior to the inspection, and we are pleased to confirm that our updated employee leaver questionnaire is in place with a new process on exit interviews to follow shortly as part of our new, dedicated retention strategy.

2. All agencies should regularly review caseloads, capacity, capability, and productivity. This will help to ensure there is adequate supervision and support for staff across the CJS.

Inspection of Crown Prosecution Service actions in the Valdo Calocane case, 25 March 2024

The report found that overall, we had met our obligations to the bereaved families under the Victims' Code of Practice and the Bereaved Family Scheme. There was one recommendation for the CPS to undertake a review of guidance relating to victims' engagement.

Commercial arrangements

The CPS Commercial Policy sets out the governance procedures and protocols for all commercial activity, ensuring we can demonstrate compliance with Public Contract Regulations (2015), Cabinet Office, Central Data and Digital office spend controls and delegated authority limits.

Our Policy and Governance team have supported implementation of the Policy across the CPS including the roll out of a comprehensive training program which commenced during FY 2021-22, and which has continued throughout FY's 2022-23 and 2023-24.

Commercial Policy is under-pinned by a robust approval framework with commercial board gateway meetings (weekly) which assure all commercial activity (through the Define, Procure and Manage phases of the Commercial lifecycle). The introduction of strategic sourcing specialisms has enabled early engagement with the business to identify and understand their current (and where appropriate) future needs, generating a better understanding of requirements and supporting the construction of a Commercial Pipeline, which is published (for market awareness) through our portal and refreshed on a quarterly basis.

The Commercial Function is integral to corporate governance and risk management, supporting the drafting and submission of Business Cases through Investment and Spend Approval processes, ensuring Commercial Risks are identified and evaluated at the planning activity phase to enable the right mitigation to be implemented and monitored throughout the commercial lifecycle.

The commercial function is represented on internal governance boards to provide commercial insight and oversight, ensuring that compliance is assessed and evaluated and to ensure competitive tension is achieved (making the opportunity sufficiently attractive to the market to secure the most advantageous value for money outcomes).

We are undertaking rigorous and comprehensive delivery market capability assessments (make versus buy evaluations), performing more frequent (and more effective) pre-market engagement to assess what can be performed and/or delivered (together with more accurate should cost

modelling to understand the likely economic and financial implications). We continue to perform proactive contract management on our gold and silver tier arrangements in line with the Government Commercial Function Standards.

We have also provided our team invaluable insight by harnessing our prosecution colleagues' experiences to bring some of the complex crimes to life. This had a real impact on our commercial team as it highlighted how important the work, they are doing with our supply chain is to ensure vulnerable workers are protected and exploitation is eradicated.

The new National Procurement Regulations are being implemented (legislation) in Q3 FY 2024-25, (Reform Go Live date proposal is 28/10/2024) with the 6-month implementation period expected to commence in the last week in April. The team are currently undertaking a comprehensive training program and updating our processes, procedures, protocols and systems to ensure that we are able to operate compliantly with the requirements of the new regime.

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 EG, 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.

The Lead Director, Corporate Services has acted as the Additional Accounting Officer of the CPS during this period.

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 2023-24 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 2023-24:

AREA OF INSPECTION	OUTCOME FROM REVIEW OF EFFECTIVENESS	DATE REPORT FINALISED
Digital Supplier Disaggregation	LIMITED	May 2023
Freedom of Information	MODERATE	August 2023
Records Management	MODERATE	January 2024
Prosecution Costs	MODERATE	April 2024
Risk Management	MODERATE	April 2024
Interim Staff Expenditure	LIMITED	April 2024
Witness Expenses	SUBSTANTIAL	April 2024
Governance	MODERATE	April 2024

Based on the above, it is concluded that there were some limited weaknesses in the CPS' governance and control framework that affected achievement of its strategic objectives in 2023-24, but that these can be rectified through actioning GIAA's recommendations.

Advisory audits

As well as the above assurance audits, the GIAA also conducted one advisory audit during 2023-24. 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 advisory audit carried out in 2023-24 was in respect of Productivity & Efficiency, with the report being issued in April 2024.

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, Stephen Parkinson, has been appointed for a period of five years from 1 November 2023 to 31 October 2028.

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 28 June 2017 to 27 June 2020, renewed 27 June 2020 to 26 June 2023, extended to 25 June 2025

Non-Executive Board Members

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

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

Kathryn Stone OBE 3 October 2022 to 3 October 2025

Dr Subo Shanmuganathan 3 October 2022 to 3 October 2025

Independent Audit and Risk 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

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

Remuneration policy

The remuneration of CPS senior management (i.e. Senior Civil Servants and Senior Legal Managers) is set according to guidance provided by the Cabinet Office, with reference to recommendations made by the Review Body on Senior Salaries. The Review Body provides independent advice to the Prime Minister and the Lord Chancellor, among others, on the remuneration of holders of judicial office, Senior Civil Servants and other such public appointments as may be specified. The Review Body may, if requested, also advise the Prime Minister on Peers' allowances and on the pay, pensions and allowances of Ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975. In reaching its recommendations, the Review Body is to have regard to the following considerations:

- The need to recruit, retain, motivate and, where relevant, promote suitably able and qualified people to exercise their different responsibilities.
- Regional/local variations in labour markets and their effects on the recruitment, retention and where relevant, promotion of staff.
- Government policies for improving public services including the requirement on departments to meet the output targets for the delivery of departmental services.
- The funds available to departments as set out in the Government's departmental expenditure limits.
- The Government's inflation target.
- Evidence received about wider economic considerations and the affordability of its recommendations.

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

The Nominations, Leadership and Remuneration Committee (NLRC) acts as the remuneration committee for the CPS senior management team. In 2023-24 this committee was made up of the following:

Monica Burch, Lead Non-Executive Board Member, Kathryn Stone, Non-Executive Board Member, Chair from March 2023, Max Hill KC, Director of Public Prosecutions to October 2023, Stephen Parkinson, Director of Public Prosecutions from November 2023

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 provide assurance with respect to pay outcomes in line with Cabinet Office guidance.

The pay settlement for the Senior Civil Service (SCS) from 1 April 2023 adhered to government policy which allowed for a 5.5% consolidated pay award for eligible employees. A further 1% of the SCS pay bill was available to address pay anomalies. Additionally, 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 3.17% 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)

	2023-24				2022-23				
	Salary £000	Bonus Payments £000	Benefits in Kind £000	Total ¹ £000	Salary £000	Bonus Payments £000	Benefits in Kind £000	Pension Benefits ² £000	Total £000
Sir Max Hill KC Director of Public Prosecutions (to 31 October 2023) ³	200-205 (fye 240-245)	–	–	200-205	225-230	–	–	87	310-315
Stephen Parkinson Director of Public Prosecutions (from 1 November 2023)	100-105 (fye 240-245)	–	–	100-105	–	–	–	–	–
Rebecca Lawrence Chief Executive Officer (to 17 November 2023) ⁴	175-180 (fye 165-170)	–	–	175-180	155-160	–	–	(10)	145-150
Sue Hemming Interim Chief Executive Officer (to 30 April 2023) Director of Legal Services (to 30 June 2023)	30-35 (fye 135-140)	10-15	–	45-50	130-135	–	–	21	155-160
Gregor McGill Director of Legal Services	130-135	10-15	–	150-155	125-130	–	–	(55)	70-75
Grace Ononiwu Director of Legal Services	130-135	0-5	–	130-135	120-125	–	–	(16)	105-110
Mark Gray Chief Digital and Information Officer (to 3 July 2023)	30-35 (fye 120-125)	–	–	30-35	110-115	–	–	44	155-160

	2023-24					2022-23						
	Salary	Bonus Payments	Benefits in Kind	Total ¹	Salary	Bonus Payments	Benefits in Kind	Total	Salary	Bonus Payments	Benefits in Kind	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Matthew Cain Interim Chief Digital and Information Officer (from 26 June 2023)	90-95 (fye 120-125)	-	-	90-95	-	-	-	90-95	-	-	-	-
Dawn Brodrick Chief People Officer	155-160	10-15	-	170-175	145-150	10-15	-	155-160	10-15	-	-	155-160
Baljit Ubhey Director of Strategy and Policy	135-140 (fye 140-145)	0-5	-	140-145	135-140	0-5	-	120-125	0-5	(16)	-	120-125
Steve Buckingham Chief Finance Officer	120-125	0-5	-	125-130	110-115	-	-	135-140	-	23	-	135-140
Sandra McKay Director of Communications (to 14 August 2023)	35-40 (fye 95-100)	5-10	-	45-50	90-95	5-10	-	90-95	5-10	13	-	110-115
Mike Browne Interim Director of Communications (from 10 July 2023) ⁵	145-150 (fye 190-195)	-	-	145-150	-	-	-	-	-	-	-	-
Tristan Bradshaw Director of Operational Change & Delivery (from 24 October 2022)	100-105	-	-	100-105	40-45 (fye 90-95)	-	-	40-45 (fye 90-95)	-	56	-	95-100
Mark Hammond Non-executive Board Member (to 2 July 2023)	0-5 (fye 10-15)	-	0.3	0-5	10-15	-	0.2	10-15	-	-	0.2	10-15
Monica Burch Non-executive Board Member	20-25	-	-	20-25	20-25	-	-	20-25	-	-	-	20-25
Simon Jeffreys Non-executive Board Member	10-15	-	0.4	10-15	10-15	-	0.2	10-15	-	-	0.2	10-15
Caroline Wayman Non-executive Board Member (to 31 May 2022)	-	-	-	-	0-5 (fye 10-15)	-	-	0-5 (fye 10-15)	-	-	-	0-5

	2023-24					2022-23				
	Salary	Bonus Payments	Benefits in Kind	Total ¹	Salary	Bonus Payments	Benefits in Kind	Pension Benefits ²	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Dr Subo Shanmuganathan Non-executive Board Member (from 3 October 2022)	10-15	–	0.8	10-15	5-10 (fye 10-15)	–	0.2	–	5-10	
Kathryn Stone Non-executive Board Member (from 3 October 2022)	10-15	–	0.6	10-15	5-10 (fye 10-15)	–	–	–	5-10	

fye = full year equivalent salary

- 1 Accrued pension benefits for directors are not included in this table for 2023/24 due to an exceptional delay in the calculation of these figures following the application of the public service pensions remedy¹¹
- 2 The value of pension benefits accrued during the year 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 decreases due to a transfer of pension rights.
- 3 Salary includes £60k compensation in relation to the Business Appointment Rules.
- 4 Rebecca Lawrence stepped down as Chief Executive Officer on 17 November 2023. Salary for 2023-24 includes £30k for loss of office and £43k for an ex-gratia payment and payment in lieu of notice.
- 5 Mike Browne was an interim member of staff and was not paid via the CPS payroll and is included in the off-payroll disclosures on page 111.

