



Proposals for the

**CPS Equality and Diversity
Objectives 2011-14**

Public Consultation Document

Crown Prosecution Service
Equality and Diversity Unit

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1 Introduction to the public consultation

We are pleased to present this public consultation document on proposals for our Equality and Diversity Objectives 2011-14. The Equality and Diversity Objectives set out how we will tackle discrimination and promote fairness and equality following the enactment of the Equality Act 2010 and the resulting new public sector general and the draft specific duties.

We are now asking for your views on our equality and diversity objectives. We will publish our final objectives following this consultation.

In deciding what proposals should go forward into the equality and diversity objectives we will:

- consider the results of community and staff involvement and consultation;
- carry forward commitments from our Single Equality Scheme 2010-11, as necessary; and
- take into account priorities in the corporate CPS Business Plan for 2011-12 and any other government wide priorities.

The main questions we would like your views on are set out below:

- Are the equality objectives as set out in section 6 at page 13 onwards of this document the right ones, are they clear and do they reflect what a fair prosecution service requires?
- Are the actions to achieve those objectives the right ones?
- Are the measures appropriate and relevant?

1.1 Consultation through completion of questions within this document

There is a box at the end of each of our equality and diversity objectives, in which we would like you to provide your feedback. Please provide your response in these boxes. Once you have completed your responses, please send the document to:

<mailto:equality.objectives@cps.gsi.gov.uk>

1.2 Consultation using the web

You can access this document on our website:

http://www.cps.gov.uk/consultations/equality_diversity_objectives.html.

Please complete the box at the end of each of our equality and diversity objectives (from page 13 onwards) and email it back to us at:

<mailto:equality.objectives@cps.gsi.gov.uk>

1.3 Consultation by post

You can post your completed response to the following address:

The Equality and Diversity Unit (CPS Equality and Diversity Objectives)
CPS
Rose Court
2 Southwark Bridge Road
London
SE1 9HS

You can also write to this address, or telephone 020 3357 0552, if you wish to request a hard copy of the consultation document in the post.

1.4 Consultation deadline

Consultation on our Equality and Diversity Objectives 2011-14 will close at 5pm on 5 December 2011. We regret we will be unable to take account of late responses.

1.5 Alternative formats

This document is available in Easy Read and large print on request. Please email <mailto:equality.objectives@cps.gsi.gov.uk> or telephone: 020 3357 0552, or fax: 020 3357 0567.

Please note that responses will automatically be considered as being in the public domain unless they are clearly marked as being confidential. Responses may be published or disclosed in accordance with access to information regimes such as the Freedom of Information Act 2000 and the Data Protection Act 1998. The Crown Prosecution Service will make every effort to consult with you before disclosing any of the information if a request is received.

2 Introduction - The Legislation

This section sets out the requirements of the Equality Act 2010 in relation to the general and specific public sector duties.

2.1 The General Duty

Section 149 of the Equality Act 2010 (The Act) imposes a 'general duty' on all public bodies covered by the Act to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimization;
- advance equality of opportunity between different groups; and
- foster good relations between different groups.

The three elements of the general duty imposed on public authorities are collectively referred to as the 'duty to promote equality'. The CPS is a public body within the meaning of the Act and therefore has a duty to promote equality across all groups with 'protected characteristics'.

The characteristics protected under the Act are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex and
- sexual orientation.

2.2 The Draft Specific Duties

The Equality Act 2010 (Specific Duties) Regulations 2011 detail the draft specific duties that apply to all public authorities that are listed in Schedule 1 to the regulations. The CPS is a public authority covered by the specific duties therefore it is required to:

2.2.1 Equality Objectives

- Prepare and publish one or more objectives within the timescales required by the specific duties and subsequently at intervals of not

greater than four years beginning with the date of the last publication.

- These objectives must be specific and measurable.

2.2.2 Publication of Information

- Publish information to demonstrate its compliance with the general duty within the timescales required by the specific duties and subsequently at intervals of not greater than one year beginning with the date of the last publication.
- The published information must include, in particular, information relating to persons who share a relevant protected characteristic who are:
 - Its employees
 - Other persons affected by its policies and practices
- The information must be published in such a manner that the information is accessible to the public.

