



**Crown Prosecution Service  
Single Equality Scheme  
2006-2010**

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**Annual Report  
June 2009**

**Equality and Diversity Unit**



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**This document can be made available in alternative formats on request.  
Contact the CPS Equality and Diversity Unit 020 7796 8157**

# 1. Introduction

1.1 The CPS Single Equality Scheme was launched in December 2006. The scheme is a strategy and set of actions to promote equality in the CPS, both in terms of our service and in terms of our employment practices. This is the second annual report on our progress in implementing the scheme.

1.2 The CPS provides an independent public prosecution service for criminal cases in England and Wales referred to us by the police. Crime affects all communities, as does our work. We must have the public's trust and be seen by all communities as their prosecution service. We must act fairly at all times in the interests of justice. To be trusted to make fair prosecution decisions, we realise that our workforce needs to reflect the population we serve and we must treat all employees with respect. For us, treating people fairly in the workplace is firmly linked to providing a fair prosecution service.

1.3 The Single Equality Scheme is also a strategy which has been prepared under the requirements of a number of statutory duties to promote equality. These are summarised below. These duties consist of general duties and specific duties. The purpose of the duties is to help public bodies, like the CPS, address institutional and systemic inequalities faced by some groups.

1.4 The duties are as follows:

- Under the Race Relations (Amendment) Act 2000 the CPS is required to produce a Race Equality Scheme and to review it every three years. The first was produced in 2002 and we produced our second Race Equality Scheme in 2005 for the period 2005-08. This scheme has been incorporated into the Single Equality Scheme.
- Under the Disability Discrimination Act 2005 the CPS is required to produce a Disability Equality Scheme. This had to be produced by December 2006.
- Under the Equality Act 2006 the CPS is required to produce a Gender Equality Scheme. This had to be produced by April 2007.

1.5 The Single Equality Scheme also reflects our policy commitment in areas where, as yet, there is no statutory equality public duty i.e., in relation to age, sexual orientation, religion and belief and gender identity.

1.6 The Single Equality Scheme encompasses our Disability Equality Scheme, our Gender Equality Scheme and our Race Equality Scheme. The scheme can be downloaded from our web site at [www.cps.gov.uk/publications/docs/ses\\_2006\\_2010.pdf](http://www.cps.gov.uk/publications/docs/ses_2006_2010.pdf)

## 2. Recent changes in the CPS

2.1 In November 2008 a new Director of Public Prosecutions was appointed, Keir Starmer QC. He has endorsed the work the CPS is doing in relation to both equality and diversity and community engagement and is committed to taking both agendas forward in the years ahead.

2.2 Over the last year there has been considerable investment in the CPS' equality and diversity and community engagement agenda. Ten new Equality, Diversity and Community Engagement Managers are now in post at Group level. Recruitment to the remaining four posts is underway. The function of these posts is to work with CPS Areas and CPS Groups to fulfil our equality and diversity commitments at a local level and to further develop and embed our community engagement activity.

2.3 In relation to community engagement there have been three developments:

- There are now 42 hate crime scrutiny panels covering 40 Areas. Two Areas are still establishing panels and two Areas have more than one panel. The make up of the panels varies across the country, but the vast majority are made up of community members, an independent community facilitator or chair, an independent lawyer, and senior CPS lawyers. Other CJS partners also take part on some panels. Of the 42 panels in place , 27 scrutinise cases related to all types of hate crime, 9 panels look exclusively at domestic violence and/or violence against women, 3 panels look exclusively at racially and religiously aggravated hate crime , and the remaining 3 panels look exclusively at homophobic and transphobic hate crime.

- The purpose of scrutinising randomly selected finalised hate crime case files is to:-
  - increase community understanding of the CPS decision -making processes in relation to hate crime
  - increase the understanding by the CPS of how the decision making process can be improved from a community perspective
  - inform CPS lawyers, and where appropriate , other CJS agencies, of relevant learning arising from the scrutiny of cases
  - identify good practice and lessons learnt for sharing with all parts of the service
  
- At Group level, 11 community involvement panels have been set up. Four other panels are still in the process of being established. Panels are made up of community members and CPS lawyers. Some panels also have representatives from other statutory agencies. The panels provide a consultative forum in relation to a wide range of CPS business:
  - strategies and business plans
  - equality and diversity issues
  - community engagement plans
  - victim and witness issues
  - scrutiny as appropriate ( i.e. one panel has scrutinised a sample of correspondence with victims - 'DCV')
  - other local issues proposed by either individual Areas, the Group, or by community members
  
- At national level, the CPS Community Accountability Forum continues to meet quarterly. Over the past year some of the key items considered by the forum include:
  - equality impact assessment reports on charging decisions 2006-07 and 2007-08
  - consultation on draft hate crime summary leaflets
  - consultation on a refreshed domestic violence policy
  - consultation on a refreshed rape policy
  - consultation on CPS draft business planning priorities for 2009-10
  - consultation on a refreshed equality and diversity strategy

- consultation on a refreshed equality and diversity policy statement
- update on the development of hate crime scrutiny panels and community involvement panels
- open discussion on hate crime law and policy - with a focus on learning disability

2.4 In relation to hate crime scrutiny panels and community involvement panels, an independent survey of the views of members was undertaken in February and March 2009. Preliminary analysis of the findings indicates a positive picture in relation to both types of panels. A full report will be available in July 2009

2.5 In October 2008 the equality and diversity work of the CPS was recognised by the achievement of the Civil Service Equality and Diversity Award for the category of “most improved”.

### **3. Summary of progress**

3.1 Annex B provides a list of functions assessed for relevance to the general duty. Annex C provides a full schedule of the progress on all our year 2 equality and diversity commitments.

3.2 Set out below are the key outcomes from the second year of the Single Equality Scheme.

- Continued reductions in unsuccessful outcomes for hate crimes
- Continued reductions in unsuccessful outcomes for violence against women prosecutions
- Equality inputs to a range of HR policy reviews and development.
- Continued advice and support to ensure effective formation of CPS Staff Networks
- A community consultation panel established nationally on incitement to hatred and violent extremism
- The Equality and Diversity Unit and Policy Directorate conducted a themed review of disability hate crime. This involves Areas assessing their own performance and producing an action plan to improve performance. All plans

are due for completion April 2009. Progress will be assessed in 2010-11 and 2011-12.

- A further 4 specialist courts with Independent Domestic Violence advisers in place bringing the total to 104
- Continued measurement and assessment of our community engagement activities across all Areas twice yearly
- Continued advice and support to HR on the CPS Advocacy strategy. (A strategy to increase the number of cases handled by CPS Advocates in court.)
- July 08 public policy statement and legal guidance on crimes against older people produced.
- October 2008 produced and disseminated a good practice and lessons learnt toolkit on homophobic and transphobic crime.
- Autumn 2008 saw the first assessment of the larger Chambers used by the CPS against the CPS Equality and Diversity Expectations Statement. . The statement is a set of standards which the CPS expects Chambers to meet when their members undertake work for the CPS.
- December 2008 the first annual violence against women crimes report published with significant regional and local media coverage
- December 2008 the first comprehensive hate crime report for 07/08 produced.
- December 2008 the Diversity Delivery Plan 2008-11 produced. This is part of a Cabinet Office initiative to increase workforce diversity across government. Each government department must complete a plan for approval by the Cabinet Office, work to build an inclusive culture, and meet specified targets by 2011.
- January 2009 charging equality impact assessments produced for 2006-07 and 2007-08
- March 2009 a draft ten year anniversary stock take report on the CPS response to the Stephen Lawrence Inquiry report produced and a roundtable seminar held with relevant internal and external representatives invited.
- March 2009 the policy on the prosecution of rape refreshed.

## 4. The Way Forward

4.1 This report marks progress during the second year of the Single Equality Scheme. A significant emphasis has been focussed on putting the right building blocks in place, developing new policies, refreshing existing policies and establishing monitoring systems. We would expect that the next annual report will show an increased focus on the results of the implementation of these initiatives.

4.2 Many parts of the Single Equality Scheme include undertakings that are annual, and which will continue into 2010-11 and beyond. This is particularly true of monitoring. There is also work to be done to ensure that the various new and refreshed sets of guidance for prosecutors that we produced in year 2 of the scheme are consistently implemented, and contribute to higher prosecution rates for hate crimes. There are also new impact assessments to be conducted in relation to existing policies.

4.3 We will continue to embed and reinforce our work on equality and diversity and community engagement throughout 2009-10. From the autumn of 2009, we will start the major task of developing a new equality scheme. This will involve extensive partnership working and consultation with stake holders. The development of a new scheme provides the CPS with an opportunity to focus increasingly on outcomes.

## Annex A

### Information about the Crown Prosecution Service

The Crown Prosecution Service (CPS) was set up in 1986 to prosecute criminal cases investigated by the Police in England and Wales. The CPS is a department of central government which acts independently from the Government in accordance with statute<sup>1</sup>.

The head of the CPS is the Director of Public Prosecutions, who has overall responsibility for the Service and its prosecutions. The Chief Executive, who is responsible for the administration of the CPS, assists 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 CPS is a public authority for the purposes of the Human Rights Act 1998. In carrying out its role of criminal prosecutions, the Service must apply the principles of the European Convention on Human Rights in accordance with the Act.

The CPS is organised into 42 Areas across England and Wales matching Police force boundaries. Each Area is headed by a Chief Crown Prosecutor who is responsible for the delivery of a high quality prosecution service to his or her local community. Each Chief Crown Prosecutor is supported by an Area Business Manager, and their respective roles mirror, at a local level, the division of responsibilities between the Director of Public Prosecutions and Chief Executive.

Since 2007, the 42 Areas have been arranged into 15 new CPS Groups.

As the principal prosecuting authority in England and Wales, we are responsible for:

- Charging offenders in all but the most minor offences

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<sup>1</sup> Prosecution of Offences Act 1985

- Providing advice on cases submitted by the Police
- Where the decision is to prosecute, determine the charge in all but minor cases
- Preparing cases for court
- Presentation of cases at court

The CPS works to prosecute cases firmly, fairly and effectively, where there is sufficient evidence to provide a realistic prospect of conviction and when it is in the public interest to do so. This is done by reviewing each case against the Code for Crown Prosecutors. The Code gives guidance on the principles to be applied when making decisions about prosecutions. It is designed to make transparent the principles applied when prosecuting crimes. The Code is a public document and is available in community languages, alternative formats and on our website <http://www.cps.gov.uk/>

Although the CPS works closely with the Police, we are independent of them. The independence of Crown Prosecutors is of fundamental constitutional importance. Casework decisions taken with fairness, impartiality and integrity help deliver justice for victims, witnesses, defendants and the public.

More information about the CPS can be found at <http://www.cps.gov.uk/> or by writing to: Communications Branch, Crown Prosecution Service, 50 Ludgate Hill, London, EC4M 7EX Tel: 020 7796 8442

The CPS is an integral part of the criminal justice system which includes agencies such as the Police, the Courts, and the Probation Service. More information on the criminal justice system can be found at <http://www.cjsonline.gov.uk/>

## Annex B

### Revised list of policies and functions assessed for relevance to the equality duties for public bodies

#### **Background**

Identifying policies and functions for relevance to equality is a statutory requirement given particular emphasis in the Race Equality Duty. It is also a requirement to regularly review the list of functions and policies so that it is up to date, incorporating new policies and deleting those that no longer apply. The purpose of having such a list is to provide a focus for implementing the Single Equality Scheme.

#### **Review of relevant policies and functions**

This report sets out the original list of policies and function that were considered relevant to equality and diversity with the changes highlighted in italics and underlined. The list also indicates the degree of relevance, which in turn will inform the priority that should be given to that policy. The degree of relevance is determined by applying the following questions:

- 1) Is it relevant to the general duty in respect of race, disability and/or gender? Is it relevant to our commitments in respect of age, religion or belief and/or sexuality and gender identity? Is there evidence or reason to believe that some groups could be differently affected?
- 2) How relevant is it? How much evidence is there? None or a little, some or substantial. Is there any public concern that the function or policy is being carried out in a discriminatory way? None or a little, some or substantial.
- 3) What is the feedback from community engagement and consultation which informs this Scheme?

4) What are the wider issues, agenda, opportunities and challenges over the next three years?

5) How do the priorities match/fit with overall organisational priorities?

| <b>LIST OF FUNCTIONS ASSESSED FOR RELEVANCE TO THE GENERAL DUTY</b> |   |                      |  |
|---|---|----------------------|--|
| <b>Function</b>   | <b>Policy</b>   | <b>Relevance</b>     | <b>Questions tools and evidence used</b> |
| <b>Prosecutions</b>   | Domestic Violence prosecutions  | Higher               | 1, 2, 3, 4, 5                            |
|   | Prosecutions for rape   | Higher               | 1, 2, 3, 4, 5                            |
|   | Violence Against Women prosecutions   | Higher               | 1, 2, 3, 4, 5                            |
|   | Racially and Religiously Aggravated Crime                                       | Higher               | 1, 2, 3, 4, 5                            |
|   | Incitement to Racial Hatred prosecutions  | Higher               | 1, 2, 3, 4, 5                            |
|   | Incitement to Religious Hatred prosecutions                                     | Higher               | 1, 2, 3, 4, 5                            |
|   | Homophobic and Transphobic Crime  | Higher               | 1, 2, 3, 4, 5                            |
|   | Disability Hate Crime   | Higher               | 1, 2, 3, 4, 5                            |
|   | Elder Abuse prosecutions  | Higher               | 1, 2, 3, 4, 5                            |
|   | Sexual transmission of infections which cause grievous bodily harm prosecutions | Higher               | 1, 2, 3, 4, 5                            |
|   | Terrorism Prosecutions  | Higher               | 1, 2, 3, 4, 5                            |
|   | <b><u>Violent extremism</u></b>   | <b><u>Higher</u></b> | <b><u>1,2,3,4,5,</u></b>                 |
|   | Gun Crime   | Higher               | 1, 2, 3, 4, 5                            |
|   | Deaths in Custody   | Higher               | 1, 2, 3, 4, 5                            |
|   | Anti-social Behaviour Orders  | Higher               | 1, 2, 3, 4, 5                            |

|                   |  |                      |                         |
|-------------------|--|----------------------|-------------------------|
|                   | Pre-trial Interviews with Witnesses  | Higher               | 1, 3, 4, 5              |
|                   | Effective Trial Management Programme   | Lower                | 1, 4, 5                 |
|                   | Diversions through Conditional Cautioning and Simple, Speedy, Summary Justice Proposals    | Higher               | 1, 3, 4, 5              |
|                   | Prosecution Process/Casework Quality   | Medium               | 1, 2, 3, 5              |
|                   | Direct Communication with Victims  | Higher               | 1, 2, 3, 4, 5           |
|                   | Speaking Up for Justice/Special Measures   | Medium               | 1, 2, 3, 4, 5           |
|                   | Statutory Charging   | Higher               | 1, 2, 3, 4, 5           |
|                   | Code for Crown Prosecutors   | Higher               | 1, 2, 4                 |
|                   | <b><u>Victim and Witness Care Strategy</u></b>   | <b><u>Higher</u></b> | <b><u>1,2,3,4,5</u></b> |
|                   | <b><u>Victims and witnesses with mental health issues and/or learning difficulties</u></b> | <b><u>Higher</u></b> | <b><u>1,2,3,4,5</u></b> |
|                   | <b><u>Incitement to hatred on the grounds of sexual orientation</u></b>                    | <b><u>Higher</u></b> | <b><u>1,2,3,4,5</u></b> |
|                   | <b><u>Youth crime</u></b>  | <b><u>Higher</u></b> | <b><u>1,2,3,4,5</u></b> |
| <b>Employment</b> | Advocacy Strategy Programme (employment practices)   | Higher               | 1, 2, 3, 4, 5           |
|                   | Implementation of recommendations of the reviews of CPS Staff Networks                     | Higher               | 1, 2, 3, 4, 5           |
|                   | Joint CPS/ACPO protocol for co-located workers to support Statutory Charging               | Higher               | 1, 2, 3, 4, 5           |
|                   | E-learning and Prosecution College   | Higher               | 1, 2, 3, 4, 5           |

|  |  |                      |                       |
|--|--|----------------------|-----------------------|
|  | <b><u>Deleted ( programme ended)</u></b><br>Invest Programme –<br>Performance, Grading and<br>Reward                                     | Higher               | 1, 2, 3, 4, 5         |
|  | Equal Pay Review   | Higher               | 1, 2, 3, 4, 5         |
|  | <b><u>Deleted ( programme ended)</u></b><br>Transform  | Higher               | 1, 2, 3, 4, 5         |
|  | <b><u>Leadership and Management<br/>development</u></b>  | <b><u>Higher</u></b> | <b><u>1,2,4,5</u></b> |
|  | <b><u>Succession Planning/career<br/>mobility</u></b>  | <b><u>Higher</u></b> | <b><u>1,2,4,5</u></b> |
|  | Equality and Diversity Complaints<br>procedure   | Higher               | 1, 2, 3, 4, 5         |
|  | Staff Survey   | Higher               | 1, 2, 3, 4, 5         |
|  | Recruitment and Selection Policy<br>and Processes  | Higher               | 1, 2, 3, 4, 5         |
|  | Discipline, Capability and<br>Grievance Policies   | Higher               | 1, 2, 3, 4, 5         |
|  | Home working Policy  | Higher               | 1, 2, 3, 4, 5         |
|  | Flexible working and alternative<br>working patterns   | Higher               | 1, 2, 3, 4, 5         |
|  | Leave and attendance (incl.<br>annual leave, special leave, sick<br>leave, maternity and paternity and<br>adoption leave, hours of work) | Higher               | 1, 2, 3, 4            |
|  | Staff mobility   | Higher               | 1, 2, 3, 4            |
|  | Childcare Policy   | Higher               | 1, 2, 3, 4            |
|  | Age Retirement, early retirement<br>and severance  | Higher               | 1, 2, 3, 4            |
|  | Counselling and Support Service  | Medium               | 1, 2, 3, 5            |
|  | Equality and Diversity Training  | Higher               | 1, 2, 3, 4, 5         |
|  | Pro-active Prosecutor<br>Programme   | Higher               | 1, 2, 3, 4, 5         |

|              |  |                      |                       |
|--------------|--|----------------------|-----------------------|
|              | Induction  | Higher               | 1, 2, 3, 4, 5         |
|              | Special Bonus Scheme   | Higher               | 1, 2, 3, 4, 5         |
|              | Legal Trainee Scheme   | Higher               | 1, 2, 3, 4, 5         |
|              | Law Scholarship Scheme   | Higher               | 1, 2, 3, 4, 5         |
|              | Tackling Domestic Violence at home and work                        | Higher               | 1, 2, 3, 4, 5         |
|              | Ability Advisors   | Higher               | 1, 2, 3, 4, 5         |
| <b>Other</b> | Community Accountability Forum                                     | Higher               | 1, 2, 3, 4, 5         |
|              | Community Engagement/Public Confidence in the CPS                  | Higher               | 1, 2, 3, 4, 5         |
|              | Listening and Reassurance events with Muslim communities           | Higher               | 1, 2, 3, 4, 5         |
|              | Translation and Interpretation                                     | Higher               | 1, 2, 3, 4, 5         |
|              | Procurement  | Higher               | 1, 2, 3, 4, 5         |
|              | Procuring External legal Services from the Bar                     | Higher               | 1, 2, 3, 4, 5         |
|              | <b><u>Community Prosecutor Approach</u></b>                        | <b><u>Higher</u></b> | <b><u>1,2,4,5</u></b> |
|              | <b><u>Streamlined process</u></b>                                  | <b><u>Higher</u></b> | <b><u>1,4,5</u></b>   |
|              | <b><u>Estates (including health and safety and facilities)</u></b> | <b><u>Medium</u></b> | <b><u>1,2,4,5</u></b> |
|              | <b><u>Headquarters' review</u></b>                                 | <b><u>Higher</u></b> | <b><u>1,2,4,5</u></b> |

## **Annex C Single Equality Scheme Progress Report**

The full Single Equality Scheme 2006 - 2010 is available on the Equality and Diversity section of the CPS web site at: [www.cps.gov.uk/publications/docs/ses\\_2006\\_2010.pdf](http://www.cps.gov.uk/publications/docs/ses_2006_2010.pdf). This progress report highlights the commitments and outcomes for the second year of the scheme.

