



Members	Monica Burch (C)	Mark Hammond	Guests	Sue Hemming	Rachel Zaltzman
	Max Hill QC	Caroline Wayman		Sandra McKay	Moira Quick
	Rebecca Lawrence	Simon Jeffreys		Chris Sharp	Mark Summerfield
Secretariat	Jade Whittle-Barnes	Lissa Matthews		Mark Gray	

Item 1: Minutes of the Last Meeting and Matters Arising

1. The minutes of the last meeting were agreed and progress was noted against outstanding actions.
2. With regards to action N(3), the Board agreed that a pre-Board session on the National Resourcing Model would be held prior to a future meeting.

Item 2: Strategic Update – Director of Public Prosecutions

3. The Director provided an update on the recent Chief Crown Prosecutor (CCP) recruitment. He also provided an overview of his engagement with the Attorney-General and Lord Chancellor on the Royal Commission on criminal justice.
4. He outlined the plans to publish the quarterly prosecution data. The Board also received an update on the work of the cross-government review into rape and serious sexual offence (RASSO) cases.
5. Finally he provided an overview of recent high-profile casework and international work.

Item 3: Strategic Update – Chief Executive

6. Rebecca Lawrence, Chief Executive, provided an overview of her recent work which included an update on the following topics:
 - External Counsel Fees review;
 - Recruitment;
 - Spending Review preparations;
 - Review of the Area Performance Reviews;
 - Senior staffing; and

- Digital work.

Item 4: HM Crown Prosecution Service Inspectorate (HMCPPI) RASSO Review

7. Sue Hemming, Director of Legal Services, presented the paper, which outlined the evaluation of the CPS's response to the publication of HMCPPI's RASSO Report. It also set out CPS plans to address HMCPPI's recommendations, the response to stakeholder concerns about HMCPPI's findings, and further sustained actions to secure desired outcomes.
8. The Board were pleased to see the outcomes of the inspection report and were grateful for the dedication of all staff who are working hard to improve the prosecution of RASSO cases. The Board discussed the need to ensure the wellbeing of staff working in these units.
9. The Board then considered the following issues:
 - The robustness of the inspection;
 - Engaging with the police and improving the quality of communications and action plans; and
 - The progress of the judicial review.
10. The Board also received an update on the improvement plans, this included the dip sampling of cases as well as focussing on the disparities between different police forces within the same CPS Areas. There would also be a focus on tracking cases that had been administratively finalised to ensure that cases that could be prosecuted were pursued effectively.
11. An update was also given on the 6th edition of the Director's Guidance on Charging. The CCP RASSO lead had also been tasked with identifying ways to improve communication between police officers and prosecutors working on cases that required early investigative advice.
12. The Board discussed the disparity between RASSO cases reported to the police and cases brought to the CPS for a charging decision. They received an update on a number of different pilots and good practice throughout the Areas; this would be collated by the CCP RASSO lead and shared with the wider business.
13. The Board were keen to see a more positive approach and suggested that consideration was given to focussing on the creation of pilots aimed at finding the ideal process rather focussing on solving specific issues.
14. Rachel Zaltzman, Deputy Director-Strategy, provided an overview on the strategy work, including the development of the RASSO 2025 strategy. She also provided an update on work being led by the Prime Minister's Implementation Unit.

Item 5: RASSO Media Evaluation

15. Sandra McKay, Director of Communications, provided an overview of the media evaluation, the Board then considered the following items:

- HMCPSI media engagement;
- Engagement with external stakeholders in advance of the publication, including meeting with the All Party Parliamentary Group on Domestic Violence and Abuse;
- Engagement with professional stakeholders such as Rape Crisis and Victim Support as well as other women's groups;
- Background briefings for journalists;
- Proactive engagement with the Crime Reporters Association; and
- Joint media work with the police.

Item 6: EU Exit

16. Rebecca Lawrence presented the paper which outlined the Service's preparatory work for the UK's upcoming exit from the European Union, including the ministerial engagement plan. The Board were grateful for the update and asked that their thanks for the hard work completed were passed to the team.

17. The Board noted the additional update with regards to the extradition of Polish nationals to the UK having been confirmed as not being subject to a nationality bar. The Board also noted the external assurance provided by the Government Internal Audit Agency report.

Item 7: Civil Service People Survey (CSPS) Results 2019

18. Mark Summerfield, HR Director, presented the papers which outlined the high level outcomes on the CSPS. The CPS had achieved an Employee Engagement Index (EEI) score of 68%, two percent above the Civil Service average. The Board agreed that this was an extremely positive result and thanked Mark and his team on their hard work to drive these improvements.

19. The Board then discussed the following issues:

- Bullying and harassment – further work was required to reduce this, the Nominations and Governance Committee had commissioned a review and evaluation of the Respect policy and training;

- EEI scores in Finance Directorate, the Board received an update on action plan in place to address issues;
- Issues arising from the introduction of the Oracle Finance and HR systems, the Board asked that an item was brought to the Audit and Risk Committee (ARC) for further examination; **[ACTION J1]**
- The introduction of a mid-year pulse-check;
- Performance management; and
- Inclusivity, particularly with regards to decision-making.

20. Caroline Wayman, Chair of the Nominations and Governance Committee (NGC) and Non-Executive Board Member, provided an overview of the discussions that took place at the last NGC meeting.

Item 8: Corporate Risk

21. Chris Sharp, Director of Finance, presented the paper which outlined the organisation's work to improve the management of corporate risk. He emphasised the improvements following the focus placed on the topic by the new Chief Executive and ARC Chair.
22. Simon Jeffreys, ARC Chair and Non-Executive Board Member, provided an overview of the work of the ARC with the team to develop the new framework.
23. Discussion took place on risk appetite and how best to ensure that the proper appetite is in place without stifling innovation.
24. The Chief Executive provided an overview of the Information Commissioner's Office audit of information management. The report and final response would be provided to Board members in advance of publication. **[ACTION J2]**
25. The Board reviewed the risk statement and asked that the use of the term 'minimalist' was changed to 'risk averse' with regards to miscarriages of justice. The Board also asked that the consequences of reputational damage were properly set out in the register.
26. The Board were content that the risks outlined in the register effectively covered the key risks the organisation faced. It was agreed that this would be considered biannually going forwards.

Item 9: Business Plan 2020-21

27. Chris Sharp and Graham Ritchie, Strategy and Policy Deputy Director, presented an overview the paper, which outlined the approach for the development of the 2020-21 business plan. The Board then considered the following issues:

- The governance and sign-off of the business plan;
- spending review preparation;
- the delivery of CPS 2025;
- ICT spend;
- Commercial partner; and
- Timing and launch date.

28. It was agreed that a Non-Executive Board Member, would support the team with the development of the Business Plan. This would be resolved out of committee.

Item 10: Success Measures Review

29. Mark Gray, Director of Operations, Digital and Commercial, presented the papers which outlined the progress to date of the Success Measures Review. It was confirmed that Executive Group had now approved the suite of measures outlined, with one addition.

30. The Board agreed that framework was sound but were keen to see the list of internal metrics. It was agreed that these would be provided to Board members. **[ACTION J3]**

31. The Board discussed the following points:

- Annual metrics would provide limited opportunities to make improvements and focus would have to be given to establishing progress outside of that reporting period;
- Ensuring cohesion between the business plan, success measures and CPS 2025; and
- Measuring effective decision-making.

Item 11: Any Other Business

32. Simon Jeffreys provided an update on the January Audit and Risk Committee meeting.

33. The Chair updated the Board on the progress of the Law Officer's Department Non-Executive Board Member Network.