3 About the CPS and our Equality and Diversity Statement

3.1 What we do

The CPS is the principal public prosecution service for criminal cases in England and Wales. In undertaking this role, the CPS:

- advises the police during the early stages of investigations;
- determines the appropriate charges in more serious or complex cases;
- keeps all cases under continuous review and decides which cases should be prosecuted;
- prepares cases for prosecution and prosecutes cases using in-house advocates, self-employed advocates or agents to present cases in court;
- provides information and assistance to victims and prosecution witnesses.

3.2 What the organisation looks like

The structure of the CPS is as follows:

- the Head of the CPS is the Director of Public Prosecutions;
- the Director of Public Prosecutions is superintended by the Attorney General, who is accountable to Parliament for the CPS;
- the Head of Administration is the Chief Executive;
- the CPS is organised into 13 Areas across England and Wales. Each Area is led by a Chief Crown Prosecutor supported by an Area Business Manager;
- two specialist casework groups - Central Fraud Group and Serious Crime Group - deal with the prosecution of all cases investigated by the Serious & Organised Crime Agency, UK Borders Agency and Her Majesty's Revenue & Customs as well as serious crime, terrorism, fraud and other challenging cases that require specialist experience;
- there is an out-of-hours service, CPS Direct, through which the police contact the CPS to get advice on cases outside office hours;
- the CPS employs approximately 8,448 people; and
- in the calendar year 2010, the CPS prosecuted 967,494 defendants; 850,112 were dealt with in the Magistrates' Courts and 117,382 in the Crown Courts. Magistrates' court cases had a successful conviction rate of 86.5 per cent and Crown Court cases had a successful conviction rate of 79.9 per cent.

More information about the CPS can be found at www.cps.gov.uk or by writing to: Correspondence Unit, Crown Prosecution Service, Rose Court,

2 Southwark Bridge, London SE1 9HS, or by telephoning 020 3357 0899 (calls may be recorded). Alternatively you can email enquiries@cps.gsi.gov.uk.

3.3 Our Equality and Diversity Statement

Our goal, as stated in our Equality and Diversity Statement, is to be a prosecution service that performs its role fairly and transparently, addresses barriers and disproportionality effectively and works with stakeholders and the public to improve our practice so that we can achieve high quality prosecutions, a better working environment and deliver better justice for all.

The Code for Crown Prosecutors (The Code) governs how we make decisions about the prosecution of cases. Equality lies at the heart of The Code's general principles: "Fair and effective prosecution is essential to the maintenance of law and order. It is the duty of prosecutors to make sure that the right person is prosecuted for the right offence and to bring offenders to justice wherever possible. Casework decisions taken fairly, impartially and with integrity help to deliver justice for victims, witnesses, defendants and the public."

To ensure that the principles contained in The Code and the duties imposed by equality legislation inform our day-to-day business, we will embed equality into our planning, our decisions and actions in relation to our prosecution and employment practices. Equality law requires that we do this; however, we also accept a moral obligation, because it is the right thing to do and because we cannot aspire to be a just society without seeking to be a fairer society.

Through increased transparency and robust scrutiny of how we treat people, how we prosecute crime and how we engage with communities, we will ensure that equality remains at the heart of CPS business. This is reflected in our **Core Quality Standards (CQS)**, which detail the expected performance standards in all aspects of our work.

For the CPS, equality and diversity is about more than just meeting our statutory requirements. Equality and diversity is fundamental to delivering fair prosecutions, achieving equitable employment practice and building the confidence of all the communities we serve.

We recognise the importance of looking across the various protected characteristics from the perspective of victims, witnesses and defendants who may belong to several different communities. For example, the impact of hate crime on a disabled black person or the impact of domestic violence on a gay man will be multilayered and complex. In order to encourage people from diverse communities to report crime, to give their best evidence and to stay with the prosecution process to its conclusion, the CPS needs to respond to the complex nature of how different people experience crime and the different impacts it can have on their lives.

We acknowledge the need for leadership and the need to recognise what we can do to achieve positive change. In relation to disability, this will mean that we focus on societal/organisational barriers that disadvantage, disempower and disable people because of their impairments. Our equality objective, therefore, is to ensure that all victims and witnesses have equal access to justice by removing any barriers that might prevent that access. Those barriers may be physical or attitudinal. They may be about perception, prejudice or ignorance or they may be about organisational culture.

3.4 Our Equality and Diversity Objectives and the CPS Business Plan

Equality and diversity is integrated within the CPS business planning and these objectives support the key priorities within the CPS Business Plan 2011-12.