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 2023-24 relate to performance in 2022-23 and the comparative bonuses reported for 2022-23 relate to performance in 2021-22.

Pension benefits (Audited)

	CETV at 31 March 2023 ^{1 2 3 4 5 6}
Official	£000
Max Hill Director of Public Prosecutions (to 31st October 2023)	339
Stephen Parkinson Director of Public Prosecutions (from 1st November 2023)	–
Rebecca Lawrence Chief Executive Officer (to 17th November 2023)	1,157
Sue Hemming Interim Chief Executive Officer (to 30th April 2023) Director of Legal Services (to 30th June 2023)	1,380
Gregor McGill Director of Legal Services	1,463
Grace Ononiwu Director of Legal Services	1,097
Mark Gray Chief Digital and Information Officer (to 3rd July 2023)	325
Matthew Cain Interim Chief Digital and Information Officer (from 26th June 2023)	–
Baljit Ubhey Director of Strategy and Policy	1,103
Steve Buckingham Chief Financial Officer	608
Sandra McKay Director of Communications (to 14th August 2023)	623
Tristan Bradshaw Director of Operational Change and Delivery (from 24th October 2022)	634

- 1 CETV at 31 March 2023 is nil where an individual did not join the Executive Group during 2022-23.
- 2 Accrued pension benefits for directors are not included in this table for 2023/24 due to an exceptional delay in the calculation of these figures following the application of the public service pensions remedy¹².
- 3 Final salary member (classic/classic plus/premium) who has transitioned to alpha. The final salary pension of a person in employment is calculated by reference to their pay and length of service. The pension will increase from one year to the next by virtue of any pay rise during the year. Where there is no or a small pay rise, the increase in pension due to extra service may not be sufficient to offset the inflation increase – that is, in real terms, the pension value can reduce, hence the negative values.
- 4 Any members affected by the Public Service Pensions Remedy were reported in the 2015 scheme for the period between 1 April 2015 and 31 March 2022 in 2022-23.
- 5 CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023-24 CETV figures.
- 6 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.

12 www.gov.uk/government/collections/how-the-public-service-pension-remedy-affects-your-pension

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 median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the CPS in the financial year 2023-24 was £240-245k (2022-23: £225-230k). In 2023-24, no (2022-23: no) employee received remuneration in excess of the highest paid director.

The average percentage change in pay from the previous financial year in respect of the employees of the CPS taken as a whole, was an increase of 4.18% to £46,768 (2022-23: £44,890). During 2023-24 the CPS appointed a new Director of Public Prosecutions (DPP). On appointment, the new DPP became the highest paid director in the CPS. The percentage change in salary and allowances for the highest paid director in comparison for the highest paid director in 2022-23, based on the mid-point of the relevant banded remuneration was 6.6% (2022-23: 4.6%). The average percentage change for performance pay and bonuses from the previous financial year in respect of the highest paid director was 0% (2022-23: 0%).

Year	25th percentile pay		Median pay		75th percentile pay	
	£	ratio	£	ratio	£	ratio
2023-24	30,247	8.0	40,892	5.9	61,552	3.9
2022-23 (Restated)	28,665	7.9	39,120	5.8	59,391	3.8

Figures for 2022-23 have been restated to allow for direct comparison with 2023-24 and exclude the pay of the highest paid director in line with requirements of the Financial Reporting Manual.

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

The ratios for 2023-24 have increased compared to 2022-23. Whilst the pay at each of 25th percentile levels has increased since 2022-23, the impact of the ratios has been mitigated due to the highest paid director pay band increasing as a result of the incoming DPP.

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 and the stated percentile points.

Year	25th percentile pay		Median pay		75th percentile pay	
	Salary (£)	Bonus (£)	Salary (£)	Bonus (£)	Salary (£)	Bonus (£)
2023-24	28,747	1,500	39,392	1,500	60,052	1,500
2022-23 (Restated)	28,550	180	39,062	180	59,276	180

Figures for 2022-23 have been restated to allow for direct comparison with 2023-24 and exclude the pay of the highest paid director in line with requirements of the Financial Reporting Manual.

Remuneration ranged from £20k to £240-245k (2022-23: £20k to £225-£230k).

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. Before 1 April 2015, the only scheme was the Principal Civil Service Pension Scheme (PCSPS), which is divided into a few different sections – classic, premium and classic plus provide benefits on a final salary basis, whilst nuvos provides benefits on a career average basis. 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. All newly appointed civil servants, and the majority of those already in service, joined the new scheme.

The PCSPS and alpha are unfunded statutory schemes. Employees and employers make contributions (employee contributions range between 4.6% and 8.05%, depending on salary). The balance of the cost of benefits in payment is met by monies voted by Parliament each year. Pensions in payment are increased annually in line with the Pensions Increase legislation. Instead of the defined benefit arrangements, employees may opt for a defined contribution pension with an employer contribution, the partnership pension account.

In alpha, pension builds up at a rate of 2.32% of pensionable earnings each year, and the total amount accrued is adjusted annually in line with a rate set by HM Treasury. Members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

All members who switched to alpha from the PCSPS had 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.

Normal 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 in this report show pension earned in PCSPS or alpha – as appropriate. Where a member has benefits in both the PCSPS and alpha, the figures show the combined value of their benefits in the two schemes but note that the constituent parts of that pension may be payable from different ages.

When the Government introduced new public service pension schemes in 2015, there were transitional arrangements which treated existing scheme members differently based on their age. Older members of the PCSPS remained in that scheme, rather than moving to alpha. In 2018, the Court of Appeal found that the transitional arrangements in the public service pension schemes unlawfully discriminated against younger members.

As a result, steps are being taken to remedy those 2015 reforms, making the pension scheme provisions fair to all members. The public service pensions remedy is made up of two parts. The first part closed the PCSPS on 31 March 2022, with all active members becoming members of alpha from 1 April 2022. The second part removes the age discrimination for the remedy period, between 1 April 2015 and 31 March 2022, by moving the membership of eligible members during this period back into the PCSPS on 1 October 2023. This is known as "rollback".

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). 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).

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 2023-24. Figures shown in brackets are for the prior year, 2022-23.

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
< £10,000	– (–)	2 (1)	2 (1)
£10,000 – £25,000	– (–)	2 (1)	2 (1)
£25,000 – £50,000	– (–)	5 (2)	5 (2)
£50,000 – £100,000	– (–)	8 (10)	8 (10)
£100,000 – £150,000	– (–)	5 (2)	5 (2)
£150,000 – £200,000	– (–)	1 (–)	1 (–)
Total number of exit packages	– (–)	23 (16)	23 (16)
Total cost 2023-24 (£000)	–	1,583	1,583
Total cost 2022-23 (£000)	–	1,041	1,041

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 the departure is agreed. 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 2024

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
	SCS1	17	17.0
	SCS2	7	7
	SLM1	47	46.41
	SLM2	18	17.5
SCS Total		90	88.91

Staff composition table

ONS Grade	Female		Male		Grand total	
	HC	FTE	HC	FTE	HC	FTE
SCS	51	50.4	39	38.5	90	88.9
Other	5,239	4,816.3	2,451	2,383.6	7,690	7,199.9
Grand total	5,290	4,866.7	2,490	2,422.1	7,780	7,288.8

Average number of persons employed for 2023-24 (Audited)

	Average number of full-time equivalent staff during the year	
	2023-24	2022-23 (Restated)
Permanently employed staff	6,963	6,542
Others	313	419
Total	7,276	6,961

Figures for 2022-23 have been restated to allow for a direct comparison with 2023-24 and records apprentices with permanent contracts as permanently employed staff rather than as others. The total average number of full-time equivalent staff during the year is unchanged.

Staff costs for 2023-24 (Audited)

	2023-24	2023-24	2023-24	2022-23
	£000	£000	£000	£000
	Permanently employed staff	Others	Total	Total
Wages and salaries	360,511	12,505	373,016	321,433
Social security costs	40,212	–	40,212	36,637
Other pension costs	88,265	–	88,265	80,345
Subtotal	488,988	12,505	501,493	438,415
Less recoveries in respect of outward secondments	(782)	–	(782)	(463)
Total net costs	488,206	12,505	500,711	437,952

Further details of staff costs can be found in Note 3 to the Accounts on page 139.

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 2020. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservicepensionscheme.org.uk/about-us/resource-accounts/).

For 2023-24, employers’ contributions of £87,816.105 were payable to the PCSPS (2022-23: £79,922,208) 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 2023-24 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 £439,819 (2022-23: £400,422) 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% (2022-23: 8% to 14.75%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, employer contributions of £16,982, 0.5% (2022-23: £15,588, 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 £36,852 (2022-23: £34,136). Contributions prepaid at that date were £Nil (2022-23: £Nil).

4 individuals (2022-23: 9) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £72,514 (2022-23: £280,495).

Staff policies

In 2023-24, the CPS has successfully renewed 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 most grades, including our SCS cadre 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, equality and inclusion, including being accredited as a Disability Confident Leader and recognised as a Top 10 Employer by Working Families for the seventh year running.

