



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

Third Annual Report

Equality and Diversity Unit

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**This document can be made available in alternative formats on request.
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1. Introduction

- 1.1 The CPS Single Equality Scheme was launched in December 2006 as a three-year scheme. It provided a strategy and set of actions to promote equality in the CPS, both in terms of our services and our employment practices. This is the final report on our progress in implementing this current 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 a strategy which has been prepared under the requirements of a number of statutory duties to promote equality, 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:
www.cps.gov.uk/publications/docs/ses_2006_2010.pdf

2. Development at the CPS

- 2.1 The period covered by the scheme has been one of significant change for the organisation: changes in senior personnel, restructurings, including a merger and a re-location for headquarters. Although significant in terms of how we manage ourselves and organise the delivery of justice services, the questions around how we treat people, how we prosecute crime fairly and how we engage with all communities remain constant. Equality and diversity still need to be explicitly addressed across all of our functions.
- 2.2 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.
- 2.3 Over the course of the scheme there has been considerable investment in the CPS' equality and diversity and community engagement agenda. A team of Equality, Diversity and Community Engagement Managers are now in post at Group level. The function of these posts has been 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 a number of key developments:

- All 42 Areas of the CPS are covered by a hate crime scrutiny panel or by a domestic violence scrutiny panel or by both. The make-up of the panels varies, 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. 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 (CIPs) have been set up. 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
 - other local issues proposed by either individual Areas, the Group, or by community members

- At national level, we established the CPS Community Accountability Forum in 2007 and it 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 CIPs
 - open discussion on hate crime law and policy - with a focus on learning disability
- A Community Engagement Indicator (CEI) was developed and implemented over the period. The CEI provided a framework along with appropriate guidance and support for areas to plan, implement and evaluate a range of community engagement activities that would help deliver business objectives. Areas made use of the structures identified above and also undertook direct and effective work with communities.
 - In relation to Hate Crime Scrutiny Panels (HCSPs) and CIPs, an independent survey of the views of members was undertaken in February and March 2009. The views of community members involved in HCSPs were overwhelmingly positive with some administrative improvements suggested. The findings in relation to CIPs suggest that they have established a positive platform on which to build future community engagement activity. A full report was published in July 2009.
- 2.4 A national schools project has been developed which consists of a two-hour interactive lesson for pupils to learn about the work of the CPS and the wider criminal justice system. The lesson can be adapted for different learning environments and different groups of pupils and is given as part of the citizenship curriculum. During 2010 this lesson will be rolled out across all CPS Areas.
- 2.5 The Government's crime strategy: '*Cutting Crime: A New Partnership 2008-11*' recognises the importance of raising public confidence by ensuring that public services are accessible and accountable to all sections of the community and that communities are increasingly engaged in its activities and feel they have shaped the decision-making process and the setting of priorities.

In order to respond to this challenge the CPS has developed the 'Community Prosecutor approach'. Being a locally responsive service is an essential part of a modern prosecution service. The CPS already has significant community engagement programmes, but the Community Prosecutor approach will bring this work together in a more cohesive way.

There are three strands to the Community Prosecutor approach:

- more 'community-aware' casework decisions, for example, through the dissemination to prosecution teams of local community concerns to be taken into account when considering the public interest stage of the Full Code Test (see paragraphs 5.9 p. and 5.9 q. of the Code for Crown Prosecutors (the Code)).
- greater CPS involvement in 'problem-solving' of local crime and disorder priorities, building on the work already being carried out by the anti-social behaviour and other 'specialist' prosecutors.
- increased visibility to communities and other agencies of the CPS responding to local crime and disorder concerns, for example, through the development of enhanced feedback regarding local priorities to communities.

The CPS is piloting the Community Prosecutor approach in a number of pathfinder sites throughout England and Wales from June 2009 for a 12-month period. It is intended lessons learnt from the pathfinder sites will be used to inform the national roll-out of the Community Prosecutor in 2010-2011.

2.6 Equality Impact Assessments have been undertaken in relation to employment, prosecution and other services including external services from the Bar and Paralegal career structure, streamlining, and the relocation of CPS HQ. The proposal for our new Single Equality Scheme incorporates a number of proposed assessments and forward commitment is also highlighted by a review of existing guidance on equality impact assessment undertaken in February 2010.

- 2.7 In October 2008 the equality and diversity work of the CPS was recognised by the achievement of the Civil Service Equality and Diversity Award in the 'most improved'.

3. Summary of progress

3.1 Set out below are the key outcomes over the course of the scheme.

- The overall conviction rates for hate crime rose from 74 per cent in 2005/06 to 82 per cent in 2008/09.
- The conviction rate for racist and religious crime rose from 74 per cent in 2005/06 to 82 per cent in 2008/09.
- The conviction rate for homophobic and transphobic crime rose from 71 per cent to 81 per cent in 2008/09.
- In relation to disability hate crime, 2008/09 was the second year that performance improved. In the two years up to March 2009, 576 defendants were prosecuted for disability hate crime and 76 per cent of cases resulted in a conviction.
- The conviction rate for domestic violence rose from 60 per cent in 2005/06 to 72 per cent in 2008/09.
- Equality inputs to a range of HR policy reviews and development.
- Continued advice and support to ensure effective formation of CPS Staff Equality Networks including a review of the networks and the revision of Terms of Reference in 2009.
- A community consultation panel established nationally on incitement to hatred and violent extremism.
- In 2007 policy and guidance on the prosecution of disability hate crime was launched.
- The Equality and Diversity Unit and Policy Directorate launched a themed review of disability hate crime. This involves Areas assessing their own performance and producing an action plan for improvement. All plans were completed in April 2009. Progress will be assessed in 2010-11.
- A further four specialist courts with Independent Domestic Violence advisers were in place, bringing the total to 104.

- Continued assessment of our community engagement activities across all Areas and central divisions. By February 2010, 33 areas were rated green or amber green, compared to 21 in the previous reporting period.
- 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 2008 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 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.
- The CPS has achieved a representative workforce, exceeding the target of 37.5 per cent for women in SCS grades. Actual representation was 38.9 per cent as of 31 October 2009. The target of 12.8 per cent for black and minority ethnic (BME) staff in SCS was also exceeded with 13.3 per cent of SCS being from BME groups as of 31 October 2009. The actual percentage of disabled staff in SCS posts was 7.8 per cent against a target of six per cent. Overall representation in feeder grades is equally positive with targets being exceeded for women and disabled staff in level D posts, and for BME staff at both levels D and E.
- The CPS participated in the Cabinet Office pilot on religion or belief and sexual orientation employment monitoring; a refresh of all staff data was carried out in 2009 and will be done again in 2010.
- Transgender guidance was issued to managers.
- 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 and domestic violence was refreshed.
- Supporting victims and witnesses with learning difficulties and with mental health issues were both published in 2009.

4. The Way Forward

- 4.1 This report marks the progress made over the course of our first 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.
- 4.2 Many parts of the Single Equality Scheme include ongoing commitments particularly in relation to monitoring. Our data gathering systems will be revised when the opportunity arises. One such opportunity to introduce improvement is provided by impact assessment. A new template and guidance will be available to assist those conducted in relation to existing policies. There is work to be done to ensure that the new and refreshed sets of guidance for prosecutors produced over the course of the scheme are consistently implemented and contribute to higher prosecution rates for hate crimes.
- 4.3 Looking ahead, we will see more emphasis on business as usual, the mainstreaming of equality into the day-to-day business of the CPS. Aligned to this will be an emphasis on effective ownership of equality and diversity across all areas of work. 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. It acts independently from the Government in accordance with statute¹.

The head of the CPS is the Director of Public Prosecutions (DPP), who has overall responsibility for the Service and its prosecutions. The Chief Executive, who is responsible for the administration of the CPS, assists the DPP. The DPP 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 DPP 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;
- 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

¹ Prosecution of Offences Act 1985

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 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 on our website www.cps.gov.uk or by writing to: Communication Division, Crown Prosecution Service, Rose Court, 2 Southwark Bridge, London SE1 9HS. Tel: 020 3357 0913.

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 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?

LIST OF FUNCTIONS ASSESSED FOR RELEVANCE TO THE GENERAL DUTY

Function	Policy	Relevance	Questions tools and evidence used
Prosecutions	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
	<u>Violent extremism</u>	<u>Higher</u>	<u>1,2,3,4,5,</u>
	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

	Diversion 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
	<u>Victim and Witness Care Strategy</u>	<u>Higher</u>	<u>1,2,3,4,5</u>
	<u>Victims and witnesses with mental health issues and/or learning difficulties</u>	<u>Higher</u>	<u>1,2,3,4,5</u>
	<u>Incitement to hatred on the grounds of sexual orientation</u>	<u>Higher</u>	<u>1,2,3,4,5</u>
	<u>Youth crime</u>	<u>Higher</u>	<u>1,2,3,4,5</u>
Employment	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
	<u>Deleted (programme ended)</u> Invest Programme – Performance, Grading and Reward	Higher	1, 2, 3, 4, 5
	Equal Pay Review	Higher	1, 2, 3, 4, 5
	<u>Deleted (programme ended)</u> Transform	Higher	1, 2, 3, 4, 5

	<u>Leadership and Management development</u>	<u>Higher</u>	<u>1,2,4,5</u>
	<u>Succession Planning/career mobility</u>	<u>Higher</u>	<u>1,2,4,5</u>
	Equality and Diversity Complaints procedure	Higher	1, 2, 3, 4, 5
	Staff Survey	Higher	1, 2, 3, 4, 5
	Recruitment and Selection Policy and Processes	Higher	1, 2, 3, 4, 5
	Discipline, Capability and Grievance Policies	Higher	1, 2, 3, 4, 5
	Home working Policy	Higher	1, 2, 3, 4, 5
	Flexible working and alternative working patterns	Higher	1, 2, 3, 4, 5
	Leave and attendance (incl. annual leave, special leave, sick leave, maternity and paternity and 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 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 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

Other	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
	<u>Community Prosecutor Approach</u>	<u>Higher</u>	<u>1,2,4,5</u>
	<u>Streamlined process</u>	<u>Higher</u>	<u>1,4,5</u>
	<u>Estates (including health and safety and facilities)</u>	<u>Medium</u>	<u>1,2,4,5</u>
	<u>Headquarters' review</u>	<u>Higher</u>	<u>1,2,4,5</u>

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 website at:

www.cps.gov.uk/publications/docs/ses_2006_2010.pdf. This progress report highlights the commitments and outcomes for the third year of the scheme.

Reading this progress report

Many of the commitments relate to on-going monitoring, others are items carried forward from Year 2 into Year 3, and others are the substantive Year 3 commitments. All the commitments we are reporting on for year 3 are highlighted in yellow in column 1. The progress update on these commitments is set out in column 4.

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- Section 1. Common Action plan 2006-10
- Section 2. Assessing CPS functions and policies for relevance to equality
- Section 3. Arrangements for assessing and consulting on the likely impact of proposed policies on the promotion of equality – future impact assessments
- Section 4. Monitoring of existing policies including setting up systems, as appropriate
- Section 5. Arrangements for publishing the results of assessments, consultations and monitoring
- Section 6. Arrangements for ensuring public access to information and service
- Section 7. Arrangements for training staff in relation to the equality duties
- Section 8. Meeting the specific duty on employment
- Section 9. Disability Equality Action Plan
- Section 10. Gender and Gender Identity Action Plan
- Section 11. Race Equality Action Plan
- 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**

Action/ Responsibility/ Timescales	Progress to June 2008	Progress to March 2009	Progress to March 2010
<p>C1. Produce Equality Scheme for 2006-10.</p> <p><i>Equality Scheme Project Board/Equality and Diversity Unit</i> 4 December 2006</p>	<p>Single Equality Scheme for 2006-10 produced on schedule in December 2006.</p>	<p>Completed</p>	
<p>C2. Produce Equality Scheme Annual Progress Reports</p> <p><i>Director of Equality and Diversity</i> By December annually</p>	<p>First annual progress report on SES implementation presented to CPS Community Accountability Forum April 2008.</p>	<p>Second annual progress report on Single Equality Scheme implementation presented to CPS Community Accountability Forum April 2009.</p>	<p>Third annual progress report on Single Equality Scheme implementation presented to CPS Community Accountability Forum April 2010</p>
<p>Local Reporting C3. Local CPS Areas address key equality issues in local CPS Area Business Plans</p> <p><i>All CPS Areas</i> Annually in line with Business Planning timescales</p>	<p>Each Area and Group Business Plan contains local actions on equality, diversity and engagement (for 2007/08).</p>	<p>Each Area and Group Business Plan contains local actions on equality, diversity and engagement (for 2008/09).</p>	<p>Each Area and Group Business Plan contains local actions on equality, diversity and engagement (for 2008/09).</p>
<p>Develop a CPS Community Accountability Forum</p> <p>C4. Involvement of forum to support implementation of the Equality Scheme</p>	<p>CPS Community Accountability Forum established March 2007 and has met on four occasions in 2007/08</p>	<p>CPS Community Accountability Forum has met on four occasions in 2008/09</p>	<p>CPS Community Accountability Forum has met on four occasions in 2009/10</p> <p>The Forum has continued to play a key role in monitoring progress and</p>

<p><i>Director of Equality and Diversity</i> January - March 2007 Forum established. Four meetings of the Forum to take place April, July, October 2008 and January 2009</p>			<p>implementation and is actively involved in equality impact assessment.</p>
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Section 2