3.5 Working in partnership with the voluntary sector

We are committed to engaging, involving and working in partnership with the community and voluntary sector in the development of our policies and to improve our practice in relation to prosecutions and employment. Through our past engagement we know that taking on board the views of our community partners helps us to ensure that we better reflect the needs and priorities of communities in our policies and practices.

3.6 More information on equality and diversity and related documents

You can find more information on equality and diversity at the CPS through the following link:

<http://www.cps.gov.uk/publications/equality/index.html>

The link below provides more information on our prosecution policies including homophobic and transphobic hate crime, racially and religiously aggravated crime, disability hate crime and crimes against older people as well as policies in relation to violence against women cases. There are also a range of other policies including the Code for Crown Prosecutors and policies in relation to victims and witnesses.

<http://www.cps.gov.uk/publications/prosecution/index.html>

4 Our proposals for complying with the specific duties

4.1 Publishing Information

We will publish accessible information on our service and employment to demonstrate our compliance with the general duty across our functions by the required date and annually thereafter. We publish information so that the public can hold us to account in relation to our Core Quality Standards. Hence publishing information on equality is welcomed:

We will publish a range of equality data that relates to:

- Our employees
- Our services

Gathering data which is accessible has resource implications and this will be taken into account during the planning and timetabling of any additional data needs.

4.2 Equality Objectives

Our equality objectives are detailed at page 12 onwards. These have been developed through the CPS Equality Act Advisory Group which includes our community partners and representatives from our staff networks. Membership of the Group is detailed at Annex A. Our objectives have also been endorsed by our Community Accountability Forum which also includes community partners and representatives from our staff networks. Membership is detailed at Annex B. We will revise and update our objectives at least every four years. These will be published by the required date.

4.3 Scrutiny of our Equality Objectives

Our progress on our equality objectives will be scrutinised nationally by our Community Accountability Forum. We will be implementing a programme of scrutiny for our Community Accountability Forum during 2012.

4.4 Equality Impact Assessments

The CPS will be undertaking equality impact assessments to analyse the effects of our policies and practices on groups with protected characteristics. The CPS has reviewed its equality impact assessment procedure. This, together with guidance, has been distributed throughout the organisation

during 2010. However, we will review our procedures further to ensure compliance with the new equality duty.

5 How we are involving and consulting people regarding our equality and diversity objectives

By involvement we mean including stakeholders at the onset of developing our equality and diversity objectives. By consultation we mean asking for people's views on our proposals for inclusion in our equality and diversity objectives.

5.1 How we are involving and consulting communities

- We established the CPS Equality Act Advisory Group, whose membership includes community organisations and our staff networks to commence the development of our objectives.
- During our public consultation members of the public and community groups will be able to provide feedback and comments on our equality and diversity objectives either by email or post.
- Every organisation on the CPS Equality and Diversity Unit database of community and voluntary organisations will be emailed the public consultation document and invited to comment.
- Our Community Accountability Forum has endorsed our proposed objectives and will be fully consulted on the full document as part of wider consultation.

5.2 How we are involving and consulting staff

- We have involved representatives of our Staff Networks and DTUS in the development of our objectives.
- Staff online consultation - CPS staff will be able to log onto the public consultation document during the consultation period and email in their comments.

5.3 Other consultation

We will also consult with our partners in the Criminal Justice System and other relevant partners.

6 Our Equality and Diversity Objectives

Set out in the tables that follow are our proposed objectives, actions and measures for inclusion in our Equality and Diversity Objectives 2011-14.

Objective 1

To ensure that the CPS consistently meets its equality obligations in the way that it develops and delivers policies and practices that impact on our public functions, that is prosecutions, staff and operational structure.

An essential means of ensuring that we meet our equality obligations is to maintain the external scrutiny and involvement of communities in order to assess how successful we are in meeting our equality objectives. This requires our information and data to be accessible and transparent to enable communities to make an objective and accurate assessment of our success. The robustness of our Equality Impact Assessment (EIA) methodology and the competency of our staff to undertake effective equality impact assessments of our policies and practices is a critical element in ensuring equality in service delivery and employment.