Declaration

Declaration rates indicate the number of CPS employees who have chosen to provide their personal information for the characteristic indicated. The declaration rates for Q4 of 2023-24 for the characteristics listed below are as follows:

	All staff	G6/G7	SCS
Ethnicity	91%	91%	96%
Disability	75%	76%	89%
Sexual orientation	81%	78%	84%

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 11 years, currently standing at 68%. Women are also in the majority at more senior levels, but to a lesser degree – women make up 58% of Senior Civil Service (SCS) and equivalent grades in the 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 22 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.

23% of the CPS workforce is declared as being from an ethnic minority background. This compares favourably with both the wider Civil Service, in which 15.4% of civil servants had declared as ethnic minority, as of 2 August 2023, and with the population of England & Wales, of which 18.2% declared an ethnic minority background in the 2021 National Census Survey.

There is a regional variation in our ethnic minority 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.

In 2023-24, the CPS also undertook a review to understand the decrease in ethnic minority representation at senior grades, providing recommendations to remove barriers to progression in this group. An external consultancy also reviewed recruitment and promotion rates with a focus on this group and disabled colleagues.

Age

26.1% of the CPS workforce is over the age of 55. 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 constant; 6% of all staff, 5% of Grades D and E, and 9% 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 36 in the 2022 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. 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.

75% of our staff have declared whether they have a disability or long-term health condition. Workforce disability representation is 19%, with SCS disability representation at 29%. Both are higher than the Civil Service average.

Achievements this year

- A consistent level of declaration for ethnicity at 91%, and a slight rise for Sexual Orientation (80% to 81%).
- A consistent level of the representation of our ethnic minority group employees at 23%
- An increase in disability representation at (16% to 19%) including a 13PP rise at SCS level (13% to 29%).

According to the 2023 people survey, reports of bullying, harassment and discrimination remain consistent. *In 2023, one of the few questions that improved in our People Survey results vs. 2022 was for the question: 'H02B. When working from home, my colleagues are good at keeping in touch formally and informally' – this scored 91% positive and improved by 2 percentage points since the previous year"*

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.
- Following reviews undertaken in 2023-24 to explore barriers to progression to senior roles for ethnic minority staff, and the recruitment experience of this group and disabled staff, the CPS will be delivering the recommended activities to improve the experience of these groups.

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 2023-24 financial year, 74 employees (68 in 2022-23) acted as relevant union officials with pre-approved facility time. Of these, 9 (2 in 2022-23) spent 0% of their time on trade union facility time and 65 (66 in 2022-23) spent between 1-50% of their time on trade union facility time. The total cost of facility time was £347,237 (£283,036 in 2022-23), which is 0.07% (0.07% in 2022-23) of the total pay bill of £501,493,509 (£438,416,755 in 2022-23). The time spent on paid trade union activities as a percentage of total paid facility time hours was 0% (0% in 2022-23).

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 2023 People Survey ran from 19 September to 23 October. A total of 356,715 people across the Civil Service completed the survey giving an overall response rate of 65%.

The CPS response rate this year was 61% which showed a +9-percentage point (pp) decrease on the 2022 survey (70%) and was +4pp lower than the Civil Service.

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 2023, the CPS EEI decreased by 2pp to 67%, which remains of the highest EEI recorded by the CPS since the survey began in 2009 and a full +18pp above the lowest EEI recorded in 2011.

The wider Civil Service EEI reduced –1pp this year to 64%. For a fourth subsequent year, the CPS has exceeded the Civil Service EEI and has a +3pp gap.

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

	2019	2020	2021	2022	2023
CPS response rate	68%	70%	69%	70%	61%
CPS EEI	65%	70%	69%	69%	67%

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.

	2019-20	2020-21	2021-22	2022-23	2023-24
Staff turnover (percentage)	6.0%	5.1%	7.6%	8.1%	9.1%

Expenditure on temporary staff

	2023-24 £000	2022-23 £000
Expenditure on temporary staff	12,169	11,966

Expenditure on consultancy

	2023-24 £000	2022-23 £000
Expenditure on consultancy	(566)	1,850

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 2024, earning £245 per day or greater

	CPS
No. of existing engagements as of 31 March 2024	14
<i>Of which...</i>	
No. that existed < 1 year	10
No. that have existed between 1 and 2 years	2
No. that have existed between 2 and 3 years	2
No. that have existed between 3 and 4 years	0
No. that have existed for 4 or more years	0

Table 2: Highly paid off-payroll workers engaged at any point during the year ended 31 March 2024, earning £245 per day or greater

	CPS
No. of temporary off-payroll workers engaged during the year ended 31 March 2024.	67
<i>Of which...</i>	
Not subject to off-payroll legislation ¹³	0
Subject to off-payroll legislation and determined as in-scope of IR35	58
Subject to off-payroll legislation and determined as out-of-scope of IR35	9
No. of engagements reassessed for compliance or assurance purposes during the year	26
No. of engagements that saw a change to IR35 status following review	1

Table 3: For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2023 and 31 March 2024

	CPS
No. of off-payroll engagements of board members and/or senior officials with significant financial responsibility during the financial year	1
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	19

Sickness absence

There has been a very slight decrease in Average Working Days Lost (AWDL) from 8.0 to 7.99 (as at quarter 4 2023-24), against a Civil Service average of 8.1 days.

¹³ 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.

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 their 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 pages 41 to 42, 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 2023-24, all figures presented in £000s

Type of spend	SoPS Note	Outturn			Estimate			Voted outturn vs Estimate, saving/ (excess)		Prior Year Outturn Total, 2022-23
		Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted	Total	
Departmental Expenditure Limit										
Resource	1.1	799,966	-	799,966	819,310	-	819,310	19,344	19,344	699,965
Capital	1.2	30,859	-	30,859	40,100	-	40,100	9,241	9,241	22,518
Total		830,825	-	830,825	859,410	-	859,410	28,585	28,585	722,483
Annually Managed Expenditure										
Resource	1.1	14,517	-	14,517	23,950	-	23,950	9,433	9,433	1,308
Capital	1.2	6,174	-	6,174	10,859	-	10,859	4,685	4,685	1,607
Total		20,691	-	20,691	34,809	-	34,809	14,118	14,118	2,915
Total Budget										
Resource		814,483	-	814,483	843,260	-	843,260	28,777	28,777	701,273
Capital		37,033	-	37,033	50,959	-	50,959	13,926	13,926	24,125
Total Budget Expenditure		851,516	-	851,516	894,219	-	894,219	42,703	42,703	725,398
Non-Budget Expenditure										
		-	-	-	-	-	-	-	-	-
Total Budget and non budget		851,516	-	851,516	894,219	-	894,219	42,703	42,703	725,398

Net cash requirement 2023-24

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/(excess)	Prior Year Outturn Total, 2022-23
Net Cash requirement	3	807,680	841,017	33,337	703,348

Administration costs 2023-24

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/(excess)	Prior Year Outturn Total, 2021-22
Administration costs	1.1	47,712	48,034	322	41,263

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.

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

Notes to statement of Parliamentary Supply

SoPS 1. Outturn detail, by Estimate line

SoPS 1.1 Analysis of net resource outturn by Estimate line

Type of spend (Resource)	Resource Outturn						Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2022-23
	Administration		Programme		Total	Total	Virements	Total inc virements			
	Gross	Income	Net	Gross					Income		
Spending in Departmental Expenditure Limits (DEL)											
Voted expenditure											
A. Administration Costs in Headquarters and on Central Services	48,361	(649)	47,712	-	-	47,712	48,034	-	48,034	322	41,263
B. Crown Prosecutions and Legal Services	-	-	-	800,158	(47,904)	752,254	771,276	-	771,276	19,022	658,702
Total Voted DEL	48,361	(649)	47,712	800,158	(47,904)	799,966	819,310	-	819,310	19,344	699,965
Total spending in DEL	48,361	(649)	47,712	800,158	(47,904)	799,966	819,310	-	819,310	19,344	699,965
Spending in Annually Managed Expenditure (AME)											
Voted expenditure											
C. CPS Voted AME Charge	-	-	-	14,517	-	14,517	23,950	-	23,950	9,433	1,308
Total Voted AME	-	-	-	14,517	-	14,517	23,950	-	23,950	9,433	1,308
Total spending in AME	-	-	-	14,517	-	14,517	23,950	-	23,950	9,433	1,308
Total resource	48,361	(649)	47,712	814,675	(47,904)	814,483	843,260	-	843,260	28,777	701,273

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, 2022-23
	Gross	Income	Net	Total	Virements		
Spending in Departmental Expenditure Limits (DEL)							
Voted expenditure							
B. Crown Prosecutions and Legal Services	30,862	(3)	30,859	40,100	–	40,100	22,518
Total spending in DEL	30,862	(3)	30,859	40,100	–	40,100	22,518
Spending in Annually Managed Expenditure (AME)							
Voted expenditure							
B. Crown Prosecutions and Legal Services	6,174	–	6,174	10,859	–	10,859	1,607
Total spending in AME	6,174	–	6,174	10,859	–	10,859	1,607
Total capital	37,036	(3)	37,033	50,959	–	50,959	24,125

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 2022-23
Total Resource outturn	SoPS 1.1	814,483	701,273
Add: Research and development costs (ESA10)		7	–
Net Operating Expenditure in Consolidated Statement of Comprehensive Net Expenditure	SoCNE	814,490	701,273

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

SoPS 3 Reconciliation of net resource outturn to net cash requirement

Item	Reference	Outturn total	Estimate	Outturn vs Estimate, saving/ (excess)
Total Resource outturn	SoPS 1.1	814,483	843,260	28,777
Total Capital outturn	SoPS 1.2	37,033	50,959	13,926
<i>Adjustments to remove non-cash items:</i>				
Depreciation and amortisation		(27,003)	(22,593)	4,410
Leased asset additions and adjustments		(16,755)		16,755
New provisions and adjustments to previous provisions		655	(34,809)	(35,464)
Other non-cash items		(5,689)	(10,300)	(4,611)
<i>Adjustments to reflect movements in working balances:</i>				
Increase/(decrease) in receivables		3,190	-	(3,190)
(Increase)/decrease in payables		1,203	14,500	13,297
Use of provisions		563	-	(563)
Transfer of provisions to accruals		-	-	-
Total		(43,836)	(53,202)	(9,366)
Net cash requirement		807,680	841,017	33,337

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	2023-24 £000	Number of cases	2022-23 £000
Losses statement				
Total losses	3,773	11,084	4,458	677
Special payments				
Total special payments	81	940	77	975
Total losses and special payments	3,854	12,024	4,535	1,652

Losses

Included in the total for 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 2023 and 31 March 2024 the magistrates' courts wrote off 3,770 (2022-23: 4,400) cases with a value of £720,000 (2022-23: £656,000) under their delegated powers.

