



Members	Max Hill QC (C)	Jeremy Newman	Guests	Graham Ritchie
	Paul Staff	Alison Porter		Dave Cass
	Jean Ashton	Mark Hammond		Christopher Sharp
	Monica Burch	Sue Hemming		Stephen Sharp
Secretariat	Lissa Matthews	Jade Whittle-Barnes	Apologies	Tobi Olu-Iyiola
				Gregor McGill

Item 1: Minutes of the Last Meeting and Matters Arising

1. The Board agreed the minutes of the last meeting and reviewed outstanding actions. Apologies were noted from Gregor McGill.
2. The Board welcomed Max Hill QC, the newly appointed Director of Public Prosecutions, and Simon Jeffreys, Non-Executive Director, to their first meeting. The Board also welcomed Tobi Olu-Iyiola, Vice Chair of the CPS Shadow Board.

Item 2: Strategic Update

3. At his first meeting, the Director updated the Board on his inductory meetings and recent work, these included:
 - A meeting with the Law Officers – he updated the Board on the development of a framework document which would formalise the relationship between the Service and the Attorney General’s Office;
 - The Annual Disclosure Conference;
 - A meeting with Nick Ephgrave, Chief Constable for Surrey Police and National Police Chief’s Council lead for Criminal Justice;
 - An appearance before the House of Lords Select Committee on the Bribery Act 2010;
 - Preparation for the upcoming commencement hearing before the Justice Select Committee;
 - Sentencing Council;

- A visit to Bromley Magistrates' Court and prosecuting at Uxbridge Magistrates' Court;
 - Meetings with Richard Heaton and Philip Rutnam, Permanent Secretaries at the Ministry of Justice and Home Office respectively.
 - Attendance at the Community Accountability Forum; and
 - A meeting with Cressida Dick, the MET Commissioner.
4. The Director gave an overview of the media engagement he had completed over his first month, this included:
- The Kalisher Lecture;
 - An appearance on Radio Four's Today Programme;
 - An interview for Law in Action; and
 - An interview with The Times.
5. The Director updated the Board on the restructure that had taken place within his private office. The Director's Legal Advice Team had been disbanded and would form part of a larger team working to the Directors of Legal Services.
6. The Board also heard about the Director's engagement with members of staff, this included visits to teams in London, Leeds and York. The Director has also just returned from an overnight event in York with the Senior Leadership Group. This which focussed on his key priorities of rebuilding public confidence, case work and the maintenance of improvements on disclosure.
7. Paul Staff, Chief Executive, updated the group on his recent work which included updates on:
- Preparation for spending review negotiations;
 - Court Reform and the Common Platform Programme;
 - Economic Crime Reform Board; and
 - Meeting with Shaun McNally, Chief Executive of the Legal Aid Agency.

Item 3: Committee Updates

8. Monica Burch, Non-Executive Director and Chair of the Nominations and Governance Committee, updated the Board on outcomes of the October meeting. This included:

- Talent development – with a focus on Deputy Chief Crown Prosecutors and Area Business Managers;
 - Succession planning – the Committee had asked for an updated schedule of the business critical succession plan to be presented at their January meeting; and
 - Encouraging external recruitment.
9. Monica also informed the Board that the Committee would be reviewing its own work programme at its next meeting to make sure it was efficiently managing those topics that came within their terms of reference.
10. Jeremy Newman, Non-Executive Director and Chair of the Audit and Risk Committee, gave a short update on the Committee's last meeting. This included:
- A deep dive into strategic risk 7 - *the CPS fails to prepare effectively for changes following the United Kingdom's exit from the European Union (EU)*;
 - A review of the Service's cyber security arrangements;
 - A deep dive into the CPS South East Area risk registers; and
 - An update on the delivery of the Government Internal Audit Agency programme.

