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|--------------------|---------------------|----------------|---------------|------------------|--------------|
| <b>Members</b>     | Monica Burch (C)    | Max Hill QC    | <b>Guests</b> | Baljit Ubhey     | Amber Taylor |
|                    | Mark Hammond        | Rebecca        |               | Rachel Zaltzman  | Mark Gray    |
|                    | Caroline Wayman     | Lawrence       |               | Ann Meatyard     | Gemma Hyde   |
| <b>Apologies</b>   | Simon Jeffreys      |                |               | Tim Howard       | Dave Cass    |
| <b>Secretariat</b> | Jade Whittle-Barnes | Lissa Matthews |               | Mark Summerfield | Anita Misra  |

## Item 1: Minutes of the Last Meeting and Matters Arising

1. The Board agreed the minutes of the last meeting and noted progress against outstanding actions. The Board received an update on action J(2) regarding the Information Commissioner's Office Report. It was agreed that this would come back to the CPS Board in September.
2. The Chair noted apologies from Simon Jeffreys.

## Item 2: Strategic Overview

3. Baljit Ubhey, Director of Strategy and Policy, presented the strategic overview, which outlined the immediate context in which the CPS is operating including the political context, key priorities and wider issues.
4. The Board were content that Strategic Overview comprehensively covered those issues most relevant to the CPS and welcomed the revised version of the Overview which highlighted the ongoing work in the international arena.
5. Baljit set out the plans to implement a new programmatic approach to policy and strategy work for 2020/21, with evidence-based prioritisation of clear programmes of activities to achieve the strategic aims of CPS 2025. These subject areas included Criminal Justice Reform, Violence against Women and Girls, Serious Violence, Victims and Witnesses, Vulnerable Defendants, Economic Crime, Online Harms, Hate Crime, Serious Organised Crime and International.
6. Rachel Zaltzman, Deputy Director – Strategy, provided an overview of engagement work with the Attorney General's Office and wider government to identify government priorities and anticipate what might be coming up for the organisation. She also provided highlights with regards to the key priorities identified as part of the programmatic approach.

7. The Board also received an update on the development of CPS 2025 and process for identifying activities to ensure its delivery.
8. The Board discussed the consultation of community partners and the Government on the key priorities for the Directorate. The Board were keen to see targeted consultations where possible. The Board were keen to see engagement across government offering insight and working with Whitehall departments to shape legislation and wider government policy.
9. The Board considered how this document could be used throughout the organisation to better inform operational business. It was agreed there should be engagement with Chief Crown Prosecutors (CCP) to establish how this could be effectively shared. Before circulation the paper should be sense-checked, mainly to ensure acronyms and language common within the CPS were demystified.
10. The Board discussed future consideration of this presentation and how they should engage in this work going forward. The Board asked that specific updates were drawn out for its next submission as the size of the overview meant a there was a risk developments would be missed. It was also agreed that the Board would receive an update and insights from the Community Accountability Forum as part of the next update.
11. Discussion took place on the CPS internal HR policies, particularly with regards to bullying and harassment and wellbeing at work. The Board were keen to ensure that standards were high.

### **Item 3: Royal Commission on Criminal Justice**

12. Baljit Ubhey provided a verbal update on the Royal Commission on Criminal Justice, noting there was limited information currently available. The Board were advised that it is anticipated that the relationship between the Police and CPS would be examined, and the Strategy and Policy Directorate are fully engaged with the Ministry of Justice who are leading this work.

### **Item 4: Crime Programme: Common Platform and Court Reform**

13. Mark Gray, Director of Operations, Digital and Commercial, presented the paper which outlined the current status, stakeholder management and governance of the Crime Programme. The programme was currently focussed on the roll-out of HM Courts and Tribunals Service (HMCTS) initial functionality. The CPS Process Review had successfully given a clear understanding of the functionality required for CPS and the CPS development was due to start.
14. Rebecca Lawrence, Chief Executive Officer, provided an overview of her recent work in this area and her engagement with Crime Programme stakeholders. This included a recent site visit to the Programme in Croydon. She also outlined the risks to delivery and the CPS risk appetite and her concerns about governance of the system in steady state

15. The Board raised concerns regarding the balance between the CPS role in the Crime Programme and CPS independence.
16. The Board asked that consideration was given to the development of key principles and required controls e.g. security and governance for the Crime Programme's delivery of CPS elements of the system. It was agreed that the Board would hold a future session on the Common Platform with the Programme Director. **[ACTION F1]**
17. The Board also considered the wider political context for the development of a joined up IT system for the Criminal Justice System.

#### **Item 5: Digital Innovation**

18. Mark Gray presented the papers, which outlined the digital innovation vision and the direction of travel. Tim Howard, Head of Digital Technology Solutions, then presented the Innovation 2025 Strategy, outlining how this linked with the overarching CPS 2025 strategy. The Board then considered the following issues:
  - Approach to failure and risk management;
  - Engagement and alignment with the CPP;
  - The management of Counter Terrorism casework and security requirements; and
  - Forecasted costs and the current financial allocation in the 2020-21 budget;
  - The cohesion between current systems and outlined innovation;
19. The Board confirmed that they were content to endorse the direction of travel for digital innovation, but were keen to ensure that development was initially focused on delivering casework quality aims.

#### **Item 6: Area Performance Review Process**

20. Mark Gray and Dave Cass, Deputy Director – Operational Performance, presented the papers which outlined the planned changes to the Area Performance Review (APR) Process and the reporting of this new system to the CPS Board.
21. The Board were reassured to hear that the new streamlined system would not lead to less data but would provide additional data with better clarity and stronger contextual information.
22. The Board were content with the dashboard provided but were anxious to see greater integration with wider metrics including the progress against CPS 2025 and the success measures.

23. The Board were pleased to see the reduction of the burden on senior managers, in particularly the Directors of Legal Services, who are primarily responsible for monitoring legal and casework quality.
24. The Director and the Chief Executive Officer were keen to have greater involvement in the APR process and it was agreed that they would attend the APR wash-up meeting at the end of each round.
25. The Board also discussed the following issues:
- The addition of a key outlining the criteria for green, amber and red markings;
  - The inclusion of the performance data on the casework divisions;
  - Comparison information;
  - Identifying the 'soft' successes such as building strategic relationships with CJS partners; and
  - Governance arrangements for new software.

#### **Item 7: Recruitment**

26. Mark Summerfield, HR Director, presented the recruitment updated which outlined progress. The Board then considered the following points:
- Working with the commercial partner and the success rate of applicants; and
  - Recruitment of paralegal assistants and administrative staff.
27. The Board asked to see the recruitment data for those with protected characteristics. **[ACTION F2]**
28. The Board asked that their thanks were passed to the recruitment team for their hard work on the delivery of these results.

#### **Item 8: Corporate Performance**

29. Anita Misra, Head of Strategic Financial Planning presented the corporate performance report. The Board then considered the following points:
- The current budget position – a three to four million pound underspend was anticipated at year end;
  - The asset recovery income had been less than expected;

- Prosecution workflow and volumes;
- Workforce numbers; and
- Information and cyber security risks that were outside of tolerance.

30. The Board were also updated on the request from the Prime Minister and HM Treasury to reduce 2020-21 spending by five percent. It was likely the new Attorney General would want to offer efficiency savings where possible. The Board were updated that work is underway to demonstrate the financial position.

**Item 9: Any Other Business**

31. The Board discussed contingency plans for the risks associated with Coronavirus.

**Secretariat**  
**February 2020**