A further £3,000 worth of cases were written off in 2023-24. It is not possible to quantify the number of cases which these write-offs relate to.

There was one loss over £300,000 (2022-23: none). This was in respect of the impairment of the interface between the CPS' Case Management System and HMCTS' Common Platform system as a result of the decision, implementing a recommendation by HMCTS, to revise the scope of the interface. The value of the loss was £10.361m.

Special payments

There was one individual case for £317k in 2023-24 in relation to a legal settlement, this was approved by HM Treasury.

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.

Stephen Parkinson

Director of Public Prosecutions
12 July 2024

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

Opinion on financial statements

I certify that I have audited the financial statements of the Crown Prosecution Service for the year ended 31 March 2024 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 2024;
- 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 2024 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 2024 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 Bodies in the United Kingdom (2022)*. 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 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 is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Performance report, but does not include the financial statements and my auditor's certificate and report thereon. 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.

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 issued 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 issued 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:

- 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
- I have not received all of the information and explanations I require for my audit; 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;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Crown Prosecution Service from whom the auditor determines it necessary to obtain audit evidence;

- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; 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, I:

- considered the nature of the sector, control environment and operational performance including the design of the Crown Prosecution Service’s accounting policies;
- inquired of management, 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 on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of 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;
- inquired of management, the Crown Prosecution Service’s head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team 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 required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Crown Prosecution Service’s framework of authority and other legal and regulatory frameworks in which the Crown Prosecution Service operates. I focused 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 2023, employment law and pensions legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed 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;
- I enquired of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports;
- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business; and

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members 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 required to obtain sufficient appropriate audit evidence 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 I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General

Date 17 July 2024

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Financial statements

Statement of Comprehensive Net Expenditure

for the year ended 31 March 2024

	Note	2023-24 £000	2022-23 £000
Revenue from contracts with customers	4	(1,330)	(980)
Other operating income	4	(47,224)	(41,635)
Total operating income		(48,554)	(42,615)
Staff costs	3	501,493	438,416
Prosecution costs	3	232,856	180,457
Purchase of goods and services	3	84,977	101,588
Depreciation and impairment charges	3	27,003	11,869
Provision expense	3	(655)	532
Other operating expenditure	3	17,198	10,876
Total operating expenditure		862,872	743,738
Net operating expenditure		814,318	701,123
Finance income	4	–	–
Finance expense	3	172	150
Net expenditure for the year		814,490	701,273
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	(127)	(345)
– Net loss/(gain) on revaluation of intangible assets	7	(703)	–
Comprehensive net expenditure for the year		813,660	700,928

The notes on pages 130 to 155 form part of these accounts.

Statement of Financial Position

as at 31 March 2024

	Note	£000	2023-24 £000	£000	2022-23 £000
Non-current assets:					
Property, plant and equipment	5	3,601		3,769	
Right of use assets	6	60,985		55,736	
Intangible assets	7	22,812		17,040	
Trade and other receivables	9	76		25	
Total non-current assets			87,474		76,570
Current assets:					
Assets held for sale	5.2	–		–	
Trade and other receivables	9	42,131		44,369	
Cash and cash equivalents	10	6,111		445	
Total current assets			48,242		44,814
Total assets			135,716		121,384
Current liabilities					
Trade and other payables	11	(107,443)		(88,465)	
Provisions	12	(2,981)		(1,507)	
Total current liabilities			(110,424)		(89,972)
Total assets less current liabilities			25,292		31,412
Non-current liabilities					
Provisions	12	(9,679)		(6,198)	
Trade and other payables	11	(36,050)		(39,813)	
Total non-current liabilities			(45,729)		(46,011)
Total assets less total liabilities			(20,437)		(14,599)
Taxpayers' equity and other reserves:					
General fund			(21,703)		(15,220)
Revaluation reserve			1,266		621
Total equity			(20,437)		(14,599)

The notes on pages 130 to 155 form part of these accounts.

Stephen Parkinson
Director of Public Prosecutions
12 July 2024

Statement of Cash Flows

for the year ended 31 March 2024

	Note	2023-24 £000	2022-23 £000
Cash flows from operating activities			
Net operating expenditure		(814,318)	(701,123)
Adjustments for non-cash transactions	3	31,868	13,471
(Increase)/decrease in trade and other receivables	9	(3,190)	2,990
Increase/(decrease) in trade and other payables	11	8,009	10,460
Use of provisions	12	(563)	(229)
Transfer of provisions to accruals	12	–	–
Net cash outflow from operating activities		(778,194)	(674,431)
Cash flows from investing activities			
Purchase of non-financial assets	5.1	(18,219)	(17,778)
Proceeds of disposal of non-financial assets	5.1	–	–
Net cash outflow from investing activities		(18,219)	(17,778)
Cash flows from financing activities			
From the Consolidated Fund (Supply) – current year		813,346	701,577
Capital payments against leases		(11,267)	(11,137)
Finance expense	3	–	(2)
Net financing		802,079	690,438
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for payments to the Consolidated Fund		5,666	(1,771)
Payments of amounts due to the Consolidated Fund		–	–
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for payments to the Consolidated Fund		5,666	(1,771)
Cash and cash equivalents at the beginning of the period	10	445	2,216
Cash and cash equivalents at the end of the period	10	6,111	445

The notes on pages 130 to 155 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2024

	Note	General Fund £000	Revaluation Reserve £000	Taxpayers' Equity £000
Balance at 1 April 2022		(17,473)	334	(17,139)
Net Parliamentary Funding – drawn down		701,577	–	701,577
Net Parliamentary Funding – deemed		2,216	–	2,216
Supply adjustment		(445)	–	(445)
Comprehensive net expenditure for the year	SoCNE	(701,273)	345	(700,928)
Non-cash charges – auditor's remuneration	3	120	–	120
Transfers between reserves		58	(58)	–
Balance at 31 March 2023		(15,220)	621	(14,599)
Net Parliamentary Funding – drawn down		813,346	–	813,346
Net Parliamentary Funding – deemed		445	–	445
Supply adjustment		(6,111)	–	(6,111)
CFERs payable to the Consolidated Fund		–	–	–
Comprehensive net expenditure for the year	SoCNE	(814,490)	830	(813,660)
Non-cash charges – auditor's remuneration	3	142	–	142
Transfers between reserves		185	(185)	–
Balance at 31 March 2024		(21,703)	1,266	(20,437)

The notes on pages 130 to 155 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 2024. 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.

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 of 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 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

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 determines the term of a lease as the non-cancellable period of a lease combined with periods covered by an option to either:

1. extend the lease where the CPS is reasonably certain to exercise that option
2. terminate the lease where the CPS is reasonably certain not to exercise that option

In assessing whether an option is reasonably certain to be exercised or not exercise, judgement is applied in consultation with future property strategy.

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 2024 calendar year, this rate is 4.72% (2023: 3.51%).

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. His 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 with further adjustments to collection rates for estimated costs collected by the Department for Work and Pensions (DWP) on behalf of the CPS as well as the recent change in Victim Surcharge rates.

As a result of a court case and subsequent legislation enacted, the collection of costs awarded to the CPS by DWP are expected to be collected at a slower rate than that previously experienced. Therefore, in calculating the allowance, the CPS has estimated the impact of the change in collection rates with a lower rate of collection in the periods immediately following the costs being awarded but a marginally higher rate of collection after this.

There is a legal hierarchy for recovery, in which cash collected from offenders is used to pay compensation and the Victim Surcharge before the CPS receives the costs it has been awarded. During the 2022-23 financial year, there was an increase to rates for the Victim Surcharge and consequentially more cash is required to be collected from offenders to pay off the Victim Surcharge before CPS will receive the cash for costs awarded. As a result an adjustment was made to historic collection rates to account for the impact of this change.

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

Expenditure is recognised on an accruals basis. Accrued expenditure is recognised when there is an unconditional obligation to pay. 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 2024, the discount rates for general provisions were 4.26% (2022-23: 3.27%) for cash flows between 0 and 5 years, 4.03% (2022-23: 3.20%) for cash flows between 5 and 10 years, 4.72% (2022-23: 3.51%) for cash flows between 10 and 40 years, and 4.40% (2022-23: 3.00%) 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. An assessment of the volume of caseloads in the current year compared to the prior year is used to inform what the GFS accrual is required to be at an organisational level. This is then compared to the total accrual position from Areas and Central Casework Divisions, resulting in an adjustment to provide the appropriate overall Departmental accrual.

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.

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. Previously, this impairment was based on historical information on rates of collection and relies on the assumption that similar rates will apply in future but adjustments have been made in 2023-24 to account for recent pertinent changes. See Note 1.8 for further details.

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 2.05% (2022-23: 1.9%).

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). GPA is responsible for estimating the dilapidations liabilities it incurs under the head leases and recognises corresponding assets reflecting that it passes these liabilities on to the CPS. GPA has appointed a professional surveyor to provide these estimates, which are prepared separately for each property based on information taken from previous settlements and claims for similar buildings, tenders received for projects involving similar types of building work, and cost information from industry standard sources such as the Building Cost Information Service (BCIS) and other well-known price books. The CPS then assesses the appropriateness of the judgments made in arriving at the estimates.