Related Actions		Timescales			Milestones/Measures
		2011-12	2012-13	2013-14	
1.1	To maintain national external scrutiny of CPS compliance with its equality objectives through the Community Accountability Forum	√	√	√	Recommendations following scrutiny implemented.
1.2	Set up a National Scrutiny Panel to scrutinise issues of national importance including hate crime and VAW cases in order to identify key lessons learnt and best practice; and inform national policy development where appropriate	√			Recommendations from National Scrutiny panel successfully implemented
1.3	Roll out Area Local Involvement and Scrutiny Panels in order to involve local communities in local planning and the analysis of data by building on the experience of Hate Crime Scrutiny Panels and Community Involvement Panels	√	√	√	Recommendations from Area Local Involvement and Scrutiny Panels successfully implemented

Related Actions		Timescales			Milestones/Measures
		2011-12	2012-13	2013-14	
1.4	Continue to measure and ensure delivery of the CPS community engagement commitments contained in Core Quality Standard 12	√	√	√	Core Quality Standard 12 Assessment Results
1.5	Continue to improve awareness of Trans issues for prosecutors through sessions delivered in partnership with community facilitators	√			Evaluation of sessions
1.6	Review Equality Impact Assessment guidance in light of the new general duty	√			Successful implementation of revised guidance
1.7	Continue to provide consistent training for key staff on Equality Impact Assessments and evaluate the effectiveness of training	√	√	√	Evaluation of training
1.8	Continue to undertake EIAs of all relevant policies and processes and publish the results on the CPS website	√	√	√	EIAs completed and published
1.9	Develop a CPS public Accessibility Statement	√			Accessibility Statement published and successfully implemented
1.10	Review the CPS Bar Expectations Statement to reflect all protected characteristics and the development of CPS advocacy panels and ensure that equality and diversity considerations are built into the advocacy panel selection process	√			Revised Statement agreed and in place
1.11	Develop an action plan to address issues of disproportionality	√			Plan agreed and implemented

Related Actions	Timescales			Milestones/Measures
	2011-12	2012-13	2013-14	
Consultation Questions for Objective 1				
<ul style="list-style-type: none"> • Is the equality objective as set out above to ensure that the CPS has due regard to our equality obligations in the way that it develops policies and practices appropriate and relevant? • Is the objective clear? • Are the actions to achieve the objectives the right ones for a prosecution service? • Are the measures appropriate and relevant? • Do you have any other comments? 				

Objective 2

To improve the level of success in prosecutions in Hate Crime (including homophobic and transphobic hate crime, racially and religiously aggravated crime, disability hate crime), crimes against older people and Violence Against Women (VAW) cases and ensure an effective service for victims and witnesses

The CPS is responsible for the prosecution of hate crimes and violence against women cases - both can have a serious and long term impact on victim safety and satisfaction and public confidence in the criminal justice system. Appropriate, sensitive and effective support to the victims and witnesses of hate crime and Violence against Women crimes is critical if we are to deliver effective prosecutions in such cases and gain the confidence of victims and witnesses to report such crimes and support the prosecution process.

Related Actions		Timescales			Milestones/Measures
		2011-12	2012-13	2013-14	
2.1	Continue to train prosecutors on VAW and hate crimes	√	√	√	Evaluation of training.
2.2	Monitor cases of incitement to racial hatred, religious hatred and hatred on grounds of sexual orientation	√	√		Analysis of data and action on identified disproportionality
2.3	Implement recommendations relevant to the CPS arising from the Equality and Human Rights Commission (EHRC) inquiry into disability related harassment	√	√	√	Successful implementation of recommendations
2.4	Review joint working arrangements between the police and CPS in relation to hate crimes and VAW	√			Review completed
		√			Revised roles implemented

Related Actions		Timescales			Milestones/Measures
		2011-12	2012-13	2013-14	
2.5	Review the role and responsibilities of Hate Crime and VAW Co-ordinators	√			Guidance issued and implemented
2.6	Develop guidance on different methods of communicating with people with differing needs	√	√		Recommendations agreed and implemented
2.7	Consider the implementation of the recommendations arising from the CPS research into the use of Special Measures for victims and witnesses	√	√	√	Panels in place CPS commitments delivered
2.8	Roll out local involvement and scrutiny panels.	√	√	√	Overarching Measures: Attrition rates for hate crimes. Attrition rates for VAW crimes and Data from VAW assurance system. Victim and witness participation in prosecutions – reduction in “failure to attend” and victim retractions
2.9	Implement CPS elements of cross government actions on VAW and hate crimes				

Related Actions	Timescales			Milestones/Measures
	2011-12	2012-13	2013-14	
Consultation Questions for Objective 2				
<ul style="list-style-type: none"> • Is the equality objective as set out above appropriate for improving the prosecution of hate crimes and VAW? • Is the objective clear and does it reflect what a fair prosecution service requires in relation to hate crimes and VAW? • Are the actions to achieve the objectives the right ones? • Are the measures appropriate and relevant? • Do you have any other comments? 				