ASSESSING CPS FUNCTIONS AND POLICIES FOR RELEVANCE TO EQUALITY

<p>C5. Identify functions and policies <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">• C7. Actively review list of prioritised functions and policies adding new and removing old functions and policies.• C8. Review current priorities in terms of higher, medium and lower and amend as appropriate.• C9. Update list of priorities and Action Plan as a result of amendments. <p><i>Director of Equality and Diversity</i> 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 2008.</p>	<p>List of functions and policies reviewed April 2009 and consulted on with the CPS Community Accountability Forum July 2009.</p>	<p>List of functions and policies screened for relevance as part of the development of the new Single Equality Scheme April 2010 and consulted on with the CPS Community Accountability Forum July 2010.</p>

Section 3**ARRANGEMENTS FOR ASSESSING AND CONSULTING ON THE LIKELY IMPACT OF PROPOSED POLICIES ON THE PROMOTION OF EQUALITY – FUTURE IMPACT ASSESSMENTS**

<p>C10. Disseminate CPS Equality and Diversity impact assessment pro forma and guidance</p> <p><i>Director of Equality and Diversity</i> Autumn 2006</p>	<p>Impact assessment guidance and pro-forma issued to all Directorates 2006-07. More than 70 CPS staff trained on conducting impact assessments.</p>	<p>Completed.</p>	
<p>C11. Assess policies identified for action in Year 1 and take action:</p> <p><i>Relevant Directorates</i> Throughout 2006-2010</p>	<p>See below.</p>	<p>Completed.</p>	

Year 1 – Prosecution Policies for impact assessment

<p>Y1/1. Violence Against Women (VAW) strategy</p> <p><i>Director of Equality and Diversity</i> 2007/08</p>	<p>VAW Strategy and Action Plans completed and published April 2008.</p> <p>Full impact assessment undertaken. Report available.</p>	<p>Completed.</p>	
<p>Y1/2. Prosecution of cases involving the sexual transmission of infections which cause grievous bodily harm</p> <p><i>Director of Equality and Diversity</i> <i>Director of Policy</i> 2006/07</p> <p>Full impact assessment undertaken in 2007/08 as project ran over two years. Report available.</p>	<p>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.</p> <p>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.</p> <p>The CPS has 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.</p>	<p>Completed.</p>	

<p>Y1/3. Disability Hate Crime Policy</p> <p><i>Director of Equality and Diversity</i> <i>Director of Policy</i> 2006/07</p>	<p>Partial impact assessment undertaken. Report available. Full monitoring report to be available following a disability hate crime themed review due to be completed end 2008/09.</p>	<p>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</p>	<p>Submissions from CPS Areas are due by the end of Quarter 1 2010/11 with assessments completed by Quarter 2. A good practice publication will be produced highlighting what works and it is anticipated that the results of the review will feed into the Equality and Human Rights Commission's formal inquiry into disability harassment.</p>
<p>Y1/4. Revised Homophobic Crime Policy</p> <p><i>Director of Equality and Diversity</i> <i>Director of Policy</i> 2006-07</p>	<p>Full impact assessment undertaken. Report available.</p>	<p>Completed</p>	
<p>Y1/5. Revised Racist and Religious Crime Policy</p> <p><i>Director of Equality and Diversity</i> <i>Director of Policy</i> 2007-08</p>	<p>Full impact assessment undertaken. Report available.</p>	<p>Completed</p>	
<p>Y1/6. Prosecution of cases of elder abuse</p> <p><i>Director of Equality and Diversity</i> <i>Director of Policy</i> 2007-08</p>	<p>Impact assessment report to be produced April 2008</p>	<p>Completed</p>	

<p>Y1/7. Diversion through Conditional Cautioning</p> <p><i>Director of Equality and Diversity</i> <i>Director of Business Development</i> 2007-08 carried forward to 2008-09</p>	<p>To be undertaken in 2008-09 as project spans a number of years and to date insufficient cases to assess impact.</p>	<p>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.</p>	<p>Not undertaken. Race and gender included as part of monthly balanced scorecard. Conditional Cautions included as part of the outcomes determined by CPS Prosecutors and forms part of the Statutory Charging EDIA. The third Charging EDIA to be available by end of 09/10</p>
<p>Year 1 – Employment Policies for impact assessment</p>			
<p>Y1/8. Advocacy/Higher Court Advocates (HCA) strategy – Employment Aspects</p> <p><i>Director of Equality and Diversity</i> <i>Director of Policy</i> 2006/07</p>	<p>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 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>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.</p>	<p>The further equality impact assessment of the Advocacy Strategy has been delayed pending the review and publication of findings arising from the Prosecutor Structure Review project.</p> <p>The project, which is due to report in Spring 2010, is reviewing the current structure and the development of Crown Advocates; and is likely to have an impact on the delivery of Crown Advocacy training in future.</p> <p>The further equality impact assessment will be deferred until after Spring 2010, to take into account the findings of the project.</p>

<p>Y1/9. Implementation of the recommendations from the Review of Staff Networks</p> <p><i>Director of Equality and Diversity</i> <i>Director of Human Resources</i> 2006/07, 2007/08, carried forward into 2008-09</p>	<p>Staff Networks Review has been completed and plans are in place to integrate the input from Staff Networks into HR business delivery.</p> <p>An equality impacts and proposals report for all Staff Networks to be taken forward in early 08/09. Budgets have been allocated more equitably and Staff Network Business Planning now complements the CPS wider Business Plan including those objectives related to Equality & Diversity activities.</p>	<p>Further recommendations arising from the review are currently being considered, including establishment of a multi-agency Faith or 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.</p>	<p>The draft Religion and Belief Forum proposals have been developed for consultation in March 2010.</p> <p>There has also been a review of the existing Terms of Reference for staff networks – building stronger relationships between HQ and staff Networks from 2010/11</p> <p>This will include shared meetings between network representatives, HQ staff from HR and EDU and facilitating meetings with the DPP on a regular basis.</p> <p>In February 2010 an article will be published in Leadership Link to explain the benefits of Staff Networks and encourage managers to support time off for network duties subject to the exigencies of the service.</p> <p>A follow-up letter from the DPP and Chief Executive to Senior Managers will be sent to managers reiterating the message.</p> <p>Time Off arrangements for network duties are being reviewed within HR to ensure a model is developed comparable with those of the Departmental Trades Unions.</p>
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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</i> <i>Director of Human Resources</i> <i>Director of Business Development</i> 2006/07, 2007/08 continuing into 2008/09</p>	<p>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:</p> <ul style="list-style-type: none"> • be treated fairly with dignity, respect and courtesy; • a workplace free from bullying, harassment or victimisation; • experience no form of discrimination; and be valued for their skills and abilities. 	<p>The protocol has been consulted upon with Trade Unions and Staff Networks and is currently with Association of Chief Police Officers.</p>	<p>HR Guidance (drafted by HR) was issued when WCUs were set up, together with a template protocol for national use. This has recently been reviewed.</p>
<p>Y1/11. E-learning and Prosecution College</p> <p><i>Director of Human Resources</i> 2006/07 carried forward into 2008/09</p>	<p>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.</p>	<p>The tender exercise is currently being progressed. All Prosecution College e-learning content currently supports accessibility requirements by offering Text versions.</p> <p>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.</p>	<p>An e-learning package for Equality and Diversity was revamped in November 2009 and has been piloted and will be available through the Prosecution College.</p> <p>Accessibility issues have been addressed – eg Large Print, Braille and Dietary requirements are routinely considered.</p> <p>The Procurement Exercise included the requirement to deliver an inclusive on-line product and effective face-to-face training which will be rolled out across the business from 31 March 2010.</p>

Year 1 – Other Policies for impact assessment			
Y1/12. Procurement <i>Director of Finance</i> Quarter 2, 2006/07	Review of CPS London system for allocating work to external lawyers completed and moved to grading system. Extensive consultation undertaken and report available.	Completed.	
Y1/13. Procuring external legal services from the Bar <i>Chief Crown Prosecutor (London)</i> <i>Director of Equality and Diversity</i> <i>Director of Business and Development</i> 2006/07 and 2007/08	Equality and Diversity Expectations Statement 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.	Completed.	
Year 2 – Prosecution Policies for impact assessment			
Y2/1. Pre-trial interviews with witnesses 2008/09		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.	Sufficient data has been collected to support a post-implementation review but the decision to carry out the review and the carrying out of an equality impact assessment will be considered in light of restructuring.

<p>Y2/2. Invest Programme – A Review of Performance, Grading and Reward</p> <p><i>Director of Human Resources</i> 2008/09</p>	<p>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.</p> <p>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.</p>	<p>Reviews of Grading, Performance and Reward have been undertaken to improve reward and appraisal management structures.</p> <p>A three-year pay deal was negotiated in 2008/9, resulting in shorter pay scales and more transparency in implementation.</p>
<p>Y2/3. Transform</p>	<p>The 'Transform' project has ended.</p>	
<p>Y2/4. Equality and Diversity Complaints Procedure (EDCP)</p> <p><i>Director of Human Resources</i> 2008/09</p>	<p>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.</p> <p>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.</p>	<p>The process of consulting on the revised procedure is ongoing with plans to launch the new policy in April 2010.</p> <p>Equality Impact Assessments (EIA) were completed on the Flexible working and Managing Attendance policies and assessments on Disciplinary & Grievance procedures are being undertaken.</p>
<p>Y3/1. Effective Trial Management Programme</p> <p><i>Director of Business Development</i> 2009/2010</p>		<p>The primary aim of the effective trial management programme was to reduce the number of ineffective trials, particularly in magistrates' courts by improving case preparation and progression from point of charge through to trial or earlier conclusion.</p> <p>The effective trial management programme has implemented CJSSS (Speedy, Simple, Summary Justice) in magistrates' courts and in the Youth</p>

		<p>Court, focussed on improved service of evidence, better case preparation and progression, more effective hearings and more timely disposal of cases resulting in fewer ineffective trials.</p> <p>Results show that over the five-year period 2004/05 to 2008/09 the ineffective trial rate has reduced from 24.8 per cent to 18.6 per cent.</p> <p>Over the last three years, of all ineffective trials, those where the prosecution team is responsible has reduced from 36 per cent to 32 per cent.</p> <p>The Office for Criminal Justice Reform has the lead for Effective Trial Management Programme.</p>
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Year 3 – Employment Policies for impact assessment

Y3/2. E-learning and Prosecution
College

Director of Human Resources
2009/10

The EIA will be conducted once the new products are in place following a robust procurement exercise.

Section 4

MONITORING OF EXISTING POLICIES INCLUDING SETTING UP SYSTEMS, AS APPROPRIATE

Year 1 – Prosecution Policies - monitoring of existing policies

<p>Y1/13. Monitoring cases of racist and religious crimes</p> <p><i>Director of Business Development Director of Equality and Diversity 2006/07 and ongoing</i></p>	<p>Cases monitored to date via Case Management System (CMS) and via Racist Incidents Monitoring Scheme. Data publicly available.</p>	<p>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.</p>	<p>Cases continue to be monitored via Compass. This process has replaced the Racist Incidents Monitoring Scheme. Performance data published in second Annual Hate Crime Report, December 2009.</p>
<p>Y1/14. Monitoring cases of homophobic crime</p> <p><i>Director of Business Development Director of Equality and Diversity 2006/07 and ongoing</i></p>	<p>Cases monitored via Case Management System and data publicly available.</p>	<p>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.</p>	<p>Cases continue to be monitored via Compass. Performance data published in second Annual Hate Crime Report, December 2009.</p>
<p>Y1/15. Monitoring cases of disability hate crime</p> <p><i>Director of Business Development Director of Equality and Diversity 2006/07 and ongoing</i></p>	<p>Cases monitored via CMS and data publicly available.</p>	<p>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 (December 2008).</p>	<p>Cases continue to be monitored via Compass. Second year of performance data published in second Annual Hate Crime Report, December 2009. Disability hate crime themed review to be assessed in 2010/11.</p>

<p>Y1/16. Monitoring cases involving the sexual transmission of infections which cause grievous bodily harm</p> <p><i>Director of Business Development Director of Equality and Diversity 2006/07 and ongoing</i></p>	<p>Monitoring continues. Areas have been reminded to inform Policy of all cases (advice and charging). As of March 2008, Policy Directorate has been advised of 18 cases.</p>	<p>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.</p> <p>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.</p> <p>The CPS has 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.</p>	<p>The one-year-on report following the introduction of our policy was published in July 2009.</p> <p>The CPS has continued to work closely with external stakeholders in order to deal with issues around the application of this policy, and to assist in the development of guidance for investigators dealing with such cases.</p> <p>Regarding referrals to the Principal Legal Adviser, there have been 16 cases involving Reckless Transmission of HIV since March 2008.</p>
<p>Y1/17 Monitoring cases of domestic violence (DV)</p> <p><i>Director of Business Development Director of Equality and Diversity 2006/07 and ongoing</i></p>	<p>Cases monitored to date via CMS and Witness Management System; DV Snapshot report December 2006 and planned part of Hate Crime and Violence against Women Reports in autumn 2008; Data publicly available.</p>	<p>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 violence from 2005-2008. The report</p>	<p>The second annual Violence against Women (VAW) report was published in December 2009, outlining performance in relation to a range of VAW crimes from 2006-2009, including domestic violence from 2005-2009. The report showed that in the three years ending in March 2009, more than 238,000 defendants were prosecuted for</p>