Where CPS has entered into a new lease agreement and GPA has not provided an estimate of the dilapidation the CPS uses a rate per square meter, provided by the GPA, to calculate the dilapidation estimate based on the area CPS occupies at that property.

2. Statement of Operating Costs by Operating Segment

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

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

Operating Segments	2023-24 £000	2022-23 £000
Cymru-Wales	29,941	25,978
East of England	32,578	28,209
East Midlands	40,791	34,714
Mersey-Cheshire	25,887	23,489
North East	26,175	23,113
North West	45,237	38,788
South East	33,391	29,003
South West	26,399	22,169
Thames & Chiltern	33,174	27,718
Wessex	24,988	21,679
West Midlands	54,503	44,984
Yorkshire & Humberside	49,833	43,783
London North	70,587	60,625
London South	55,239	47,995
National units	106,929	92,375
HQ	76,691	65,603
Centrally managed ICT costs	46,637	60,593
Centrally managed Estates costs	20,816	23,335
Other centrally managed costs	63,248	29,735
Total expenditure	863,044	743,888
Income	(48,554)	(42,615)
Net expenditure	814,490	701,273

3. Expenditure

	Note	2023-24 £000	2023-24 £000	2022-23 £000	2022-23 £000
Staff costs¹					
Wages and salaries		373,016		321,434	
Social security costs		40,212		36,637	
Other pension costs		88,265		80,345	
			501,493		438,416
Prosecution costs					
Advocate fees		213,443		163,213	
Expert witness fees		6,298		5,352	
Non-expert witness expenses		3,015		2,474	
Interpreters, translators and intermediaries		2,659		2,298	
Other prosecution costs		7,441		7,120	
			232,856		180,457
Purchase of goods and services					
Other lease expenditure	6.1	4,440		3,947	
Accommodation and associated costs		19,261		21,958	
Information technology		40,647		54,034	
Professional charges and consultancy		4,361		4,163	
Postage and carriage		2,443		2,278	
Printing and stationery		(73)		850	
Communications		2,194		1,286	
Training		2,935		3,687	
Other goods and services		8,627		9,265	
<i>Non-cash costs</i>					
Auditor's remuneration ²		142		120	
			84,977		101,588
Depreciation and impairment charges (non-cash)					
Depreciation PPE	5	648		540	
Depreciation Right of Use assets	6	16,774		11,318	
Amortisation	7	(1,055)		–	
Impairments and reversals	5.2	10,636		11	
			27,003		11,869

	Note	2023-24 £000	2023-24 £000	2022-23 £000	2022-23 £000
Provision expense (non-cash)					
Provided in year	12	422		1,137	
Unrequired provisions written back	12	(1,077)		(605)	
			(655)		532
Other operating expenditure					
Travel and subsistence		5,838		4,654	
Costs awarded to the CPS written off/(written back)		723		638	
Other expenditure		5,259		4,635	
<i>Non-cash costs</i>					
Loss on disposal of property, plant and equipment and intangible assets	5, 7	3		–	
Change in bad debt provision (cost awards)		5,375		949	
			17,198		10,876
Total operating expenditure			862,872		743,738
Finance expense					
Interest charges		–		2	
<i>Non-cash costs</i>					
Borrowing costs on provisions	12	–		56	
Borrowing costs on leases and PFIs	6.1	172		92	
			172		150
Total expenditure			863,044		743,888
<i>Total non-cash operating expenditure</i>			<i>31,868</i>		<i>13,471</i>

- 1 Further analysis of staff costs is located in the Staff Report on page 105.
- 2 There has been no auditor's remuneration for non-audit work. The audit fee comprises of £130k for the audit of the Department's 2023-24 Annual Report and Accounts and £12,000 for the audit of the Trust Statement. The audit fee for 2022-23 comprised £120k for the audit of the 2022-23 accounts.

4. Income

	2023-24 £000	2023-24 £000	2022-23 £000	2022-23 £000
Revenue from contracts with customers				
Secondment income	782		463	
Other revenue from contracts with customers	548		517	
		1,330		980
Other operating income				
Costs awarded to the CPS	26,515		27,854	
Asset Recovery Incentivisation Scheme	15,276		9,954	
Government grant income	4,778		3,863	
Other income	655		(36)	
		47,224		41,635
		48,554		42,615

5. Property, plant and equipment

2023-24	Land £000	Buildings £000	Leasehold Improvements £000	Furniture and Fittings £000	Information Technology £000	Assets Under Construction £000	Total £000
Cost or valuation							
At 1 April 2023	-	-	3,697	3,213	1,527	-	8,437
Additions	-	-	-	356	-	-	356
Disposals	-	-	-	(36)	-	-	(36)
Reclassifications	-	-	-	-	-	-	-
Impairments	-	-	-	-	-	-	-
Revaluation	-	-	128	97	-	-	225
At 31 March 2024	-	-	3,825	3,630	1,527	-	8,982
Depreciation							
At 1 April 2023	-	-	1,715	1,452	1,501	-	4,668
Charged in year	-	-	368	258	22	-	648
Disposals	-	-	-	(33)	-	-	(33)
Reclassifications	-	-	-	-	-	-	-
Impairments	-	-	-	-	-	-	-
Revaluation	-	-	70	28	-	-	98
At 31 March 2024	-	-	2,153	1,705	1,523	-	5,381
Carrying amount at 31 March 2023	-	-	1,982	1,761	26	-	3,769
Carrying amount at 31 March 2024	-	-	1,672	1,925	4	-	3,601
Asset financing:							
Owned	-	-	1,672	1,925	4	-	3,601
Carrying amount at 31 March 2024	-	-	1,672	1,925	4	-	3,601

2022-23	Land £000	Buildings £000	Leasehold Improvements £000	Furniture and Fittings £000	Information Technology £000	Assets Under Construction £000	Total £000
Cost or valuation							
At 1 April 2022	–	–	3,824	3,369	11,283	–	18,476
Additions	–	–	–	1,050	–	–	1,050
Disposals	–	–	(463)	(1,389)	(9,720)	–	(11,572)
Reclassifications	–	–	–	–	–	–	–
Impairments	–	–	–	(23)	(37)	–	(60)
Revaluation	–	–	336	206	1	–	543
At 31 March 2023	–	–	3,697	3,213	1,527	–	8,437
Depreciation							
At 1 April 2022	–	–	1,677	2,673	11,201	–	15,551
Charged in year	–	–	349	143	48	–	540
Disposals	–	–	(463)	(1,389)	(9,720)	–	(11,572)
Reclassifications	–	–	–	–	–	–	–
Impairments	–	–	–	(20)	(29)	–	(49)
Revaluation	–	–	152	45	1	–	198
At 31 March 2023	–	–	1,715	1,452	1,501	–	4,668
Carrying amount at 31 March 2022	–	–	2,147	696	82	–	2,925
Carrying amount at 31 March 2023	–	–	1,982	1,761	26	–	3,769
Asset financing:							
Owned	–	–	1,982	1,761	26	–	3,769
Carrying amount at 31 March 2023	–	–	1,982	1,761	26	–	3,769

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

	Note	2023-24 £000	2022-23 £000
Additions of property, plant and equipment	5	356	1,050
Additions of intangible assets	7	14,649	14,434
Additions of Right of Use assets (cash elements only)	6	5,269	2,010
Movement in capital payables		129	(129)
Movement in capital accruals		(2,184)	413
Purchase of non-financial assets		18,219	17,778
Disposals of property, plant and equipment	5	3	–
Less: Loss on disposal	3	(3)	–
Proceeds of disposal of non-financial assets		–	–
Net cash outflow from investing activities		18,219	17,778

5.2. Impairments

	Note	2023-24 £000	2022-23 £000
Impairments of property, plant and equipment	5	–	11
Impairments of intangible assets	7	10,636	–
Total impairments		10,636	11

6. Right of use assets

2023-24	Land £000	Buildings £000	Plant and Machinery £000	Information Technology £000	Vehicles £000	Total £000
Cost or valuation						
At 1 April 2023	–	76,829	–	1,367	–	78,196
Additions	–	22,087	–	(64)	–	22,023
Disposals	–	(3,294)	–	–	–	(3,294)
At 31 March 2024	–	95,622	–	1,303	–	96,925
Depreciation						
At 1 April 2023	–	22,422	–	38	–	22,460
Charged in year	–	16,341	–	433	–	16,774
Disposals	–	(3,294)	–	–	–	(3,294)
At 31 March 2024	–	35,469	–	471	–	35,940
Carrying amount at 31 March 2023	–	54,407	–	1,329	–	55,736
Carrying amount at 31 March 2024	–	60,153	–	832	–	60,985
Asset financing:						
Leased	–	60,153	–	833	–	60,986
Carrying amount at 31 March 2024	–	60,153	–	833	–	60,986

2022-23	Land £000	Buildings £000	Plant and Machinery £000	Information Technology £000	Vehicles £000	Total £000
Cost or valuation						
At 1 April 2022	–	71,830	–	–	–	71,830
Additions	–	7,274	–	1,367	–	8,641
Disposals	–	(2,275)	–	–	–	(2,275)
At 31 March 2023	–	76,829	–	1,367	–	78,196
Depreciation						
At 1 April 2022	–	13,417	–	–	–	13,417
Charged in year	–	11,280	–	38	–	11,318
Disposals	–	(2,275)	–	–	–	(2,275)
At 31 March 2023	–	22,422	–	38	–	22,460
Carrying amount at 31 March 2022	–	58,413	–	–	–	58,413
Carrying amount at 31 March 2023	–	54,407	–	1,329	–	55,736