### **Reading this progress report**

Many of the commitments relate to on-going monitoring, others are items carried forward from Year 1 into Year 2, and others are the substantive Year 2 commitments. All the commitments we are reporting on for year 2 are highlighted in yellow in column 1. The progress update on these commitments is set out in column 4

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- Section 12. Sexuality and Gender Identity Action Plan
- Section 13. Religion of Belief Action Plan
- Section 14. Age Action Plan

**Section 1  
COMMON ACTIONS PLAN 2006-10**

| <b>Action/<br/>Responsibility</b>  | <b>Timescale</b>   | <b>Progress to June 2008</b>   | <b>Progress to March 2009</b>   |
|--|--|--|---|
| C1. Produce Equality Scheme for 2006-10.<br><br><i>Equality Scheme Project Board/Equality and Diversity Unit</i>             | 4 December 2006  | <ul style="list-style-type: none"> <li>Single Equality Scheme for 2006-10 produced on schedule in Dec 2006</li> </ul>  | Completed   |
| C2. Produce Equality Scheme Annual Progress Reports<br><br><i>Director of Equality and Diversity</i>                         | By December annually   | <ul style="list-style-type: none"> <li>First annual progress report on Single Equality Scheme implementation presented to CPS Community Accountability Forum April 2008</li> </ul> | <ul style="list-style-type: none"> <li>Second annual progress report on Single Equality Scheme implementation presented to CPS Community Accountability Forum April 2009</li> </ul> |
| Local Reporting<br><br>C3. Local CPS Areas address key equality issues in local CPS Area Business Plans <i>All CPS Areas</i> | Annually in line with Business Planning timescales           | <ul style="list-style-type: none"> <li>Each Area and Group Business Plan contains local actions on equality, diversity and engagement (for 07/08)</li> </ul>                       | <ul style="list-style-type: none"> <li>Each Area and Group Business Plan contains local actions on equality, diversity and engagement. (for 08/09)</li> </ul>                       |
| Develop a CPS Community Accountability Forum   | January - March 2007 Forum established. Four meetings of the | <ul style="list-style-type: none"> <li>CPS Community Accountability Forum</li> </ul>   | <ul style="list-style-type: none"> <li>CPS Community Accountability Forum has met on 4 occasions in</li> </ul>  |

|   |   |   |                |
|---|---|---|----------------|
| <p>C4. Involvement of forum to support implementation of the Equality Scheme</p> <p><i>Director of Equality and Diversity</i></p> | <p>Forum to take place April, July, October 08 and January 09</p> | <p>established March 2007 and has met on 4 occasions in 2007-08</p> | <p>2008-09</p> |
|---|---|---|----------------|

**Section 2**  
**ASSESSING CPS FUNCTIONS AND POLICIES FOR RELEVANCE TO EQUALITY**

|  |   |  |  |
|--|---|--|--|
| <p>C5. Identify functions and policies<br/> <i>Equality Scheme Project Board</i></p> <p><i>Director of Equality and Diversity</i></p>  |   | <p>Functions and policies identified in November 2006</p>  | <p>Completed</p>   |
| <p>C6. Review and update list of functions and policies annually as part of the production of the annual Progress Report on the Equality Scheme:</p> <ul style="list-style-type: none"> <li>• C7. Actively review list of prioritised functions and policies adding new and removing old functions and policies.</li> <li>• C8. Review current priorities in terms of higher, medium and lower and amend as appropriate.</li> <li>• C9. Update list of priorities and Action Plan as a result of amendments.</li> </ul> <p><i>Director of Equality and Diversity</i></p> | <p>April 2008, April 2009, April 2010</p> | <p>List of functions and policies reviewed April 2008 and consulted on with the CPS Community Accountability Forum July 08</p> | <p>List of functions and policies reviewed April 2009 and consulted on with the CPS Community Accountability Forum July 2009</p> |

### Section 3

## ARRANGEMENTS FOR ASSESSING AND CONSULTING ON THE LIKELY IMPACT OF PROPOSED POLICIES ON THE PROMOTION OF EQUALITY – FUTURE IMPACT ASSESSMENTS

|  |                      |  |   |
|--|----------------------|--|---|
| C10. Disseminate CPS Equality and Diversity impact assessment pro forma and guidance<br><br><i>Director of Equality and Diversity</i>                        | Autumn 2006          | Impact assessment guidance and pro-forma issued to all Directorates 2006-07. Over 70 CPS staff trained on conducting impact assessments  | Completed   |
| C11. Assess policies identified for action in Year 1 and take action:<br><br><i>Relevant Directorates</i>  | Throughout 2006-2010 | See below  | Completed   |
| <b>Year 1 – Prosecution Policies for impact assessment</b>   |                      |  |   |
| Y1/1. Violence Against Women (VAW) strategy<br><i>Director of Equality and Diversity</i>   | 2007-08              | <ul style="list-style-type: none"> <li>• VAW Strategy and Action Plans completed and published April 2008.</li> <li>• Full impact assessment undertaken. Report available</li> </ul> | Completed   |
| Y1/2. Prosecution of cases involving the sexual transmission of infections which cause grievous bodily harm<br><br><i>Director of Equality and Diversity</i> | 2006-07              | <ul style="list-style-type: none"> <li>• Full impact assessment undertaken in 2007-08 as project ran over two years. Report available.</li> </ul>                                    | <ul style="list-style-type: none"> <li>• A one-year-on report on the application of the policy on prosecuting cases of transmission of sexually transmitted infections</li> </ul> |

|   |                |   |  |
|---|----------------|---|--|
| <p><i>Director of Policy</i></p>  |                |   | <p>has been drafted and is due for circulation in June 2009.</p> <ul style="list-style-type: none"> <li>• Regular meetings are now taking place with the Terrence Higgins Trust and the National Aids Trust providing valuable outside scrutiny of the application of our policy.</li> <li>• The CPS have also joined the ACPO-led 'Policing Transmission' Steering group in order to put into effect the recommendations from the 2008 report from the Terrence Higgins Trust on the investigation and prosecution of cases involving the transmission of sexually transmitted infections.</li> </ul> |
| <p>Y1/3. Disability Hate Crime Policy<br/><i>Director of Equality and Diversity</i><br/><i>Director of Policy</i></p> | <p>2006-07</p> | <ul style="list-style-type: none"> <li>• Partial impact assessment undertaken. Report available. Full monitoring report to be available following a disability hate crime themed review due to be completed end 08/09.</li> </ul> | <ul style="list-style-type: none"> <li>• Disability hate crime themed review underway (December 2008). Themed review now due to be completed in Quarter 1, 2011 to give Areas a full year to implement their disability hate crime action plans. Following the assessment of Area progress against their action plans, a full monitoring report, including a good practice toolkit to be available in quarter 2, 2011.</li> </ul>  |
| <p>Y1/4. Revised Homophobic Crime Policy</p>  | <p>2006-07</p> | <ul style="list-style-type: none"> <li>• Full impact assessment undertaken. Report available.</li> </ul>  | <p>Completed</p>   |

|   |                                  |  |  |
|---|----------------------------------|--|--|
| <i>Director of Equality and Diversity<br/>Director of Policy</i>  |                                  |  |  |
| Y1/5. Revised Racist and Religious Crime Policy<br><br><i>Director of Equality and Diversity<br/>Director of Policy</i>                       | 2007-08                          | <ul style="list-style-type: none"> <li>Full impact assessment undertaken. Report available.</li> </ul>   | Completed  |
| Y1/6. Prosecution of cases of elder abuse<br><br><i>Director of Equality and Diversity<br/>Director of Policy</i>                             | 2007-08                          | <ul style="list-style-type: none"> <li>Impact assessment report to be produced April 2008.</li> </ul>  | Completed  |
| Y1/7. Diversion through Conditional Cautioning<br><br><i>Director of Equality and Diversity<br/>Director of Business Development</i>          | 2007-08 carried forward to 08-09 | <ul style="list-style-type: none"> <li>To be undertaken in 2008-09 as project spans a number of years and to date insufficient cases to assess impact.</li> </ul>  | <ul style="list-style-type: none"> <li>As there remains insufficient cases to assess impact this will be pended until 2008-09. Please note gender, age and race are assessed monthly as part of the Conditional Cautioning Balance Scorecard.</li> </ul>                       |
| <b>Year 1 – Employment Policies for impact assessment</b>   |                                  |  |  |
| Y1/8. Advocacy/Higher Court Advocates (HCA) strategy – Employment Aspects<br><i>Director of Equality and Diversity<br/>Director of Policy</i> | 2006-07                          | <ul style="list-style-type: none"> <li>The Advocacy Strategy Programme Equality Impact Assessment was completed in 2007 and published internally in March 2008. Report available. The majority of actions developed to address the key Areas of</li> </ul> | <ul style="list-style-type: none"> <li>To ensure that we have best possible data quality, a cleansing exercise of the equalities data is currently being undertaken , with a view to conducting a further impact assessment of the Advocacy Strategy in Summer 2009</li> </ul> |

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|  |   | <p>concern have been completed including implementation of the new Prosecutor Structure and publication of the Statement of Principles in respect of HCA training. A follow up Equality Impact Assessment is planned for summer 2009.</p>  |   |
| <p>Y1/9. Implementation of the recommendations from the Review of Staff Networks</p> <p><i>Director of Equality and Diversity</i><br/><i>Director of Human Resources</i></p> | <p>2006-07, 2007-08, carried forward into 2008-09</p> | <ul style="list-style-type: none"> <li>• Staff Networks Review has been completed and plans are in place to integrate the input from Staff Networks into HR business delivery</li> <li>• An equality impacts and proposals report for all Staff Networks to be taken forward in early 08/09.</li> <li>• Budgets have been allocated more equitably and Staff Network Business Planning now complements the CPS wider Business Plan including those objectives related to Equality &amp; Diversity activities.</li> </ul> | <ul style="list-style-type: none"> <li>• Further recommendations arising from the review are currently being considered, including establishment of multi agency Faith of Belief Forum, engagement with other staff forums, developing terms of reference for networks, establishing a protocol/group for sharing of information and best practice between networks, and gaining network representation at high-level meetings to raise profile.</li> </ul> |

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| <p>Y1/10 Development of joint CPS/ACPO protocol for co-located workers to support Statutory Charging</p> <p><i>Director of Equality and Diversity<br/>Director of Human Resources<br/>Director of Business Development</i></p> | <p>2006-07, 2007-08 continuing into 2008-09</p> | <ul style="list-style-type: none"> <li>• A co-located protocol has been devised to provide a framework within which Police Service and CPS staff conduct working arrangements. The protocol is intended to supplement both the Police Service and CPS policies and procedures for staff, particularly where there are significant differences. The Protocol will provide a shared commitment for staff from both parties to: <ul style="list-style-type: none"> <li>• be treated fairly with dignity, respect and courtesy;</li> <li>• a workplace free from bullying, harassment or victimisation;</li> <li>• experience no form of discrimination; and</li> <li>• be valued for their skills and abilities</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• The protocol has been consulted upon with Trade Unions and Staff Networks, and is currently with Association of Chief Police Officers</li> </ul>                                  |
| <p>Y1/11. E-learning and Prosecution College</p> <p><i>Director of Human Resources</i></p>   | <p>2006-07 carried forward into 2008-09</p>     | <ul style="list-style-type: none"> <li>• User needs are assessed on an on-going basis, e.g. specific needs of staff for reasonable adjustments have been met. The e-</li> </ul>   | <ul style="list-style-type: none"> <li>• The tender exercise is currently being progressed. All Prosecution College e-learning content currently supports accessibility requirements by offering Text versions.</li> </ul> |

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|  |                            | <p>learning Prosecution College is to be re-tendered in 2008/09. Equality and diversity will be factored into that tender specification. In addition, a full equality impact assessment is due to take place in 2008/09. This will incorporate training needs in relation to our statutory 'public duty' to promote equality.</p> | <ul style="list-style-type: none"> <li>As part of the Tender exercise, specification requirements have included at minimum accessible Text version or alternative formats of accessible material that supports online products.</li> </ul> |
| <b>Year 1 – Other Policies for impact assessment</b>         |                            |   |  |
| <p>Y1/12. Procurement</p> <p><i>Director of Finance</i></p>  | <p>Quarter 2, 2006-07</p>  | <ul style="list-style-type: none"> <li>Review of CPS London system for allocating work to external lawyers completed and moved to grading system. Extensive consultation undertaken and report available.</li> </ul>  | <p>Completed</p>   |
| <p>Y1/13. Procuring external legal services from the Bar</p> | <p>2006-07 and 2007-08</p> | <ul style="list-style-type: none"> <li>Equality and Diversity Expectations Statement</li> </ul>   | <p>Completed</p>   |

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| <p><i>Chief Crown Prosecutor (London)</i><br/> <i>Director of Equality and Diversity</i><br/> <i>Director of Business and Development</i></p> |                | <p>for the Bar produced and widely consulted upon. The Statement sets out the standards we expect of all counsel we engage in relation to equality and diversity and other matters. Publicly available.</p> |  |
| <b>Year 2 – Prosecution Policies for impact assessment</b>  |                |   |  |
| <p>Y2/1. Pre-trial interviews with witnesses</p>  | <p>2008-09</p> |   | <ul style="list-style-type: none"> <li>• Full public consultation took place before report published and piloting commenced in 2006. National implementation completed April 2008. Post-implementation review to take place in summer 2009.</li> </ul> |
| <b>Year 2 – Employment Policies for impact assessment</b>   |                |   |  |
| <p>Y2/2. Invest Programme – A Review of Performance, Grading and Reward</p> <p><i>Director of Human Resources</i></p>                         | <p>2008-09</p> |   | <ul style="list-style-type: none"> <li>• Impact assessments were conducted at the outset of the Invest Programme on specific themes and subsets which the programme covered. The Invest Programme has now concluded.</li> </ul>                        |

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|  |           |  | <ul style="list-style-type: none"> <li>• Career Families, PDR process etc will be dealt with as separate themes over the next 18 months, and assessments will be built into any reviews as necessary.</li> </ul>   |
| Y2/3. Transform  |           |  | The 'Transform' project has ended.   |
| Y2/4. Equality and Diversity Complaints Procedure (EDCP)<br><i>Director of Human Resources</i> | 2008-09   |  | <ul style="list-style-type: none"> <li>• The EDCP and grievance procedure was reviewed in 2007, resulting in the launch of the new grievance policy. Impact assessments were included in the development of the policy.</li> <li>• The revised grievance procedure is currently being revisited as part of a 12 month review of its operation. This includes input from all Staff Networks.</li> </ul> |
| <b>Year 3 – Prosecution Policies for impact assessment</b>                                     |           |  |  |
| Y3/1. Effective Trial Management Programme<br><i>Director of Business Development</i>          | 2009-2010 |  | Year 3 commitment  |

| Year 3 – Employment Policies for impact assessment                                 |           |  |                   |
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| Y3/2. E-learning and Prosecution College<br><br><i>Director of Human Resources</i> | 2009-2010 |  | Year 3 commitment |

**Section 4**  
**MONITORING OF EXISTING POLICIES INCLUDING SETTING UP SYSTEMS, AS APPROPRIATE**

**Year 1 – Prosecution Policies - monitoring of existing policies**

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| <p>Y1/13. Monitoring cases of racist and religious crimes</p> <p><i>Director of Business Development</i><br/> <i>Director of Equality and Diversity</i></p> | <p>2006-07 and ongoing</p> | <ul style="list-style-type: none"> <li>• Cases monitored to date via Case Management System (Case Management System) and via Racist Incidents Monitoring Scheme</li> <li>• Data publicly available.</li> </ul> | <ul style="list-style-type: none"> <li>• Cases continue to be monitored via Compass. This process has replaced the Racist incidents Monitoring Scheme. Performance data published in first Annual Hate Crime Report, December 2008.</li> </ul>   |
| <p>Y1/14. Monitoring cases of homophobic crime</p> <p><i>Director of Business Development</i><br/> <i>Director of Equality and Diversity</i></p>            | <p>2006-07 and ongoing</p> | <ul style="list-style-type: none"> <li>• Cases monitored via Case Management System and data publicly available.</li> </ul>  | <ul style="list-style-type: none"> <li>• Cases continue to be monitored via Compass. Performance data published in first Annual Hate Crime Report, December 2008. Good practice toolkit in prosecuting homophobic and transphobic hate crime published November 2008 and disseminated to Areas.</li> </ul> |
| <p>Y1/15. Monitoring cases of disability hate crime</p> <p><i>Director of Business Development</i><br/> <i>Director of Equality and Diversity</i></p>       | <p>2006-07 and ongoing</p> | <ul style="list-style-type: none"> <li>• Cases monitored via Case Management System and data publicly available.</li> </ul>  | <ul style="list-style-type: none"> <li>• Cases continue to be monitored via Compass. First year of performance data published in first Annual Hate Crime Report, December 2008. Disability hate crime themed review underway</li> </ul>  |

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|  |                     |  | (December 2008).   |
| Y1/16. Monitoring cases involving the sexual transmission of infections which cause grievous bodily harm                                     | 2006-07 and ongoing | <ul style="list-style-type: none"> <li>Monitoring continues. Areas have been reminded to inform Policy of all cases (advice and charging). As of March 08, Policy Directorate has been advised of 18 cases.</li> </ul> | <ul style="list-style-type: none"> <li>A one-year-on report on the application of the Policy on Prosecuting cases of transmission of sexually transmitted infections has been drafted and is due for circulation in June 2009.</li> <li>Regular meetings are now taking place with the Terrence Higgins Trust and the National Aids Trust providing valuable outside scrutiny of the application of our policy.</li> <li>The CPS have also joined the ACPO-led 'Policing Transmission' Steering group in order to put into effect the recommendations from the 2008 report from the Terrence Higgins Trust on the investigation and prosecution of cases involving the transmission of sexually transmitted infections.</li> </ul> |
| Y1/17 Monitoring cases of domestic violence (DV)<br><br><i>Director of Business Development</i><br><i>Director of Equality and Diversity</i> | 2006-07 and ongoing | <ul style="list-style-type: none"> <li>Cases monitored to date via Case Management System and Witness Management System; DV Snapshot report December 2006 and</li> </ul>   | <ul style="list-style-type: none"> <li>The first annual Violence against Women (VAW) report was published in December 2008, outlining performance in relation to a range of VAW crimes from 2006-2008, including domestic</li> </ul>   |

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|   |  | planned part of Hate Crime and Violence against Women Reports in autumn 2008; Data publicly available   | violence from 2005-2008. The report showed that in the three years ending in March 2008, over 170,000 defendants were prosecuted for domestic violence. The number of DV cases charged <sup>2</sup> increased from 62% in 2006-07 to 65% in 2007-08 and unsuccessful prosecutions fell from 40% in 2005-06 to 31% in 2007-08, exceeding the set target. |
| <p>Y1/18 Terrorism Prosecutions:</p> <ul style="list-style-type: none"> <li>• Ethnicity of those charged with terrorists related offences</li> <li>• Prosecution of breaches of control orders under the Prevention of Terrorism Act 2005</li> <li>• Selection of charges by CPS in relation to terrorist funding under Terrorism Act (2000)</li> </ul> <p><i>Head of Counter Terrorism</i></p> | <p>2006-07 and ongoing</p> <p>2006-07 and ongoing</p> <p>2006-07 and ongoing</p> | <ul style="list-style-type: none"> <li>• All terrorism cases are closely monitored by the Head of Division or Deputy. Ethnicity is recorded on all cases where known. The Division is reliant on police data. A change of computer system meant that it was not easily recorded; this is being addressed. Selection of charge is authorised by Head of Division or Deputy.</li> </ul> | <ul style="list-style-type: none"> <li>• All terrorism cases are carefully monitored by the Head of Counter Terrorism or deputy. Ethnicity is recorded on all cases where known. The division is reliant on the police data. There is no evidence of disproportionality in relation to charging.</li> </ul>   |