		<p>showed that in the three years ending in March 2008, more than 170,000 defendants were prosecuted for domestic violence. The number of DV cases charged increased from 62 per cent in 2006-07 to 65 per cent in 2007/08 and unsuccessful prosecutions fell from 40 per cent in 2005/06 to 31 per cent in 2007/08, exceeding the set target.</p>	<p>domestic violence. The number of DV cases charged increased from 56 per cent in 2006-07 to 65 per cent in 2007-09 and unsuccessful prosecutions fell from 40 per cent in 2005/06 to 28 per cent in 2007-09, exceeding the set target.</p>
<p>Y1/18 Terrorism Prosecutions:</p> <ul style="list-style-type: none"> • Ethnicity of those charged with terrorists related offences • Prosecution of breaches of control orders under the Prevention of Terrorism Act 2005 • Selection of charges by CPS in relation to terrorist funding under Terrorism Act (2000) <p><i>Head of Counter Terrorism</i> 2006/07 and ongoing</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>Y1/19. Monitoring cases of Deaths in Custody (DIC) <i>Head of Special Crime</i> 2006/07 and ongoing</p>	<p>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</p>	<p>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,</p>	<p>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</p> <p>Some basic information is available in relation to the ethnicity, gender and</p>

	<p>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 2008.</p> <p>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 DPP can be assured of the quality of case review in this category of work. Thereafter, all reviews in DIC cases are scrutinised by the DPP or the Principal Legal Adviser on his behalf.</p> <p>Some basic information is available in relation to the ethnicity, gender and disability of the victims albeit with gaps, however, improvements are</p>	<p>both on the law and case handling (in accordance with the Attorney General's review in 2003).</p> <p>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.</p> <p>Thereafter, all reviews in DIC cases are scrutinised by the DPP, or the Principal Legal Adviser, on his behalf.</p> <p>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. 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</p>	<p>disability of the victims albeit with gaps. However, improvements are under consideration to provide more detailed data.</p>
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	<p>underway to provide more effective monitoring.</p>	<p>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.</p> <p>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.</p>	
<p>Y1/20. Monitoring cases of gun crime 2006/07 and ongoing</p>	<p>In April 2008, a monitoring code was introduced to the CPS' electronic Case 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</p>	<p>In April 2008, a monitoring code was introduced to the CPS' electronic Case 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 was undertaken in 2008</p>	<p>Information has been drawn from the CPS electronic management system based upon the identification flag. Analysis of the 2008-9 figures shows that, of 3,402 prosecutions, 3,242 (95.3 per cent) defendants were male; and 2,316 (68 per cent) defendants were in the W1, W2 and W9 ethnicity group.</p> <p>Figures for the first three quarters of 2009-10 are showing a similar trend.</p>

	part of 2008.	and circulated within the Service for information.	From 2,532 prosecutions (as at 5 January 2010), 2,367 (93.5 per cent) defendants were male; and 1,709 (67.5 per cent) defendants were in the W1, W2 and W9 ethnicity group. The final figures for 2009/10 will be reviewed and analysed later in 2010.
Y1/21. Anti-Social Behaviour Orders 2006/07 and ongoing	Preliminary research for internal use only was carried out during 2007/08 into aspects of equalities monitoring of breach of ASBO prosecutions. This will inform a further monitoring report in 2008-09.	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.	A draft report was prepared and a summary of findings was presented to the CAF in July 2009. The final report was circulated within the Service for information.
Y1/22. Prosecution Process/Casework Quality 2006/07 and ongoing	An initial audit of casework recording was undertaken in a sample of seven CPS Areas in 2007/08. 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 identification) in hate crime cases.	During 2008-09 Management Information Branch (MIB) 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 per cent of case were correctly recorded. Despite the fact that there are difficulties with a direct 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	During the period April 2009 to February 2010 the error rate for Areas audited by MIB was: Hate crime 96 per cent Violence against women 95 per cent These figures are not directly comparable with those recorded during 2008/09, owing to changes in the scope of the two categories. Audits to date suggest a good standard of compliance and reliability, although there is still scope for improvement.

		recording is improving, and that there is now a good level of compliance with the requirement to apply monitoring flags.	
<p>Y1/23. Community engagement/public confidence in the CPS</p> <p><i>Director of Finance</i> <i>Director of Equality and Diversity</i> 2006/07 and ongoing</p>	<p>All 42 CPS Areas, reviewed for community engagement performance on a six-monthly basis. Under a 'RAG' rating performance system, currently, 34 Areas are rated either green or amber green.</p>	<p>All 42 CPS Areas are reviewed for community engagement performance on a six-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.</p>	<p>By December 2009, community engagement performance across all 42 Areas using the traffic light system, showed that 33 Areas were rated as either green or amber green.</p>
<p>Y1/24. Translation and Interpretation</p> <p><i>Director of Business Development</i> <i>Director of Equality and Diversity</i> 2007/08 and on going</p>	<p>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, Spanish, Russian, Turkish, Bengali, Punjabi, Somali and Chinese.</p> <p>The CPS uses the National Register of Public Services Interpreters. The national register provides an assurance that interpreters have appropriate</p>	<p>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 Communication Managers for comment.</p>	<p>The proposals were considered by the Head of Corporate Communication, EDU and Policy. EDU recommended a wider policy on accessibility was needed to replace the translations policy. A working group has been set up to do this and their first meeting was on 14 January 2010.</p>

	<p>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.</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

The CPS was a participant in the Civil Service People Survey in October 2009. Corporate results are being considered to determine key priorities for Employee Engagement and other organisational development strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans. Managers will have further access to demographic data to enable them to focus activities on those areas which impact on the successful delivery of equality in employment.

		<p>understand what the results mean and how they can use the results to inform business planning.</p> <p>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 and gender.</p>	
<p>Y1/26. Review of reward and grading structure</p> <p><i>Director of Human Resources</i> 2007/08</p>	<p>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, 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</p>	<p>Completed.</p>	<p>Reviews of Grading, Performance and Reward have been undertaken to improve reward and appraisal management structures.</p> <p>A three-year pay deal was negotiated in 2008/9, resulting in shorter pay scales and more transparency in implementation.</p>

	<p>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> 2007-08, and 08-09</p>	<p>The Equal Pay Review has been conducted with few areas of disproportionality identified. Report to be submitted to the April 08 Community Accountability Forum for consultation. (Next review due 2011).</p>	<p>Completed.</p>	
<p>Y1/28. Evaluation of revised recruitment and selection policy and processes (introduced in June 2004)</p> <p><i>Director of Human Resources</i> 2007/08, and 2008/09</p>	<p>The recruitment policy and processes are currently being reviewed. The review is expected to be completed by October 2008.</p>	<p>The revised recruitment policy and processes are currently going through consultation. The review is expected to be completed June 2009.</p>	<p>The Recruitment & Selection policy and processes are being reviewed in line with other resourcing policies. An Equality Impact Assessment will be conducted to ensure any revisions take due account of out statutory obligations.</p>
<p>Y1/29. Revision of existing policies relating to discipline, capability, home working, staff mobility, and age retirement</p>	<p>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</p>	<p>The revised retirement policy was completed and launched in December 2008. Discipline, poor performance and the suite of flexible working policies are currently</p>	<p>HR is in the process of prioritising the policies for revision to ensure employment policies support emerging business needs – eg Organisational Change and Flexible Working are being considered.</p>

<p><i>Director of Human Resources</i> 2007/08 and 2008/09</p>	<p>retirement is due to be completed in October 2008.</p>	<p>undergoing a 12-month review, to reflect upon issues that have arisen since their launch.</p>	
<p>Y1/30. Evaluation of the outsourced Counselling and Support Service provision</p> <p><i>Director of Human Resources</i> 2007/08</p>	<p>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-up is from across all demographic groups. Professional support for staff handling sensitive casework will be further developed.</p>	<p>Completed.</p>	<p>The Employee Assistance Programme has been extended to July 2011, pending smarter government review of EAP Service Provision.</p>
<p>Y1/31. Transform</p>			<p>This programme has ended.</p>
<p>Y1/32. Equality and Diversity Training</p> <p><i>Director of Human Resources</i> 2006-07, and on-going</p>	<p>Leadership and Learning are currently working in partnership with 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.</p>	<p>A contract has been awarded for a new face to face Equality & 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 2009/10. This will be done in collaboration with EDU and through consultation with staff networks.</p> <p>The current e-learning package on Diversity has been updated during 2008. A full rewrite is planned for 2009.</p>	<p>The Equality & Diversity online and face-to-face training modules have been revamped and will be implemented across the business from 31 March. Training development included lessons learnt from staff feedback. There is also more focus on management development training which focuses on the key principles engaging staff to enable effective service delivery.</p>

		The package remains mandatory for all new starters.	
Y1/33. Proactive Prosecutor Training	2007-08		This programme has now ended.
Y1/34. Induction <i>Director of Human Resources</i> 2007/08 and ongoing	In partnership with EDU, Learning and Development are currently working to 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.	A National CPS Welcome Day has been developed to assist induction. Diversity issues are contained within this as well as mainstreamed into the programme in relation to values etc.	National Welcome Days have been arranged for new starters. Information about Equality & Diversity including employee support from staff networks.
Y1/35. E-learning Prosecution College <i>Director of Human Resources</i> 2007/08 and continuing	User needs are assessed on an ongoing 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.	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.	The procurement exercise for the Prosecution College is ongoing and will provide a platform for all on-line training. A full equality impact assessment will be undertaken to ensure access to learning and learning outcomes are consistent with promoting equality and diversity.

Year 2 – Prosecution Policies – monitoring of existing policies

Y2/5. Monitoring cases of Violence Against Women

*Director of Business Development
Director of Equality and Diversity
2008/09*

The first national CPS VAW strategy and action 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 was 29 per cent and the target was met and exceeded by December 2008 at 28 per cent. The individual targets for domestic violence and sexual offences of 28 per cent were exceeded by December 2008 at 27.5 per cent and 24.3 per cent respectively and the rape target of 41 per cent was met

In 2008-09 the VAW Indicator target to reduce unsuccessful outcomes to 29% for all VAW prosecutions was reduced further to 28 per cent. The 28 per cent target was met for domestic violence, but the target of 41 per cent unsuccessful rape outcomes was just missed at 42 per cent. The sexual offences unsuccessful outcome target of 28 per cent was reduced even further to 25 per cent.

Targets for 2009 - 10 have been set to reduce unsuccessful outcomes further: down to 26 per cent for VAW as a whole; 26 per cent for domestic violence, 39 per cent for rape and 23 per cent for sexual offences. In 2009 - 10, Area performance reviews considered the volume of cases prosecuted in Areas, as well as their attrition rates.

Data from 2009/10 is not yet available.

Y2/6. Direct Communications with Victims

Director of Business Development
2008/09

Area Performance reviewed on quarterly basis against DCV targets. Now defined as a mission critical strategic performance indicator for 2009/10.

In September 2007 Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI) 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.

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 & Witness Care Delivery Unit on a monthly basis and

Monitoring continues to be undertaken by the V&WCDU on a monthly basis, and performance data is used to inform the Area APR process.

The measurement used to gauge the number of DCV letters required to be sent encouraged Areas to focus on improving performance and led to an improved national performance.

However, following recommendations from HMCPSI during 2009, work is now being undertaken to identify a more accurate measure in relation to both discontinued cases and those where charges have been substantially altered. This work will include consideration of performance in relation to the operation of the DCV scheme in relation to vulnerable and intimidated victims.

		support offered to Areas where appropriate, particularly in relation to the delivery of services to vulnerable or intimidated victims.	
Year 2 – Employment Policies – monitoring of existing policies			
Y2/7. Special Bonus Scheme <i>Director of Human Resources</i> 2008/09		Special bonus scheme is to be scheduled for review in 2009 (timescales to be set). Monitoring will be incorporated into the review as appropriate.	The Special Bonus Scheme has ceased. Instead, a Performance-Related Pay Scheme which is transparent and provides better links between performance and pay has been piloted across the business. Monitoring will continue as appropriate to ensure the new scheme is equitable.
Y2/8. Legal Trainee Scheme <i>Director of Human Resources</i> 2008/09		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.	There is ongoing commitment to support existing scholars in 2010/11. However, there are plans to review the scheme in 2011/12.
Y2/9. Law Scholarship Scheme <i>Director of Human Resources</i> 2008/09		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.	Proposals are being developed to launch an alternative scheme in 2010/11.