Objective 3

To ensure that the CPS collects and publishes high quality data across all of the protected characteristics in relation to its employment and service delivery practices and policies.

Timely and accurate data is a key requirement of effective analysis and decision making in relation to ensuring equality of opportunity and outcome whether it is in relation to the services we provide or our employment policies and practices. Good quality and relevant data will enable us to identify potential inequalities and develop actions to address unjustifiable disproportionality. Such published data also enables our Community Accountability Forum, communities and interested groups to scrutinise our work and performance in relation to equality.

Related Actions		Timescales			Milestones/Measures
		2011-12	2012-13	2013-14	
3.1	Identify, collect and evaluate the quality and robustness of existing data collected – either by the CPS or other criminal justice agencies such as the police or courts	√			Data collected and analysed
3.2	Publish relevant data by the required timescale and ensure that it is as accessible as possible	√	√	√	Identified and required accessible data published meeting legal requirements
3.3	Take steps to fill known data gaps, identify any new data gaps and put together a realistic timetabled plan to ensure that any data gaps identified, existing or new, are considered and addressed.	√	√	√	Data gaps fully identified, plan in place
3.4	Continue to improve the process, systems and efficiency of the	√			Annual review of data collection

Related Actions	Timescales			Milestones/Measures
	2011-12	2012-13	2013-14	
collection and reporting of data in order to ensure that the data collected is relevant, timely and robust				<p>process</p> <p>Overarching Measures: Feedback from Community Accountability Forum, communities and interested groups on quality and accessibility of data. Timetabled action plan for collection of data agreed by Directorates Successful development and implementation of CPS Accessibility Strategy. Year on year improvement in the percentage of staff providing staff representation data.</p>
<p>Consultation Questions for Objective 3</p> <ul style="list-style-type: none"> Is the equality objective as set out above in relation to collecting and publishing high quality data appropriate and relevant? 				

Related Actions	Timescales			Milestones/Measures
	2011-12	2012-13	2013-14	
<ul style="list-style-type: none"> • Is the objective clear and does it reflect appropriate engagement of a fair prosecution service? • Are the actions to achieve the objective the right ones? • Are the measures appropriate and relevant? • Do you have any other comments? 				

Objective 4

To identify and address the causes of differentials in the engagement and experience of staff with protected characteristics highlighted by the 2010 Her Majesty's Crown Prosecution Service Inspectorate (HMCPsi) thematic inspection on equality and diversity within the CPS and staff survey results.

The satisfaction of the people who deliver our prosecution service has a direct impact on the quality of service delivered to the public. For us it is important that the make up of our staff represents the communities that we serve and that there is no unjustifiable disproportionality in the implementation of our policies and processes or the experiences of staff employed by the CPS.

Related Actions	Timescales			Milestones/Measures
	2011-12	2012-13	2013-14	
4.1 Continue to promote data capture exercises in order to improve the accuracy of staff representation data	√	√	√	Data capture exercise in place and resulting in improved data
4.2 Continue to monitor and publish CPS equality data identifying trends and actions to address any identified disproportionality annually in the Annual Equalities in Employment Report	√			Publication of report on time
4.3 Conduct an equal pay review	√			Recommendations implemented
4.4 Engage with staff networks and forums to identify the causes and actions required to improve the staff engagement levels of staff with protected characteristics	√			Engagement completed and actions agreed
4.5 Refresh and extend existing Trans guidance for managers to include	√			Guidance issued and

Related Actions		Timescales			Milestones/Measures
		2011-12	2012-13	2013-14	
	awareness for all staff				successfully implemented
4.6	Review the accessibility of the Prosecution college and all CPS IT applications		√		Review complete and action plan in place
4.7	Review the Higher Court Advocate strategy to determine causes of disproportionate failure rate of BME staff and conduct an EIA of the Advocacy quality management assessment process	√			EIA completed – actions implemented
4.8	Implement the recommendations from the HMCPSP's follow up review of Equality and Diversity in employment in the CPS	√	√		Successful implementation of actions – monitored through Diversity Delivery Steering Group
4.9	Continue to implement a Dignity at Work Campaign	√			Campaign implemented
4.10	Introduce a People Measure to assess performance and increase accountability for the implementation of Equality and Diversity across the CPS	√			People Measure successfully introduced
4.11	Ensure that requests for reasonable adjustments are dealt with effectively and quickly and that disability related absences are recorded separately from sickness absences	√	√	√	Sampling checks to ensure consistency
4.12	Continue to train all staff on equality and diversity	√	√	√	Analysis of training figures and

