



<b>Members</b>	Monica Burch (C)	<b>Guests</b>	Chris Sharp	Rachel Zaltzman
	Max Hill QC		Graham Ritchie	Jean Ashton
	Rebecca Lawrence		Baljit Ubhey	Nick Price
	Mark Hammond		Susan Hemming	Franziska Hasford
	Caroline Wayman		Sarah Shapcott	
	Simon Jeffreys	<b>Secretariat</b>	Jade Whittle Barnes	

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

1. The Board reviewed the minutes of the last meeting; they were content with the content but asked that they be reconsidered to identify any further actions.
2. The action log was discussed and it was agreed that a further item on complaints would come back to the Board alongside the Independent Assessor of Complaints Annual Report in May. **[ACTION N1]**

## Item 2: Strategic Update – Director of Public Prosecutors

3. The Director updated on his recent work which included the following events and meetings:
  - National Disclosure Improvement Plan;
  - Speech at the British Association of Forensic Scientists;
  - Criminal Procedure Rules Committee;
  - Meeting with Assistant Commissioner Ephgrave, Deputy Chief Constable Crew and Chief Constable Bailey;
  - Success Measure Review;
  - Executive Group;
  - Meeting with the outgoing Senior Presiding Judge (SPJ), Lady Justice Macur, and the incoming SPJ, Lady Justice Thirwall;
  - Joint HR/Public and Commercial Services Union Employment Relations Conference;

- International Justice Organised Crime Division London Gathering of Liaison Prosecutors; and
  - Sentencing Council.
4. The Director also provided an update on the progress of the recruitment for Chief Crown Prosecutor (CCP) roles. The Board raised concerns regarding the pipeline for the CCP cadre. It was agreed that this item would come to Nominations and Governance Committee in January. **[ACTION N2]**

### **Item 3: Strategic Update – Chief Executive**

5. Rebecca Lawrence, Chief Executive, provided an overview of her recent work. Over the last month she had focussed on staff engagement with Area visits and staff network engagement. She had also focussed on the developing CPS 2025 strategy and had begun conversations for the 2020-21 business plan.
6. The Chief Executive also provided an update on the organisation's work within the Common Platform Programme and the finalisation of the CPS Process Review, the latter of which had now been submitted to the programme team for review. The Board discussed how this would affect human resource requirements and the level to which automation could be utilised. It was agreed that an item on the National Resourcing Model would come to the CPS Board in the New Year. **[ACTION N3]**
7. The Board were updated on the plans for SCS2 posts within Headquarters. It was agreed that Non-Executive Board Members would be invited to mentor candidates and sit on recruitment panels for new posts.
8. The Board also discussed engagement with parliamentarians following the December 12 General Election.

### **Item 4: CPS 2025**

9. Baljit Ubhey, Director of Strategy and Policy, and Rachel Zaltzman, Deputy Director of Strategy, attended to present the strategy which had been updated following staff, external and Executive Group consultations. The Board reviewed the feedback and emphasised the importance of a strong link between the strategy and measures of its success.
10. The Board considered the equality analysis of the new strategy. The Board discussed a number of elements of the vision and strategic aims and agreed the amended version. Next steps and the plans for 2020-21 business plan were also outlined.
11. The Board formally recorded their thanks to the Strategic Policy Team for the hard work in development of the strategy.

## **Item 5: Success Measures Review**

12. Franzi Hasford, project lead, outlined the work left to complete and asked Board members to review the framework outlined. It was agreed that members would provide written comments out of committee. **[ACTION N4]**
13. The Board reviewed the revised draft strategic outcomes and suggested a few minor amendments. The Board confirmed that they were content with the framework approach using different types of measures outlined. Discussion took place on the types of measures available, specifically in relation to measuring digital successes.
14. The Board considered how the success measures would translate between the strategic and operational levels of the organisation. As far as possible the success measures outlined would be cascaded down into the Area Process Review system. The Board also discussed how current and time sensitive priorities could be monitored alongside the success measures.
15. The Board confirmed that they were content with the milestone approach outlined under the *Strategic Partnerships* aim.
16. Discussion took place on the strategic narrative, certain measures outlined were of a subjective nature and they asked that there was increased granularity and more hard evidence for use with different audiences. The Board were keen to see measures set against credible benchmarking.

## **Item 6: International Strategy**

17. Nick Price, Head of the International Justice and Organised Crime Division, presented the papers and outlined the history of the division, its make-up, the plans for an upcoming strategic review of the International Division. He also outlined the anticipated effects of the UK's exit from the European Union.
18. Nick highlighted the work of the division and the focus on CPS casework rather than rule of law and capacity building. The Board raised concerns regarding the relationship with the Foreign and Commonwealth Office and funding of international posts but were content with the strategy as outlined. The Board asked that the outcomes of the International Division Strategic Review were brought back to the Board when finalised. **[ACTION N5]**

## **Item 7: Changing Nature of Crime Review**

19. Sue Hemming, Director Legal Services, and Nick Price as project lead presented the papers which outlined the early findings from the Review and the feedback from the Senior Leadership Conference. The Board were asked to provide their views on the conference feedback.

20. The Board considered the key issues and rationale for the review. The Board confirmed their support and offered assistance where needed. They were content that this work was moving in a positive direction.
21. Nick outlined the next steps for the review, which would look to establish the capabilities required and how to tackle examples of poor casework and dealing with pay and grading discrepancies.
22. The Board thanked both Nick and Sue and their dedicated teams for their hard work and asked that the review come back to the Board in due course. **[ACTION N6]**

#### **Item 8: Q2 Area Performance**

23. Jean Ashton, Director of Business Services, presented the paper. The Board noted the contents of the report.
24. The Chair and the Board took the opportunity to thank Jean for her hard work and outstanding service and dedication to the Service at the last meeting of the CPS Board prior to her retirement in December.

#### **Item 9: Q2 Corporate Performance**

25. Chris Sharp, Director of Finance, presented the corporate performance report. The Board then considered the following issues:
  - Launch of the Oracle HR system;
  - Prosecution workflow and volumes – the Board asked that the data for 2016-17 and 2017-18 was added to the slide to provide better comparative data;
  - Workforce planning and recruitment;
  - Budget variance; and
  - Estates strategy.
26. The Board then considered the data provided to the Board and what might be most useful. The Board were keen not to lose sight of key performance indicators.
27. The Board discussed the measuring of Area performance and agreed that Mark Gray would be asked to present his thoughts to the Board early next year. The Board were keen to ensure that management had a strong grip on performance against success measures as well as other contextual information that could highlight problem areas. **[ACTION N7]**

**Item 10: Any Other Business**

28. The Board agreed that they would introduce deep dive sessions on different areas of work and casework issues. This would come back to the Board in January for further discussion. **[ACTION N8]**

**Secretariat**

**November 2019**