Item 4: Equality Analysis and Preparing CPS Equality, Diversity and Inclusion Objectives

11. Graham Ritchie, Head of the Prosecution Policy and Inclusion Unit, presented the papers which set out the steps that the Service would take to comply with the Public Sector Equality Duty (PSED). It also included an outline of the planned process to review and update the Equality and Diversity objectives as mandated by the duty.
12. With regards to the actions to comply with the PSED, the Board raised concerns about the usefulness of Equality Impact Assessments (EIA) alone; they agreed that the most important aspect was the monitoring of actions identified by the EIAs.
13. Concerns were also raised regarding data collection; the Board were reassured to hear that the Service was working with the police to establish a more rigorous approach to collecting equality data.
14. Following this discussion the Board were content that the actions outlined were sufficient to meet the PSED.

15. The Board considered the previous Equality, Diversity and Inclusion Objectives and agreed that the next draft of the objectives should highlight our aspiration as organisation. The Board recognised the successes the Service has achieved in this area already and asked that thought was given to how these could be translated into the objectives.
16. The Board also asked that consideration was given to the alignment of the objectives with the inclusion strategy which was published last year. It was agreed that the first draft of the objectives in February. **[ACTION N1]**

Item 5: Independent Assessor of Complaints Half-yearly Report and Complaints Audit

17. The Board welcomed Stephen Shaw, the Independent Assessor of Complaints (IAC), to the meeting to present his penultimate report to the Board. His contract was due to end in May 2019. The IAC firstly provided an overview of his half-yearly report, the Board noted the following highlights:
 - The IAC had made far fewer recommendations during this period than in recent years, illustrating that Areas were getting better at addressing issues outlined in complaint letters;
 - The change to the IAC's terms of reference, approved by the Board, had provided a substantial basis for more proportional responses to certain types of complaints;
 - Stage two letters continued to be of high quality; and
 - Some improvement to stage one letters, but there was still a long way to go.
18. The IAC then gave an overview of his complaints audit. He explained that the audit is conducted annually and is a review of a random sample of 40 complaints from the Areas, that had not been escalated to his office. The IAC also suggested that consideration was given to the format of the audit going forward. He recommended that the Board considered commissioning deep dive audits which focussed on the complaints handling of one specific Area or division. He also raised the following points:
 - Responses were routinely sent on the last day of the time limit;
 - Errors in the recording of the complaint on the KIM system were common place;
 - Increased numbers of defendants were making complaints;
 - High representations of victims of domestic violence; and

- Positive feedback for the work of the Victim Liaison Units (VLU).
19. The Board received feedback from the Shadow Board, this was focussed the positives of the VLU training. They also asked that consideration was given to the escalation paragraph inserted into complaint responses; the Shadow Board felt that this could be reworded to avoid giving complainants false hope if their complaint had already been upheld.
20. The Board then discussed the following points:
- The discrepancies between the IAC's findings and that of the recent HMCPSI review of VLUs;
 - Peer reviews and standard setting exercises;
 - IAC training sessions in CPS Areas;
 - Themes of IAC complaints; and
 - Complaints overview/review session for Non-Executive Directors. **[ACTION N1]**

Item 6: Q2 Corporate Performance

21. The Board reviewed the Q2 Corporate Performance Report and discussed the 2018-19 Business plan. The discussion focussed on Crown Court guilty plea rate, caseload volumes and conviction rates. The Board noted the fall in performance with regards to the judicial orders metric, it was agreed that greater focus would be placed on this the next quarter.
22. The Board also considered the financial reporting element of the report, discussion was focussed on:
- Recruitment and forecasting;
 - Pay negotiations;
 - ARIS proceeds of crime funding;
 - ICT spending; and
 - Rose Court dilapidations.

Item 7: Q2 Area Performance

23. Dave Cass, Head of the Performance Management Unit, provided an overview of the report which was broadly positive, this was illustrated by the +6 national trend score.
24. The Board noted the strong performance improvements in London North and London South, this illustrated that the decision to split the Area was correct.
25. The Board also considered the performance in the Wessex Area, they were pleased to hear that the Area was receiving additional support from headquarters to address the issues that had led to the fall in performance.

Item 8: Any Other Business

26. The Board formally noted their thanks to both Jeremy Newman and Alison Porter for their six years of dedicated service on the CPS Board.

Secretariat
November 2018