<sup>2</sup> Data on charging is only available from 2006-07

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| <p>Y1/19. Monitoring cases of Deaths in Custody (DIC)</p> <p><i>Head of Special Crime</i></p> | <p>2006-07 and ongoing</p> | <ul style="list-style-type: none"> <li>• The Special Crime Division (SCD) deals with all cases described as death in custody (DIC) cases. These cases are only reviewed by a specific cadre of senior lawyers who have undergone specific training in this particular area both on the law and case handling (in accordance with the Attorney General's review in 2003). All of the DIC cases are monitored using a monitoring code on the Case Management System having been identified initially by the Unit Head, on receipt of papers from the police. SCD have recently introduced a Gateway system with the Independent Police Complaints Commission to ensure early engagement in all DIC cases to provide early advice about the focus etc of an investigation. This is in its early stages and is due to be evaluated in September</li> </ul> | <ul style="list-style-type: none"> <li>• The Special Crime Division (SCD) deals with all cases described as death in custody (DIC) cases. These cases are only reviewed by a specific cadre of senior lawyers who have undergone specific training in this particular area, both on the law and case handling (in accordance with the Attorney General's review in 2003).</li> <li>• The Director of Public Prosecutions (DPP) personally "tickets" the lawyers who deal with DIC cases. This is a rigorous process and involves the lawyer submitting his/her review of the case to the DPP, who assures himself of the quality of case review including in particular the legal and factual analysis.</li> <li>• Thereafter, all reviews in DIC cases are scrutinised by the DPP, or the Principal Legal Adviser, on his behalf.</li> <li>• All DIC cases are monitored using a monitoring code on the Case Management System having been identified initially by the Unit Head, on receipt of papers from the police.</li> </ul> |
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|                                      |                     | <p>2008. All lawyers dealing with these cases have to undergo a ticketing process (i.e. they will only be ticketed to review these cases once they have submitted evidence of their reviews) – so that the Director of Public Prosecutions can be assured of the quality of case review in this category of work. Thereafter, all reviews in DIC cases are scrutinised by the Director of Public Prosecutions or the Principal Legal Adviser on his behalf).</p> <ul style="list-style-type: none"> <li>• Some basic information is available in relation to the ethnicity, gender and disability of the victims albeit with gaps, however, improvements are underway to provide more effective monitoring.</li> </ul> | <ul style="list-style-type: none"> <li>• Last year SCD introduced a Gateway system with the Independent Police Complaints Commission (IPCC) to ensure early engagement in all DIC cases to provide early advice about the focus etc of an investigation. This has been useful in some instances ensuring early liaison between the CPS and the IPCC. However, there have been occasions when the liaison has not been as timely as could have been hoped. SCD has this year instigated regular liaison meetings with senior staff at the IPCC, including the Commissioners to further promote better communication and early identification and, where relevant, resolution of issues and trends.</li> <li>• Some basic information is available in relation to the ethnicity, gender and disability of the victims albeit with gaps. However, improvements are under consideration to provide more detailed data.</li> </ul> |
| Y1/20. Monitoring cases of gun crime | 2006-07 and ongoing | <ul style="list-style-type: none"> <li>• In April 2008, a monitoring code was introduced to the CPS' electronic Case</li> </ul>  | <ul style="list-style-type: none"> <li>• In April 2008, a monitoring code was introduced to the CPS' electronic Case Management System in order</li> </ul>  |

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|   |                     | <p>Management System in order to identify cases in which a section 5 Firearms Act 1968 offence that carries the mandatory minimum sentence was considered or charged. Preliminary analysis of these cases is now in progress; findings are expected towards the latter part of 2008.</p>                    | <p>to identify cases in which a section 5 Firearms Act 1968 offence that carries the mandatory minimum sentence was considered or charged. Preliminary analysis of these cases was undertaken in 2008 and circulated within the Service for information.</p>  |
| Y1/21. Anti-Social Behaviour Orders         | 2006-07 and ongoing | <ul style="list-style-type: none"> <li>• Preliminary research for internal use only was carried out during 2007/08 into aspects of equalities monitoring of breach of ASBO prosecutions.</li> <li>• This will inform a further monitoring report in 2008-09.</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Research was carried out during 2008/09 into aspects of equalities monitoring of breach of ASBO prosecutions. Findings are expected to be published later this year.</li> </ul>  |
| Y1/22. Prosecution Process/Casework Quality | 2006-07 and ongoing | <ul style="list-style-type: none"> <li>• An initial audit of casework recording was undertaken in a sample of 7 CPS Areas in 07/08, this included examination of equality recording. It highlighted a high level of accuracy in recording but it also indicated some under recording (i.e. under</li> </ul> | <ul style="list-style-type: none"> <li>• During 2008-09 Management Information Branch completed a further round of audits of data quality, including examination of the standard of recording in cases of hate crime and of violence against women. For both types of crime, 97% of case were correctly recorded. Despite the fact that there are difficulties with a direct</li> </ul> |

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|   |                      | identification) in hate crime cases.  | comparison between 2008-09 and 2007-08 owing to changes in the definition of composition of monitoring categories, it is clear that the standard of accuracy and completeness of recording is improving, and that there is now a good level of compliance with the requirement to apply monitoring flags.  |
| Y1/23. Community engagement/public confidence in the CPS<br><i>Director of Finance</i><br><i>Director of Equality and Diversity</i> | 2006-07 and ongoing  | <ul style="list-style-type: none"> <li>All 42 CPS Areas, reviewed for community engagement performance on a 6 monthly basis. Under a 'RAG' rating performance system, currently, 34 Areas are rated either green or amber green.</li> </ul>                           | <ul style="list-style-type: none"> <li>All 42 CPS Areas are reviewed for community engagement performance on a 6 monthly basis. In April 08, the standard set in the performance indicator for community engagement was significantly raised. Despite this, by December 2008, under the 'RAG' rating performance system, 21 Areas were rated either green or amber green.</li> </ul> |
| Y1/24. Translation and Interpretation<br><br><i>Director of Business Development</i><br><i>Director of Equality and Diversity</i>   | 2007-08 and on going | <ul style="list-style-type: none"> <li>Review of translation undertaken in spring 2007. The review did not identify any significant gaps in provision of translated material Follow-up review currently underway. Languages requested most frequently are:</li> </ul> | <ul style="list-style-type: none"> <li>A draft Translation Policy has been produced by Communication Division taking into account the findings of the follow-up review conducted in 2008. The proposals are to be considered by the, soon to be appointed, Head of Corporate Communication, ahead of wider circulation to EDU and Group</li> </ul>                                   |

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|  |  | <p>Welsh, Polish, Portuguese, Lithuanian, Latvian, Urdu, Spanish, Russian, Turkish, Bengali, Punjabi, Somali and Chinese.</p> <ul style="list-style-type: none"> <li>• The CPS uses the National Register of Public Services Interpreters. The national register provides an assurance that interpreters have appropriate qualifications and experience. Interpreters on the register are bound by a code of conduct. The register can be accessed by CPS Areas via our intranet. In addition, interpreters are provided with guidance and training on the CPS. Arrangements are in place to identify any gaps in provision of particular languages, and where this is the case, alternative sources of interpreters are sought, that can provide assurances equivalent to those provided by the national register.</li> </ul> | <p>Communication Managers for comment.</p> |
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**Year 1 – Employment Policies – monitoring of existing policies**

Y1/25. Staff Survey 2006, Results analysis. (And analysis of subsequent surveys )

*Director of Human Resources*

2006, - carried forward into 2008, 2010

- Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning. Demographic reports were produced to provide information on the experiences of staff across the equality strands including Gender, Ethnicity, Disability, Sexuality, Religion, Belief Age, Working Pattern etc.
- 2008 survey results have been analysed and disseminated to HQ Directorates, Areas and HR Business Partners to inform business planning. A number of presentations of the top level results were given to various groups, including the Corporate Delivery Management Group, Trade Union and Staff Networks and HQ Business Managers.
- Focus Groups were held prior to the survey to engage with staff at all levels and from all employee groups, providing an opportunity to share concerns and issues, learn more about the Staff Survey and to contribute to the development of the survey.
- Survey results are held on an interactive microsite which allows managers to analyse information specific to their needs.
- A number of workshops were held across Areas and Directorates to help managers

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|  |                |  | <p>understand what the results mean and how they can use the results to inform business planning.</p> <ul style="list-style-type: none"> <li>• Demographic reports can be produced to provide information on the experiences of staff across various strands, including age, ethnicity, length of service, religion, time in current post, contracted hours, gender, payband, role, sexuality, location, caring responsibilities, employment terms, line management, disability, transgender.</li> </ul> |
| <p>Y1/26. Review of reward and grading structure</p> <p><i>Director of Human Resources</i></p> | <p>2007-08</p> | <ul style="list-style-type: none"> <li>• The pay and grading review programme was established to develop and implement improved reward and appraisal management structures that are clearly understood, enable and support the effective delivery of CPS Business and strengthens the CPS as an employer of choice through recruitment, retention and development of professional staff. As a result, and to facilitate this,</li> </ul> | <p>Completed</p>   |

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|  |                           | <p>the CPS implemented a Career Family approach to grading along with a structured approach to job evaluation. A new appraisal process to align individual performance with the Department's delivery targets, vision and values and creating a climate that both encourages and recognises good performance and enables managers to effectively manage poor performance was also implemented. Pay and reward was also reviewed to ensure that the pay system is simplified, fair and flexible, that the levels of pay are competitive and that staff have a greater understanding of the overall benefits that the CPS offers.</p> |                  |
| <p>Y1/27. Equal Pay Review</p> <p><i>Director of Human Resources</i></p> | <p>2007-08, and 08-09</p> | <ul style="list-style-type: none"> <li>The Equal Pay Review has been conducted with few areas of disproportionality</li> </ul>  | <p>Completed</p> |

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|   |                    | identified. Report to be submitted to the April 08 Community Accountability Forum for consultation. (Next review due 2011)  |  |
| Y1/28. Evaluation of revised recruitment and selection policy and processes (introduced in June 2004)<br><br><i>Director of Human Resources</i>                     | 2007-08, and 08-09 | <ul style="list-style-type: none"> <li>The recruitment policy and processes are currently being reviewed. The review is expected to be completed by October 2008.</li> </ul>  | <ul style="list-style-type: none"> <li>The revised recruitment policy and processes are currently going through consultation. The review is expected to be completed June 2009</li> </ul>  |
| Y1/29. Revision of existing policies relating to discipline, capability, home working, staff mobility, and age retirement<br><br><i>Director of Human Resources</i> | 2007-08 and 08-09  | <ul style="list-style-type: none"> <li>Discipline, Capability (which is now 'Poor Performance'), and a suite of Flexible Working policies (that include accommodating childcare responsibilities) have been reviewed. The review of retirement is due to be completed in October 2008.</li> </ul> | <ul style="list-style-type: none"> <li>The revised retirement policy was completed and launched in December 2008. Discipline, poor performance and the suite of flexible working policies are currently undergoing a 12-month review, to reflect upon issues that have arisen since their launch.</li> </ul> |
| Y1/30. Evaluation of the outsourced Counselling and Support Service provision<br><br><i>Director of Human Resources</i>   | 2007-08            | <ul style="list-style-type: none"> <li>The new service Employee Assistance Programme is in place. Over the last year 1,729 people used the service which includes face-to-face and telephone counselling support. Take</li> </ul>   | Completed  |

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|  |                       | up is from across all demographic groups<br>Professional support for staff handling sensitive casework will be further developed.   |   |
| Y1/31. Transform   |                       |   | This programme has ended.   |
| Y1/32. Equality and Diversity Training<br><i>Director of Human Resources</i> | 2006-07, and on-going | <ul style="list-style-type: none"> <li>Leadership and Learning are currently working in partnership with the EDU to design a new e-learning package and a one day, direct training module covering the key issues in relation to equality and diversity.</li> </ul> | <ul style="list-style-type: none"> <li>A contract has been awarded to develop a new face to face Equality &amp; Diversity master class and provide a one day train the trainer course. The development work will be completed during March 2009 with a view to rolling out the training in 09/10. This will be done in collaboration with EDU and through consultation with staff networks.</li> <li>The current e-learning package on Diversity has been updated during 2008. A full rewrite is planned for 2009. The package remains mandatory for all new starters.</li> </ul> |
| Y1/33. Proactive Prosecutor Training   | 2007-08               |   | This programme has now ended.   |
| Y1/34. Induction<br><i>Director of Human Resources</i>                       | 07-08 and on-going    | <ul style="list-style-type: none"> <li>In partnership with EDU, Learning and Development are currently working to</li> </ul>  | <ul style="list-style-type: none"> <li>A National CPS Welcome Day has been developed to assist induction. Diversity issues are contained within</li> </ul>  |

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|   |                        | review all national training programmes to ensure they deliver the right message in relation to Equality and Diversity, in particular in relation to management training.   | this as well as mainstreamed into the programme in relation to values etc.  |
| Y1/35. E-learning Prosecution College<br><i>Director of Human Resources</i> | 2007-08 and continuing | <ul style="list-style-type: none"> <li>User needs are assessed on an on-going basis, e.g. specific needs of staff for reasonable adjustments have been met. The e-learning Prosecution College is to be re-tendered in 2008/09. Equality and diversity will be factored into that tender specification. In addition, a full equality impact assessment is due to take place in 2008/09. This will incorporate training needs in relation to our statutory 'public duty' to promote equality.</li> </ul> | <ul style="list-style-type: none"> <li>The tender exercise is currently being progressed. All Prosecution College e-learning content currently supports accessibility requirements by offering Text versions. As part of the Tender exercise, specification requirements have included at minimum accessible Text version or alternative formats of accessible material that supports online products.</li> </ul> |
| <b>Year 2 – Prosecution Policies – monitoring of existing policies</b>      |                        |   |   |
| Y2/5. Monitoring cases of Violence Against Women                            | 2008-09                |   | <ul style="list-style-type: none"> <li>The first national CPS Violence Against Women strategy and action</li> </ul>   |

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| <p><i>Director of Business Development</i><br/><i>Director of Equality and Diversity</i></p>   |                |  | <p>plans were launched in June 2008. The strategy covers domestic violence, forced marriage, so-called honour crimes, female genital mutilation, rape and sexual offences, human trafficking, with a focus on trafficking for sexual exploitation, prostitution, including child prostitution, child abuse, pornography and crimes against the older person. A VAW indicator was introduced in April 2008, which measures performance in relation to domestic violence, rape and sexual offences. The overall target for reducing unsuccessful outcomes in VAW crimes was set at 29% and the target was met and exceeded by December 2008 at 28%. The individual targets for domestic violence and sexual offences of 28% were exceeded by December 2008 at 27.5% and 24.3% respectively and the rape target of 41% was met.</p> |
| <p>Y2/6. Direct Communications with Victims</p> <p><i>Director of Business Development</i></p> | <p>2008-09</p> |  | <ul style="list-style-type: none"> <li>• Area Performance reviewed on quarterly basis against DCV targets. Now defined as a mission critical strategic performance indicator for 09/10.</li> <li>• In September 2007 Her Majesty's</li> </ul>  |

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|  |                |  | <p>Crown Prosecution Service Inspectorate published a report on their audit of Direct Communication with Victims (DCV). In response the Service developed an action plan to address the recommendations made by the Inspectorate.</p> <ul style="list-style-type: none"> <li>• A review of the action plan has been undertaken quarterly since the audit and in July 2008 a full review of the action plan was undertaken. The plan was signed off with all actions completed. The improvement programme put in place has resulted in significant improvements in performance across the country with overall performance moving from red to amber green. Continued monitoring of performance is to be undertaken by the Victim &amp; Witness Care Delivery Unit on a monthly basis and support offered to Areas where appropriate, particularly in relation to the delivery of services to vulnerable or intimidated victims.</li> </ul> |
| <p><b>Year 2 – Employment Policies – monitoring of existing policies</b></p> |                |  |   |
| <p>Y2/7. Special Bonus Scheme</p>  | <p>2008-09</p> |  | <ul style="list-style-type: none"> <li>• Special bonus scheme is to be scheduled for review in 2009</li> </ul>  |

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| <i>Director of Human Resources</i>   |           |  | (timescales to be set). Monitoring will be incorporated into the review as appropriate.  |
| Y2/8. Legal Trainee Scheme<br><i>Director of Human Resources</i>   | 2008-09   |  | <ul style="list-style-type: none"> <li>Figures are available on access for the various equality strands. In 2008/09 we have adjusted our recruitment process to ensure the maximum possible access for BME candidates</li> </ul> |
| Y2/9. Law Scholarship Scheme<br><i>Director of Human Resources</i>   | 2008-09   |  | <ul style="list-style-type: none"> <li>The LSS has come to an end and work is underway to introduce a new scheme that will have a broader impact across the full range of CPS work.</li> </ul>                                   |
| <b>Year 3 – Prosecution Policies – monitoring of existing policies</b>                                       |           |  |  |
| Y3/3. Speaking up for Justice/Special measures<br><i>Director of Business Development Director of Policy</i> | 2009-2010 |  | Year 3 commitment  |

| Year 3 – Employment Policies – monitoring of existing policies  |                              |   |   |
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| Y3/4. Professional Skills for Government<br><i>Director of Human Resources</i>  | 2009-2010                    |   | Year 3 commitment   |
| Y3/5. Equality and Diversity Complaints Procedures<br><i>Director of Human Resources</i>  | 2009-2010                    |   | Year 3 commitment   |
| C12. Review results at the end of each year of the Single Equality Scheme and re-visit priorities for monitoring and address any adverse impact<br><i>Community Accountability Forum<br/>Director of Equality and Diversity</i> | Dec 2007, Dec 2008, Dec 2009 | <ul style="list-style-type: none"> <li>Review report considered by Community Accountability Forum April 2008</li> </ul> | <ul style="list-style-type: none"> <li>Review report considered by Community Accountability Forum April 2009</li> </ul> |
| C12/1 Review progress in service improvements at the end of the Scheme<br><i>Community Accountability Forum<br/>Director of Equality and Diversity</i>  | March 2010                   |   | Applicable March 2010   |

**Section 5**  
**ARRANGEMENTS FOR PUBLISHING THE RESULTS OF ASSESSMENTS, CONSULTATIONS AND MONITORING**

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| <p>C13. Publish results of Assessments, Consultations and Monitoring on a six monthly basis – on website and hard copy</p> <p><i>Relevant Directors</i><br/> <i>Director of Equality and Diversity</i></p>  | <p>June and December 2007/8/9</p> | <ul style="list-style-type: none"> <li>All completed assessments are available in the Equality and Diversity section of the CPS Website under Publications.</li> </ul> | <ul style="list-style-type: none"> <li>All completed assessments are available in the Equality and Diversity section of the CPS Website under Publications.</li> </ul> |
| <p>C14. Publish Equality Scheme annual progress report as hard copy and on website to inform stakeholders of progress made on equality – contains results of assessments, consultations and monitoring</p> <p><i>Director of Equality and Diversity</i></p> | <p>December 2007/8/9</p>          | <p>Published August 2008</p>   | <ul style="list-style-type: none"> <li>On schedule to be published June 2009</li> </ul>  |
| <p>C15. Publish employment monitoring data through the Annual Equalities in Employment Report – also contains results of assessments, consultation and monitoring</p> <p><i>Director of Human Resources</i></p>   | <p>October 2007/8/9</p>           | <p>Last report published July 2007, next report due October 2008</p>   | <ul style="list-style-type: none"> <li>The monitoring data for 2006/07 and 2007/08 published internally and on the CPS website</li> </ul>                              |