Year 3 – Prosecution Policies – monitoring of existing policies

<p>Y3/3. Speaking up for Justice/Special measures</p> <p><i>Director of Business Development Director of Policy</i> 2009/10</p>			
<p>Y3/4. Professional Skills for Government</p> <p><i>Director of Human Resources</i> 2009/10</p>			<p>Professional skills for Government are being incorporated into all Leadership and Learning programmes and will be linked to any revised job skills and behaviour framework.</p>
<p>Y3/5. Equality and Diversity Complaints Procedures</p> <p><i>Director of Human Resources</i> 2009/10</p>			<p>The Equalities and Diversity Complaints Procedures have been incorporated so that they are integral to the revised Grievance Procedures. Complaints are monitored to ensure emerging themes are addressed through training interventions or policy development.</p>
<p>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</p> <p><i>Community Accountability Forum Director of Equality and Diversity</i> Dec 2007, Dec 2008, Dec 2009</p>	<p>Review report considered by Community Accountability Forum April 2008.</p>	<p>Review report considered by Community Accountability Forum April 2009.</p>	<p>Review report considered by Community Accountability Forum April 2010.</p>

<p>C12/1 Review progress in service improvements at the end of the Scheme <i>Community Accountability Forum/Director of Equality and Diversity</i> March 2010</p>			<p>This process will take place at the Forum's meeting in April 2010.</p>
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Section 5

ARRANGEMENTS FOR PUBLISHING THE RESULTS OF ASSESSMENTS, CONSULTATIONS AND MONITORING

<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> <i>Director of Equality and Diversity</i> June and December 2007/8/9</p>	<p>All completed assessments are available in the Equality and Diversity section of the CPS website under Publications.</p>	<p>All completed assessments are available in the Equality and Diversity section of the CPS website under Publications.</p>	<p>All completed assessments are available in the Equality and Diversity section of the CPS website under Publications.</p>
<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> December 2007/8/9</p>	<p>Published August 2008.</p>	<p>On schedule to be published June 2009.</p>	<p>On schedule to be published June 2010.</p>
<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> October 2007/8/9</p>	<p>Last report published July 2007, next report due October 2008.</p>	<p>The monitoring data for 2006/07 and 2007/08 published internally and on the CPS website.</p>	<p>Employment Monitoring data for 2008/9 has been published internally and on the CPS Website. Data for 2009/10 will be published by 30 April 2010.</p>

Section 6

ARRANGEMENTS FOR ENSURING PUBLIC ACCESS TO INFORMATION AND SERVICE

<p>Y1/36. Ensure arrangements are in place to enable identification of information and service needs</p> <p><i>Relevant Directors</i> <i>Director of Equality and Diversity</i> 2007/08 and on-going</p>	<p>Equality and diversity service needs are referred to EDU via the regionally-based EDU Strategic Policy Advisors, and on an ad hoc basis direct from CPS Areas.</p>	<p>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.</p>	<p>Equality and diversity service needs are referred to the Equality and Diversity Unit via the Equality, Diversity Community Engagement Managers based in the Groups and the Equality and Diversity Unit's Strategic Performance Advisors, and on an ad hoc basis direct from CPS Areas.</p>
<p>Y1/37. Ensure arrangements are in place to enable access and services</p> <p><i>Relevant Directors</i> <i>Director of Equality and Diversity</i> 2007/08 and ongoing</p>	<p>Through relevant impact assessments access to services is assessed.</p>	<p>Through relevant impact assessments access to services is assessed.</p>	<p>Through relevant impact assessments access to services is assessed.</p>
<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> <i>Director of Equality and Diversity</i> 2007/08 and ongoing</p>	<p>Review of translation undertaken in spring 2007. The review did not identify any significant gaps in provision of translated material</p> <p>Follow-up review currently underway. Languages requested most frequently are: Welsh, Polish, Portuguese, Lithuanian, Latvian, Urdu, Spanish, Russian,</p>		<p>Monitoring arrangements are ongoing and will include wider accessibility interpretations in the future.</p>

	<p>Turkish, Bengali, Punjabi, Somali and Chinese.</p> <p>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.</p>		
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Section 7

ARRANGEMENTS FOR TRAINING STAFF IN RELATION TO THE EQUALITY DUTIES

<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 Director of Equality and Diversity December 2006 onwards</i></p>	<p>Equalities duties briefing incorporated in part in an e-learning module on equality and diversity via the CPS Prosecution College.</p> <p>This will be refined and developed in 2008/09.</p>	<p>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.</p>	<p>The revised e-learning and face-to-face training programmes will remain mandatory for new starters and revisited by other staff as appropriate.</p>
<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 Director of Equality and Diversity 2006/07 One training session provided in 2008/09 and 2009/10</i></p>	<p>Training courses in 2006/07 provided on conducting impact assessments. More than 70 key staff trained including Policy Advisors, Programme and Project Managers, COE staff and key Business Development Directorate staff.</p>	<p>Annual impact assessment training carried out November 2008.</p>	<p>To complement training already conducted, HR will produce Equality Impact Guidance by 31 March 2010.</p>
<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><i>Director of Human Resources Director of Equality and Diversity As and when training programmes are reviewed</i></p>	<p>All induction products are currently under review. Equality and Diversity will be integrated into all new products.</p> <p>The Transformation Management Development Programme is no longer in existence but new management development programmes will be reviewed with</p>	<p>This is integrated in all management programmes, in addition to specific training to be contained within the new face to face Equality & Diversity training. Other management training includes ILM level 3, PDR, Contemporary Management Skills.</p>	<p>As previously reported, integrated but subject to review and amendment particularly once the Equality Bill is enacted.</p>

	<p>a view to ensuring Equality and Diversity messages are given.</p>	<p>All management training has been reviewed to ensure that Equality & 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. 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</p>	
<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 Director of Equality and Diversity January 2007, January 2008 and January 2009</i></p>	<p>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 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.</p>	<p>No further update.</p>	<p>The National Workforce Development Plan is currently formulated on a quarterly basis to enable HR to review training and development priorities, respond to need, and build capacity and capability.</p>

Section 8 MEETING THE SPECIFIC DUTY ON EMPLOYMENT

<p>C18. Continue to monitor:</p> <ul style="list-style-type: none"> • Staff in post • Applicants for employment, training and promotion • Applications for training • Staff receiving training • Staff who benefit or suffer detriment as a result of Performance Assessment procedures • Staff who are involved in grievances procedures • Staff ceasing employment <p><i>Director of Human Resources</i> Annually – publish in Annual Equalities in Employment Report (AEER) October 2007/8/9</p>	<p>Last AEER produced August 2007, next report due October 2008. The AEER highlights outcomes across equality strands for which data is available. Report available.</p> <p>Development of data suites to enable better analysis of management information is in progress.</p> <p>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.</p>	<p>The monitoring data for 2006/07 and 2007/08 published electronically in March 2009.</p> <p>The AEER will continue to highlight outcomes across equality strands for which data is available.</p> <p>A major refresh of equalities data will be rolled out in April 2009 to ensure we hold good quality and reliable data.</p>	<p>Monitoring Data for 2008/09 has been published internally and on the CPS website. Data for 2009/10 will be published by 30 April 2010.</p> <p>A Data Refresh was completed in July 2009. The outcome was positive with improved declaration rates across all equality strands. Another Data Refresh is due to be conducted in September 2010.</p> <p>Equality in Employment Reporting will provide feedback on performance and make recommendations for ameliorative action as appropriate.</p>
<p>C19. Extend monitoring in employment to cover:</p> <ul style="list-style-type: none"> • Workplace benefits and facilities • Distribution of female/male employees in particular areas of work • Management of flexible working • Management of alternative working patterns • Management of leave for parents and carers 	<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 2008/09 systems will be in place to facilitate reports in these additional areas.</p>	<p>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.</p>	<p>The Employment Casework system has been developed to support the Corporate Employment Database Trent.</p> <p>Extra criteria for addressing transgender issues are being developed in partnership with A: gender.</p> <p>Employment data is published in respect of grade, occupational groups</p>

<ul style="list-style-type: none"> • Management of pregnancy and maternity leave • Management of transsexual and potential transgender staff issues • Conduct of Equal Pay Reviews • Redundancy • Retirement <p><i>Director of Human Resources</i> 2007/08/09</p>		<p>Extra criteria to address transgender issues is being consulted upon.</p> <p>The AEER for 2006/07 contains distribution of employees by gender in particular areas of work, including Higher Court Advocates, Associate Prosecutors, Area Business Managers.</p>	<p>and will be improved to meet emerging business needs.</p>
<p>C20. Set targets to address significant under-representation</p> <p><i>Director of Human Resources</i> October 2007/08/09</p>	<p>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).</p>	<p>AEER (2006/07 due April 09) continues to report on performance in relation to targets.</p> <p>As part of the Themed Review on Workforce Representation in 2006/07, all Areas were asked to report on how workforce representation targets will be met. This would be reported in individual Area and HQ action plans.</p>	<p>A three-year Diversity Delivery Plan was developed in 2008 and includes targets for senior staff. Further work is being done to assess where other targets should be set to address under-representation in Areas and HQ Directorates .</p>
<p>C21. Take action if unjustifiable adverse impact found</p> <p><i>Director of Human Resources</i> As required</p>	<p>AEERs contain recommendations for progressing workforce representation.</p>	<p>AEER continues to contain recommendations for progressing workforce representation.</p>	<p>Employment monitoring will continue to highlight recommendations for actions to redress any imbalance across equality strands as appropriate.</p>
<p>C22. Publish employment data through the Annual Equalities in Employment Report (AEER)</p>	<p>An AEER was published in 2006 and 2007. Systems are in place to publish the next AEER in October</p>	<p>The monitoring data for 2006/07 was published electronically in March 2009.</p>	<p>Employment data will continue to be published annually by 30 April.</p>

<i>Director of Human Resources</i> October 2006/07/08/09	2008, focusing on a more strategic approach to workforce representation and outcomes of HR Policy implementation.		
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Section 9 DISABILITY EQUALITY ACTION PLAN

Gaps addressed:		Outcome areas:	
<ul style="list-style-type: none"> • Lack of disability crimes policy • Lack of monitoring of disability crimes • Lack of monitoring by disability of defendants, victims and witnesses • Significant differences in staff perceptions • Workforce under representation • Significant differences in workforce experiences in particular fluctuating experiences in relation to PAR. 		<ul style="list-style-type: none"> • Increased success in prosecuting hate crimes • Increase public confidence • Increase employee satisfaction • Increase workforce representation • Reducing differences in employee experiences • Involving communities and staff in service improvement 	
Actions/ Responsibility/ Timescales	Progress to June 2008	Progress to March 2009	Progress to March 2010
<p>D1. Put in place a CPS Disability Crimes Public Policy Statement.</p> <p>Elements of disability duty addressed: Promoting equality of opportunity; elimination of discrimination; elimination of harassment.</p> <p><i>Director of Policy</i> <i>Director of Equality Diversity</i></p> <p>Project Steering Group in place involving external stakeholders from disabilities sector 2006/07.</p>	<p>Public policy statement on Disability Hate Crime put in place February 2007.</p> <p>Launch of public policy statement February 2007 with keynote contributions from Director of Policy, and Chair of the Disability Rights Commission.</p> <p>Public Policy Statement underpinned by extensive consultation.</p> <p>Supporting legal guidance produced.</p> <p>Public Policy Statement and legal guidance widely disseminated within the Service.</p>	Completed June 2008.	

<p>Project plan produced and agreed 2006/07. Draft Disability Crimes Public Policy Statement produced 2006/07. Consultation undertaken externally and internally 2006/07. Public Policy Statement on Disability Crimes finalised and launched 2006/07. Supporting legal guidance produced 2006/07. Implementation underway 2007/08. Briefing and training to support implementation 2007/08.</p>	<p>Disability Hate Crime Coordinators identified in all Areas and briefing/training day held November 2007. Briefing and training continues via bulletins and legal guidance.</p>		
<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> <i>Director of Equality Diversity</i></p> <ul style="list-style-type: none"> • Introduce flag for disability aggravated crime into COMPASS Case Management System (CMS) 2006/07. • Introduce disability monitoring of defendants into COMPASS CMS 2006/07, implement and 	<p>Monitoring 'flag' or identifier' for disability aggravated crime was introduced into Case Management System and took effect 1 April 2007.</p> <p>Disability monitoring of defendants introduced 1 April 2007.</p> <p>Disability monitoring of victims and witnesses introduced 1 April 2007.</p> <p>Requires significant further improvement.</p> <p>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</p>	<p>Disabilities hate crime flag introduced in April 2007. Early indications are that the application of the flag has greatly improved in 2008/09.</p> <p>Second seminar held with practitioners in November 2008.</p> <p>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.</p>	<p>See reporting of disability hate crime above.</p> <p>A further seminar of hate crime coordinators was held in November 2009 to improve practice, raise awareness and identify improvements.</p> <p>Equality and Diversity Unit staff are taking forward discussions on data collection with the relevant leads in ACPO. The aim of these discussions is to harmonise data collection and to improve consistency of reporting.</p>

<p>evaluate 2007/08, 2008/09, 2009/10.</p> <ul style="list-style-type: none"> • Introduce disability monitoring of victims and witnesses into WMS 2006/07, implement and evaluate 2007/08, 2008/09, 2009/10. • Decide on performance monitoring of disability crimes via the APR Hate Crime Measure or separately 2006/07. 	<p>crime alongside racist and religious crimes and homophobic and transphobic crimes.</p>	<p>Disability hate crime performance monitored as part of hate crime indicator from April 2007.</p> <p>Performance on prosecuting disability hate crime published alongside other hate crime performance in the first annual hate crime report in December 2008.</p>	
<p>D3. Analyse the 2006 CPS Staff Survey results by disability and act on any significant differences.</p> <p><i>Director of Human Resources Director of Equality and Diversity</i></p> <ul style="list-style-type: none"> • Analysis results by disability 2006/07, 2008/09. • Identification of any areas of significant difference 2006/07, 2008/09. • Identify draft corporate actions to address significant differences 2006/07, 2008/09. • Consult on draft actions with disabled staff. • Include corporate actions on disability in wider 	<p>Staff Survey results have been analysed and disseminated to 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> <p>The Staff Survey Project Group includes representatives from the Staff Networks who will influence post-survey reporting and action planning.</p> <p>Single Equality Scheme Focus Groups took place in 2007. They specifically targeted disabled staff who were able to share their employment experiences and contribute ideas for improving employment practice.</p>	<p>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 disability. In the main, respondents with disabilities were found to answer questions statistically less positively than those respondents without disabilities.</p> <p>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.</p>	<p>In addition to the actions following the 2009 Pulse Survey , corporate results of the Civil Service People Survey are being considered to determine key priorities for Employee Engagement and other organisational development strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans.</p> <p>Managers will have further access to demographic data to enable them to focus activities on those areas which impact on the successful delivery of equality in employment.</p>