6.1 Amounts recognised in statement of comprehensive net expenditure in respect of leases

	£000
Interest on lease liabilities	172
Variable lease payments not included in the measurement of lease liabilities	2,628
Expenses relating to short term leases	1,718
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	94
Total	4,612
Total cash payments in respect of leases	15,707

7. Intangible assets

2023-24	Software £000	Assets Under Construction £000	Total £000
Cost or valuation			
At 1 April 2023	3,575	17,040	20,615
Additions	–	14,649	14,649
Disposals	–	–	–
Reclassification	4,494	(4,494)	–
Impairments	–	(10,636)	(10,636)
Revaluation	765	–	765
At 31 March 2024	8,834	16,559	25,393
Amortisation			
At 1 April 2023	3,575	–	3,575
Charged in year	(1,055)	–	(1,055)
Disposals	–	–	–
Reclassification	–	–	–
Impairments	–	–	–
Revaluation	62	–	62
At 31 March 2024	2,582	–	2,582
Carrying amount at 31 March 2023	–	17,040	17,040
Carrying amount at 31 March 2024	6,252	16,559	22,811
Asset financing:			
Owned	6,252	16,559	22,811
Carrying amount at 31 March 2024	6,252	16,559	22,811

2022-23	Software £000	Assets Under Construction £000	Total £000
Cost or valuation			
At 1 April 2022	3,575	2,606	6,181
Additions	–	14,434	14,434
Disposals	–	–	–
Reclassification	–	–	–
Impairments	–	–	–
Revaluation	–	–	–
At 31 March 2023	3,575	17,040	20,615
Amortisation			
At 1 April 2022	3,575	–	3,575
Charged in year	–	–	–
Disposals	–	–	–
Reclassification	–	–	–
Impairments	–	–	–
Revaluation	–	–	–
At 31 March 2023	3,575	–	3,575
Carrying amount at 31 March 2022	–	2,606	2,606
Carrying amount at 31 March 2023	–	17,040	17,040
Asset financing:			
Owned	–	17,040	17,040
Carrying amount at 31 March 2023	–	17,040	17,040

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

	Note	2023-24 £000	2022-23 £000
Financial assets measured at amortised cost			
Trade receivables	9	931	98
Contract assets	9	–	96
Other financial assets	9	68	94
Cash and cash equivalents	10	6,111	445
		7,110	733
Financial liabilities measured at amortised cost			
Trade payables and accruals	11	65,121	55,964
Other financial liabilities	11	49,949	50,464
		115,070	106,428

8.1 Fair value and carrying amount of cost award receivable

The CPS recognises a receivable for awards of costs made in court against convicted defendants. Due to the nature of this recoverable, 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 2.05% (2022-23: 1.9%). This impaired carrying amount represents fair value. In 2023-24 the value of the net receivable was £25.105 million.

The impairment is calculated on the assumption that future recovery rates will reflect historic experience, with an estimate as to the impact of the change in collection rates of those costs collected by DWP as well as the impact of changes in the Victim Surcharge rates. (see Note 1.8 for further details). As a result, there is inherent uncertainty in the estimation of the provision.

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%	2,346
- 10%	(2,346)
+ 5%	1,173
- 5%	(1,173)

9. Trade and other receivables

	2023-24 £000	2022-23 £000
Amounts falling due within one year:		
Trade receivables	931	98
Trade receivables	931	98
Contract assets	–	96
Deposits and advances	68	94
Other financial assets	68	94
Cost awards receivable	68,799	65,502
Accrued cost awards	6,432	7,401
Allowance for impairment of cost awards receivables	(50,126)	(44,749)
Cost awards net receivable	25,105	28,154
VAT	1,870	2,373
Prepayments	4,197	7,628
Other accrued income	9,585	5,582
Other receivables	375	344
Other receivables	16,027	15,927
Total current receivables	42,131	44,369
Amounts falling due after more than one year:		
Prepayments	76	25
Other receivables	76	25
Total non-current receivables	76	25
	42,207	44,394

9.1. Reconciliation of movement in cost awards net receivable

	Note	2023-24 £000	2022-23 £000
Cost awards net receivable at 1 April	9	28,154	26,250
Costs awarded in year	4	26,515	27,854
Cash received		(23,466)	(24,365)
Bad debts (written off)/written back	3	(723)	(638)
Movement in allowance for impairment of cost awards receivable	9	(5,375)	(949)
Cost awards net receivable at 31 March	9	25,105	28,152

The allowance for impairment is based on a forecast of future cash flows, using historic receipts data, discounted at the HM Treasury rate of 2.05% for financial instruments.

10. Cash and cash equivalents

	2023-24 £000	2022-23 £000
Balance at 1 April	445	2,216
Net change in cash and cash equivalent balances	5,666	(1,771)
Balance at 31 March	6,111	445

The following balances at 31 March were held at:		
Government Banking Service	6,111	445
Balance at 31 March	6,111	445

10.1. Reconciliation of liabilities arising from financing activities

	2022-23 £000	Cash flows £000	Non-cash changes £000	2023-24 £000
Supply	445	5,666	–	6,111
Lease liabilities	50,464	(11,267)	10,752	49,949
Total liabilities from financing activities	50,909	(5,601)	10,752	56,060

11. Trade and other payables

	2023-24 £000	2022-23 £000
Amounts falling due within one year:		
Trade payables	7,653	9,847
Accruals	57,468	46,117
Trade payables and accruals	65,121	55,964
Lease Liabilities	13,899	10,651
Other financial liabilities	13,899	10,651
Other taxation and social security	8,943	8,624
Other payables	13,369	12,781
Amounts issued from the Consolidated Fund for supply but not spent at year end	6,111	445
Other payables	28,423	21,850
Total current payables	107,443	88,465
Amounts falling due after more than one year:		
Lease Liabilities	36,050	39,813
Other financial liabilities	36,050	39,813
Total non-current payables	36,050	39,813
	143,493	128,278

12. Provisions for liabilities and charges

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
2023-24				
Balance at 1 April 2023	–	7,322	382	7,704
Provided in the year	–	6,174	422	6,596
Provisions not required written back	–	(1,005)	(72)	(1,077)
Provisions utilised in the year	–	(310)	(253)	(563)
Borrowing costs (unwinding of discount)	–	–	–	–
Change in discount rate	–	–	–	–
Balance at 31 March 2024	–	12,181	479	12,660

Analysis of expected timing of discounted flows 2023-24

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Not later than one year	–	2,502	479	2,981
Later than one year and not later than five years	–	7,319	–	7,319
Later than five years	–	2,360	–	2,360
Balance at 31 March 2024	–	12,181	479	12,660

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
2022-23				
Balance at 1 April 2022	–	5,089	649	5,738
Provided in the year	–	2,678	507	3,185
Provisions not required written back	–	(813)	(544)	(1,357)
Provisions utilised in the year	–	–	(229)	(229)
Borrowing costs (unwinding of discount)	–	473	–	473
Change in discount rate	–	(105)	–	(105)
Balance at 31 March 2023	–	7,322	383	7,705

Analysis of expected timing of discounted flows 2022-23

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Not later than one year	–	1,204	303	1,507
Later than one year and not later than five years	–	6,118	80	6,198
Later than five years	–	–	–	–
Balance at 31 March 2023	–	7,322	383	7,705

Dilapidations

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

Other provisions

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

Legal claims which may succeed but are less likely to do so or cannot be estimated are disclosed as contingent liabilities in Note 13.

13. Contingent assets and liabilities

As at 31 March 2024, the CPS was involved in five employment tribunal cases in addition to those for which a provision has been made (note 12). These may result in settlements totalling £173,000.

As at 31 March 2024, the CPS was also involved in 2 civil cases which may result in settlements totalling £65,000.

As at 31 March 2024, the CPS was also involved in additional legal cases where it is not possible to estimate the value of the 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 are committed are as follows:

	2023-24 £000	2022-23 (Restated) £000
Not later than one year	11,286	11,211
Later than one year and not later than five years	17,737	20,394
Later than five years	2,579	515
	31,602	32,120

Figures for 2022-23 have been restated to allow for direct comparison with 2023-24 and exclude commitments under a lease recognised under IFRS 16.

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. These include the Home Office for Asset Recovery Incentivisation Scheme income (see Note 4), Government Property Agency for accommodation related costs, HMRC for taxation including VAT paid and recoverable under Contracted Out Services and Government Legal Department in respect advice on litigation cases.

The CPS also has material transactions with the Foreign, Commonwealth and Development Office in respect of its work in developing cooperation with international partners.

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.

Trust Statement

Accounting Officer's Foreword

Scope

This Trust Statement reports on receipts from a Deferred Prosecution Agreement concluded by the CPS during the financial year. These sums are paid into HM Treasury's Consolidated Fund.

Deferred Prosecution Agreements are a means of disposing of cases involving corporate defendants and arise from the operational activity of the CPS, the costs of which are accounted for in the separate financial statements contained in this Annual Report.

Statutory Background

Deferred Prosecution Agreements were introduced on 24 February 2014, under the provisions of Schedule 17 of the Crime and Courts Act 2013. A Deferred Prosecution Agreement (DPA) is an agreement reached between a prosecutor and an organisation which could be prosecuted and approved by the court. They are available to the CPS and there is a Code of Practice for Prosecutors which was published jointly by the CPS and the Serious Fraud Office on 14 February 2014 after a public consultation.

A DPA allows a prosecution to be suspended for a defined period provided the organisation meets certain specified conditions. DPAs can be used for fraud, bribery, and other economic crime. They apply to organisations only, never individuals.

The key features of DPAs are:

- They enable a corporate body to make full reparation wrong doing without the collateral damage of a conviction (for example sanctions or reputational damage that could put the company out of business and destroy the jobs and investments of innocent people);
- The terms of a DPA are approved by the court, which must be satisfied that the DPA is 'in the interests of justice' and that the terms are 'fair, reasonable and proportionate';
- They avoid lengthy and costly trials;
- They are transparent, public events.