Related Actions	Timescales			Milestones/Measures
	2011-12	2012-13	2013-14	
				evaluation results Overarching Measures: Increased employee satisfaction among protected groups. Data on complaints grievances, tribunals. Increased staff engagement index re staff survey. Implementation of recommendations from HMCPSP's review of Equality and Diversity in Employment.
Consultation Questions for Objective 4 <ul style="list-style-type: none"> • Is the equality objective as set out above appropriate and relevant for identifying and addressing the causes of differentials in the engagement and experience of staff with protected characteristics? • Is the objective clear and does it reflect a good employer on equality and diversity? 				

Related Actions	Timescales			Milestones/Measures
	2011-12	2012-13	2013-14	
<ul style="list-style-type: none"> • Are the actions to achieve the objective the right ones? • Are the measures appropriate and relevant? • Do you have any other comments? 				

Annex A Membership of the CPS Equality Act Advisory Group

(Community Stakeholders and Staff Networks)

Hal Barraclough - Home Office and a:gender
Delores Barratt - National Black Crown Prosecution Service (NBCPA)
Mark Brookes - Values into Action
Stephen Brookes MBE - Disability consultant
Sam Dick - Stonewall
Deborah Gold - Galop
Suresh Grover/Yasmin Jaswal - Monitoring Group
Philip Hall - CPS LGBT Network
Pepper Harow - British Humanist Association
Elizabeth Henry - Race on the Agenda (ROTA)
Suzanne Humphreys - CPS Disability Staff Network
Doreen Lawrence - Stephen Lawrence Charitable Trust
Norbert Marjolin - NSPCC
Pragna Patel - Southall Black Sisters (SBS)
Brian Pearce - Interfaith Network for the UK
Emma Scott - Rights of Women (ROW)
Kate Scott-Hughes - CPS LGBT Network

Annex B Membership of the Community Accountability Forum

(Community Stakeholders and Staff Networks)

Dolores Barrett/Shakrat Alli - National Black Crown Prosecution Association
(NBCPA)

Mark Brookes - Values into Action

Stephen Brookes, MBE - Disability consultant

Sam Dick - Stonewall

Deborah Gold - Galop

Philip Hall - CPS LGBT Staff Network

Suzanne Humphreys - CPS Disability Staff Network (DSN)

Davina James-Hanman - AVA

Mervyn Kohler - Age UK

Doreen Lawrence - Stephen Lawrence Charitable Trust

Norbert Marjolin - NSPCC

Emma Scott - Rights of Women

Kate Scott-Hughes - CPS LGBT Staff Network

Annex C Explanation of terms and list of abbreviations

Accessible Communications Statement (previously called an Accessibility Strategy)	This statement due to be published in 2011, will set out what the Crown Prosecution Service (CPS) does to make our information and communications easy for people to access and understand. The statement reflects our legal obligations on equality.
Annual equalities in Employment Report	The Annual Equalities in Employment Report highlights the progress of the CPS in delivering positive equality in employment outcomes.
Capability Review	These are reviews of government departments organised by the Cabinet Office. The aim is to consider the capacity of government departments, and the leadership within those departments, to deliver their services. Follow-up reviews take place to ensure that improvements have been made as a result of earlier reviews.
Civil Service People Survey	This is an annual survey of staff covering government departments, agencies and non-governmental bodies. Through a consideration of staff attitudes and work experiences, innovation, efficiency and staff well-being can be improved.
Community Accountability Forum (CAF)	The CAF which is made up of external community partners, representatives from the staff networks and CPS staff meets quarterly and provides external scrutiny and community accountability and is a consultation forum for CPS policies and strategies.
Core Quality Standards (CQS)	CQS sets out in plain language the prosecution process and the level of service that both CJS partners and members of the public can expect of the CPS. The standards are listed in chronological order from early advice at the outset of the case through to appeals and complaints which may follow at the conclusion of proceedings. CQS 12 relates specifically to community engagement.
CPS Equality and Diversity	This is a statement agreed in 2007 between CPS and the Bar (barristers whom we procure external advocates from for