**Section 6**  
**ARRANGEMENTS FOR ENSURING PUBLIC ACCESS TO INFORMATION AND SERVICE**

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| <p>Y1/36. Ensure arrangements are in place to enable identification of information and service needs</p> <p><i>Relevant Directors</i><br/><i>Director of Equality and Diversity</i></p>   | <p>2007-08 and on-going</p> | <ul style="list-style-type: none"> <li>Equality and diversity service needs are referred to the Equality and Diversity Unit via the regionally based Equality and Diversity Unit Strategic Policy Advisors, and on an ad hoc basis direct from CPS Areas.</li> </ul>  | <ul style="list-style-type: none"> <li>Equality and diversity service needs are referred to the Equality and Diversity Unit via the Equality, Diversity Community Engagement Managers based in the Groups (10 of 14 in post to date) and the regionally based Equality and Diversity Unit Strategic Policy Advisors, and on an ad hoc basis direct from CPS Areas.</li> </ul> |
| <p>Y1/37. Ensure arrangements are in place to enable access and services</p> <p><i>Relevant Directors</i><br/><i>Director of Equality and Diversity</i></p>   | <p>2007-08 and on-going</p> | <ul style="list-style-type: none"> <li>Through relevant impact assessments access to services is assessed.</li> </ul>   | <ul style="list-style-type: none"> <li>Through relevant impact assessments access to services is assessed.</li> </ul>   |
| <p>Y1/38. Monitor Translation and Interpretation – to assess the effectiveness of current services compared to needs in terms of languages and when translation and interpretation is required</p> <p><i>Director of Business Development</i><br/><i>Director of Equality and Diversity</i></p> | <p>2007-08 and on-going</p> | <ul style="list-style-type: none"> <li>Review of translation undertaken in spring 2007. The review did not identify any significant gaps in provision of translated material Follow-up review currently underway. Languages requested most frequently are: Welsh, Polish, Portuguese, Lithuanian, Latvian, Urdu,</li> </ul> | <ul style="list-style-type: none"> <li>On-going</li> </ul>  |

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|  |  | <p>Spanish, Russian, Turkish, Bengali, Punjabi, Somali and Chinese.</p> <ul style="list-style-type: none"><li>• The CPS uses the National Register of Public Services Interpreters. The national register provides an assurance that interpreters have appropriate qualifications and experience. Interpreters on the register are bound by a code of conduct. The register can be accessed by CPS Areas via our intranet. In addition, interpreters are provided with guidance and training on the CPS. Arrangements are in place to identify any gaps in provision of particular languages, and where this is the case, alternative sources of interpreters are sought, that can provide assurances equivalent to those provided by the national register.</li></ul> |  |
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**Section 7**  
**ARRANGEMENTS FOR TRAINING STAFF IN RELATION TO THE EQUALITY DUTIES**

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| <p>Y1/39. E-based briefings for staff to equip them with the appropriate understanding of their role and obligations under the Equalities Duties and Related Equalities legislation</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p>  | <p>December 2006 onwards</p>  | <ul style="list-style-type: none"> <li>• Equalities duties briefing incorporated in part in an e-learning module on equality and diversity via the CPS Prosecution College</li> <li>• This will be refined and developed in 08/09</li> </ul>                             | <ul style="list-style-type: none"> <li>• The current e-learning package on Diversity has been updated during 2008. A full rewrite is planned for 2009. The package remains mandatory for all new starters.</li> </ul>                          |
| <p>Y1/40. Specific training on impact assessments and monitoring for key staff such as Policy Advisors, Programme and Project Managers, Centre of Excellence staff and key BDD staff</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <p>2006-07.<br/>One training session provided in 08/09, and 09-10</p> | <ul style="list-style-type: none"> <li>• Training courses in 2006/07 provided on conducting impact assessments. Over 70 key staff trained including Policy Advisors, Programme and Project Managers, COE staff and key Business Development Directorate staff</li> </ul> | <ul style="list-style-type: none"> <li>• Annual impact assessment training carried out November 2008</li> </ul>  |
| <p>C16. Integration of equality duties and the CPS Equality Scheme in core training programmes such as induction and the Transformation Management Development Programme</p>   | <p>As and when training programmes are reviewed</p>                   | <p>All induction products are currently under review. Equality and Diversity will be integrated into all new products. The Transformation</p>  | <ul style="list-style-type: none"> <li>• This is integrated in all management programmes, in addition to specific training to be contained within the new face to face Equality &amp; Diversity training. Other management training</li> </ul> |

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| <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p>  |  | <p>Management Development Programme is no longer in existence but new management development programmes will be reviewed with a view to ensuring Equality and Diversity messages are given.</p>   | <p>includes ILM level 3, PDR, Contemporary Management Skills.</p> <ul style="list-style-type: none"> <li>• All management training has been reviewed to ensure that Equality &amp; Diversity issues are mainstreamed within them – this is an ongoing process and future management and leadership development courses will be reviewed as they are developed.</li> <li>• 360 degree feedback and coaching – a report will be produced on the recent 360 exercise and will specifically comment on any equality or diversity issues that have emerged during the process.</li> </ul> |
| <p>C17. As part of the development and consultation undertaken on the national Learning and Development Plan, on an annual basis, identify and evaluate the training needs of staff as they relate to the duty to promote equality</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <p>January 2007, January 2008 and January 2009</p> | <ul style="list-style-type: none"> <li>• The CPS national Workforce Development Plan is formulated on an annual basis by incorporating the CPS Business Plan priorities along with local programmes that are developed in conjunction with the needs arising from the analysis of staff Personal Development Reviews. As part of the equality impact</li> </ul> | <p>No further update</p>   |

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|  |  | assessment in relation to e-learning and the Prosecution College, (see Y1/11) learning needs in relation to our statutory 'public duty' to promote equality will be incorporated. |  |
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**Section 8**  
**MEETING THE SPECIFIC DUTY ON EMPLOYMENT**

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| <p>C18. Continue to monitor:</p> <ul style="list-style-type: none"> <li>• Staff in post</li> <li>• Applicants for employment, training and promotion</li> <li>• Applications for training</li> <li>• Staff receiving training</li> <li>• Staff who benefit or suffer detriment as a result of Performance Assessment procedures</li> <li>• Staff who are involved in grievances procedures</li> <li>• Staff ceasing employment</li> </ul> <p><i>Director of Human Resources</i></p> | <p>Annually – publish in Annual Equalities in Employment Report (AEER)<br/>October 2007/8/9</p> | <ul style="list-style-type: none"> <li>• Last AEER produced August 2007, next report due October 2008. The AEER highlights outcomes across equality strands for which data is available. Report available.</li> <li>• Development of data suites to enable better analysis of management information is in progress.</li> <li>• The CPS participated in a pilot Cabinet Office Sexuality/ Religion and Belief employment monitoring project and was one of the first Government Departments to complete the survey.</li> </ul> | <ul style="list-style-type: none"> <li>• The monitoring data for 2006/07 and 2007/08 published electronically in March 2009.</li> <li>• The AEER will continue to highlight outcomes across equality strands for which data is available.</li> <li>• A major refresh of equalities data will be rolled out in April 2009 to ensure we hold good quality and reliable data.</li> </ul> |
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| <p>C19. Extend monitoring in employment to cover:</p> <ul style="list-style-type: none"> <li>• Workplace benefits and facilities</li> <li>• Distribution of female/male employees in particular areas of work</li> <li>• Management of flexible working</li> <li>• Management of alternative working patterns</li> <li>• Management of leave for parents and carers</li> <li>• Management of pregnancy and maternity leave</li> <li>• Management of transsexual and potential transgender staff issues</li> <li>• Conduct of Equal Pay Reviews</li> <li>• Redundancy</li> <li>• Retirement</li> </ul> <p><i>Director of Human Resources</i></p> | <p>2007/2008/2009</p>   | <p>Work is ongoing to ensure the newly launched HR Information System is used to improve our capacity to collate and analyse data in other areas of HR performance. By the end of 08/09 systems will be in place facilitate reports in these additional areas.</p> | <ul style="list-style-type: none"> <li>• An additional database is being built to support the information to be held on 'Trent' (Information System), which will address the additional areas. There is ongoing consultation on the specific criteria for reporting on these areas.</li> <li>• Extra criteria to address transgender issues is being consulted upon.</li> <li>• The AEER for 2006/07 contains distribution of employees by gender in particular areas of work, including Higher Court Advocates, Designated Caseworkers, Area Business Managers.</li> </ul> |
| <p>C20. Set targets to address significant under-representation</p> <p><i>Director of Human Resources</i></p>   | <p>October 2007/8/9</p> | <ul style="list-style-type: none"> <li>• Performance in relation to targets was contained in the last AEER (July 2007) and will be contained in the next AEER due in October 2008 (Covering period 2006/07).</li> </ul>  | <ul style="list-style-type: none"> <li>• AEER (2006/07 due April 09) continues to report on performance in relation to targets.</li> <li>• As part of the Themed Review on Workforce Representation in 2006/07, all Areas were asked to report on how workforce</li> </ul>  |

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|  |                    |  | representation targets will be met. This would be reported in individual Area and HQ action plans.                                      |
| C21. Take action if unjustifiable adverse impact found<br><i>Director of Human Resources</i>                                 | As required        | AEERs contain recommendations for progressing workforce representation.  | <ul style="list-style-type: none"> <li>• AEER continues to contain recommendations for progressing workforce representation.</li> </ul> |
| C22. Publish employment data through the Annual Equalities in Employment Report (AEER)<br><i>Director of Human Resources</i> | October 2006/7/8/9 | <ul style="list-style-type: none"> <li>• An AEER was published in 2006 and 2007. Systems are in place to publish the next AEER in October 2008, focusing on a more strategic approach to workforce representation and outcomes of HR Policy implementation.</li> </ul> | <ul style="list-style-type: none"> <li>• The monitoring data for 2006/07 was published electronically in March 2009.</li> </ul>         |

**Section 9  
DISABILITY EQUALITY ACTION PLAN**

| <b>Gaps addressed:</b>   |  | <b>Outcome areas:</b>   |                               |
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| <ul style="list-style-type: none"> <li>• Lack of disability crimes policy</li> <li>• Lack of monitoring of disability crimes</li> <li>• Lack of monitoring by disability of defendants, victims and witnesses</li> <li>• Significant differences in staff perceptions</li> <li>• Workforce under representation</li> <li>• Significant differences in workforce experiences in particular fluctuating experiences in relation to PAR.</li> </ul> |  | <ul style="list-style-type: none"> <li>• Increased success in prosecuting hate crimes</li> <li>• Increase public confidence</li> <li>• Increase employee satisfaction</li> <br/> <li>• Increase workforce representation</li> <li>• Reducing differences in employee experiences</li> <li>• Involving communities and staff in service improvement</li> </ul> |                               |
| <b>Actions/<br/>Responsibility</b>   | <b>Timescales</b>  | <b>Progress to June 2008</b>  | <b>Progress to March 2009</b> |
| D1. Put in place a CPS Disability Crimes Public Policy Statement.<br><br>Elements of disability duty   | <ul style="list-style-type: none"> <li>• Project Steering Group in place involving external stakeholders from disabilities sector 2006-07.</li> <li>• Project plan produced and</li> </ul> | <ul style="list-style-type: none"> <li>• Public policy statement on Disability Hate Crime put in place February 2007</li> <li>• Launch of public policy</li> </ul>  | Completed June 08             |

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| <p>addressed:<br/>Promoting equality of opportunity;<br/>elimination of discrimination;<br/>elimination of harassment.</p> <p><i>Director of Policy</i><br/><i>Director of Equality Diversity</i></p> | <p>agreed 2006-07.</p> <ul style="list-style-type: none"> <li>• Draft Disability Crimes Public Policy Statement produced 2006-07.</li> <li>• Consultation undertaken externally and internally 2006-07.</li> <li>• Public Policy Statement on Disability Crimes finalised and launched 2006-07.</li> <li>• Supporting legal guidance produced 2006-07.</li> <li>• Implementation underway 2007-08.</li> <li>• Briefing and training to support implementation 2007-08.</li> </ul> | <p>statement February 2007 with keynote contributions from Director of Policy, and Chair of the Disability Rights Commission</p> <ul style="list-style-type: none"> <li>• Public Policy Statement underpinned by extensive consultation</li> <li>• Supporting legal guidance produced</li> <li>• Public Policy Statement and legal guidance widely disseminated within the Service</li> <li>• Disability Hate Crime Coordinators identified in all Areas and briefing/training day held November 2007. Briefing and training continues via bulletins and legal guidance.</li> </ul> |  |
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| <p>D2. Implement and continue to develop disabilities monitoring of key aspects of prosecution practice in relation to defendants, victims and witnesses.</p> <p><i>Director of Business Development</i><br/><i>Director of Equality Diversity</i></p> | <ul style="list-style-type: none"> <li>• Introduce flag for disability aggravated crime into COMPASS Case Management System 2006-07.</li> <li>• Introduce disability monitoring of defendants into COMPASS Case Management System 2006-07, implement and evaluate 07-08, 08-09, 09-10.</li> <li>• Introduce disability monitoring of victims and witnesses into WMS 2006-07, implement and evaluate 07-08, 08-09, 09-10.</li> <li>• Decide on performance monitoring of disability crimes via the APR Hate Crime Measure or separately 2006-07.</li> </ul> | <ul style="list-style-type: none"> <li>• Monitoring 'flag' or 'identifier' for disability aggravated crime was introduced into Case Management System and took effect 1 April 2007</li> <li>• Disability monitoring of defendants introduced 1 April 2007</li> <li>• Disability monitoring of victims and witnesses introduced 1 April 2007. Requires significant further improvement</li> <li>• Decision made to include Disability Hate Crime within revised CPS Hate Crime Measure from 1 April 2008. Disability Hate Crime will be monitored as a key strand of Hate Crime alongside Racist and Religious Crimes and Homophobic and Transphobic Crimes.</li> </ul> | <ul style="list-style-type: none"> <li>• Disabilities hate crime flag introduced in April 2007. Early indications are that the application of the flag has greatly improved in 2008-09.</li> <li>• Second seminar held with practitioners in November 2008</li> <li>• Data on disability for defendants and victims and witnesses is still very poor. Work with victim and witness care delivery unit and ACPO is in train to address this.</li> <li>• Disability hate crime performance monitored as part of hate crime indicator from April 2007. Performance on prosecuting disability hate crime published alongside other hate crime performance in the first annual hate crime report in December 2008.</li> </ul> |
| <p>D3. Analyse the 2006 CPS Staff Survey results by disability and act on any</p>  | <ul style="list-style-type: none"> <li>• Analysis of Staff Survey results by disability 2006-07, 08-09.</li> </ul>   | <ul style="list-style-type: none"> <li>• Staff Survey results have been analysed and disseminated to</li> </ul>  | <ul style="list-style-type: none"> <li>• Staff Survey results for 2008 have been analysed and disseminated to Areas and HQ</li> </ul>  |

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| <p>significant differences.</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Identification of any areas of significant difference 2006-07, 08-09.</li> <li>• Identify draft corporate actions to address significant differences 2006-07, 08-09.</li> <li>• Consult on draft actions on disability with disabled staff.</li> <li>• Include corporate actions on disability in wider corporate action plan 2006-07, 08-09.</li> <li>• Implement corporate actions on disability 2006-07, 2007-08, 08-09, 09-10.</li> <li>• Check for any significant changes in perception in 2010 staff survey.</li> </ul> | <p>HQ Directorates and Areas to inform Business Planning. Demographic reports are provided to inform on the experiences of staff across equality strands including, disability, and will continue to be analysed in this way in 2008. Disabled staff were found to be less satisfied than staff overall. Actions have been taken to address this.</p> <ul style="list-style-type: none"> <li>• The Staff Survey Project Group includes representatives from the Staff Networks who will influence post-survey reporting and action planning.</li> <li>• Single Equality Scheme Focus Groups took place in 2007. They specifically targeted disabled staff who were able to share their employment</li> </ul> | <p>Directorates to inform business planning. Demographic reports are available across equality strands, including disability. In the main, respondents with disabilities were found to answer questions statistically less positively than those respondents without disabilities.</p> <ul style="list-style-type: none"> <li>• A number of presentations of the top level results were given to various groups, including CDMG, Trade Union and Staff Networks and HQ Business Managers.</li> <li>• Focus Groups were held prior to the survey to engage with staff at all levels and from all employee groups, providing an opportunity to share concerns and issues, learn more about the Staff Survey and to contribute to the development of the survey.</li> <li>• A number of workshops have been run for Areas and Directorates to help them understand the results of the 2008 Staff Survey, and help them build this into business</li> </ul> |
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|   |   | <p>experiences and contribute ideas for improving employment practice.</p> <ul style="list-style-type: none"> <li>The 2008 Staff Survey Questionnaire will be amended to capture a range of staff perceptions including those of disabled people.</li> </ul> | <p>planning.</p>  |
| <p>D4. Review the role of Ability Advisors and address the need for specialist advice on disability issues.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; elimination of discrimination of harassment.</li> </ul> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>Scope review of Ability Advisors' role 2007-08.</li> <li>Review underway 2007-08.</li> <li>Review completed 2007-08.</li> <li>Review considered 2007-08.</li> <li>Management response implemented 2007-08, 2008-09.</li> </ul> | <p>The Ability Advisors review has been completed and the Human Resources Advisory team is tasked with incorporating the recommendations into their day to day activities.</p>   | <ul style="list-style-type: none"> <li>The recommendations are effective and incorporated into the HR Advisors' day-to-day activities.</li> </ul> |
| <p>D5. Review the progress in implementing the 'Access'</p>   | <ul style="list-style-type: none"> <li>Progress review undertaken 2007-08.</li> </ul>   | <ul style="list-style-type: none"> <li>Outstanding actions have been completed.</li> </ul>   | <p>Completed</p>  |

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| <p>Action Plan following the 2004 Access Audit. Update as required.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; eliminating unlawful discrimination.</li> </ul> <p><i>Director of Finance</i></p> | <ul style="list-style-type: none"> <li>• Progress outstanding actions 2007-08.</li> <li>• Review need for further access audit end 2007-08.</li> </ul>   | <p>Accessibility is now considered on new buildings as part of a Pre Acquisition Survey and is similarly mainstreamed into our maintenance programme to ensure any changes remain effective. Should individual needs or requirements change at any site this is reviewed and appropriate action taken. As the generic audit has been implemented and other issues arising have been mainstreamed it is not considered necessary to conduct another access audit across the whole estate at this stage.</p> |   |
| <p>D6. Enhance the Service's capacity to respond appropriately to reasonable adjustment requests.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Taking steps to take account of disabled</li> </ul>  | <ul style="list-style-type: none"> <li>• Review current trends and issues.</li> <li>• Consult key stakeholders including disabled staff.</li> <li>• Develop programme to improve Service response.</li> <li>• Implement programme.</li> <li>• Evaluate programme including impact on employee</li> </ul> | <ul style="list-style-type: none"> <li>• A multi functional project group has been set up to ensure managers are able to access/make reasonable adjustments as required. A catalogue of the types of reasonable adjustments available is on the CPS</li> </ul>   | <ul style="list-style-type: none"> <li>• Within the review of the recruitment policy, guidance is being developed to help managers identify and implement reasonable adjustments at an early stage, to prevent undue delay in candidates taking up post.</li> </ul> |

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| <p>persons' disabilities; promoting equality of opportunity; eliminating unlawful discrimination.</p> <p><i>Director of Human Resources</i></p>  | <p>complaints.</p> <p>On-going</p>   | <p>intranet. Attendance management policy has been reviewed and special guidance has been prepared for managers to help them manage reasonable adjustments.</p>   |   |
| <p>D7. Promote positive attitudes towards disabled people.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>Promoting positive attitudes towards disabled persons.</li> </ul> <p><i>Director of Equality and Diversity</i><br/> <i>Director of Human Resources</i><br/> <i>Head of Strategic Communication</i><br/> <i>Director of Finance</i></p> | <ul style="list-style-type: none"> <li>Regular positive attitude pieces in CPS News and other CPS publications.</li> <li>Correspondence to outside agencies to contain a statement alerting the reader that the contents could be made available in alternative formats upon request, 2007-08</li> <li>Awareness raising initiatives on disability hate crimes internally and externally, 2007-08, 08-09, 09-10.</li> <li>Recruitment panels to reflect a range of diversity including disability, ongoing.</li> <li>Disabled staff, disability related needs and the disability sector to be considered in the procurement of external services, 2007-08 and on-</li> </ul> | <p>A range of initiatives undertaken and supported include:</p> <ul style="list-style-type: none"> <li>Profiling of the launch of the Disability Hate Crime Policy in 'CPS News' (the CPS house magazine)</li> <li>Awareness raising card to all staff via CPS News on Disability Hate Crime monitoring</li> <li>Awareness raising posters on Disability Hate Crime issued to all CPS Areas</li> <li>Production and dissemination of two CPS customised disability awareness publications in conjunction with Employers Forum on</li> </ul> | <ul style="list-style-type: none"> <li>Disability master class – two disability master classes have been held, delivered by an external consultant. These have been subject to a positive evaluation and will be further developed and delivered during 09/10</li> <li>Press Office have recently arranged an interview with the policy lead on Disability Hate Crime, with 'Disability Now' Magazine (published February 2009) and an interview with EDU policy adviser, for 'See Hear' (BBC TV), to be broadcast in March 2009. We also responded to a critical judgment in the case of FB v DPP, underlining our commitment to supporting disabled victims and witnesses in giving best evidence.</li> </ul> |