Under a DPA, a prosecutor prefers an Indictment which is suspended on approval of the DPA by the court. Corporate cooperation is a key feature of the DPA process.

The terms of a DPA are intended to result in the disgorgement of profits from wrongdoing and to ensure future compliance with the highest standards of corporate governance. If there is a breach of the terms of the DPA the prosecution may be reinstated.

For the period of the DPA there is ongoing monitoring to ensure that the corporate complies with its obligations under the DPA. If the corporate is compliant, at the end of the term of the DPA the CPS will give notice to the court that the proceedings under the indictment have been discontinued.

Financial Background

The receipts from DPAs relating to financial penalties and compensation are not retained by the CPS and are payable to HM Treasury's Consolidated Fund. Where the terms of the DPA include payment of the CPS' costs, these costs are also payable to the Consolidated Fund and included in this Trust Statement.

No material expenditure was incurred in the process of collecting and processing these receipts.

Business Review

2023-24 marked the first year in which the CPS was successful in securing a DPA. The CPS entered into a deferred prosecution agreement on 5 December 2023 with Entain plc (formerly known as GVC Holdings), a global online sports betting and gaming business (owner of Ladbrokes and Coral bookmakers) headquartered in London, to settle the HM Revenue & Customs investigation into the Company (and its group).

The conduct which is the subject of this DPA relates to the alleged failure by GVC to prevent bribery contrary to Section 7 of the Bribery Act 2010 between July 2011 and December 2017. The alleged bribery offences occurred primarily in Turkey. GVC disposed of its Turkish business in December 2017.

Entain plc has agreed to pay a financial penalty plus disgorgement of profits totalling £585 million, to make a charitable donation of £20 million and to pay a contribution of £10 million to the CPS and HMRC costs. The charitable donation will not be paid to or distributed via the CPS.

Results and Appropriations

The net revenue for the Consolidated Fund for the year was £559.4m. Total transfers to the Consolidated Fund from the Trust amounted to £24.4m, which left a balance due to the Consolidated Fund of £535.0m as at 31 March 2024. Cash balances at the year-end were £16.2m.

Stephen Parkinson

Director of Public Prosecutions

12 July 2024

Statement of the Accounting Officer's Responsibilities

Under Section 2 of the Exchequer and Audit Departments Act 1921, HM Treasury has directed the CPS to prepare for each financial year a Trust Statement in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Trust Statement 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 Trust Statement;
- prepare the Trust Statement on a going concern basis; and
- confirm that the Trust Statement as a whole is fair, balanced and understandable and take personal responsibility for the Trust Statement and the judgements required for determining that it is fair, balanced and understandable.

HM Treasury has appointed the Director of Public Prosecutions as Accounting Officer, and the Director of Public Prosecutions has appointed the Lead Director, Corporate Services 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 Crown Prosecution Service's assets, are set out in *Managing Public Money* published by the HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the CPS' auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Performance report and accountability report

The Department's Performance Report covering both the Department and the Trust Statement is shown on pages 6 to 66.

The Department's Accountability Report covering both the Department and the Trust Statement is shown on pages 67 to 78.

Governance Statement

The Department's governance statement covering both the Department and the Trust Statement is shown on pages 78 to 92.

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

Opinion on financial statements

I have audited the financial statements of the Crown Prosecution Service – Trust Statement for the year ended 31 March 2024 under the Exchequer and Audit Departments Act 1921.

The financial statements comprise the Crown Prosecution Service– Trust Statement’s:

- Statement of Financial Position as at 31 March 2024;
- Statement of Revenue, Other Income and Expenditure, and 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– Trust Statement’s affairs as at 31 March 2024 and its net revenue for the year then ended; and
- have been properly prepared in accordance with the Exchequer and Audit Departments Act 1921 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, 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 Bodies in the United Kingdom (2022)*. 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 am independent of the Crown Prosecution Service– Trust Statement 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– Trust Statement’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– Trust Statement’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 – Trust Statement 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 is 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 the financial statements and my auditor’s certificate and report thereon. 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.

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, 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 issued under the Exchequer and Audit Departments Act 1921;
- 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– Trust Statement 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:

- adequate accounting records have not been kept by the Crown Prosecution Service– Trust Statement or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; 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;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Crown Prosecution Service– Trust Statement from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view and are in accordance with HM Treasury directions issued under Exchequer and Audit Departments Act 1921;
- preparing the annual report, in accordance with HM Treasury directions issued under the Exchequer and Audit Departments Act 1921; and
- assessing the Crown Prosecution Service– Trust Statement’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 – Trust Statement 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 Exchequer and Audit Departments Act 1921.

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, I:

- considered the nature of the sector, control environment and operational performance including the design of the Crown Prosecution Service – Trust Statement’s accounting policies.
- inquired of management, the Crown Prosecution Service – Trust Statement’s head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Crown Prosecution Service – Trust Statement’s policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Crown Prosecution Service – Trust Statement’s controls relating to the Crown Prosecution Service– Trust Statement’s compliance with the Exchequer and Audit Departments Act 1921 and Managing Public Money
- inquired of management, the Crown Prosecution Service – Trust Statement’s head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team 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– Trust Statement 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 required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Crown Prosecution Service– Trust Statement 's framework of authority and other legal and regulatory frameworks in which the Crown Prosecution Service– Trust Statement operates. I focused 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– Trust Statement. The key laws and regulations I considered in this context included Exchequer and Audit Departments Act 1921 and Managing Public Money.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed 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;
- I enquired of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports;
- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business; and

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members 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 sufficient appropriate audit evidence 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 I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General

Date 17 July 2024

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Statement of Revenue, Other Income and Expenditure for the year ended 31 March 2024

	Note	2023-24 £000	2022-23 £000
Revenue			
Deferred Prosecution Agreements:	2	564,446	
Total revenue and other income		564,446	–
Expenditure			–
Change in estimated impairment	3.1	(5,066)	–
Total operating expenditure		(5,066)	–
Net Revenue for the Consolidated Fund		559,380	–

There were no recognised gains or losses accounted for outside the above Statement of Revenue, Other Income and Expenditure (2022-23: nil).

The notes on pages 169 to 170 form part of these accounts.

Statement of Financial Position

as at 31 March 2024

	Note	£000	2023-24 £000	£000	2022-23 £000
Non-current assets:					
Receivables	3	375,425		–	
Total non-current assets			375,425		–
Current assets					
Receivables	3	143,392		–	
Cash and cash equivalents		16,188			
Total current assets			159,580		–
Total assets			535,005		–
Current liabilities					
Payables		–		–	
Total current liabilities			–		–
Total liabilities			–		–
Total net assets			535,005		–
Balance on Consolidated Fund account at 31 March			535,005		

The notes on pages 169 to 170 form part of these accounts.

Stephen Parkinson
Director of Public Prosecutions
12 July 2024

Statement of Cash Flows

for the year ended 31 March 2024

	Note	2023-24 £000	2022-23 £000
Net cash flow from revenue activities		40,563	–
Cash paid to the Consolidated Fund		(24,375)	–
Increase/(decrease) in cash and cash equivalents in this period		16,188	–
Notes to the Cash Flow Statement			
Reconciliation of net cash flows to movement in net funds			
Net revenue for Consolidated Fund		559,380	–
Decrease/(increase) in non-cash assets		(518,817)	–
Net cash flow from revenue activities		40,563	–
Analysis of changes in net funds			
Increase/(decrease) in cash in this period		16,188	–
Net funds as at 1 April (opening cash at bank)		–	–
Net cash as at 31 March (closing cash at bank)		16,188	–

The notes on pages 169 to 170 form part of these accounts.

1. Accounting Policies

Basis of accounting

The Trust Statement is prepared in accordance with the accounts direction issued by HM Treasury in accordance with section 2(3) of the Exchequer and Audit Departments Act 1921. The Trust Statement is prepared in accordance with the 2023-24 FReM issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the CPS for the purpose of giving a true and fair view has been selected. The particular policies adopted by the CPS are described below. They have been applied consistently in dealing with items that are considered material to the accounts. The income and associated expenditure contained in this statement are those flows of funds which the CPS handles on behalf of the Consolidated Fund and Treasury where it is acting as an agent rather than principal.

Accounting convention

These accounts have been prepared under the historical cost convention.

Revenue recognition

Receipts from DPA are recognised at the point that settlement is confirmed by the Courts. DPA cost awards, where they are payable to the Consolidated Fund are also recognised at the point that settlement is confirmed by the Courts. Due to the uncertainty of the DPA process and a lack of historic data to indicate the probability of a DPA being agreed the CPS does not classify DPAs in progress as contingent assets. For the purposes of the accounting treatment DPAs are recognised at the point that the agreement is approved.

Where a DPA includes a significant financing component which is either explicitly stated in the agreement or implied by the payment terms agreed, the amount of revenue recognised reflects the present value of the receipts, discounted using the discount rate for financial instruments set by HM Treasury.

Receivables

Receivables are shown net of impairments in accordance with the requirements of IFRS 9. See Areas of judgement and key sources of estimation uncertainty for further details.

Expenditure

The notional audit fee for the Trust Statement is included within operating costs note 3 of the CPS accounts. Expenditure included in the Trust Statement is estimated value of impairments as a result of the application of IFRS 9.

Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand, and short-term highly liquid deposits with a maturity period of three months or less.

Foreign exchange

The presentational currency used for the financial statements is sterling.

Areas of judgement and key sources of estimation uncertainty

The CPS estimates the expected credit loss in respect of receivables from Deferred Prosecution Agreements. In the absence of historic data on the cash shortfalls of other Deferred Prosecution Agreements, the expected credit loss is estimated with reference to the likelihood of default for companies based on rates published by credit rating agencies. An assessment is undertaken to evaluate whether there is any other information available which would influence whether there have been any changes since the most recent credit rating of the organisation that mean that the most recent credit rating would no longer be an appropriate indicator of likelihood of default. Additionally, consideration is given as to whether there are any factors detailed within the Deferred Prosecution Agreement which could result in a substantial change in the likelihood of cash shortfalls occurring. The expected credit loss is then estimated based on suitable default rates and where more than one default rate or application of default rate(s) would be appropriate, an average of these estimates is used. A 10% change to the default rates used in 2023-24 results in a £507k impact on the expected credit loss.