<p>Expectations Statement for the Bar</p>	<p>undertaking cases at court) about what we expect the Chambers these Barristers belong to, to do on equality and diversity. The statement reflects our legal obligations on equality.</p>
<p>Dignity at Work Campaign</p>	<p>The Dignity at Work Campaign will focus on building capability around fairness and inclusion and clarify the organisation's expectations of all its staff in relation to bullying and harassment across all Protected Groups.</p>
<p>Direct Communications with Victims</p>	<p>A direct communication with the victim of a crime is required to be sent within five working days if a decision is made by the CPS not to proceed in respect of a particular charge or, where a decision is taken to substantially alter a charge. In addition, a meeting should be offered to the victim in certain categories of cases. There is an enhanced service for vulnerable and/or intimidated victims, who must be notified within one working day of the decision.</p>
<p>Diversity Delivery Plan</p>	<p>In July 2008 a new civil service strategy on equality and diversity in employment, 'Promoting Equality, Valuing Diversity' was launched. This sets out key areas for action which includes: a focus on targets; actions to address behaviour and culture change; leadership and accountability; talent management; and workforce representation. Each government department has produced a Departmental Diversity Delivery Plan which sets out how each department will deliver the civil service-wide strategy. In the CPS this is our Diversity Delivery Plan.</p> <p>The Department for Work and Pensions is in the process of revising the Civil Service-wide Equality and Diversity strategy, to replace the 2008 -11 document.</p>
<p>Diversity Delivery Plan Steering Group</p>	<p>The Diversity Delivery Plan Steering Group is responsible for ensuring that the Diversity Delivery Plan (incorporating the employment aspects of the Single Equality Scheme) is effectively discharged and that the activities contained within it contribute to achieving the CPS vision for equality and diversity.</p>
<p>Equality impact assessment</p>	<p>When the CPS changes the way it works by bringing in new policies or new functions, or by changing existing policies or functions, consideration is given as to how these changes could affect different groups in the community and in the workplace. If the changes could unjustifiably disadvantage a particular group, steps should be taken to deal with this situation. The process of assessing this impact is an equality impact assessment.</p>

Gender	As defined by the legislation as equality between men and women and includes gender reassignment. Also see Trans people below.
Hate crimes (includes (including homophobic and transphobic hate crime, racially and religiously aggravated hate crime, disability hate crime)	<p>A hate crime is any criminal offence that is motivated by hostility or prejudice based upon the victim's: disability; race; religion or belief; sexual orientation; or gender reassignment. The latest report on hate crime prosecutions for 2008-09 can be assessed at http://www.cps.gov.uk/publications/equality/index.html</p> <p>Policy and Guidance on racist and religiously aggravated crime can be accessed at http://www.cps.gov.uk/publications/prosecution/racerel.html</p> <p>Policy and Guidance on homophobic and transphobic crime can be accessed at http://www.cps.gov.uk/publications/prosecution/homophobia.html</p> <p>Policy and Guidance on disability hate crime can be accessed at http://www.cps.gov.uk/publications/prosecution/disability.html</p> <p>Policy for prosecuting crimes against older people can be accessed at http://www.cps.gov.uk/publications/docs/caop_policy.pdf</p>
Hate Crime Co-ordinators	All 13 CPS Areas have Hate Crime Coordinators to ensure the leadership of work on hate crimes and feed into the Area governance. The role covers performance management, community and stakeholder engagement and implementation of policy.
LGB	Lesbian, gay and bisexual people can often face discrimination, harassment and violence as a result of their sexual orientation. A lesbian is a woman who is physically, sexually and/or emotionally attracted to women; a gay man is a man who is physically, sexually and/or emotionally attracted to men; and a bisexual person can be either a man or a woman who is physically, sexually and/or emotionally attracted to both men and women.
Local Scrutiny and Involvement Panels (LSIP)	From April 2011 the previous Hate Crime Scrutiny Panels and the Community Involvement Panels have been combined to provide regional case scrutiny of finalised hate crime and VAW case files. Lessons learnt are used to improve prosecutions of hate crime and VAW cases. The LSIPs also provide a forum to consult on