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|  | <p>going.</p> | <p>Disability</p> <ul style="list-style-type: none"> <li>• CPS Recruitment procedures guidance requires panels to be diverse.</li> <li>• Director of Public Prosecution's contribution to Voice UK all Party Parliamentary Group and forthcoming Director of Public Prosecutions 's interview with 'Disability Now' magazine.</li> <li>• CPS News regularly covers issues relating to disabled people, both in terms of cases and our own staff. In 2007 there were seven major stories (including a front cover piece) and there have been two further stories in 2008, one of which ran alongside a special insert on our disabled Staff Network.</li> <li>• Planned significant coverage of the Disabled Staff Network conference in April 2008 edition of CPS News, for which</li> </ul> | <ul style="list-style-type: none"> <li>• October 2008 the DPP gave a talk to the Bar Counsel on handling disability hate crime.</li> <li>• December 08 the EDU and Policy directorate held a seminar for all CPS hate crime leads on handling hate crime.</li> <li>• January 09- Director of Equality and Diversity was on the panel of a 'disability hate crime summit' hosted by Scope.</li> <li>• An "Annual Supplier Compliance Checklist" incorporating personnel issues including disability considerations, has been developed and is being introduced.</li> <li>• Our staff travel and accommodation contract specifies that accommodation has to be accessible to comply with DDA.</li> <li>• For all new contracts, a disability impact assessment will be carried out at the same time as impact assessments for sustainable development and security.</li> </ul> |
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|  |  | <p>Communication Division arranged a video message from the Director of Public Prosecutions.</p> <ul style="list-style-type: none"> <li>• Communication Division has also been working to improve media coverage in this area, both around the launch of our policy on disability hate crime in 2007 and, more recently, working with the publication 'Disability Now' involving an interview with the Director of Public Prosecution.</li> <li>• The Single Equality Scheme Focus Groups held in 2007 enabled a number of disabled staff to share their experience of working in the CPS. Disabled staff feedback enabled HR and EDU to engage more strategically with the Disabled Staff Network (DSN).</li> <li>• Work is ongoing to involve disabled staff in</li> </ul> |  |
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|  |  | <p>improving HR practice.</p> <ul style="list-style-type: none"> <li>• Partnership working with the Employers Forum on Disability (EFD) has improved e.g. HR contribution to the latest EFD Line Management Guide on Managing Attendance of Disabled Workers</li> <li>• HR disseminated copies of the Good Practice Guide for Working with Disabled People (EFD publication) to all managers within the CPS.</li> <li>• Key employment policies have been reviewed with the full involvement of the Disabled Staff Network (DSN).</li> <li>• In common with many public sector organisations the CPS is making increased use of Office of Government Commerce Buying Solutions and other government department 'framework' contracts where suppliers'</li> </ul> |  |
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|  |  | <p>achievements in relation to equality have been fully evaluated by the lead department involved in the procurement. We are currently in the process of updating our “Guide for Contract Managers” and have been working on an “Annual Compliance Checklist” that covers performance on equality issues. Both of these will incorporate disability considerations.</p> |   |
| <p>D8. Analyse workforce data set and implement targets to address workforce under representation.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>Promoting equality of opportunity; encouraging participation by disabled persons in public life.</li> </ul> <p><i>Director of Human Resources<br/>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>Analysis of workforce representation data annually.</li> <li>Targets set.</li> <li>Focus recruitment efforts annually.</li> <li>Progress Reports annually.</li> </ul> | <ul style="list-style-type: none"> <li>Data sets are being upgraded and the management information team is in the process of scoping how this is to be implemented using our new HR System, to improve data collection and analysis.</li> <li>Workforce data has been analysed annually in producing the AEER. Targets are contained in the AEER and in the</li> </ul>  | <ul style="list-style-type: none"> <li>Data refresh initiative due April 2009 aims to improve quality and reliability of equalities data, including disability.</li> <li>Workforce data continues to be addressed in AEER. The monitoring data for 2006/07 and for 2007/08 was published electronically in March 2009.</li> </ul> |

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|   |   | Cabinet Office 10 point Diversity Delivery Plan for all government departments. The next AEER, due in October 2008 will chart progress.  |  |
| <p>D9. Analyse workforce data and use results to address significant differences in workforce experience.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Elimination of unlawful discrimination; elimination of harassment; promotion of equality of opportunity.</li> </ul> <p><i>Director of Human Resources<br/>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Analysis of workforce experience data.</li> <li>• Identify areas for future action including learning and development.</li> <li>• Implement improvement actions.</li> <li>• Progress reports.</li> </ul> <p>On-going</p> | <ul style="list-style-type: none"> <li>• The Staff Survey and staff focus groups have provided information related to the experience of staff, including staff with disabilities. The new People's Strategy currently being developed will set out proposals in relation to the workforce, management, leadership, learning and development.</li> <li>• Work is ongoing to ensure the management information area of HR work is improved.</li> </ul> | <ul style="list-style-type: none"> <li>• Data refresh initiative due April 2009 aims to improve quality and reliability of equalities data, including disability.</li> <li>• Staff Survey 2008 reports have provided information related to the experience of staff, including staff with disabilities.</li> <li>• Analysis of workforce experience data and feedback from Disabled Staff Network is used to inform the development of HR policies.</li> </ul> |

**Section 10**  
**GENDER AND GENDER IDENTITY EQUALITY ACTION PLAN**

| <b>Gaps addressed:</b>   | <b>Outcome areas:</b>   |
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| <ul style="list-style-type: none"> <li>• Continue to address the impact of charging decisions, by gender, ethnicity and offence category</li> <li>• Continue to focus on reducing unsuccessful outcomes in domestic violence cases</li> <li>• Continue to focus on reducing unsuccessful outcomes in rape cases</li> <li>• Monitor and evaluate existing policies and initiatives on domestic violence and rape</li> <li>• Development of an overall Violence against Women strategy</li> <li>• Collection of disaggregated statistics for offences that constitute Violence against Women</li> <li>• Collection of disaggregated statistics on all employment policies and procedures</li> <li>• Analysing workforce representation data and setting targets to address the under representation of women in senior grades (Level D and above)</li> </ul> | <ul style="list-style-type: none"> <li>• Higher public confidence in CPS work addressing gender inequalities</li> <li>• Reduce unsuccessful prosecutions for all forms of domestic violence against women</li> <li>• Reduce unsuccessful prosecutions for rape and sexual assaults</li> <li>• Higher public confidence in CPS work addressing gender inequalities</li> <li>• Development of a co-ordinated strategy on all forms of violence against women</li> <li>• Increase in the number of women in senior grades (level D and above)</li> <li>• No significant differences in staff satisfaction by gender</li> </ul> |

| <ul style="list-style-type: none"> <li>• Analysis of staff survey results, by gender and actioning any differences</li> <li>• Analysis of workforce data to identify and action any differential in relation to workforce experience such as the PAR system and disciplinaries, by gender</li> <li>• Monitor and evaluate the CPS Employee policy on domestic violence</li> </ul> | <ul style="list-style-type: none"> <li>• No significant differences in staff experiences by gender</li> </ul>  |   |  |
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| <b>Actions/<br/>Responsibility</b>  | <b>Timescales</b>  | <b>Progress to June 2008</b>  | <b>Progress to March 2009</b>  |
| <p>G1. Develop a co-ordinated Violence Against Women strategy</p> <p><i>Director of Equality and Diversity</i></p>  | <ul style="list-style-type: none"> <li>• Gather in action plans from rape &amp; other serious sexual offences team, prostitution and human trafficking team as well as domestic violence team Q2 2006-7</li> <li>• Review action plans across gender issues and co-ordinate overall action plan for all violence against women crimes Q4 2006-7</li> <li>• Develop and impact assess Violence against Women strategy by Q3 2007-8</li> </ul> | <ul style="list-style-type: none"> <li>• VAW Strategy and Action Plans completed and published April 2008;</li> <li>• VAW Indicator introduced in April 2008 to monitor domestic violence, rape and sexual offences.</li> <li>• CPS awarded highest marks across government by the End Violence against Women campaign for their work on VAW. (7 out of 10)</li> <li>• Full impact assessment undertaken report available.</li> </ul> | <p>Completed</p>   |
| <p>G2. Reduce unsuccessful prosecutions of all domestic violence cases</p>  | <ul style="list-style-type: none"> <li>• Development of further 28 Specialist DV Courts (SDVC) in</li> </ul>   | <ul style="list-style-type: none"> <li>• 39 further SDVCs set up by April 2007; further 34</li> </ul>   | <ul style="list-style-type: none"> <li>• A further 4 SDVCs were accredited in October 2008,</li> </ul> |

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| <p><i>Director of Equality and Diversity</i><br/><i>Director of Human Resources</i></p>                       | <p>partnership by Q1 2007-8</p> <ul style="list-style-type: none"> <li>• Train all CPS prosecutors, caseworkers and designated caseworkers by Q4 2007-8</li> <li>• Reduce unsuccessful outcomes in DV cases to 28% by March 09. Further targets to be set by March 09 for subsequent years.</li> </ul> | <p>by April 2008 – total 98 SDVCs</p> <ul style="list-style-type: none"> <li>• All prosecutors, caseworkers and designated caseworkers will be trained in DV in 42/43 Areas by April 2008</li> </ul>  | <p>bringing the total number to 104. The accreditation process for 2009/10 is underway and successful courts will be announced in March 2009.</p> <ul style="list-style-type: none"> <li>• Apart from some mop up sessions for staff on long term absence, all CPS prosecutors, caseworkers and associate prosecutors have all received domestic violence training.</li> <li>• Unsuccessful outcomes in domestic violence cases as at December 2008 stood at 27.5%, which has already exceeded the target set for March 2009</li> <li>• The training was delivered to timescale with London completing their training during 2008 due to high staff numbers.</li> </ul> |
| <p>G3. Monitor and evaluate the domestic violence policy</p> <p><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Monitor domestic violence prosecution outcomes in all courts, including specialist domestic violence courts, with disaggregated data – quarterly</li> <li>• Develop flag for forced marriage and so-called “honour crimes”</li> </ul>                         | <ul style="list-style-type: none"> <li>• All cases monitored in all courts, with disaggregation of specialist DV courts and by gender and ethnicity of defendants/offenders</li> <li>• Reduced unsuccessful outcomes from 40.3% 2005-06 to 34.8% 2006-</li> </ul> | <ul style="list-style-type: none"> <li>• Domestic violence data, disaggregated by gender and ethnicity is collected. Provision for data collection on the religion or belief and disability of defendants has been in place since April 2007. However, the completeness and accuracy of this data</li> </ul>  |

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|  | <ul style="list-style-type: none"> <li>• Monitor implementation of Good Practice Guidance with DVCs by Q4 2006-7</li> </ul> | <p>07. By Q3 2007-08 unsuccessful DV prosecutions reduced to 30.7%; on target for 30% by Q4; plans for disaggregation by religion/belief and disability of 2007-08 data</p> <ul style="list-style-type: none"> <li>• New fields added to monitor outcomes of victim retractions; relationship of victims and defendants; their gender and same sex relationships</li> <li>• A method of recording monitoring information on cases files ( 'flagging') has been developed and piloted in four Areas in 2007-08; report in 2008-09 and future plans considered nationally in Q3 2008-09</li> <li>• Good Practice Guidance monitored by Q4; report completed and sent to all CPS Areas with local evaluation of their work and recommendations for their Area Business Plans</li> </ul> | <p>remains under development. Data on the newer fields of victim retraction, relationship between victims and defendants, gender and same sex relationships can be collected through the Witness Management System. However, the completeness and accuracy of this data remains under development also.</p> <ul style="list-style-type: none"> <li>• The forced marriage pilot report was published in December 2008. The flagging will be rolled out nationally and the guidance and training will be updated and also rolled out nationally in 2009-10.</li> </ul> |
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| <p>G4. Reduce unsuccessful prosecutions in rape cases</p> <p><i>Director of Business Development</i><br/><i>Director of Policy</i></p> | <ul style="list-style-type: none"> <li>• Develop in-depth guidance and training programme for rape specialist prosecutors</li> <li>• Accredit suitable training courses for the independent Bar and ensure that counsel are quality monitored</li> <li>• Develop Action Plan to take forward HMCPSP's recommendations when published in Quarter 4, 2006-07.</li> <li>• Targets set to reduce unsuccessful outcomes to 41 % by March 09. Further targets to be set by March 09 for subsequent years.</li> </ul> | <ul style="list-style-type: none"> <li>• Policy Directorate has developed a Manual for rape prosecutors on which an e-learning package for specialist prosecutors will be based. A face to face training course, an extension of the Proactive Prosecutor Programme, has been delivered to Area rape coordinators from Q3 of 2007 and will be rolled out to rape specialists in 2008-2009.</li> <li>• The CPS has accredited courses run by the independent Bar for counsel who prosecute rape cases. CPS Areas are tasked with monitoring all counsel who prosecute rape cases.</li> <li>• An Action Plan was developed and implemented by the specially formed Rape Prosecutions Delivery Unit in 2007-08.</li> </ul> | <ul style="list-style-type: none"> <li>• Delivery of the Rape and Serious Sexual Offences (RASSO) course to rape specialist prosecutors is ongoing.</li> <li>• The 2008-09 41%VAW target for unsuccessful outcomes in rape cases has been met nationally although not by all Areas individually. A decision to maintain the 41% target in 2009-10 has been taken in order to encourage an increase in the number of prosecutions and the building of more difficult cases.</li> </ul> |
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| <p>G5. Monitor and evaluate the Rape policy</p> <p><i>Director of Business Development</i><br/><i>Director of Policy</i></p> | <ul style="list-style-type: none"> <li>• Finalise cross-government Sexual Violence and Abuse Action Plan, with specific CPS actions by Q4 2006-7</li> <li>• Monitor rape prosecution outcomes Quarterly from April 2007</li> </ul> | <ul style="list-style-type: none"> <li>• A cross-government Sexual Violence and Abuse Action Plan was finalised and actions specific to CPS were implemented in 2007-08.</li> <li>• Prosecution Manual published and e-training package developed.</li> <li>• Rape prosecutions were monitored as part of the Area Performance Review and for the cross-governmental Rape Performance Group from April 2007. In addition, a new CPS monitoring scheme was introduced in October 2007 to check compliance with CPS policy, monitor good practice, and analyse the quality of decision making.</li> <li>• Monitoring of rape and sexual offences developed as part of VAW performance indicator from April 2008</li> </ul> | <ul style="list-style-type: none"> <li>• Monitoring rape prosecutions as part of the APR VAW indicator is ongoing. In addition Areas continue to carry out monitoring of rape files to check compliance with Essential Steps and for Quality of Decision Making. Area rape coordinators provide their CCPs with quarterly reports on rape that are copied to the Rape Prosecutions Delivery Unit.</li> </ul> |
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| <p>G6. Increase support for victims of domestic violence and sexual assaults</p> <p><i>All CPS Areas</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Work with newly provided Independent DV Advisors (IDVAs) in specialist DV courts by Q1 2007-8</li> <li>• Work with newly provided Independent Sexual Assault Advisors (ISVA) by April 2007</li> </ul> | <ul style="list-style-type: none"> <li>• All Special DV Courts CPS leads worked in local partnerships with IDVAs by Q1 2007-08; IDVAs provided for all 98 SDVCs by Q1 2008-09. DV team and prosecutors assisted annually with national IDVA training.</li> <li>• CPS prosecutors are encouraged to work closely with the IDVAs in their work to support victims of sexual offences.</li> </ul>     | <ul style="list-style-type: none"> <li>• All CPS SDVC leads continue to work in partnership with IDVAs. All 104 SDVC systems have IDVA services in place, funded by the Ministry of Justice. The national SDVC steering group are scoping the possibility of extending SDVCs to the Crown Court, extending the IDVA and ISVA service to other VAW victims of crimes and extending SDVCs to include other VAW crimes. CPS DV leads continue to assist in annual IDVA training.</li> </ul> |
| <p>G7. Analyse staff survey results and action any significant differences</p> <p><i>Director of Human Resources</i></p>                                   | <ul style="list-style-type: none"> <li>• Collect disaggregated data</li> </ul>   | <ul style="list-style-type: none"> <li>• Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning. Demographic reports have been provided regarding the experiences of staff across equality strands including gender. There were no significant disparities related to gender. The 2008 results will be analysed in a similar</li> </ul> | <ul style="list-style-type: none"> <li>• Staff Survey results for 2008 have been analysed and disseminated to Areas and HQ Directorates to inform business planning. Demographic reports are available across equality strands, including gender and transgender. No significant disparities were identified related to gender with the exception of clarity of job roles and wider contribution, whereby female respondents answered</li> </ul>   |

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|  |  | way. | <p>more positively than male respondents.</p> <ul style="list-style-type: none"><li>• A number of presentations of the top level results were given to various groups, including CDMG, Trade Union and Staff Networks and HQ Business Managers.</li><li>• Focus Groups were held prior to the survey to engage with staff at all levels and from all employee groups, providing an opportunity to share concerns and issues, learn more about the Staff Survey and to contribute to the development of the survey.</li><li>• A number of workshops have been run for Areas and Directorates to help them understand the results of the 2008 Staff Survey, and help them build this into business planning.</li></ul> |
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| <p>G8. Analyse workforce representation and set targets to address the under-representation of women in senior grades (grade level D and above)</p> <p><i>Director of Human Resources</i></p>                              | <ul style="list-style-type: none"> <li>Collect disaggregated data</li> </ul>       | <ul style="list-style-type: none"> <li>Workforce representation is analysed on a regular basis as part of the AEER and also to measure progress against the CPS Diversity 10 Point Plan and relevant initiatives being put in place to address under-representation across grades and occupational groups.</li> </ul> | <ul style="list-style-type: none"> <li>Workforce representation continues to be analysed as part of the AEER. The AEER for 2006/07 and 2007/08 reports on progress from the previous report. The monitoring data for 2006/07 and 2007/08 was published electronically in March 2009.</li> <li>Targets for CCPs, SCS, Level E and Level D have been set for the period 2008-2011, as part of the CPS Diversity Delivery Plan 2008-11.</li> </ul> |
| <p>G9. Analyse work force data for any significant differentials in workforce experiences, such as PARs (now replaced by Performance Development Reviews) and disciplinaries</p> <p><i>Director of Human Resources</i></p> | <ul style="list-style-type: none"> <li>Collect disaggregated data</li> </ul>       | <p>Management information relating to the implementation of disciplinary, grievance and poor performance procedures was analysed in 2007 as part of an Equality Impact Assessment conducted when the policies were reviewed. There were no significant disparities related to gender</p>                              | <ul style="list-style-type: none"> <li>Monitoring of grievances, discipline cases, training continues to be reported in the AEER. The monitoring data for 2006/07 was published electronically in March 2009.</li> </ul>  |
| <p>G10. Monitor employment policies and procedures, such as pay, flexible working and access to training and action any differentials</p>  | <ul style="list-style-type: none"> <li>Collect disaggregated statistics</li> </ul> | <p>Access to Flexible working and training is monitored through the Annual Equalities in Employment Report (AEER)</p>   | <ul style="list-style-type: none"> <li>The AEER continues to report access to flexible working and training.</li> </ul>   |