<p>corporate action plan 2006/07, 2008/09.</p> <ul style="list-style-type: none"> • Implement corporate actions on disability 2006/07, 2007/08, 2008/09, 2009/10. • Check for any significant changes in perception in 2010 staff survey. 	<p>The 2008 Staff Survey Questionnaire will be amended to capture a range of staff perceptions including those of disabled people.</p>	<p>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.</p> <p>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.</p>	
<p>D4. Review the role of Ability Advisors and address the need for specialist advice on disability issues. Elements of disability duty addressed:</p> <ul style="list-style-type: none"> • Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; elimination of discrimination of harassment. <p><i>Director of Human Resources Director of Equality and Diversity Scope review of Ability</i></p>	<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>	<p>The recommendations are effective and incorporated into the HR Advisors' day-to-day activities.</p>	<p>In addition to the ongoing actions from 2008/9, the role of the Ability Advisors have been incorporated into the revamped Human Resources Advisor role. Staff have been given additional training and there is increased partnership working with the Disabled Staff network and the Employers Forum on Disability.</p> <p>Guidance for managers on Managing Reasonable Adjustments will be issued prior to 31 March 2010.</p>

<p>Advisors' role 2007/08. Review underway 2007/08. Review completed 2007/08. Review considered 2007/08. Management response implemented 2007/08, 2008/09.</p>			<p>Disability Awareness Action Learning Sets have been held to improve knowledge.</p>
<p>D5. Review the progress in implementing the 'Access' Action Plan following the 2004 Access Audit. Update as required. Elements of disability duty addressed:</p> <ul style="list-style-type: none"> • Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; eliminating unlawful discrimination. <p><i>Director of Finance</i> Progress review undertaken 2007/08. Progress outstanding actions 2007/08. Review need for further access audit end 2007/08.</p>	<p>Outstanding actions have been completed. 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>Completed.</p>	
<p>D6. Enhance the Service's capacity to respond appropriately to reasonable adjustment requests. Elements of disability duty addressed:</p>	<p>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 intranet.</p>	<p>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</p>	<p>Guidance on Reasonable Adjustments and Hidden Disabilities will be available to the business by the end of the reporting year.</p>

<ul style="list-style-type: none"> Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; eliminating unlawful discrimination. <p><i>Director of Human Resources</i> Review current trends and issues. Consult key stakeholders including disabled staff. Develop programme to improve Service response. Implement programme. Evaluate programme including impact on employee complaints. Ongoing</p>	<p>Attendance management policy has been reviewed and special guidance has been prepared for managers to help them manage reasonable adjustments.</p>	<p>delay in candidates taking up post.</p>	
<p>D7. Promote positive attitudes towards disabled people.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> Promoting positive attitudes towards disabled persons. <p><i>Director of Equality and Diversity</i> <i>Director of Human Resources</i> <i>Head of Strategic Communication</i> <i>Director of Finance</i> Regular positive attitude pieces in CPS News and other CPS publications.</p>	<p>A range of initiatives undertaken and supported include: Profiling of the launch of the Disability Hate Crime Policy in <i>CPS News</i> (the CPS house magazine).</p> <p>Awareness-raising card to all staff via <i>CPS News</i> on disability hate crime monitoring.</p> <p>Awareness raising posters on disability hate crime issued to all CPS Areas.</p> <p>Production and dissemination of two CPS customised disability awareness publications in conjunction with</p>	<p>Disability masterclass – two disability masterclasses have been held, delivered by an external consultant. These have been subject to a positive evaluation and will be further developed and delivered during 2009/10</p> <p>Press Office have recently arranged an interview with the policy lead on disability hate crime, with <i>Disability Now</i> magazine (published February 2009) and an interview with EDU policy</p>	<p>Press office has continued to increase the amount of media coverage of this area, building the work steadily since the launch in 2007. Most recently it has focused on placing articles in range of specialist media including <i>Disability Now</i>, <i>Able Magazine</i>, <i>Stroke news</i>, <i>Caring Business</i>, <i>The Parkinson</i> and <i>Learning Disability Today</i>. Articles have included topics such as the policy on assisted suicide, disability hate crime, CPS support for victims and witnesses with disabilities. Specialist media are now routinely alerted to court cases</p>

<p>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</p> <p>Awareness raising initiatives on disability hate crimes internally and externally, 2007/08, 2008/09, 2009/10.</p> <p>Recruitment panels to reflect a range of diversity including disability, ongoing.</p> <p>Disabled staff, disability related needs and the disability sector to be considered in the procurement of external services, 2007/08 and ongoing.</p>	<p>Employers Forum on Disability.</p> <p>CPS Recruitment procedures guidance requires panels to be diverse.</p> <p>Director of Public Prosecution's (DPP) contribution to Voice UK all-Party Parliamentary Group and forthcoming DPP 's interview with <i>Disability Now</i> magazine.</p> <p><i>CPS News</i> 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 (DSN).</p> <p>Planned significant coverage of the Disabled Staff Network conference in April 2008 edition of <i>CPS News</i>, for which Communication Division arranged a video message from the DPP.</p> <p>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 <i>Disability Now</i> involving an interview with the DPP.</p>	<p>adviser for See Hear (BBC TV) to be broadcast in March 2009. We also responded to a critical judgment in the case of <i>FB v DPP</i>, underlining our commitment to supporting disabled victims and witnesses in giving best evidence.</p> <p>In October 2008 the DPP gave a talk to the Bar Council on handling disability hate crime.</p> <p>December 2008 the EDU and Policy Directorates held a seminar for all CPS hate crime leads on handling hate crime.</p> <p>January 2009- Director of Equality and Diversity was on the panel of a disability hate crime summit hosted by Scope.</p> <p>An Annual Supplier Compliance Checklist incorporating personnel issues including disability considerations, has been developed and is being introduced.</p>	<p>of interest, plus relevant CPS policy changes and any related CPS events.</p> <p>Two new policies were launched in July 2009 - Supporting victims with learning disabilities and Supporting victims with mental health problems</p> <p>Training has been delivered to prosecutors and police at conferences across the country,</p>
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	<p>The Single Equality Scheme Focus Groups held in 2007 enabled a number of disabled staff to share their experiences of working in the CPS. Disabled staff feedback enabled HR and EDU to engage more strategically with the DSN.</p> <p>Work is ongoing to involve disabled staff in improving HR practice.</p> <p>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</p> <p>HR disseminated copies of the Good Practice Guide for Working with Disabled People (EFD publication) to all managers within the CPS.</p> <p>Key employment policies have been reviewed with the full involvement of the DSN.</p> <p>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' achievements in relation to equality have been fully evaluated by the lead department involved in the procurement. We</p>	<p>Our staff travel and accommodation contract specifies that accommodation has to be accessible to comply with DDA.</p> <p>For all new contracts, a disability impact assessment will be carried out at the same time as impact assessments for sustainable development and security.</p>	
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	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>D8. Analyse workforce data set and implement targets to address workforce under representation. Elements of disability duty addressed:</p> <ul style="list-style-type: none"> Promoting equality of opportunity; encouraging participation by disabled persons in public life. <p><i>Director of Human Resources Director of Equality and Diversity</i> Analysis of workforce representation data annually. Targets set. Focus recruitment efforts annually. Progress Reports annually.</p>	<p>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.</p> <p>Workforce data has been analysed annually in producing the AEER. Targets are contained in the AEER and in the Cabinet Office 10-point Diversity Delivery Plan for all government departments. The next AEER, due in October 2008 will chart progress.</p>	<p>Data refresh initiative due April 2009 aims to improve quality and reliability of equalities data, including disability.</p> <p>Workforce data continues to be addressed in AEER. The monitoring data for 2006/07 and for 2007/08 was published electronically in March 2009.</p>	<p>Monitoring Data for 2008/09 has been published internally and on the CPS website. Data for 2009/10 will be published by 30 April 2010.</p> <p>A Data Refresh was completed in July 2009. The outcome was positive with improved declaration rates across all equality strands. Another Data Refresh is due to be conducted in September 2010.</p>
<p>D9. Analyse workforce data and use results to address significant differences in workforce experience.</p> <p>Elements of disability duty addressed:</p>	<p>The Staff Survey and staff focus groups have provided information related to the experience of staff, including staff with disabilities.</p> <p>The new People's Strategy currently being developed will set out proposals in</p>	<p>Data refresh initiative due April 2009 aims to improve quality and reliability of equalities data, including disability.</p>	<p>In addition to the actions following the 2009 Pulse Survey , corporate results of the Civil Service People Survey are being considered to determine key priorities for Employee Engagement and other organisational development</p>

<ul style="list-style-type: none"> • Elimination of unlawful discrimination; elimination of harassment; promotion of equality of opportunity. <p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i> Analysis of workforce experience data. Identify areas for future action including learning and development. Implement improvement actions. Progress reports. On-going</p>	<p>relation to the workforce, management, leadership, learning and development.</p> <p>Work is ongoing to ensure the management information area of HR work is improved.</p>	<p>Staff Survey 2008 reports have provided information related to the experience of staff including staff with disabilities.</p> <p>Analysis of workforce experience data and feedback from DSN is used to inform the development of HR policies.</p>	<p>strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans. Managers will have further access to demographic data to enable them to focus activities on those areas which impact on the successful delivery of equality in employment.</p> <p>Work is ongoing to ensure the management information area of HR work is improved.</p>
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Section 10 GENDER AND GENDER IDENTITY EQUALITY ACTION PLAN

Gaps addressed:		Outcome areas:	
<ul style="list-style-type: none"> Continue to address the impact of charging decisions, by gender, ethnicity and offence category Continue to focus on reducing unsuccessful outcomes in domestic violence cases Continue to focus on reducing unsuccessful outcomes in rape cases Monitor and evaluate existing policies and initiatives on domestic violence and rape Development of an overall Violence against Women strategy Collection of disaggregated statistics for offences that constitute Violence against Women Collection of disaggregated statistics on all employment policies and procedures Analysing workforce representation data and setting targets to address the under representation of women in senior grades (Level D and above) Analysis of staff survey results, by gender and actioning any differences Analysis of workforce data to identify and action any differential in relation to workforce experience such as the PAR system and disciplinaries, by gender Monitor and evaluate the CPS Employee policy on domestic violence 		<ul style="list-style-type: none"> Higher public confidence in CPS work addressing gender inequalities Reduce unsuccessful prosecutions for all forms of domestic violence against women Reduce unsuccessful prosecutions for rape and sexual assaults Higher public confidence in CPS work addressing gender inequalities Development of a co-ordinated strategy on all forms of violence against women Increase in the number of women in senior grades (level D and above) No significant differences in staff satisfaction by gender No significant differences in staff experiences by gender 	
Actions/ Responsibility/ Timescales	Progress to June 2008	Progress to March 2009	Progress to March 2010
G1. Develop a co-ordinated Violence Against Women strategy <i>Director of Equality and Diversity</i> Gather in action plans from rape and other serious sexual offences team,	<ul style="list-style-type: none"> VAW Strategy and Action Plans completed and published April 2008. VAW Indicator introduced in April 2008 to monitor domestic violence, rape and sexual offences. CPS awarded highest marks across 	Completed.	

<p>prostitution and human trafficking team as well as domestic violence team Q2 2006/7.</p> <p>Review action plans across gender issues and co-ordinate overall action plan for all violence against women crimes Q4 2006/7.</p> <p>Develop and impact assess Violence against Women strategy by Q3 2007/8</p>	<p>government by the End Violence against Women campaign for their work on VAW (Seven out of 10). Full impact assessment undertaken, report available.</p>		
<p>G2. Reduce unsuccessful prosecutions of all domestic violence cases</p> <p><i>Director of Equality and Diversity</i> <i>Director of Human Resources</i></p> <p>Development of further 28 Specialist DV Courts (SDVC) in partnership by Q1 2007-8</p> <p>Train all CPS prosecutors, caseworkers and designated caseworkers by Q4 2007/8</p> <p>Reduce unsuccessful outcomes in DV cases to 28 per cent by March 2009. Further targets to be set by March 09 for subsequent years.</p>	<p>39 further SDVCs set up by April 2007; further 34 by April 2008 – total 98 SDVCs.</p> <p>All prosecutors, caseworkers and designated caseworkers will be trained in DV in 42/43 Areas by April 2008.</p>	<p>A further 4 SDVCs were accredited in October 2008, bringing the total number to 104. The accreditation process for 2009/10 is underway and successful courts will be announced in March 2009.</p> <p>Apart from some mop-up sessions for staff on long-term absence, all CPS prosecutors, Paralegals and Associate Prosecutors have all received domestic violence training.</p> <p>Unsuccessful outcomes in domestic violence cases as at December 2008 stood at 27.5 per cent, which has already exceeded the target set for March 2009.</p>	<p>The number of SDVCs accredited to date is 127, one short of the Government target of 128 by 2011. The accreditation process for 2010/11 is underway and this target is expected to be exceeded by April 2010.</p> <p>All staff have now received domestic violence training. The training programme has been revised and now consists of an e-learning package and a one-day case study based session. The original training programme was evaluated in 2008 and the outcomes from the evaluation were positive.</p> <p>In 2008/09 there were 67,094 domestic violence cases. The unsuccessful outcome rate was 27.8 per cent, which exceeded the</p>