2. Revenue

	2023-24 £000	2022-23 £000
Financial penalties and disgorgement of profits	560,446	–
Contribution to CPS costs	4,000	–
Total	564,446	–

3. Receivables

	Note	2023-24 £000	2022-23 £000
Amounts falling due within one year:			
Financial penalties and disgorgement of profits		143,655	–
less estimated impairments	3.1	(263)	–
Total current receivables		143,392	–
Amounts falling due after more than one year:			
Financial penalties and disgorgement of profits		380,229	–
less estimated impairments	3.1	(4,804)	–
Total non-current receivables		375,425	–
Total Receivables		518,817	–

3.1 Change to impairments

	Note	2023-24 £000	2022-23 £000
Balance as at 1 April		–	–
Change in estimated value of impairments		5,066	–
Balance as at 31 March	3	5,066	–

Annexes

Annex A – Regulatory reporting

Total departmental spending 2019-20 to 2024-25

	£'000					
	2019-20 OUTTURN ¹	2020-21 OUTTURN	2021-22 OUTTURN	2022-23 OUTTURN	2023-24 OUTTURN	2024-25 PLANS
Resource DEL						
Administration Costs in HQ and on Central Services	29,703	26,870	29,982	41,263	47,712	45,942
Crown Prosecutions and Legal Services	526,340	539,942	598,030	658,702	752,254	735,079
Total Resource DEL	556,043	566,812	628,012	699,965	799,966	781,021
<i>Of which:</i>						
Staff costs	341,782	377,742	399,773	438,416	501,493	490,985
Purchase of goods and services	234,797	205,664	259,254	278,099	313,385	299,901
Income from sales of goods and services	(51,285)	(38,812)	(56,189)	(42,615)	(48,553)	(46,200)
Rentals	12,576	12,325	2,130	3,947	4,440	3,673
Depreciation ²	5,195	5,020	16,122	11,869	16,643	22,593
Other resource	12,978	4,873	6,922	10,250	12,558	10,569
Resource AME						
CPS voted AME charges	1,645	(913)	(1,003)	1,308	14,517	7,950
Total Resource AME	1,645	(913)	(1,003)	1,308	14,517	7,950
<i>Of which:</i>						
Staff costs	–	–	–	–	–	–
Depreciation ²	(11)	(4)	–	–	10,361	–
Take up of provisions	1,348	1,852	(237)	532	(655)	1,098
Release of provision	(693)	(253)	(952)	(229)	(563)	43
Other resource	1,001	(2,508)	186	1,005	5,374	6,809
Total Resource Budget	557,688	565,899	627,009	701,273	814,484	788,971
Capital DEL						

	£'000					
	2019-20 OUTTURN ¹	2020-21 OUTTURN	2021-22 OUTTURN	2022-23 OUTTURN	2023-24 OUTTURN	2024-25 PLANS
Crown Prosecutions and Legal Services	205	202	2,678	22,518	30,859	12,490
Total Capital DEL	205	202	2,678	22,518	30,859	12,490
<i>Of which:</i>						
Purchase of assets	205	202	2,678	22,518	30,852	12,490
Other capital expenditure	–	–	–	–	7	–
Capital AME						
Crown Prosecutions and Legal Services	–	–	(1,734)	1,607	6,174	2,859
Total Capital AME	–	–	(1,734)	1,607	6,174	2,859
<i>Of which:</i>						
Purchase of assets	–	–	(1,734)	1,607	6,174	2,859
Other capital expenditure	–	–	–	–	–	–
Total Capital Budget	8,547	205	944	24,125	37,033	15,349
Total departmental spending³	552,709	561,085	611,831	713,529	824,513	781,727
<i>Of which:</i>						
Total DEL	551,053	561,994	614,568	710,614	814,183	770,918
Total AME	1,656	(909)	(2,737)	2,915	10,330	10,809

- 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 2019-20 to 2024-25

	£'000					
	2019-20 OUTTURN	2020-21 OUTTURN	2021-22 OUTTURN	2022-23 OUTTURN	2023-24 OUTTURN	2024-25 PLANS
Resource DEL						
Administration Costs in HQ and on Central Services	29,703	26,870	29,982	41,263	47,712	45,942
Total administration budget	29,703	26,870	29,982	41,263	47,712	45,942
<i>Of which:</i>						
Staff costs	19,522	20,288	24,528	33,020	39,032	35,018
Purchase of goods and services	7,731	5,473	6,065	7,826	7,194	9,528
Income from sales of goods and services	(598)	(704)	(1,371)	(995)	(649)	(1,100)
Rentals	1,391	1,196	(32)	(1)	1	–
Other resource	1,657	617	792	1,413	2,135	2,496

Annex B – Glossary

AME	Annually Managed Expenditure
ARAC	Audit and Risk Assurance Committee
BC	Business Continuity
BCIS	Building Cost Information Service
BCM	Better Case Management
BREEAM	Building Research Establishment Environmental Assessment Method
CAF	Community Accountability Forum
CCIG	Crown Court Improvement Group
CCM	Commercial Contract Management
CETV	Cash Equivalent Transfer Values
CGM	Child Gravity Matrix
CIPS	Chartered Institute of Procurement and Supply
CJB	Criminal Justice Board
CJS	Criminal Justice System
CMS	Case Management System
CPI	Consumer Price Index
CPS	Crown Prosecution Service
CPT	Central Prosecution Team
CSETA	Cyber Security Education, Training & Awareness
CSOPS	Civil Servants and Other Pensions Scheme
CSUP	Consumer Single Use Plastics
CST	Cyber Security Team
CTL	Custody Time Limits
D&I	Diversity and Inclusion
DA	Domestic Abuse
DAAs	Domestic Abuse Allies
DAJJP	Domestic Abuse Joint Justice Plan
DAPO	Domestic Abuse Protection Orders
DEFRA	Department for the Environment, Food and Rural Affairs

DEL	Departmental Expenditure Limit
DHCS	Department of Health and Social Care
DG6	Directors Guidance 6th Edition
DGA	Directors Guidance Assessment
DPA	Deferred Prosecution Agreement
DPA 2018	Data Protection Act 2018
DPP	Director of Public Prosecutions
DSHC	Departmental Security Health Check
DWP	Department for Work and Pensions
EAP	Employee Assistance Programme
EEI	Employee Engagement Index
EG	Executive Group
ESA	European System of Accounts
FCT	Full Code Test
FOI	Freedom of Information
FReM	Financial Reporting Manual
FTE	Full Time Equivalent
GDPR	General Data Protection Regulation
GFS	Graduated Fees Scheme
GGC	Greening Government Commitment
GIAA	Government Internal Audit Agency
GLD	Government Legal Department
GPA	Government Property Agency
GSG	Government Security Group
HMCPSI	His Majesty's Crown Prosecution Service Inspectorate
HMCTS	His Majesty's Courts and Tribunals Service
HMRC	His Majesty's Revenue and Customs
ISVA	Independent Sexual Violence Advisor
IAF	Information Assurance Forum
IAO	Information Asset Owner

IAS	International Accounting Standards
ICE	Inclusion and Community Engagement
ICEM	Inclusion and Community Engagement Managers
ICO	Information Commissioner’s Office
ICT	Information and Communications Technology
IDPC	Initial Details of Prosecution Case
IFRS	International Financial Reporting Standards
IGG	Information Governance Group
IOPC	Independent Office for Police Conduct
ISVA	Independent Sexual Violence Advisor
JNAP	Joint National Action Plan
JOIB	Joint Operational Improvement Board
KC	Kings Counsel
LCJB	Local Criminal Justice Board
LGBT0	Lesbian, Gay, Bisexual, Transgender and Other
LGBO	Lesbian, Gay, Bisexual and Other
LOD	Law Officers’ Department
MHFA	Mental Health First Aiders
MLA	Mutual Legal Assistance
MoU	Memorandum of Understanding
NCSC	National Cyber Security Centre
NCVS	National Centre for Victim Services
NEBM	Non-Executive Board Members
NLRC	Nominations, Leadership and Remuneration Committee
NOM	National Operating Model
NPCC	National Police Chiefs’ Council
NTA	National Technical Authorities
OBR	Office of Budget Responsibility
OCSAU	Organised Child Sex Abuse Unit
OH	Occupational Health

ONS	Office for National Statistics
ORIP	Operation Recovery and Improvement Programme
OST	Operational Security Team
PACE	Police and Criminal Evidence Act 1984
PCC	Police and Crime Commission
PCSPS	Principal Civil Service Pension Scheme
PES	Public Expenditure System
PHSO	Parliamentary and Health Service Ombudsman
PNC	Police National Computer
POCD	Proceeds of Crime Division
PRP	Performance Related Pay
RASSO	Rape and Serious Sexual Offences
RDEL	Resource Departmental Limit
RF	Radiative Forcing
RMT	Records Management Team
ROAR	Rights of Access Request
SCCTD	Special Crime and Counter Terrorism Division
SCS	Senior Civil Servant
SEOCID	Serious Economic, Organised Crime and International Directorate
SFO	Serious Fraud Office
SIAD	Security and Information Assurance Division
SJP	Single Justice Procedure
SLM	Senior Legal Manager
SMP	Security Management Plan
SOPS	Statement of Parliamentary Supply
SR	Spending Review
STAR	Sustainable Technology Asset Reporting
SWG	Security Working Group
TCFD	Task Force on Climate-related Financial Disclosures
TNA	The National Archives

TOA	Terms of Occupancy Agreements
TSJ	Transforming Summary Justice
ULEV	Ultra Low Emission Vehicle
VAWG	Violence Against Women and Girls
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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