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| <p><i>Director of Human Resources</i></p>  |  | <p>and recommendations made where any disparities identified. The next AEER will be published by October 2008- There were no significant disparities related to gender.</p> | <ul style="list-style-type: none"> <li>• 2008 Staff Survey highlighted that female employees were more likely to work an alternative working pattern.</li> </ul>  |
| <p>G11. Disseminate and promulgate Management Guidance on Transgender issues</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Guidance produced 2006-07.</li> <li>• Guidance disseminated 2006-07.</li> <li>• Guidance promoted via Infonet, CPS news and Inform 2006-07.</li> <li>• Guidance kept under review.</li> </ul> | <p>Transgender guidance issued to Manager in 2007 and disseminated through the Infonet and CPS News.</p>  | <ul style="list-style-type: none"> <li>• Feedback on the Management Guidance on Transgender Issues has been received from 'A:gender' as a result from the CAS's submission for the Trans-Equality Index 2008.</li> </ul>  |
| <p>G12. Monitor and evaluate the CPS Employee policy on Domestic Violence</p> <p><i>Director of Human Resources</i></p>  | <ul style="list-style-type: none"> <li>• Collect disaggregated statistics on number of referrals to counselling service quarterly</li> </ul>   | <ul style="list-style-type: none"> <li>• Reported to DV Inter Ministerial group bi-annually.</li> </ul>   | <ul style="list-style-type: none"> <li>• 'Care First' provides the number of domestic violence referrals in their quarterly reports.</li> <li>• Statistics on number of DV referrals to counselling service still collected and reported to the DV and VS. Inter-Ministerial Group bi-annually</li> </ul> |

**Section 11  
RACE EQUALITY ACTION PLAN**

| <b>Gaps addressed:</b>   | <b>Outcome areas:</b>   |
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| <ul style="list-style-type: none"> <li>• Outdated racist and religious crimes policy</li> <li>• Need to review and update training</li> <li>• Improving handling of racist crimes</li> <li>• Significant differences in staff perceptions of inequality</li> <li>• Significant differences in workforce experiences</li> <li>• Workforce under representation</li> <li>• Improving monitoring of prosecution policies and practices</li> </ul> | <ul style="list-style-type: none"> <li>• Increased success in prosecuting hate crimes</li> <li>• Involving BME communities and staff in engagement linked to service improvement</li> <li>• Increased success in prosecuting hate crimes</li> <li>• Reduced significant differences in staff perceptions of inequality</li> <li>• Reduced significant differences in the quality of employee experiences</li> <li>• Increased workforce representation</li> <li>• Increased public confidence amongst Black and Minority Ethnic communities.</li> </ul> |

| Action/<br>responsibility   | Timescales  | Progress to June 2008  | Progress to March 2009  |
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| <p>Ra1. Review and update the Racist and Religious Crimes Policy to reflect legal developments and the lessons learnt/good practice gained from the handling of the murder of Anthony Walker.</p> <p><i>Director of Policy<br/>Director of Equality and Diversity</i></p> | <p>Project plan developed, 2006-07.<br/>Project steering group involving externals in place, 2006-07.<br/>Review underway, 2007-08.<br/>Involvement of RARA coordinators in policy update.<br/>Draft updated policy and guidance produced 2007-08.<br/>Consultation undertaken and completed, 2007-08.<br/>Updated public policy statement launched, 2007-08.</p> | <ul style="list-style-type: none"> <li>• Project plan developed on schedule.</li> <li>• Project steering group established involving externals.</li> <li>• Review undertaken and draft revised policy and guidance produced.</li> <li>• Consultation undertaken and completed.</li> <li>• Policy finalised and revised policy and guidance published March 2008.</li> </ul>  | <p>Completed</p>  |
| <p>Ra2. Review and update Racist and Religious Crimes Policy training programme to align with policy update.</p> <p><i>Director of Policy<br/>Director of Human Resources<br/>Director of Equality and Diversity</i></p>  | <p>Project scoped, 2006-07.<br/>Review underway, 2007-08<br/>Updated programme produced, 2007-08.<br/>Updated programme piloted, 2007-08.<br/>Updated programme finalised based on pilot, 2007-08.<br/>Update training programme implemented, 2007-08.<br/>This work has been carried forward into 08-09 and will need to be undertaken as</p>                    | <ul style="list-style-type: none"> <li>• Policy revised March 2008 therefore an updated training programme has not been initiated yet.</li> <li>• Training issues in part addressed by means of <ul style="list-style-type: none"> <li>▪ regular Policy bulletins and updates;</li> <li>▪ proactive Policy input into relevant Info net bulletin board queries;</li> <li>▪ publication and national dissemination of revised Policy and Guidance.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Leadership and Learning have been working with EDU to carry out the review of hate crime coordinators and will advise on and develop new training to meet the needs of the new role once the parameters have been established and agreed during 2009.</li> </ul> |

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|  | part of the wider review of the Hate Crime policy training.  |   |  |
| <p>Ra3. Review the role of the Racist and Religious Crime Coordinator/lead tutor and address the need for specialist advice and a network on Racist and Religious Crimes.</p> <p><i>Director of Policy</i></p> | <p>Project scoped, 2006-07.<br/> Review underway, 2007-08.<br/> Review consultation undertaken, 2007-08.<br/> Draft review report produced, 2007-08.<br/> Consultation on draft review, 2007-08.<br/> Final review report produced, 2007-08.<br/> This has been carried forward into 08-09</p> | <ul style="list-style-type: none"> <li>• This is to be carried forward as a joint EDU/Policy/BDD project to 2008-09 and to be completed in the first half of 2008-09.</li> <li>• In 08/09 EDU, Policy Directorate, and Business Development Directorate due to review the role of the various hate crime co-ordinators [i.e. homophobic / race / disability] with a view to seeing whether the role(s) would be strengthened by having a single co-ordinator for each group and how the profile could be raised and supported better. To be completed by summer 2008. Following the review, Leadership &amp; Learning to consider the training aspects. EDU/Policy Directorate/Business Development Directorate to consider holding an annual hate crime conference)</li> </ul> | <ul style="list-style-type: none"> <li>• Review of the role of hate crime coordinators completed in December 2008. Recommended that a single hate crime coordinator post be developed at Area level. List of tasks for coordination agreed and disseminated to Areas. Hate crime coordinators conference planned for June 2009.</li> </ul> |

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| <p>Ra4. Steer implementation of issues in terms of good practice and lessons learnt from the report on the handling of the racist murder of Anthony Walker.</p> <p><i>Director of Equality and Diversity<br/>Director of Policy</i></p> | <p>Publication and dissemination of lessons learnt and good practice report 2006-07. Integration of key lessons learnt and good practice into CPS proactive prosecutor training programme and into updated Racist and Religions Crimes Policy and training programme, 2007-08. Integration of key aspects of good practice into the CPS Area Performance Review System 2007-08. Progress check on Area's response to the issues raised via CQA and APR process.</p> | <ul style="list-style-type: none"> <li>• Anthony Walker lessons learnt and good practice report published and disseminated 2006-07</li> <li>• Anthony Walker Report included in BDD good practice library initiative</li> <li>• Training issues in part progressed by means of: <ul style="list-style-type: none"> <li>▪ regular Policy bulletins and updates;</li> <li>▪ proactive Policy input into relevant Infonet bulletin board queries;</li> <li>▪ publication and national dissemination of revised Policy and Guidance;</li> </ul> </li> <li>• 2008/09 scoping between Leadership and Learning, EDU and Policy to have Hate Crime case studies in Proactive Prosecutions Programme.</li> </ul> | <ul style="list-style-type: none"> <li>• Training issues continue to be progressed by means of: <ul style="list-style-type: none"> <li>▪ regular Policy bulletins and updates;</li> <li>▪ proactive Policy input into relevant Infonet bulletin board queries.</li> </ul> </li> <li>• Scoping between Leadership and Learning, EDU and Policy to have Hate Crime case studies in the 'Proactive Prosecutions Programme' is ongoing.</li> </ul> |
| <p>Ra5. Deliver recommendations of the Attorney General's Race for Justice Taskforce aimed at improving CJS handling of Racist crimes.</p> <p><i>Director of Business Development</i></p>   | <p>OCJR led Delivery Board in place, 2006-07. Implementation of CPS recommendations on monitoring and training, 2007-08. Support implementation of</p>  | <ul style="list-style-type: none"> <li>• CPS participates fully in Race for Justice Delivery Board</li> <li>• CPS currently in discussion with OCJR on common definitions of Hate Incidents; Hate Crime; and Hate Crime</li> </ul>  | <ul style="list-style-type: none"> <li>• Common definitions of incident, hate crime and hate crime prosecutions agreed. New definitions will be inserted as polices are revised.</li> <li>• CPS continues to fully</li> </ul>  |

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|   | <p>cross CJS recommendations, 2007-08.<br/> Progress report on implementation of Taskforce recommendations, 2007-08.<br/> Ongoing</p>  | <p>prosecutions</p>   | <p>participate in Race for Justice delivery board.</p> <ul style="list-style-type: none"> <li>• CPS produced report on Stephen Lawrence- Ten Years on, which will be launched on 23 March and recommendations implemented throughout 2009-2010.</li> </ul> |
| <p>Ra6. Enhance monitoring of Racist crimes by recording key data on victims and witnesses building on available defendant data.</p> <p><i>Director of Business Development<br/> Director of Equality and Diversity</i></p> | <p>Progress Hate Crimes Monitoring Project 2006-07 and 2007-08.<br/> Consultation undertaken externally 2006-07.<br/> Prioritisation list of area for future monitoring produced 2006-07.<br/> Priority proposals to improve monitoring of victim and witness details by ethnicity from 2007-08.</p> | <ul style="list-style-type: none"> <li>• Hate Crimes monitoring project progress throughout 2006-07 and produced list of areas for possible future monitoring</li> <li>• Consultation undertaken on possible areas for future monitoring</li> <li>• Prioritised list produced and agreed by BDD and BIS for future monitoring</li> <li>• Extended monitoring introduced 1 April 2007 including victim and witness monitoring. Requires some further improvement.</li> <li>• Victim profiling data now routinely circulated to Areas with brief data analysis. Areas are being encouraged to improve recording through:</li> </ul> | <ul style="list-style-type: none"> <li>• Victim profiling data continues to be routinely circulated to Areas, however the information is still poor. Area guidance is on hold until agreement on what can be monitored is secured with ACPO.</li> </ul>    |

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|  |  | <ul style="list-style-type: none"> <li>○ Provision of data</li> <li>○ Witness Care Manager training</li> <li>○ Area visits by Victim and Witness Care Delivery Unit.</li> </ul> <ul style="list-style-type: none"> <li>● Area Guidance currently being developed to assist Areas in identifying appropriate times for data entry during the life of a case.</li> </ul> |   |
| <p>Ra7. Extend and implement ethnic monitoring of key aspects of prosecution practice including in relation to victims and witnesses.</p> <p><i>Director of Business Development</i><br/><i>Director of Equality and Diversity</i></p> | <p>Implement separate and distinct Racist crimes monitoring and Religious crimes monitoring, 2007-08. Implement victim and witness monitoring by religion or belief, 2007-08. Implement defendant monitoring by religion or belief, 2007-08. Analyse results of monitoring. Identify and address any significant differences based on analysis of results.</p> | <ul style="list-style-type: none"> <li>● Separate racist and religious crimes monitoring introduced from 1 April 2007.</li> <li>● Victim and witness monitoring by religion or belief introduced April 2007. Requires significant further improvement.</li> <li>● Defendant monitoring introduced April 2007. Analysis to be undertaken.</li> </ul>                    | <ul style="list-style-type: none"> <li>● Victim and witness monitoring by religion or belief still requires further consideration. Defendant data is also poor. Discussions with ACPO are ongoing.</li> </ul> |
| <p>Ra8. Continue to focus on reducing unsuccessful outcomes in Racist crimes.</p>  | <ul style="list-style-type: none"> <li>● Reduce unsuccessful outcomes from 42% to 36% by April 2007.</li> <li>● Targets for 2007-08 to be</li> </ul>   | <ul style="list-style-type: none"> <li>● Unsuccessful outcomes reduced from 42% to 32.5% by April 2007.</li> <li>● Target to reduce</li> </ul>   | <ul style="list-style-type: none"> <li>● As at December 2008, unsuccessful outcomes stood at 18.8% . Target for 2009-2010 now set to remain at 18%</li> </ul>   |

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| <p><i>Director of Business Development</i><br/><i>Director of Equality and Diversity</i></p>   | <p>set based on 2006-07 performance at year's end.</p> <ul style="list-style-type: none"> <li>• Targets for 2008-09 to be set on 2007-08 performance at year's end.</li> <li>• New hate crimes target introduced April 08</li> <li>• Reduce unsuccessful outcomes to 18% by March 09. Further targets to be set by March 09 for subsequent years.</li> </ul> | <p>unsuccessful outcomes to 28% set for end of March 2008. As at Dec 07, unsuccessful outcomes stood at 29.5%.</p> <ul style="list-style-type: none"> <li>• Targets for 2008-09 now set. Hate Crime Measure significantly revised to focus on Racist and Religious; Homophobic and Transphobic; and Disability Hate crime. Target to reduce unsuccessful outcomes to 18% by March 2009.</li> </ul> | <p>unsuccessful outcomes.</p>  |
| <p>Ra9. Continue to monitor and assess charging decisions for any adverse impact.</p> <p><i>Director of Business Development</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Charging impact assessments to be undertaken annually in 2006-07, 2007-08 and 2008-09.</li> <li>• Actions taken to address any significant adverse impacts.</li> </ul>  | <ul style="list-style-type: none"> <li>• Charging impact assessments in 2006-07, and in 2007-08.</li> <li>• Charging impact assessments available on CPS website.</li> </ul>   | <ul style="list-style-type: none"> <li>• Charging Impact Assessments for 2006-07 &amp; 2007-08 have been completed and approved and considered by Attorney General's Diversity Advisory Group on the 3<sup>rd</sup> March 2009. In April 2009 they will be placed on the CPS Website. The assessment due for 2008-09 is due to take place during the next financial year.</li> </ul> |
| <p>Ra10. Continue to focus on raising Black and minority ethnic- (BME) communities'</p>  | <p>CPS involved in CJS wide delivery and reporting structures on the BME</p>   | <ul style="list-style-type: none"> <li>• CPS fully involved in CJS wide structures addressing BME confidence.</li> </ul>   | <ul style="list-style-type: none"> <li>• CPS continue to contribute regularly to OCJR reports on BME confidence in the CJS.</li> </ul>   |

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| <p>confidence in the CPS as part of the overall target to raise BME communities' confidence in the CJS.</p> <p><i>Director of Equality and Diversity</i></p> | <p>confidence target. CPS activities identified including hate crime prosecutions; community engagement and wider communications. CPS progress reported regularly to OCJR. CPS secures significant shift in the percentage of BME people who feel the Service would treat them less favourably during the time period for the target.</p>  | <ul style="list-style-type: none"> <li>• CPS progress reported regularly on schedule to OCJR.</li> <li>• CPS has secured a significant shift in percentage of BME people who felt the Service would treat them less favourably during the time period of the targets (decline from 14% to 11%).</li> </ul>  |  |
| <p>Ra11. Analyse the biennial Staff Survey and action any areas of significant difference.</p> <p><i>Director of Human Resources</i></p>                     | <p>Staff Survey results analysed 2006-07.</p> <ul style="list-style-type: none"> <li>• Identification of any areas of significant difference in 2006-07.</li> <li>• Identify draft corporate actions to address significant differences in 2006-07.</li> <li>• Consult on draft actions.</li> <li>• Include corporate actions on race equality in wider corporate action plan in 2006-07.</li> <li>• Implement corporate actions on race equality in 2006-07 and 2007-08.</li> </ul> | <ul style="list-style-type: none"> <li>• Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning and action planning at a local level. There were no differences in relation to race.</li> <li>• Demographic reports have also been provided on the employment experiences of staff across equality strands including ethnicity and will continue to be analysed in this way in 2008.</li> <li>• A Corporate Action has been</li> </ul> | <ul style="list-style-type: none"> <li>• Staff Survey results for 2008 have been analysed and disseminated to Areas and HQ Directorates to inform business planning. Demographic reports are available across equality strands, including ethnicity. Some significant differences in responses to specific employee engagement questions have been identified, although for the survey overall there was no overriding trend/clear pattern.</li> <li>• A number of presentations of the top level results were given to various groups, including CDMG,</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>• Check for any significant changes in perceptions in the 2008 Staff Survey.</li> </ul>  | <p>developed and Areas and HQ Directorates have been encouraged to implement this together with specific local activity to improve employee involvement and engagement.</p>   | <p>Trade Union and Staff Networks and HQ Business Managers.</p> <ul style="list-style-type: none"> <li>• Focus Groups were held prior to the survey to engage with staff at all levels and from all employee groups, providing an opportunity to share concerns and issues, learn more about the Staff Survey and to contribute to the development of the survey.</li> </ul> |
| <p>Ra12. Include race equality within all future equality and diversity impact assessments implemented as part of this scheme with the aim of addressing any unjustifiable disparities in experiences.</p> <p><i>Director of Human Resources</i></p> | <p>Please see the common actions sections of the Single Equality Scheme for more detail. Priority assessments and monitoring to include disciplinaries and grievances, equal pay, special bonuses, new PDR process under Invest, Recruitment and progression.</p> | <ul style="list-style-type: none"> <li>• As each employment policy is reviewed, equality impact assessments are conducted as a matter of course, across equality strands including race.</li> </ul>   | <ul style="list-style-type: none"> <li>• Equality impact assessments that have been conducted on HR policies and have continued to include race equality alongside other equality strands.</li> </ul>  |
| <p>Ra13. Address workforce under representation of BME staff in certain grades and Areas with remaining under representation.</p> <p><i>Director of Human Resources</i></p>  | <p>Identify grades with under representation. SCS, ABM, B3, Level E. Identify Areas with under representation. Set stretching and realistic targets for under represented grades and Areas.</p>   | <ul style="list-style-type: none"> <li>• Workforce representation at different grades is monitored through the AEER. There is under representation in relation to Area Business Managers and this will be addressed in the next AEER and Cabinet Office 10 point</li> </ul> | <ul style="list-style-type: none"> <li>• The AEER continues to report on workforce representation, and identify any under-representation. The monitoring data for 2006/07 and 2007/08 was published electronically in March 2009.</li> <li>• Targets for Chief Crown</li> </ul>  |

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|  | <p>Focus recruitment efforts. Progress reports and progress checks on existing Area workforce representation plans.</p> | <p>Diversity Delivery Plan. The next AEER will be published by October 2008 and progression on the Civil Service Diversity 10 Point Plan to increase workforce diversity is reported on annually.</p> | <p>Prosecutors, Senior Civil Servants, Level E and Level D staff, have been set as part of the CPS Diversity Delivery Plan 2008-11.</p> |
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**Section 12**  
**SEXUALITY AND GENDER IDENTITY EQUALITY ACTION PLAN**

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| <b>Gaps addressed:</b>   |   | <b>Outcome areas:</b>  |  |
| <ul style="list-style-type: none"> <li>• Outdated Homophobic Crime Policy.</li> <li>• Varied responses between CPS Areas to homophobic crime</li> <li>• Workforce monitoring.</li> <li>• Differences in staff views</li> </ul> |   | <ul style="list-style-type: none"> <li>• Increased success in prosecuting Hate Crimes.</li> <li>• Increased public confidence.</li> <li>• Involving communities and staff in Service improvement</li> <li>• Increased workforce satisfaction.</li> </ul> |  |
| <b>Actions/<br/>responsibility</b>   | <b>Timescales</b>   | <b>Progress to June 2008</b>   | <b>Progress to March 2009</b>  |
| <p>S1. Participate in Cabinet Office Pilot Monitoring Exercise on Sexuality.</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p>   | <ul style="list-style-type: none"> <li>• Pilot Scoped 2006-07</li> <li>• Pilot Underway 2006-07</li> <li>• Pilot completed 2007-08</li> <li>• Pilot evaluated 2007-08</li> <li>• Decision still to be taken on wider sexuality monitoring by the Cabinet Office.</li> </ul> | <ul style="list-style-type: none"> <li>• The Cabinet Office Pilot was completed and results returned to the Cabinet Office.</li> <li>• HR records will be updated to include information received from the pilot. Equality monitoring</li> </ul>         | <ul style="list-style-type: none"> <li>• A major data refresh initiative is due to roll out in April 2009, which aims to improve the quality and reliability of data. The exercise includes sexuality amongst other equality strands.</li> </ul> |