		<p>The training was delivered to timescale with London completing their training during 2008 due to high staff numbers.</p>	<p>target, which was set at 28 per cent.</p>
<p>G3. Monitor and evaluate the domestic violence policy</p> <p><i>Director of Equality and Diversity</i> Monitor domestic violence prosecution outcomes in all courts, including specialist domestic violence courts, with disaggregated data – quarterly</p> <p>Develop flag for forced marriage and so-called “honour crimes”</p> <p>Monitor implementation of Good Practice Guidance with DVCs by Q4 2006/07</p>	<p>All cases monitored in all courts, with disaggregation of specialist DV courts and by gender and ethnicity of defendants/offenders.</p> <p>Reduced unsuccessful outcomes from 40.3 per cent in 2005/06 to 34.8 per cent 2006/07. By Q3 2007/08 unsuccessful DV prosecutions reduced to 30.7 per cent; on target for 30 per cent by Q4; plans for disaggregation by religion/belief and disability of 2007/08 data.</p> <p>New fields added to monitor outcomes of victim retractions; relationship of victims and defendants; their gender and same sex relationships</p> <p>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</p> <p>Good Practice Guidance monitored by Q4; report completed and sent to all CPS Areas with local evaluation of their</p>	<p>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 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> <p>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.</p>	<p>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 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> <p>The forced marriage pilot report was published in December 2008. The flagging will be rolled out nationally. The guidance has been revised and the training will be completed by April 2010.</p>

	work and recommendations for their Area Business Plans		
<p>G4. Reduce unsuccessful prosecutions in rape cases</p> <p><i>Director of Business Development</i> <i>Director of Policy</i> Develop in-depth guidance and training programme for rape specialist prosecutors</p> <p>Accredit suitable training courses for the independent Bar and ensure that counsel are quality monitored</p> <p>Develop Action Plan to take forward HMCPSI's recommendations when published in Quarter 4, 2006/07</p> <p>Targets set to reduce unsuccessful outcomes to 41 per cent by March 09</p> <p>Further targets to be set by March 09 for subsequent years</p>	<p>Policy Directorate has drafted a comprehensive manual for rape specialist 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.</p> <p>The CPS has accredited courses run by the independent Bar for counsel who prosecute rape cases. CPS Areas are tasked with monitoring all counsel that prosecute rape cases.</p> <p>An Action Plan was developed and implemented by the specially formed Rape Prosecutions Delivery Unit in 2007-08.</p>	<p>Delivery of the Rape and Serious Sexual Offences (RASSO) course to rape specialist prosecutors is ongoing.</p> <p>An e-learning package based on the Rape Manual has been developed and must be successfully completed by all rape specialist prosecutors. The 2008/09 41 per cent VAW target for unsuccessful outcomes in rape cases has been met nationally although not by all Areas individually. A decision to maintain the 41 per cent 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.</p>	<p>Delivery of RASSO course continues and the training brief has been updated. Training for all Chief Crown Prosecutors on rape myths and stereotypes and the need to drive up performance has been delivered. In 2009 the launch of Joint ACPO/CPS Guidance on Investigating and Prosecuting Rape was marked with regional workshops to develop a prosecution team approach. Accreditation of suitable training courses for the self-employed Bar continues.</p> <p>Whilst the 2009/10 39 per cent VAW target for unsuccessful outcomes in rape cases has not been met there has been an increase in the number of rape cases prosecuted.</p>
<p>G5. Monitor and evaluate the Rape policy</p> <p><i>Director of Business Development</i> <i>Director of Policy</i> Finalise cross-government Sexual Violence and Abuse Action Plan, with specific CPS actions by Q4 2006/7</p>	<p>A cross-government Sexual Violence and Abuse Action Plan was finalised and actions specific to CPS were implemented in 2007/08.</p> <p>Prosecution Manual published and e-learning package developed.</p>	<p>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</p>	<p>Monitoring of the VAW indicator as part of the APR process and the monitoring by Areas of rape files to check compliance with Essential Steps and the Quality of Decision Making continues.</p> <p>In addition the Rape Prosecutions Delivery Unit in conjunction with</p>

<p>Monitor rape prosecution outcomes Quarterly from April 2007</p>	<p>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.</p> <p>Monitoring of rape and sexual offences developed as part of VAW performance indicator from April 2008.</p>	<p>CCPs with quarterly reports on rape that are copied to the Rape Prosecutions Delivery Unit.</p>	<p>the ACPO Rape Support Programme has carried out joint visits to police forces and CPS Areas to improve application of policies and recommended practice by identifying and sharing good practice and actions for improvement.</p>
<p>G6. Increase support for victims of domestic violence and sexual assaults</p> <p><i>All CPS Areas</i> <i>Director of Equality and Diversity</i> Work with newly provided Independent DV Advisors (IDVAs) in specialist DV courts by Q1 2007/8</p> <p>Work with newly provided Independent Sexual Assault Advisors (ISVA) by April 2007</p>	<p>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.</p> <p>CPS prosecutors are encouraged to work closely with the IDVAs in their work to support victims of sexual offences.</p>	<p>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.</p>	<p>All 127 SDVCs will have IDVA services in place. Funded by the Ministry of Justice. CPS DV leads continue to assist in annual IDVA training.</p> <p>CPS prosecutors are encouraged to work closely with ISVAs and other support services for victims of sexual offences. During 2009/10 CPS and ACPO are visiting every Area to provide support and advice on improving the investigation and prosecution of rape. Advice on improving links with multi-agency partners is included.</p> <p>The Equality and Diversity Unit is working with the V&WCDU to provide lists of VAW services, in addition to the current range of</p>

			support agencies, provided to WCUs.
<p>G7. Analyse staff survey results and action any significant differences</p> <p><i>Director of Human Resources</i> Collect disaggregated data</p>	<p>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 way.</p>	<p>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 more positively than male respondents.</p> <p>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.</p> <p>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.</p>	<p>In addition to the actions following the 2009 Pulse Survey, corporate results of the Civil Service People Survey are being considered to determine key priorities for Employee Engagement and other organisational development strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans. Managers will have further access to demographic data to enable them to focus activities on those areas which impact on the successful delivery of equality in employment.</p>

		A number of workshops have been run to help Areas and Directorates understand the results of the 2008 Staff Survey, and help them build this into business planning.	
<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> Collect disaggregated data</p>	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	<p>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.</p> <p>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.</p>	The CPS has met its targets for CCPs & SCS staff. Further work is being done to ensure workforce representation reflects the diverse communities it serves.
<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> Collect disaggregated data</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.	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.	The Employment Case Management System and HR data base TRENT, continues to monitor the impact of employment policy implementation. Particularly, any trends in grievances, disciplinaries and training are considered and inform policy development and training interventions.
<p>G10. Monitor employment policies and procedures, such as pay, flexible working and access to training and</p>	Access to Flexible working and training is monitored through the Annual Equalities in Employment Report	The AEER continues to report access to flexible working and training.	Access to Flexible working and training is monitored through the Annual Equalities in Employment

<p>action any differentials</p> <p><i>Director of Human Resources</i> Collect disaggregated data</p>	<p>(AEER) 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>	<p>2008 Staff Survey highlighted that female employees were more likely to work an alternative working pattern.</p>	<p>Report (AEER) and recommendations made where any disparities identified. The next AEER will be published by July 2010. There are no anticipated significant disparities related to gender.</p>
<p>G11. Disseminate and promulgate Management Guidance on Transgender issues</p> <p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i> Guidance produced 2006-07. Guidance disseminated 2006-07. Guidance promoted via Infonet, CPS news and Inform 2006-07. Guidance kept under review</p>	<p>Transgender guidance issued to manager in 2007 and disseminated through the Infonet and <i>CPS News</i>.</p>	<p>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.</p>	<p>The CPS was fourth in the Trans Equality Index in 2009. The Diversity Delivery implementation plan outlines planned activities to promote transgender equality by raising awareness and working with A:gender and other transgender champions.</p>
<p>G12. Monitor and evaluate the CPS Employee policy on Domestic Violence</p> <p><i>Director of Human Resources</i> Collect disaggregated statistics on number of referrals to counselling service quarterly</p>	<p>Reported to DV Inter Ministerial group bi-annually.</p>	<p>Care First provides the number of domestic violence referrals in their quarterly reports.</p> <p>Statistics on number of DV referrals to counselling service still collected and reported to the DV and VS. Inter-Ministerial Group bi-annually.</p>	<p>The Employee Domestic Violence Policy has been reviewed and a Violence Against Women Employee Policy is scheduled for re-launch in March 2010.</p> <p>Monitoring of the proposed Violence Against Women Employment Policy will include a comprehensive range of issues.</p>

Section 11 RACE EQUALITY ACTION PLAN

Gaps addressed:		Outcome areas:	
<ul style="list-style-type: none"> • Outdated racist and religious crimes policy • Need to review and update training • Improving handling of racist crimes • Significant differences in staff perceptions of inequality • Significant differences in workforce experiences • Workforce under representation • Improving monitoring of prosecution policies and practices 		<ul style="list-style-type: none"> • Increased success in prosecuting hate crimes • Involving BME communities and staff in engagement linked to service improvement • Increased success in prosecuting hate crimes • Reduced significant differences in staff perceptions of inequality • Reduced significant differences in the quality of employee experiences • Increased workforce representation • Increased public confidence amongst Black and Minority Ethnic communities 	
Action/ Responsibility/ Timescales	Progress to June 2008	Progress to March 2009	Progress to March 2010
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. <i>Director of Policy</i> <i>Director of Equality and Diversity</i> Project plan developed, 2006-07. Project steering group	Project plan developed on schedule. Project steering group established involving externals. Review undertaken and draft revised policy and guidance produced. Consultation undertaken and completed. Policy finalised and revised policy and guidance published March 2008.	Completed	

<p>involving externals in place, 2006-07. Review underway, 2007-08. Involvement of RARA coordinators in policy update. Draft updated policy and guidance produced 2007-08. Consultation undertaken and completed, 2007-08. Updated public policy statement launched, 2007-08.</p>			
<p>Ra2. Review and update Racist and Religious Crimes Policy training programme to align with policy update.</p> <p><i>Director of Policy</i> <i>Director of Human Resources</i> <i>Director of Equality and Diversity</i> Project scoped, 2006/07. Review underway, 2007/08 Updated programme produced, 2007/08. Updated programme piloted, 2007/08. Updated programme finalised based on pilot, 2007/08. Update training programme implemented, 2007/08.</p> <p>This work has been carried forward into 2008/09 and will need to be undertaken as part</p>	<p>Policy revised March 2008 therefore an updated training programme has not been initiated yet.</p> <p>Training issues in part addressed through:</p> <ul style="list-style-type: none"> ▪ regular Policy bulletins and updates; ▪ proactive Policy input into relevant Infonet bulletin board queries; ▪ publication and national dissemination of revised Policy and Guidance. 	<p>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.</p>	<p>Generic hate crime training is currently being developed which will incorporate racist and religious crime training.</p>

<p>of the wider review of the hate crime policy training.</p>			
<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> Project scoped, 2006/07. Review underway, 2007/08. Review consultation undertaken, 2007/08. Draft review report produced, 2007/08. Consultation on draft review, 2007/08. Final review report produced, 2007/08. This has been carried forward into 2008/09</p>	<p>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.</p> <p>In 2008/09 EDU, Policy Directorate, and BDD due to review the role of the various hate crime co-ordinators [i.e. homophobic / race / disability] to see 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 & Learning to consider the training aspects. EDU/Policy Directorate/BDD to consider holding an annual hate crime conference).</p>	<p>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.</p>	<p>The hate crime coordinator role has been agreed and each area has nominated a coordinator. A specialist seminar has been held in November 2009 and another planned for March 2010.</p> <p>The first stage of the hate crime training is almost complete. A one hour e-learning package will be launched by the end of March 2010. Classroom based training for hate crime coordinators will be developed during quarter one of 2010/11.</p>

<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. <i>Director of Equality and Diversity Director of Policy</i> Publication and dissemination of lessons learnt and good practice report 2006/07.</p> <p>Integration of key lessons learnt and good practice into CPS proactive prosecutor training programme and into updated</p> <p>Racist and Religions Crimes Policy and training programme, 2007/08.</p> <p>Integration of key aspects of good practice into the CPS Area Performance Review System 2007/08.</p> <p>Progress check on Area's response to the issues raised via CQA and APR process.</p>	<p>Anthony Walker lessons learnt and good practice report published and disseminated 2006-07.</p> <p>Anthony Walker Report included in BDD good practice library initiative Training issues in part progressed through:</p> <ul style="list-style-type: none"> ▪ regular Policy bulletins and updates; ▪ proactive Policy input into relevant Infonet bulletin board queries; ▪ publication and national dissemination of revised Policy and Guidance. <p>2008/09 scoping between Leadership and Learning, EDU and Policy to have hate crime case studies in Proactive Prosecutions Programme.</p>	<p>Training issues continue to be progressed through:</p> <ul style="list-style-type: none"> ▪ regular Policy bulletins and updates; ▪ proactive Policy input into relevant Infonet bulletin board queries. <p>Scoping between Leadership and Learning, EDU and Policy to have hate crime case studies in the Proactive Prosecutions Programme is ongoing.</p>	<p>Training issues continue to be progressed by means of:</p> <ul style="list-style-type: none"> ▪ regular Policy bulletins and updates; ▪ proactive Policy input into relevant Infonet bulletin board queries. <p>E-learning programme available from March 2010. Dedicated classroom training available from June 2010.</p>
<p>Ra5. Deliver recommendations of the Attorney General's Race for Justice Taskforce aimed at improving CJS handling of Racist crimes.</p>	<p>CPS participates fully in Race for Justice delivery board.</p> <p>CPS currently in discussion with OCJR on common definitions of</p>	<p>Common definitions of incident, hate crime and hate crime prosecutions agreed. New definitions will be inserted as polices are revised.</p>	<p>We continue to disseminate and raise awareness of the common definition of hate crime across the strands.</p>