	policies and strategies.
Monitoring	This is a process of gathering information (often quantitative but also qualitative) in order to find out if the way we are running our service or the way we treat our staff disadvantages or discriminates against any particular communities or group of employees.
National Scrutiny Panel	During 2011-12 the CPS will set up a National Scrutiny Panel whereby from time to time the Director will convene the Panel to consider systemic issues which impact on CPS performance or policy. The Panel will be made up of external community organisations and CPS staff and will make recommendations for improvements in relation to the issues it scrutinises.
The People Measure	The People Measure is a CPS indicator used to measure improvements in the way we lead, manage and engage staff.
Performance Development Reviews	The system used by the CPS to measure the performance of staff and to plan their future professional development.
The Prosecution College	The Prosecution College is the portal through which CPS staff can access a range of e-learning modules and courses
Section 146	Section 146 of the Criminal Justice Act 2003 provides that where an offence is based on hostility towards disability or presumed disability or sexual orientation it will be seen as an aggravating factor at sentencing stage.
Special measures	The Youth Justice and Criminal Evidence Act 1999 provides for 'special measures' to support vulnerable or intimidated witnesses to give their evidence. For more information on using special measures, please follow the link below: http://www.justice.gov.uk/guidance/docs/achieving-best-evidence-criminal-proceedings.pdf
Staff engagement	Employee engagement is a key business measure which goes beyond simply measuring how satisfied staff are: it also involves exploring employee commitment and advocacy. Employee engagement can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation.

Staff engagement index	Employee Engagement Index (EEI) is determined by The no. of satisfied employees/total employees surveyed) *100
Strategic stakeholder management project	This project has been set up to look at co-ordinating the activity the CPS has with all key stakeholders.
Streamlined process	This initiative is aimed at ensuring that in certain cases, the stages before a decision to charge is made, and the paperwork used to make those decisions, are streamlined whilst remaining sufficient and proportionate.
Trans People	<p>The terms 'trans people' and 'transgender people' are both often used as umbrella terms for people whose gender identity and/or gender expression differs from their birth sex, including transsexual people (those who intend to undergo, are undergoing or have undergone a process of gender reassignment to live permanently in their acquired gender), transvestite/cross-dressing people (those who wear clothing traditionally associated with the other gender either occasionally or more regularly), androgynous/polygender people (those who have non-binary gender identities and do not identify as male or female), and others who define as gender variant. (EHRC)</p> <p>Gender identity and sexual orientation are different. It follows that a trans person may be lesbian, gay, bisexual or heterosexual.</p> <p>Sometimes referred to collectively as members of the LGBT communities, but it is important to understand that someone's gender identity and their sexual orientation are two different things, and the issues raised can also be very different.</p>
Violence Against Women (VAW) strategy	<p>The strategy aims to secure the coordination and improved prosecution response to a range of crimes that fall under the umbrella term of VAW. Human rights are the principles that underpin the development of Violence against Women work, drawing on the United Nations conventions that the UK has signed and ratified.</p> <p>Although this strategy focuses on women as victims, the CPS is fully aware that men may also be victims (such as in cases of rape and domestic violence). These victims will have the same access to protection and legal redress.</p> <p>VAW includes the following strands: domestic violence,</p>

	<p>harassment, rape, sexual offences, honour-based violence, forced marriage, Female Genital Mutilation, human trafficking, pornography, prostitution, and child abuse.</p> <p>http://www.cps.gov.uk/publications/docs/vaw_strategy_english.pdf</p> <p>The latest report on violence against women prosecutions for 2009/10 can be accessed at</p> <p>http://www.cps.gov.uk/publications/equality/vaw/index.html</p>
<p>Violence against Women (VAW) Assurance</p>	<p>Since January 2011, as part of Area Performance management, Chief Crown Prosecutors provide six-monthly assurance reports to the Chief Operating Officer on their VAW prosecutions, all of which are reviewed by Director of Public Prosecutions. This links to Core Quality Standards Monitoring, covering all VAW crimes, with a primary focus on domestic violence, rape and sexual offences. It includes a qualitative assessment of approximately 25 per cent of rape prosecutions. The assurance addresses any identified problems with proposed solutions and comments on any police force district variation, as appropriate.</p>
<p>Violence against Women (VAW) Co-ordinators</p>	<p>All 13 Areas have selected VAW Coordinators to ensure the leadership of VAW work and feed into the Area governance. The role covers performance management, community and stakeholder engagement and implementation of policy.</p>

Abbreviations	
CAF	Community Accountability Forum
CCP	Chief Crown Prosecutor
CPS	Crown Prosecution Service
DV	Domestic Violence
HR	Human Resources
SES	Single Equality Scheme
VAW	Violence Against Women
WCU	Witness Care Unit
EIA	Equality Impact Assessment