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|   |  | questionnaires for new starters have been updated to reflect the monitoring categories used in the pilot, and this will also be reflected in the Staff Survey 2008 and general data collection.  |  |
| <p>S2. Review and update the CPS Homophobic Crime Policy including the focus on transphobic crime.</p> <p><i>Director of Policy</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Project Plan developed, 2006-07</li> <li>• Project steering group involving externals in place, 2006-07</li> <li>• Review underway, 2007-08</li> <li>• Draft updated policy and guidance produced, 2007-08</li> <li>• Consultation undertaken and completed, 2007-08</li> <li>• Updated policy – launched, 2007-08</li> </ul> | <ul style="list-style-type: none"> <li>• Project plan developed 2006-07.</li> <li>• Project steering group involving externals established and met on two occasions.</li> <li>• Review under way and completed in 2007-08.</li> <li>• Drafted updated policy and legal guidance produced 2007-8.</li> <li>• Consultation undertaken and completed 2007-08.</li> <li>• Updated finalised policy launched and disseminated November 2007.</li> </ul> | Completed  |
| <p>S3. Enter and seek to improve the CPS ranking in the Stonewall Equality Index on an annual basis.</p>  | <ul style="list-style-type: none"> <li>• Prepare submission for index Sept 08, 09, and 10.</li> <li>• Submit entry Sept. 08, 09, and 10.</li> </ul>  | <ul style="list-style-type: none"> <li>• CPS submission prepared and submitted to Stonewall Sept 06.</li> <li>• CPS scored 71% out of</li> </ul>   | <ul style="list-style-type: none"> <li>• CPS scored 73% for the 2008 index. Feedback on the submission has been provided by Stonewall. CPS can now use the “Top 100</li> </ul> |

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| <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p>  | <ul style="list-style-type: none"> <li>• Receive ranking and act on ranking results.</li> </ul>  | <p>100.</p> <ul style="list-style-type: none"> <li>• CPS submission prepared and submitted Sept 07.</li> <li>• CPS scored 74% out of 100, up 3% from 2006-07.</li> <li>• Significantly supported with submissions provided by the LGBT Staff Network.</li> </ul>  | <p>Employers" logo.</p>  |
| <p>S4. Undertake a progress check on the implementation of the Homophobic Crime Themed Review via the APR process in 2007-08.</p> <p><i>Director of Equality and Diversity</i><br/><i>Director of Business Development</i></p> | <ul style="list-style-type: none"> <li>• Progress Check, TOR agreed 2007-08.</li> <li>• Guidance to Areas 2007-08.</li> <li>• Progress checks undertaken 2007-08.</li> </ul> | <ul style="list-style-type: none"> <li>• Terms of reference for progress check agreed.</li> <li>• Guidance for themed review progress check issued to all CPS Areas on schedule.</li> <li>• Progress checks undertaken on schedule.</li> <li>• Significant improvement in Areas ratings form 2 years previously.</li> </ul> | <p>Completed</p>   |
| <p>S5. Convene Homophobic Crime Coordinators on an annual basis to help maximise effectiveness of the role.</p> <p><i>Director of Policy</i><br/><i>Director of Equality and Diversity</i></p>                                 | <ul style="list-style-type: none"> <li>• Annual coordinators workshop on themed basis 2007-08, 2008-09, and in 2009-10.</li> </ul>   | <ul style="list-style-type: none"> <li>• Coordinators workshops held at launch of revised policy and guidance in Nov 07. In 08/09 EDU, Policy Directorate and Business Development Directorate to review the role of the various hate</li> </ul>  | <ul style="list-style-type: none"> <li>• Review of the role of hate crime coordinators complete in December 2008. Recommended that a single hate crime coordinator post be developed at Area level. List of tasks for coordination agreed and disseminated to Areas. Hate crime coordinators conference planned for</li> </ul> |

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|   |  | <p>crime co-ordinators [i.e. homophobic / race / disability] with a view to seeing whether the role(s) would be strengthened by having a single co-ordinator for each group and how the profile could be raised and supported better. To be completed by summer 2008. Following the review, Leadership &amp; Learning to consider the training aspects. EDU, Policy Directorate and Business Development Directorate to consider holding an annual hate crime conference.</p> | <p>June 2009.</p>  |
| <p>S6. Review and update the Homophobic Crime Coordinators Course.</p> <p><i>Director of Human Resources<br/>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Review scoped, 2006-07.</li> <li>• Review underway, 2006-07.</li> <li>• Updated course produced, 2006-07.</li> <li>• Links to Proactive Prosecutors Programme of training established, 2006-07.</li> <li>• Updated course underway, 2006-07.</li> </ul> | <p>This is to be carried forward to 2008-09 as a project involving Leadership and Learning; EDU, Policy and BDD</p>   | <ul style="list-style-type: none"> <li>• Following the decision to rationalise the role of hate crime coordinator into a single role description, EDU, Leadership and Learning and Policy are scoping a joint training project for all hate crime coordinators. Project to be carried out in 2009-2010.</li> </ul> |

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| <p>S7. Run the Homophobic Crime Coordinators Course on a 6 monthly basis</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p>                                       | <ul style="list-style-type: none"> <li>• Courses run 6 monthly.</li> <li>• Courses evaluated.</li> <li>• Course refined as necessary.</li> </ul> | <ul style="list-style-type: none"> <li>• The Homophobic Crime Coordinators course has been run twice in 2006-07 and once in 2007-08. Future courses to follow on Review of Hate Crime Training,</li> </ul>   | <ul style="list-style-type: none"> <li>• Following the decision to rationalise the role of hate crime coordinator into a single role description, EDU, Leadership and Learning and Policy are scoping a joint training project for all hate crime coordinators. Project to be carried out in 2009-2010.</li> </ul> |
| <p>S8. Produce and disseminate guidance for prosecutors on handling cases of homophobia in the media, jointly with ACPO</p> <p><i>Director of Policy</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• 2006-07</li> </ul>  | <ul style="list-style-type: none"> <li>• A draft has been prepared, but the CPS is currently reviewing the need for separate guidance for prosecutors on homophobia in the media in view of the publication in autumn 2007 of the CPS' "Public Policy Statement on prosecuting cases of homophobic and transphobic hate crime" and legislative proposals in relation to incitement to hatred on the grounds of sexual orientation.'</li> </ul> |  |

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| <p>S9. Support the LGBT Staff Network following the staff networks review</p> <p><i>Director of Human Resources<br/>Director of Equality and Diversity</i></p>                                      | <ul style="list-style-type: none"> <li>• Staff Networks Review reported autumn 2006.</li> <li>• Review recommendations implemented 2007-08.</li> <li>• LGBT Business Plan produced aligned to outcomes of review and resourcing agreed 2007-08.</li> </ul>                                | <ul style="list-style-type: none"> <li>• The Staff Networks Review (report available – is it available) has been completed and plans are in place to integrate input from Staff Networks within the HR business and strategic framework.</li> <li>• Budgets for all Staff Networks have been allocated more equitably and Staff Network business planning now complements the CPS wider Business Plan including Equality &amp; Diversity activities.</li> </ul> | <ul style="list-style-type: none"> <li>• Further recommendations arising from the review are currently being considered, including developing terms of reference for networks, establishing a protocol/group for sharing of information and best practice between networks, and gaining network representation at high-level meetings to raise profile.</li> </ul>   |
| <p>S10. Analyse the biennial staff survey results by sexuality and action any areas of significant difference.</p> <p><i>Director of Human Resources<br/>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Analysis of 2006-07 results undertaken.</li> <li>• Areas requiring action identified.</li> <li>• Actions underway.</li> <li>• Ditto analysis undertaken, actions identified and actions implemented for next staff survey in 2008-09.</li> </ul> | <ul style="list-style-type: none"> <li>• The Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning and action planning. Demographic reports have also been produced to inform employment experiences across equality strands</li> </ul>   | <ul style="list-style-type: none"> <li>• Staff Survey results for 2008 have been analysed and disseminated to Areas and HQ Directorates to inform business planning. Demographic reports are available across equality strands, including sexuality. Some significant differences in responses to specific employee engagement questions have been identified; although for the survey overall there was no</li> </ul> |

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|   |   | including sexuality and will continue to be analysed in 2008.  | <p>overriding trend/clear pattern.</p> <ul style="list-style-type: none"> <li>• A number of presentations of the top level results were given to various groups, including CDMG, Trade Union and Staff Networks and HQ Business Managers.</li> <li>• Focus Groups were held prior to the survey to engage with staff at all levels and from all employee groups, providing an opportunity to share concerns and issues, learn more about the Staff Survey and to contribute to the development of the survey.</li> </ul> |
| <p>S11. Review and update management guidance on Equality in Employment Regulations (Sexual Orientation) in light of pending legal developments on anti discrimination in goods, facilities and services.</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Guidance Reviewed 2007-08.</li> <li>• Guidance updated 2007-08.</li> <li>• Updated guidance drafted 2007-08.</li> <li>• Updated guidance launched 2007-08.</li> <li>• Guidance promoted via Infonet, CPS News and Inform 2007-08.</li> </ul> | The Guidance has been completed and disseminated across the organisation and CJS partners.   | Completed  |
| <p>S12. Include sexuality within future equality and diversity impact assessments where relevant and where monitoring data enables</p>  | <ul style="list-style-type: none"> <li>• This will to link to the list of future impact assessments included in the Equality Scheme.</li> </ul>   | <ul style="list-style-type: none"> <li>• Sexuality has been included in a number of equality impact assessments conducted</li> </ul> | <ul style="list-style-type: none"> <li>• Equality impact assessments that have been conducted on HR policies have continued to include sexuality alongside other equality</li> </ul>   |

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| <p>inclusion.</p> <p><i>Director of Human Resources<br/>Director of Equality and Diversity</i></p>  |   | <p>since 2006 including the impact assessment on the Sexually Transmitted Infections Policy and the impact assessment on the Homophobic and Transphobic Crime Policy.</p>  | <p>strands. However it was considered that there was insufficient data to determine whether there was differential impact or adverse impact.</p>                     |
| <p>S13. Include sexuality within future CPS monitoring both in employment and in prosecution practice where relevant.</p> <p><i>Director of Human Resources<br/>Director of Equality and Diversity<br/>Director of Business Development</i></p> | <ul style="list-style-type: none"> <li>• Decision on monitoring in employment to follow Cabinet Office Pilot 2007-08.</li> <li>• Introduction of monitoring category for defendants in Case Management System subject to agreement with ACPO and BDD – BIS prioritisation exercise.</li> <li>• Introduction of monitoring category for victims and witnesses in WMS subject to agreement with ACPO and BDD- BIS prioritisation exercise.</li> </ul> | <ul style="list-style-type: none"> <li>• The Cabinet Office Pilot was completed and results returned to the Cabinet Office.</li> <li>• HR records will be updated to include information received from the pilot. Equality monitoring questionnaires for new starters have been updated to reflect the monitoring categories used in the pilot, and this will also be reflected in the Staff Survey 2008 and general data collection.</li> </ul> | <ul style="list-style-type: none"> <li>• The data refresh initiative will include sexuality, with the aim to improve the quality and reliability of data.</li> </ul> |

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| <p>S14. Improve performance outcomes for Homophobic and Transphobic crime</p> <p><i>Director of Equality and Diversity</i><br/><i>Director of Policy</i></p> | <ul style="list-style-type: none"> <li>• Reduce unsuccessful outcomes for Homophobic and Transphobic crime cases to 18 % by March 09.</li> </ul> |  | <ul style="list-style-type: none"> <li>• Unsuccessful outcomes stood at 14.6% in December 2008.</li> </ul> |
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**Section 13  
RELIGION or BELIEF ACTION PLAN**

| <b>Gaps addressed:</b>   | <b>Outcome areas:</b>  |   |   |
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| <ul style="list-style-type: none"> <li>• Monitoring of Religious Crimes.</li> <li>• Monitoring of victim and witness details.</li> <li>• Workforce monitoring.</li> <li>• Differences in staff views.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased success in prosecuting religious hate crimes.</li> <li>• Increased public confidence.</li> <br/> <li>• Increased employee satisfaction.</li> </ul>  |   |   |
| <b>Action/<br/>Responsibility</b>  | <b>Timescales</b>  | <b>Progress to June 2008</b>  | <b>Progress to March 2009</b>   |
| RB1. Participate in Cabinet Office pilot monitoring exercise on Religion or Belief.<br><br><i>Director of Human Resources</i><br><i>Director of Equality and Diversity</i>                                       | <ul style="list-style-type: none"> <li>• Pilot scoped 2006-07.</li> <li>• Pilot underway 2006-07.</li> <li>• Pilot completed 2007-08.</li> <li>• Pilot evaluated 2007-08.</li> <li>• Decision still to be taken on wider religion or belief monitoring by the Cabinet Office.</li> </ul> | <ul style="list-style-type: none"> <li>• The pilot was completed and results returned to the Cabinet Office.</li> <li>• HR records will be updated to include information received from the pilot. Equality Monitoring questionnaires for new starters have been</li> </ul> | <ul style="list-style-type: none"> <li>• A major data refresh initiative is due to roll out in April 2009, which aims to improve the quality and reliability of data. The exercise includes religion or belief amongst other equality strands.</li> </ul> |

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|   |   | <p>updated to reflect the monitoring categories used in the pilot and this will also be reflected in the 2008 Staff Survey and general Management information</p> <ul style="list-style-type: none"> <li>• Equality monitoring questionnaires for new joiners have been updated to reflect the monitoring categories used in the pilot and this will also be reflected in the 2008 Staff Survey.</li> </ul>  |   |
| <p>RB2. Undertake a programme of Information, Listening and Reassurance events in areas of the country with the largest Muslim communities addressing community concerns on: Racist and Religious crimes; incitement to hatred prosecutions, and the prosecution of terrorist cases. Evaluate the programme of Information, Listening and Reassurance events. Wider roll out of the programme of events informed by evaluation.</p> <p><i>Director of Equality and Diversity<br/>Head of Counter Terrorism<br/>Relevant CPS Areas</i></p> | <ul style="list-style-type: none"> <li>• Project scoped.</li> <li>• Initial programme of eight regionally based events held 2006-07.</li> <li>• Initial events evaluated 2006-07.</li> <li>• Wider roll out planned 2006-07.</li> <li>• Wider roll out underway 2007-08 and into 08-09</li> </ul> | <ul style="list-style-type: none"> <li>• Project scoped.</li> <li>• Initial programme of eight regional events completed by mid 2007-08.</li> <li>• Evaluation report produced on initial events.</li> <li>• Wider roll out agreed in terms of approx three events per year and some events focused on women and young people.</li> <li>• One event held in London in mid 2007-08 focused on Muslim Women.</li> </ul> <p>In the last year The Head</p> | <ul style="list-style-type: none"> <li>• Two events took place (the 3<sup>rd</sup> was an event was to be run externally and not within our control). A Muslim Engagement Event took place in Thames Valley and was run by the CCP Thames Valley and the Head of CTD jointly and the Head of CTD spoke at the Muslim Safety Forum Annual Conference on the importance of freedom of speech/expression.</li> </ul> |

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|   |  | <p>of Counter Terrorism Division (CTD) has attended meetings of the Muslim Safety Forum on two occasions to explain to community members aspects of the CPS' work on violent extremism and possession of extremist material. The Head of CTD also participated in a Muslim Women's Event in July, 2007 a Muslim</p> <ul style="list-style-type: none"> <li>• Community Event in Halifax in September 2007. The Head of Counter terrorism also spoke at a Radicalisation Conference on in February 2008. Input by the CTD into a further 3 events in 2008/9 are already planned.</li> </ul> |  |
| <p>RB3. Analyse the biennial Staff Survey by religion or belief and action any areas of significant difference.</p> <p><i>Director of Human Resources</i></p> | <ul style="list-style-type: none"> <li>• Analysis of 2006-07 survey results undertaken.</li> <li>• Issues requiring actions identified.</li> <li>• Actions underway.</li> <li>• Analysis undertaken, actions identified and</li> </ul> | <ul style="list-style-type: none"> <li>• The Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning and local action planning. Demographic reports have been provided on the</li> </ul>   | <ul style="list-style-type: none"> <li>• Staff Survey results for 2008 have been analysed and disseminated to Areas and HQ Directorates to inform business planning. Demographic reports are available across equality strands, including religion or belief. Some overall trends and significant differences</li> </ul> |

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|   | <p>actions implemented for next staff survey in 2008-09</p>  | <p>employment experiences of staff across equality strands including religion and belief and will continue to be analysed in 2008. There were no significant differences in relation to religion or belief.</p>   | <p>in experience have been identified.</p> <ul style="list-style-type: none"> <li>• A number of presentations of the top level results were given to various groups, including CDMG, Trade Union and Staff Networks and HQ Business Managers.</li> <li>• Focus Groups were held prior to the survey to engage with staff at all levels and from all employee groups, providing an opportunity to share concerns and issues, learn more about the Staff Survey and to contribute to the development of the survey.</li> </ul> |
| <p>RB4. Review the Racist and Religious crimes policy in light of development on Incitement to Religious Hatred.</p> <p><i>Director of Policy</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Project scoped and project plan developed, 2006-07.</li> <li>• Project steering group involving external stakeholders in place, 2007-08.</li> <li>• Review underway, 2007-08.</li> <li>• Draft updated policy and guidance produced, 2007-08.</li> <li>• Consultation undertaken, 2007-08.</li> </ul> | <ul style="list-style-type: none"> <li>• Project scoped and project plan developed on schedule.</li> <li>• Project steering group put in place involving externals.</li> <li>• Review conducted 2007-08.</li> <li>• Drafted updated policy and guidance produced 2007-08.</li> <li>• Consultation undertaken and completed 2007-08.</li> <li>• Updated public policy</li> </ul> | <p>Completed</p>   |

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|  | <ul style="list-style-type: none"> <li>• Updated policy launched, 2007-08.</li> </ul>   | <p>statement and guidance launched March 08 and reflects legislative changes in relation to incitement to religious hatred which came into force in October 2007</p>   |  |
| <p>RB5. Enhance monitoring of hate crimes by religion or belief by recording separately from racist crimes, and by recording key data on defendants and victims and witnesses.</p> <p><i>Director of Business Development<br/>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Progress Hate Crimes monitoring project 2006-07 and 2007-08.</li> <li>• Consultation undertaken externally 2006-07.</li> <li>• Prioritised list of areas for future monitoring produced.</li> <li>• Priority proposal to record separately ethnicity and religion or belief of defendants and victims on COMPASS from April 2007.</li> <li>• Priority proposal to record religiously aggravated cases and incitement to religious hatred cases by religion or belief details of defendants and victims from 2007.</li> </ul> | <ul style="list-style-type: none"> <li>• Hate Crimes monitoring project progressed throughout 2006-07 and 2007-08 and produced list of areas for possible future monitoring.</li> <li>• Consultation undertaken on possible areas for future monitoring.</li> <li>• Prioritised list produced and agreed by BDD and BIS for future monitoring.</li> <li>• Extended monitoring introduced 1 April 2007 onwards including victim and witness monitoring. Requires significant future improvement.</li> </ul> | <ul style="list-style-type: none"> <li>• Racist and religious incidents monitored separately on 'Compass'. Performance in prosecuting racist and religious crimes published separately in first annual hate crime report in December 2008.</li> <li>• Victim and witness monitoring still requires further consideration.</li> </ul> |