<p><i>Director of Business Development</i> OCJR led Delivery Board in place, 2006/07.</p> <p>Implementation of CPS recommendations on monitoring & training, 2007/08.</p> <p>Support implementation of cross CJS recommendations, 2007/08.</p> <p>Progress report on implementation of Taskforce recommendations, 2007-08. Ongoing</p>	<p>Hate incidents; hate crime; and hate crime prosecutions.</p>	<p>CPS continues to fully participate in Race for Justice delivery board.</p> <p>CPS produced report on Stephen Lawrence - Ten Years On, which will be launched on 23 March and recommendations implemented throughout 2009/2010.</p>	<p>We continue to take part in the Race for Justice Programme. The work programme for 2010/11 is currently being scoped.</p> <p>The Stephen Lawrence – Ten Years On event was held and the recommendations arising are being taken forward.</p>
<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</i> <i>Director of Equality and Diversity</i> Progress Hate Crimes Monitoring Project 2006/07 and 2007/08.</p> <p>Consultation undertaken externally 2006/07.</p> <p>Prioritisation list of area for future monitoring produced 2006/07.</p> <p>Priority proposals to improve</p>	<p>Hate Crimes monitoring project progress throughout 2006-07 and produced list of areas for possible future monitoring.</p> <p>Consultation undertaken on possible areas for future monitoring.</p> <p>Prioritised list produced and agreed by BDD and BIS for future monitoring.</p> <p>Extended monitoring introduced 1 April 2007 including victim and witness monitoring. Requires some further improvement.</p> <p>Victim profiling data now routinely circulated to Areas with brief data analysis. Areas are being encouraged</p>	<p>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.</p>	<p>Equality and Diversity Unit staff are taking forward discussions on data collection with the relevant leads in ACPO. The aim of these discussions is to harmonise data collection and to improve consistency of reporting.</p>

<p>monitoring of victim and witness details by ethnicity from 2007/08.</p>	<p>to improve recording through:</p> <ul style="list-style-type: none"> o Provision of data o Witness Care Manager training o Area visits by Victim and Witness Care Delivery Unit. <p>Area Guidance currently being developed to assist Areas in identifying appropriate times for data entry during the life of a case.</p>		
<p>Ra7. Extend and implement ethnic monitoring of key aspects of prosecution practice including in relation to victims and witnesses. <i>Director of Business Development</i> <i>Director of Equality and Diversity</i> Implement separate 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>	<p>Separate racist and religious crimes monitoring introduced from 1 April 2007.</p> <p>Victim and witness monitoring by religion or belief introduced April 2007. Requires significant further improvement.</p> <p>Defendant monitoring introduced April 2007. Analysis to be undertaken.</p>	<p>Victim and witness monitoring by religion or belief still requires further consideration. Defendant data is also poor. Discussions with ACPO are ongoing</p>	<p>EDU have taken this forward with the relevant leads in ACPO. Guidance has been prepared and is ready to be disseminated by the end of March 2010.</p>
<p>Ra8. Continue to focus on reducing unsuccessful outcomes in Racist crimes.</p>	<p>Unsuccessful outcomes reduced from 42 per cent to 32.5 per cent by April 2007.</p>	<p>As at December 2008, unsuccessful outcomes stood at 18.8 per cent . Target for 2009-</p>	<p>As at December 2009, unsuccessful outcomes stood at 16.9 per cent .against a target of 18 per cent.</p>

<p><i>Director of Business Development</i> <i>Director of Equality and Diversity</i></p> <ul style="list-style-type: none"> • Reduce unsuccessful outcomes from 42 per cent to 36 per cent by April 2007. • Targets for 2007/08 to be set based on 2006/07 performance at year's end. • Targets for 2008-09 to be set on 2007/08 performance at year's end. • New hate crimes target introduced April 08 <p>Reduce unsuccessful outcomes to 18 per cent by March 2009. Further targets to be set by March 09 for subsequent years.</p>	<p>Target to reduce unsuccessful outcomes to 28 per cent set for end of March 2008. As at Dec 2007, unsuccessful outcomes stood at 29.5 per cent.</p> <p>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 per cent by March 2009.</p>	<p>2010 now set to remain at 18 per cent unsuccessful outcomes.</p>	
<p>Ra9. Continue to monitor and assess charging decisions for any adverse impact.</p> <p><i>Director of Business Development</i> <i>Director of Equality and Diversity</i></p> <p>Charging impact assessments to be undertaken annually in 2006/07, 2007/08 and 2008/09. Actions taken to address any significant adverse impacts.</p>	<p>Charging impact assessments in 2006/07, and in 2007/08.</p> <p>Charging impact assessments available on CPS website.</p>	<p>Charging Impact Assessments for 2006/07 and 2007/08 have been completed and approved and considered by Attorney General's Diversity Advisory Group on 3 March 2009. In April 2009 they will be placed on the CPS website. The assessment for 2008/09 is due to take place during the next financial year.</p>	<p>Charging Impact Assessment for 2008-09 has been completed and presented to CAF on 6-1-10. To be formally signed off and placed on CPS website by 31-3-10. Last in a series of 3 EDIAs for Charging. Consideration by EDU and BDD to be given to further EDIAs.</p>
<p>Ra10. Continue to focus on raising Black and minority ethnic- (BME) communities' confidence in the CPS as part</p>	<p>CPS fully involved in CJS wide structures addressing BME confidence.</p>	<p>CPS continue to contribute regularly to OCJR reports on BME confidence in the CJS.</p>	<p>CPS continues to contribute regularly to OCJR reports on BME confidence in the CJS.</p>

<p>of the overall target to raise BME communities' confidence in the CJS. <i>Director of Equality and Diversity</i> CPS involved in CJS wide delivery and reporting structures on the BME 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>	<p>CPS progress reported regularly on schedule to OCJR.</p> <p>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 per cent to 11 per cent).</p>		<p>The year one progress report noted a 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 per cent to 11 per cent) and subsequent equality impact assessment of charging continues to show no disproportionality. Work in the area continues.</p>
<p>Ra11. Analyse the biennial Staff Survey and action any areas of significant difference. <i>Director of Human Resources</i> Staff Survey results analysed 2006/07.</p> <ul style="list-style-type: none"> • Identification of any areas of significant difference in 2006/07. • Identify draft corporate actions to address significant differences in 2006/07. 	<p>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.</p> <p>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.</p>	<p>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.</p>	<p>In addition to the actions following the 2009 Pulse Survey , corporate results of the Civil Service People Survey are being considered to determine key priorities for Employee Engagement and other organisational development strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans. Managers will have further access</p>

<ul style="list-style-type: none"> • Consult on draft actions. • Include corporate actions on race equality in wider corporate action plan in 2006/07. • Implement corporate actions on race equality in 2006/07 and 2007/08. <p>Check for any significant changes in perceptions in the 2008 Staff Survey.</p>	<p>A Corporate Action has been 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>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.</p> <p>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.</p>	<p>to demographic data to enable them to focus activities on those areas which impact on the successful delivery of equality in employment.</p>
<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> 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>	<p>As each employment policy is reviewed, equality impact assessments are conducted as a matter of course, across equality strands including race.</p>	<p>Equality impact assessments that have been conducted on HR policies and have continued to include race equality alongside other equality strands.</p>	<p>Due to the data integrity, it was difficult to assess whether there was disparity on grounds of race – However, on examining the implementation of Grievance, Disciplinary procedures there was some evidence to suggest that there was disparity on grounds of race.</p> <p>Qualitative feedback always infers race inequality.</p>

<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> 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. Focus recruitment efforts. Progress reports and progress checks on existing Area workforce representation plans.</p>	<p>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 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>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.</p> <p>Targets for Chief Crown Prosecutors, Senior Civil Servants, Level E and Level D staff, have been set as part of the CPS Diversity Delivery Plan 2008-11.</p>	<p>The CPS continues to have one of the most diverse workforces across the Civil Service. Significant improvements have been made in respect of women in senior positions and targets set in the Diversity Delivery Plan have been met. Targeting areas of under representation across grades and locations will continue in 2010/11.</p>
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Section 12 SEXUALITY AND GENDER IDENTITY EQUALITY ACTION PLAN

Gaps addressed:		Outcome areas:	
<ul style="list-style-type: none"> • Outdated Homophobic Crime Policy. • Varied responses between CPS Areas to homophobic crime • Workforce monitoring. • Differences in staff views 		<ul style="list-style-type: none"> • Increased success in prosecuting hate crimes. • Increased public confidence. • Involving communities and staff in Service improvement • Increased workforce satisfaction. 	
Actions/ Responsibility/ Timescales	Progress to June 2008	Progress to March 2009	Progress to March 2010
<p>S1. Participate in Cabinet Office Pilot Monitoring Exercise on Sexuality.</p> <p><i>Director of Human Resources Director of Equality and Diversity Pilot Scoped 2006/07 Pilot Underway 2006/07 Pilot completed 2007/08 Pilot evaluated 2007/08 Decision still to be taken on wider sexuality monitoring by the Cabinet Office.</i></p>	<p>The Cabinet Office Pilot was completed and results returned to the Cabinet Office.</p> <p>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.</p>	<p>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.</p>	<p>A Data Refresh was completed in July 2009. The outcome was positive with improved declaration rates across all equality strands. Another Data Refresh is due to be conducted in September 2010. Lesbian, Gay, Bisexual and Trans staff will be encouraged to participate in the exercise.</p>
<p>S2. Review and update the CPS Homophobic Crime Policy including the focus on transphobic crime.</p> <p><i>Director of Policy Director of Equality and Diversity Project Plan developed, 2006-07</i></p>	<p>Project plan developed 2006-07. Project steering group involving externals established and met on two occasions.</p> <p>Review under way and completed in 2007/08.</p> <p>Drafted updated policy and legal</p>	<p>Completed.</p>	

<p>Project steering group involving externals in place, 2006/07 Review underway, 2007/08 Draft updated policy and guidance produced, 2007/08 Consultation undertaken and completed, 2007/08 Updated policy – launched, 2007/08</p>	<p>guidance produced 2007/8. Consultation undertaken and completed 2007/08. Updated finalised policy launched and disseminated November 2007.</p>		
<p>S3. Enter and seek to improve the CPS ranking in the Stonewall Equality Index on an annual basis.</p> <p><i>Director of Human Resources Director of Equality and Diversity</i> Prepare submission for index September 2008/09/10. Submit entry September 2008/09/10. Receive ranking and act on ranking results.</p>	<p>CPS submission prepared and submitted to Stonewall September 2006. CPS scored 71 per cent out of 100. CPS submission prepared and submitted September 2007. CPS scored 74 per cent out of 100, up three per cent from 2006/07. Significantly supported with submissions provided by the LGBT Staff Network.</p>	<p>CPS scored 73 per cent for the 2008 index. Feedback on the submission has been provided by Stonewall. CPS can now use the Top 100 Employers logo.</p>	<p>CPS scored 76 per cent in the 2009 Index. Feedback on the submission has been provided by Stonewall. CPS can continue to use the Top 100 Employers logo and the LGBT Staff Network is considered to be a Stonewall Star Performer.</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 Director of Business Development</i> Progress check TOR agreed 2007/08 Guidance to Areas 2007-08 Progress checks undertaken 2007-08</p>	<p>Terms of reference for progress check agreed. Guidance for themed review progress check issued to all CPS Areas on schedule. Progress checks undertaken on schedule. Significant improvement in Areas ratings form two years previously.</p>	<p>Completed</p>	
<p>S5. Convene Homophobic Crime Coordinators on an annual basis to help maximise effectiveness of the role.</p>	<p>Coordinators workshops held at launch of revised policy and guidance in November 2007. In 2008/09 EDU, Policy Directorate and BDD to review</p>	<p>Review of the role of hate crime coordinators complete in December 2008. Recommended that a single</p>	<p>The hate crime coordinator role has been agreed and each Area has nominated a coordinator. A specialist seminar has been held in November</p>

<p><i>Director of Policy</i> <i>Director of Equality and Diversity</i> Annual coordinators workshop on themed basis 2007/08, 2008/09, and in 2009/10.</p>	<p>the role of the various hate crime coordinators [i.e. homophobic / race / disability] with a view to seeing whether the role(s) would be strengthened by having a single coordinator for each group and how the profile could be raised and supported better. To be completed by summer 2008. Following the review, Leadership & Learning to consider the training aspects. EDU, Policy Directorate and BDD to consider holding an annual hate crime conference.</p>	<p>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.</p>	<p>2009 and another planned for March 2010.</p>
<p>S6. Review and update the Homophobic Crime Coordinators Course.</p> <p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i> Review scoped, 2006/07. Review underway, 2006/07. Updated course produced, 2006/07. Links to Proactive Prosecutors Programme of training established, 2006/07. Updated course underway, 2006/07</p>	<p>This is to be carried forward to 2008/09 as a project involving Leadership and Learning; EDU, Policy and BDD.</p>	<p>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 2009/10.</p>	<p>The first stage of the hate crime training is almost complete. A one-hour e-learning package will be launched by the end of March 2010. Classroom-based training for hate crime coordinators will be developed during quarter one of 2010/11.</p>

<p>S7. Run the Homophobic Crime Coordinators Course on a six-monthly basis</p> <p><i>Director of Human Resources Director of Equality and Diversity</i> Courses run six-monthly. Courses evaluated. Course refined as necessary</p>	<p>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.</p>	<p>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 2009/10.</p>	<p>The Terms of Reference for Staff Networks have been reviewed. Time-off arrangements are being updated to ensure the Staff Networks are able to fully contribute to CPS business.</p>
<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 Director of Equality and Diversity</i> 2006/07</p>	<p>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.</p>		
<p>S9. Support the LGBT Staff Network following the staff networks review</p> <p><i>Director of Human Resources Director of Equality and Diversity</i> Staff Networks Review reported autumn 2006. Review recommendations implemented 2007/08. LGBT Business Plan produced aligned to outcomes of review and resourcing agreed 2007/08.</p>	<p>The Staff Networks Review has been completed and plans are in place to integrate input from Staff Networks within the HR business and strategic framework.</p> <p>Budgets for all Staff Networks have been allocated more equitably and Staff Network business planning now complements the CPS wider Business Plan including Equality & Diversity activities.</p>	<p>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.</p>	<p>The Terms of Reference have been agreed and Staff Networks are meeting regularly to consider how best they can work collaboratively.</p> <p>The LGBT Network is represented on a number of consultative forums and routinely advises on Employment Policy Development.</p>