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| <p>RB6. Implement the recommendations that relate specifically to the CPS of the report by the All-Party Parliamentary Inquiry into Anti-Semitism: 1) to investigate the reasons for the low number of prosecutions and report back to Parliament; and 2) to conduct a review of cases (of incitement to racial hatred) where prosecutions have been brought in order to see what lessons can be learned.</p> <p><i>Director of Policy</i><br/><i>Director of Equality and Diversity</i></p> | <p>Produce a detailed paper that will provide:</p> <ul style="list-style-type: none"> <li>• an explanation of roles and responsibilities;</li> <li>• an explanation of the prosecution decision-making process. In particular, this will include a detailed explanation of the tests in the Code for Crown Prosecutors (including as much information as possible on the public interest test and how it is applied);</li> <li>• an explanation of current monitoring arrangements regarding anti-Semitic crime (and the limitations of the current system) and future plans for improvement;</li> <li>• an assessment in general terms of the reasons for the gap between incidents and prosecutions;</li> <li>• some illustrative case examples</li> <li>• this will include liaison with ACPO to obtain some empirical data about the reasons for 'the gap'</li> </ul> | <p>Report published May 2008.</p> | <p>Completed</p> |
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|  | between incidents and prosecutions.   |   |   |
| <p>RB7. Update the Equality in Employment (Religion or Belief) Management Guidance in light of extension of legal provisions to cover service provisions and disseminate and promulgate guidance within the Service.</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Guidance reviewed 2007-08.</li> <li>• Guidance updated 2007-08.</li> <li>• Updated guidance drafted 2007-08.</li> <li>• Updated guidance launched 2007-08.</li> <li>• Guidance promoted via Infonet, CPS News and Inform 2007-08.</li> </ul> | <ul style="list-style-type: none"> <li>• Guidance completed and disseminated to CPS staff and CJS partners.</li> </ul>  | Completed   |
| <p>RB8. Implement the agreed recommendations of the Staff Networks Review.</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p>   | <ul style="list-style-type: none"> <li>• Staff Networks Review Final Report Dec 2006.</li> <li>• Review recommendations implemented as agreed by CPS from 2007-08.</li> </ul>   | <ul style="list-style-type: none"> <li>• The Staff Networks review completed and plans are in place to integrate the input of Networks within the HR strategic framework.</li> <li>• Budgets have been allocated more equitably and Staff Network business planning now complements the CPS wider Business Plan including equality &amp; diversity activities.</li> </ul> | Implementation continued to completion in 2008/09   |
| <p>RB9. Include religion or belief within future equality and diversity impact assessment where relevant and where monitoring data</p>   | <ul style="list-style-type: none"> <li>• This will need to link to the list of future impact assessments included in</li> </ul>   | <ul style="list-style-type: none"> <li>• To be included in future assessments as appropriate.</li> </ul>  | <ul style="list-style-type: none"> <li>• Equality impact assessments that have been conducted on HR policies have continued to include</li> </ul> |

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| <p>enables inclusion.</p> <p><i>Director of Human Resources</i><br/><i>Director of Equality and Diversity</i></p> | <p>the equality scheme.</p> |  | <p>religion or belief alongside other equality strands, however it was considered that there was insufficient data to determine whether there was differential impact or adverse impact.</p> <ul style="list-style-type: none"><li>• The data refresh initiative will include religion or belief, with the aim to improve the quality and reliability of data.</li></ul> |
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**Section 14  
AGE EQUALITY ACTION PLAN**

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| <b>Gaps addressed:</b>  |  | <b>Outcome areas:</b>   |                               |
| <ul style="list-style-type: none"> <li>• Lack of elder abuse policy.</li> <li>• Lack of defendant, victim and witness monitoring by age.</li> <li>• Lack of workforce monitoring.</li> <li>• Differences in staff perceptions</li> <li>• Differences in workforce experiences.</li> <li>• Differences in workforce representation.</li> </ul> |  | <ul style="list-style-type: none"> <li>• Prosecution of Hate Crimes.</li> <li>• Increased public confidence.</li> <li>• Involving communities and staff in engagement linked to service improvements.</li> <li>• Increased workforce satisfaction</li> <li>• Reduced significant differences in employee experiences.</li> <li>• Representative workforce.</li> </ul> |                               |
| <b>Action/<br/>Responsibility</b>   | <b>Timescales</b>  | <b>Progress to June 2008</b>  | <b>Progress to March 2009</b> |
| <p>A1. Review and age equality proof relevant HR policies in light of the Age Equality legislation.</p> <p><i>Director of Human Resources</i></p>   | <ul style="list-style-type: none"> <li>• Identify long list of relevant HR policies 2006-07.</li> <li>• Review the key HR policies against Age Equality 2006-07 legislation requirements.</li> <li>• Equality proof the key HR policies on a phased priority basis 2006-07.</li> <li>• Extend the review and age proofing exercise to other relevant HR policies 2006-07.</li> </ul> | <ul style="list-style-type: none"> <li>• Key HR policies have been age proofed.</li> <li>• As HR policies are reviewed, impact assessments across all equality strands are conducted.</li> <li>• In future we will seek to ensure our policy implementation outcomes are equality impact</li> </ul>   | On going                      |

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|   |  | assessed on a continuous basis.   |  |
| <p>A2. Review the CPS provisions on retirement age in light of the Age Equality legislation.</p> <p><i>Director of Human Resources</i></p> <p><i>Director of Equality and Diversity</i></p>   | <ul style="list-style-type: none"> <li>• Research the issue of retirement age including benchmarking in Whitehall 2006-07.</li> <li>• Produce an initial issues and options paper 2006-07.</li> <li>• Secure CPS Board agreement to a change in CPS retirement age 2006-07.</li> <li>• Communicate any change positively throughout the organisation 2006-07, 2007-08.</li> </ul>  | <ul style="list-style-type: none"> <li>• Managers have been informed of the age regulations related to retirement and HR staff are advising managers on a case by case basis. The Retirement Policy is being reviewed and all policies are being age impact assessed.</li> <li>–</li> </ul> | Completed  |
| <p>A3. Introduce age monitoring as an integral part of equalities in employment monitoring and include in the CPS Annual Equalities in Employment Reports.</p> <p><i>Director of Human Resources</i></p> <p><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Scope the project 2006-07.</li> <li>• Identify possible age groups for monitoring and publication of data purposes 2006-07.</li> <li>• Consult on identified age groups internally and with relevant external stakeholders 2006-07.</li> <li>• Decide on age groups for publication data purposes 2006-07.</li> <li>• Trial run the inclusion of age monitoring data in Annual</li> </ul> | <ul style="list-style-type: none"> <li>• Age was included in the AEER report covering the period 2005/06 report and will be included in the forthcoming report in October 2008. Eighty six percent of the current workforce is aged under 50.</li> </ul>                                    | <ul style="list-style-type: none"> <li>• The monitoring data for 2006/07 was published electronically in March 2009. Age groups have been extended to 70 – 75, and 75+.</li> </ul> |

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|  | <p>Equalities in Employment report for 2007-08 produced in 2008-09.</p> <ul style="list-style-type: none"> <li>• Refine and include all 2008-09 and 2009-10 reports.</li> <li>• Analyse the results of age monitoring over three years 2007-08, 2008-09 and 2009-10, and identify any significant differences in experiences and representation.</li> <li>• Based on analysis above, identify age based workforce targets as necessary 2009-10.</li> </ul> |  |  |
| <p>A4. Produce, disseminate and promulgate Management Guidance on Age Equality issues.</p> <p><i>Director of Human Resources<br/>Director of Equality and Diversity</i></p>                        | <ul style="list-style-type: none"> <li>• Guidance researched.</li> <li>• Guidance produced.</li> <li>• Guidance disseminated.</li> <li>• Guidance promoted via Infonet, CPS News and Inform.</li> <li>• Guidance kept and/or reviewed.</li> </ul>  | <ul style="list-style-type: none"> <li>• An outline of the age legalisation and its implications for HR issues has been issued to managers.</li> <li>• Consideration given to age impact when policies are being developed.</li> </ul>             | <p>Completed</p>   |
| <p>A5. Analyse the biennial staff survey results by age group and action any areas of significant difference. Build on analysis of 2006 survey to analyse future survey results by further age</p> | <ul style="list-style-type: none"> <li>• Analysis of 2006-07 results undertaken.</li> <li>• Areas requiring action identified.</li> <li>• Actions underway.</li> <li>• Analysis undertaken, actions identified and actions implemented for the next staff</li> </ul>   | <ul style="list-style-type: none"> <li>• The Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning. Demographic reports have been provided on the employment experiences of</li> </ul> | <ul style="list-style-type: none"> <li>• Staff Survey results for 2008 have been analysed and disseminated to Areas and HQ Directorates to inform business planning. Demographic reports are available across equality strands, including age. A number of significant trends</li> </ul> |

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| <p>groups.</p> <p><i>Director of Human Resources</i></p>  | <p>survey in 2008-09.</p> <ul style="list-style-type: none"> <li>• Build analysis into 2008 survey by age groups 50-59 and 60 plus.</li> </ul>  | <p>staff across equality strands including age, and will continue to be analysed in this way.</p> <p>In 2008 Staff Survey, age categories will be extended to include 60-64 and 65 and over, and age demographic reports will be produced to assess any disparities.</p> | <p>have been identified across age groups.</p> <ul style="list-style-type: none"> <li>• The age groupings for the 2008 survey were extended to 60-64 and 65 and over.</li> <li>• A number of presentations of the top level results were given to various groups, including CDMG, Trade Union and Staff Networks and HQ Business Managers.</li> <li>• Focus Groups were held prior to the survey to engage with staff at all levels and from all employee groups, providing an opportunity to share concerns and issues, learn more about the Staff Survey and to contribute to the development of the survey.</li> </ul> |
| <p>A6. Engage with age equality groups to establish views and begin to build an ongoing dialogue with these groups.</p> <p><i>Director of Policy<br/>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Senior level meetings held in advance of work commencing on Elder Abuse Policy 2007-08.</li> <li>• Views to inform future policy development.</li> </ul> | <ul style="list-style-type: none"> <li>• Engagement undertaken with key external stakeholder groups</li> <li>• Views elicited informed our approach to the development of crimes against older people policy.</li> </ul>   | <ul style="list-style-type: none"> <li>• This was delivered as part of the development of the Crimes against Older people Policy Statement.</li> <li>• It will to be continued through the forthcoming themed review of Crimes against Older People and through the Community Accountability Forum</li> </ul>   |

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| <p>A7. Produce and implement an Elder Abuse public policy statement.</p> <p><i>Director of Policy<br/>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• Scope the project, produce PID</li> <li>• Project team in place, 2007-08.</li> <li>• Involve key external stakeholders in project team 2007-08.</li> <li>• Produce issues paper 2007-08.</li> <li>• Undertake initial consultation 2007-08.</li> <li>• Produce draft public policy statement 2007-08.</li> <li>• Consult on draft public policy statement 2007-08.</li> <li>• Finalise public policy statement and secure CPS endorsement 2007-08.</li> <li>• Issue public policy statement 2007-08.</li> <li>• Produce relevant supporting legal guidance 2007-08.</li> </ul> <p>From 08-09: Prepare for implementation of policy including:</p> <ul style="list-style-type: none"> <li>▪ Introduction of relevant monitoring categories in COMPASS Case Management System 2008-09.</li> <li>▪ Learning and Development specific courses 2007-08, 2008-09.</li> <li>▪ Inclusion in wider Proactive Prosecutors Programme</li> </ul> | <ul style="list-style-type: none"> <li>• Project scoped and Project Initiation Document produced.</li> <li>• Project steering group in place 2007-08 and key externals involved in the project steering group.</li> <li>• Issues paper produced 2007-08.</li> <li>• Initial consultation undertaken via project steering group.</li> <li>• Draft public policy statement produced 2007-08</li> <li>• Consultation on draft public statement late 2007/ early 2008.</li> <li>• Finalisation of public policy statement under way March 2008</li> <li>• Public policy statement to be issued early 2008-09.</li> <li>• Supporting legal guidance under production March 2008.</li> <li>• Preparation for implementation of policy under way including introduction of relevant monitoring categories from 1 April 2008-09.</li> <li>• To be taken forward with</li> </ul> | <ul style="list-style-type: none"> <li>• Crimes against the older person public policy and legal guidance for prosecutors launched June 2008</li> <li>• It was decided that crimes against older people should not join hate crime indicator. Themed review of crimes against older people to be scoped and commenced in 2009-2010. A key consideration of the review will be on whether to introduce a crimes against older people target.</li> </ul> |
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|   | <p>training programme 2007-08 and 2008-09.</p> <ul style="list-style-type: none"> <li>▪ Performance monitoring and review of elder abuse cases 2008-09.</li> <li>▪ Track case outcomes over time and decide on any targets required to support successful outcomes.</li> <li>▪ Decide on relationship to wider Hate Crimes target.</li> </ul> | <p>Leadership and Learning 2008-09.</p> <ul style="list-style-type: none"> <li>• To be implemented in 2008-09 following on launch of the public policy statement on crimes against the older person</li> <li>• To be tracked in 2008-09 and then decide on any targets to be set to support successful outcomes.</li> <li>• Relationship to wider hate crimes to be decided as part of review of targets for 2009-10.</li> </ul> |  |
| <p>A8. Include age equality within future equality and diversity impact assessments where relevant and where monitoring enables inclusion.</p> <p><i>Director of Equality and Diversity</i></p> | <ul style="list-style-type: none"> <li>• This needs to link to the list of future impact assessments included in the Equality Scheme.</li> </ul>  | <ul style="list-style-type: none"> <li>• Proxy age categories have been included in the latest charging impact assessment and will be included in next charging impact assessment.</li> </ul>  | <ul style="list-style-type: none"> <li>• The Charging Impact Assessments 2006-7 &amp; 2007-08 include analysis of age, the forthcoming 2008-09 impact assessment will also contain this analysis.</li> <li>• 96% accuracy of recording age was achieved in 2007/08.</li> </ul> |
| <p>A9. Include age monitoring within future monitoring of prosecution practice, victim and witnesses where relevant.</p>  | <ul style="list-style-type: none"> <li>• Introduction of monitoring category for defendants in Case Management System subject to agreement with ACPO and BDD-BIS prioritisation exercise.</li> </ul>  | <ul style="list-style-type: none"> <li>• From April 2008 changes to Management Information System will enable the abstraction of data from Management Information System using age bands.</li> </ul>   | <ul style="list-style-type: none"> <li>• The accuracy of victim and witness age data will be reviewed in quarter 4</li> </ul>  |

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| <p><i>Director of Equality and Diversity</i><br/><i>Director of Business Development</i></p>  | <ul style="list-style-type: none"> <li>• Introduction of monitoring category for victims and witnesses in WMS subject to BDD-BIS prioritisation exercise.</li> </ul>   | <p>The date of birth field and child witness identifier ('snooker ball') will provide the database. See actions 6 and 7 regarding work being undertaken to improve the recording details.</p>  |  |
| <p>A10. Steer the implementation of the CPS policy on prosecutions involving children and young people as victims and witnesses.</p> <p><i>Director of Policy</i><br/><i>Director of Business Development</i><br/><i>Director of Equality and Diversity</i></p> | <p>Phase 1: Policy Implementation (September 2006 to June 2007)</p> <ul style="list-style-type: none"> <li>• Establish a cross-directorate project board drawn from PD, BDD, EDU and CCP representatives from Areas to ensure effective implementation and monitoring of the policy and a permanent link between the directorates.</li> </ul> <p>The immediate objectives will be to:</p> <ul style="list-style-type: none"> <li>• Produce legal guidance to complement 'Children and Young People'.</li> <li>• Establish mechanism for providing day-to-day guidance and advice via helpdesk/bulletin boards.</li> <li>• Examine how existing training programmes can be adapted.</li> <li>• Introduce monitoring of performance on major aspects of policy.</li> <li>• Establish a broadly based external reference group to advise on children's issues.</li> <li>• Propose safeguarding objectives for inclusion in business plans.</li> </ul> | <ul style="list-style-type: none"> <li>• A Project Board was not set up – instead effective implementation and monitoring was ensured through the setting up of an informal reference group of practitioners. A CCP has now been appointed to become involved in policy development.</li> <li>• Legal guidance published on the intranet.</li> <li>• Helpdesk and bulletin boards are monitored by topic-holder.</li> <li>• Policy Directorate have been advising Training on how to improve awareness of the various measures available to ensure children and young people are able to give their best evidence.</li> <li>• Monitoring: All Areas are required to have a structured advocacy monitoring</li> </ul> | <ul style="list-style-type: none"> <li>• Comprehensive legal guidance on child abuse has been drafted and will be published in April 2009.</li> <li>• Work has been undertaken with VAW with a view to agreeing a definition of child abuse.</li> <li>• The CPS contributed to government consultation "Child Evidence Review" and subsequent revisions to law on special measures contained in Coroners and Justice Bill</li> </ul> |

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|  | <p>Phase 2: Continuing delivery (June 2007 onwards)</p> <p>Provide a permanent framework to:</p> <ul style="list-style-type: none"> <li>• Advise and guide areas on policy/casework/inspection issues.</li> <li>• Maintain written guidance.</li> <li>• Identify continuing training needs.</li> <li>• Develop and share best practice.</li> <li>• Develop and maintain community engagement.</li> <li>• Monitor performance.</li> </ul> | <p>programme in place, which should assess the performance of advocates in court in relation to children and young people who are called to give evidence. Areas have in place systems for monitoring the quality of pre-charge advice. This is an opportunity for managers locally to satisfy themselves that this policy is being complied with; dealing with the CPS commitments to consult other professionals, taking into account the views of the child and considering special measures at the earliest possible stage. Existing monitoring relating to Direct Communication with Victims covers the commitment to inform young witnesses if a charge is dropped or significantly changed. From April 2008 WMS and Management Information System are being updated to allow us to measure performance in respect of victims and witnesses within different</p> |  |
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|  |  | <p>age bands: &lt;10; 10-13; 14-17; 18-64; 65+; Not Provided. The data will be reliant on V&amp;W information being recorded either on our case Management System or Witness Management System including the DOB. This will allow us to understand the level of service being provided to child witnesses of different ages, together with witness attendance rates. This will include special measures applications being made and granted.</p> <ul style="list-style-type: none"> <li>• An external reference group established and have met once so far.</li> <li>• The draft CPS Business Plan for 08/09, the CPS Violence Against Women Action Plan, and the draft policy directorate Business Plan for 08/09 all incorporate objectives that will deliver the CPS's strategy and approach to safe guard children and young people as victims and witnesses.</li> </ul> |  |
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|  |  | <p>Phase 2 continuing delivery:</p> <ul style="list-style-type: none"><li>• Dedicated policy advisor deals with these issues with assistance of practitioner group.</li></ul> |  |
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## Annex D Abbreviations

|         |   |
|---------|---|
| ABM     | Area Business Manager   |
| ACPO    | Association of Chief Police Officers                            |
| APR     | Annual Performance Review                                       |
| BDD     | Business Development Directorate                                |
| BDD-BIS | Business Development Directorate – Business Information Systems |
| BME     | Black and Minority Ethnic                                       |
| CCMDU   | Criminal Case Management Delivery Unit                          |
| CCP     | Chief Crown Prosecutor  |
| CJA     | Criminal Justice Agency   |
| CJS     | Criminal Justice System   |
| CMS     | Case Management System  |
| CPS     | Crown Prosecution Service                                       |
| CQA     | Casework Quality Assurance                                      |
| CTD     | Counter Terrorism Division                                      |
| DCW     | Designated Case Worker  |
| DDA     | Disability Discrimination Act                                   |
| DPP     | Director of Public Prosecutions                                 |
| DV      | Domestic Violence   |
| DVC     | Domestic Violence Coordinator                                   |
| EDIA    | Equality and Diversity Impact Assessment                        |
| EDU     | Equality and Diversity Unit                                     |
| ETMP    | Effective Trial Management Programme                            |
| GRA     | Gender Recognition Act  |
| GRC     | Gender Recognition Certificate                                  |
| HCA     | Higher Court Advocate   |
| HMCPSP  | Her Majesty's Crown Prosecution Service Inspectorate            |
| HOCS    | Home Office Citizenship Survey                                  |
| HR      | Human Resources   |
| LCJB    | Local Criminal Justice Board                                    |
| LFS     | Labour Force Survey   |

|       |   |
|-------|---|
| LGBT  | Lesbian, Gay, Bisexual, Transgender               |
| NBCPA | National Black Crown Prosecution Association      |
| NCJB  | National Criminal Justice Board                   |
| NFA   | No Further Action                                 |
| NWNJ  | No Witness, No Justice                            |
| OCJR  | Office of Criminal Justice Reform                 |
| OGC   | Office of Government Commerce                     |
| PAR   | Performance Appraisal Report                      |
| PDR   | Performance Development Review                    |
| PID   | Project Initiation Document                       |
| PPP   | Proactive Prosecutor Programme                    |
| PSA   | Public Service Agreement                          |
| RARA  | Racist and Religiously Aggravated                 |
| RIMS  | Racist Incident Monitoring Scheme                 |
| RRAA  | Race Relations Amendment Act                      |
| SCS   | Senior Civil Servant                              |
| SES   | Single Equality Scheme                            |
| TIMMS | Training Information Management Monitoring System |
| WAVES | Witness and Victims Evaluation Survey             |
| WIMS  | Witness Management System                         |