<p>S10. Analyse the biennial staff survey results by sexuality and action any areas of significant difference.</p> <p><i>Director of Human Resources Director of Equality and Diversity</i> Analysis of 2006/07 results undertaken. Areas requiring action identified. Actions underway. Ditto analysis undertaken, actions identified and actions implemented for next staff survey in 2008/09.</p>	<p>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 including sexuality and will continue to be analysed in 2008.</p>	<p>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 overriding trend/clear pattern.</p> <p>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.</p> <p>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.</p>	<p>Demographic reporting across equality strands has been undertaken. The main development is the decision to revise the Dignity at Work framework and run a campaign to improve the organisational culture and behaviours..</p>
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<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 Director of Equality and Diversity</i> Guidance Reviewed 2007/08. Guidance updated 2007/08. Updated guidance drafted 2007/08. Updated guidance launched 2007/08. Guidance promoted via Infonet, CPS News and Inform 2007/08.</p>	<p>The Guidance has been completed and disseminated across the organisation and CJS partners.</p>	<p>Completed.</p>	<p>In addition to the actions following the 2009 Pulse Survey, corporate results of the Civil Service People Survey are being considered to determine key priorities for Employee Engagement and other organisational development strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans. Managers will have further access to demographic data to enable them to focus activities on those areas which impact on the successful delivery of equality in employment.</p>
<p>S12. Include sexuality within future equality and diversity impact assessments where relevant and where monitoring data enables inclusion.</p> <p><i>Director of Human Resources Director of Equality and Diversity</i> This will link to the list of future impact assessments included in the Equality Scheme.</p>	<p>Sexuality has been included in a number of equality impact assessments conducted 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>Equality impact assessments that have been conducted on HR policies have continued to include sexuality alongside other equality strands. However it was considered that there was insufficient data to determine whether there was differential impact or adverse impact.</p>	<p>Monitoring sexuality and sexual orientation has been integral to the implementation of HR policies.</p>
<p>S13. Include sexuality within future CPS monitoring both in employment and in prosecution practice where relevant.</p>	<p>The Cabinet Office Pilot was completed and results returned to the Cabinet Office.</p> <p>HR records will be updated to include information received from the pilot.</p>	<p>The data refresh initiative will include sexuality, with the aim to improve the quality and reliability of data.</p>	<p>The Data Cleanse completed in July 2009 enabled HR to update employee records, including those relating to sexuality and sexual orientation. It is expected that the data cleanse exercise scheduled for September 2010 will</p>

<p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i> <i>Director of Business Development</i> Decision on monitoring in employment to follow Cabinet Office Pilot 2007/08. Introduction of monitoring category for defendants in Case Management System subject to agreement with ACPO and BDD – BIS prioritisation exercise. Introduction of monitoring category for victims and witnesses in WMS subject to agreement with ACPO and BDD-BIS prioritisation exercise.</p>	<p>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.</p>		<p>increase the number of staff who declare their sexuality or sexual orientation.</p>
<p>S14. Improve performance outcomes for Homophobic and Transphobic crime</p> <p><i>Director of Equality and Diversity</i> <i>Director of Policy</i> Reduce unsuccessful outcomes for Homophobic and Transphobic crime cases to 18 per cent by March 2009.</p>		<p>Unsuccessful outcomes stood at 14.6 per cent in December 2008.</p>	<p>Unsuccessful outcomes were outside the target at 20.8 per cent in the final quarter of 2008/09.</p>

Section 13
RELIGION or BELIEF ACTION PLAN

Gaps addressed:	Outcome areas:		
<ul style="list-style-type: none"> • Monitoring of Religious Crimes • Monitoring of victim and witness details • Workforce monitoring • Differences in staff views 	<ul style="list-style-type: none"> • Increased success in prosecuting religious hate crimes • Increased public confidence • Increased employee satisfaction. 		
Action/ Responsibility/ Timescales	Progress to June 2008	Progress to March 2009	Progress to March 2010
<p>RB1. Participate in Cabinet Office pilot monitoring exercise on Religion or Belief.</p> <p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i> Pilot scoped 2006/07. Pilot underway 2006/07. Pilot completed 2007/08. Pilot evaluated 2007/08. Decision still to be taken on wider religion or belief monitoring by the Cabinet Office.</p>	<p>The pilot was completed and results returned to the Cabinet Office.</p> <p>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 2008 Staff Survey and general management information.</p>	<p>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.</p>	<p>A data refresh was completed in July 2009. The outcome was positive with improved declaration rates across all equality strands. Another Data Refresh is due to be conducted in September 2010. Staff will be encouraged to participate in the exercise by declaring their religion or belief.</p> <p>Terms of Reference have been developed for a Religion or Belief Forum.</p> <p>Monitoring Religion and Belief has been integral to the implementation of HR policies. All Equality Impact</p>

	<p>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.</p>		<p>Assessments in Employment will include Religion and Belief.</p>
<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 Head of Counter Terrorism Relevant CPS Areas</i> Project scoped. Initial programme of eight regionally based events held 2006/07. Initial events evaluated 2006/07 Wider roll out planned 2006/07 Wider roll out underway 2007/08 and into 2008/09.</p>	<p>Project scoped. Initial programme of eight regional events completed by mid 2007/08. Evaluation report produced on initial events. Wider roll-out agreed in terms of approx three events per year and some events focused on women and young people. One event held in London in mid 2007/08 focused on Muslim women.</p> <p>In the last year The Head 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 and a Muslim community event in Halifax in September 2007. The Head of CTD also</p>	<p>Two events took place (the third 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.</p>	<p>Project closed but new events arranged and attended by CTD staff. MSF meetings attended by HOD and other lawyers. Two Community Involvement Panels on Violent Extremism looking at incitement and a case involving anti-semitic hate literature and the second on right-wing extremism. CTD were involved in an event arranged by the Jewish Lawyers and Jurists and the Board of Deputies. Youth work has been of focus this year. A youth event was held in Bristol which was attended by predominantly students and members of Muslim and Somali communities and the HOD has spoken at events at four different Universities over the period. The CTD web page was launched and the information on it updated to provides details about what we do and the cases that we have prosecuted. We have also set up a Community Involvement Panel for War Crimes which is attended by NGOs working with victims and witnesses.</p>

	<p>spoke at a Radicalisation Conference in February 2008. Input by CTD into a further three events in 2008/09 are already planned.</p>		
<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> Analysis of 2006/07 survey results undertaken. Issues requiring actions identified. Actions underway. Analysis undertaken, actions identified and actions implemented for next staff survey in 2008/09.</p>	<p>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 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>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 in experience have been identified.</p> <p>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.</p> <p>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.</p>	<p>In addition to the actions following the 2009 Pulse Survey , corporate results of the Civil Service People Survey are being considered to determine key priorities for Employee Engagement and other organisational development strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans. Managers will have further access to demographic data to enable them to focus activities on those areas which impact on the successful delivery of equality in employment.</p>

<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> <i>Director of Equality and Diversity</i> Project scoped and project plan developed, 2006/07. Project steering group involving external stakeholders in place, 2007/08. Review underway, 2007/08. Draft updated policy and guidance produced, 2007/08. Consultation undertaken, 2007/08. Updated policy launched, 2007/08</p>	<p>Project scoped and project plan developed on schedule. Project steering group put in place involving externals. Review conducted 2007/08. Drafted updated policy and guidance produced 2007/08. Consultation undertaken and completed 2007/08. Updated public policy statement and guidance launched March 2008 and reflects legislative changes in relation to incitement to religious hatred which came into force in October 2007.</p>	<p>Completed.</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</i> <i>Director of Equality and Diversity</i> Progress Hate Crimes monitoring project 2006/07 and 2007/08. Consultation undertaken externally 2006/07. Prioritised list of areas for future monitoring produced. Priority proposal to record separately ethnicity and religion or belief of defendants and victims on COMPASS from April 2007. Priority proposal to record religiously aggravated cases and incitement to religious hatred cases by religion or belief details of defendants and victims from 2007.</p>	<p>Hate crimes monitoring project progressed throughout 2006/07 and 2007/08 and produced list of areas for possible future monitoring.</p> <p>Consultation undertaken on possible areas for future monitoring.</p> <p>Prioritised list produced and agreed by BDD and BIS for future monitoring.</p> <p>Extended monitoring introduced 1 April 2007 onwards including victim and witness monitoring. Requires significant future improvement.</p>	<p>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.</p> <p>Victim and witness monitoring still requires further consideration.</p>	<p>Racist and religious incidents monitored separately on 'Compass'. Performance in prosecuting racist and religious crimes published separately in second annual hate crime report in December 2009.</p> <p>Arrangements for recording more detailed information concerning victims and witnesses is subject to ongoing discussion with ACPO.</p>

<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> <i>Director of Equality and Diversity</i> Produce a detailed paper that will provide:</p> <ul style="list-style-type: none"> • an explanation of roles and responsibilities; • an explanation of the prosecution decision-making process. In particular, this will include a detailed explanation of the tests in the Code (including as much information as possible on the public interest test and how it is applied); • an explanation of current monitoring arrangements regarding anti-Semitic crime (and the limitations of the current system) and future plans for improvement; • an assessment in general terms of the reasons for the gap between incidents and prosecutions; • some illustrative case examples • this will include liaison with ACPO to obtain some empirical data about the reasons for 'the gap' between incidents and prosecutions. 	<p>Report published May 2008.</p>	<p>Completed.</p>	
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<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> <i>Director of Equality and Diversity</i> Guidance reviewed 2007/08. Guidance updated 2007/08. Updated guidance drafted 2007/08. Updated guidance launched 2007/08. Guidance promoted via Infonet, <i>CPS News</i> and Inform 2007-08.</p>	<p>Guidance completed and disseminated to CPS staff and CJS partners.</p>	<p>Completed.</p>	
<p>RB8. Implement the agreed recommendations of the Staff Networks Review.</p> <p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i> Staff Networks Review Final Report Dec 2006. Review recommendations implemented as agreed by CPS from 2007/08.</p>	<p>The Staff Networks review completed and plans are in place to integrate the input of networks within the HR strategic framework.</p> <p>Budgets have been allocated more equitably and Staff Network business planning now complements the CPS wider Business Plan including equality and diversity activities.</p>	<p>Implementation continued to completion in 2008/09.</p>	
<p>RB9. Include religion or belief within future equality and diversity impact assessments where relevant and where monitoring data enables inclusion.</p> <p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i></p>	<p>To be included in future assessments as appropriate.</p>	<p>Equality impact assessments that have been conducted on HR policies have continued to include religion or belief alongside other equality strands, however it was considered that there was insufficient data to determine</p>	<p>Demographic reporting across equality strands has been undertaken. The main development is the decision to revise the Dignity at Work framework and run a campaign to improve the organisational culture and behaviours.</p>

<p>This will need to link to the list of future impact assessments included in the equality scheme.</p>		<p>whether there was differential impact or adverse impact.</p> <p>The data refresh initiative will include religion or belief, with the aim to improve the quality and reliability of data.</p>	<p>Guidance on religious observance has been published.</p> <p>HR and EDU are in the throes of developing a Religion and Belief Forum.</p>
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Section 14 AGE EQUALITY ACTION PLAN

Gaps addressed:		Outcome areas:	
<ul style="list-style-type: none"> • Lack of elder abuse policy • Lack of defendant, victim and witness monitoring by age • Lack of workforce monitoring • Differences in staff perceptions • Differences in workforce experiences • Differences in workforce representation 		<ul style="list-style-type: none"> • Prosecution of hate crimes • Increased public confidence • Involving communities and staff in engagement linked to service improvements • Increased workforce satisfaction • Reduced significant differences in employee experiences • Representative workforce 	
Action/ Responsibility/ Timescales	Progress to June 2008	Progress to March 2009	Progress to March 2010
<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> Identify long list of relevant HR policies 2006/07. Review the key HR policies against Age Equality 2006/07 legislation requirements. Equality proof the key HR policies on a phased priority basis 2006/07.</p>	<p>Key HR policies have been age-proofed. As HR policies are reviewed, impact assessments across all equality strands are conducted.</p> <p>In future we will seek to ensure our policy implementation outcomes are equality impact assessed on a continuous basis.</p>	Ongoing.	Ongoing.

<p>Extend the review and age proofing exercise to other relevant HR policies 2006/07.</p>			
<p>A2. Review the CPS provisions on retirement age in light of the Age Equality legislation.</p> <p><i>Director of Human Resources</i> <i>Director of Equality and Diversity</i></p> <p>Research the issue of retirement age including benchmarking in Whitehall 2006/07. Produce an initial issues and options paper 2006/07. Secure CPS Board agreement to a change in retirement age 2006/07. Communicate any change positively throughout the organisation 2006/07, 2007/08.</p>	<p>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.</p>	<p>Completed.</p>	
<p>A3. Introduce age monitoring as an integral part of equalities in employment monitoring and include in the CPS Annual Equalities in</p>	<p>Age was included in the AEER report covering the period 2005/06 and will be included in the forthcoming report in October 2008. Eighty six per cent of the current workforce is below the age of 50.</p>	<p>The monitoring data for 2006/07 was published electronically in March 2009. Age groups have been extended to 70 – 75, and 75+.</p>	<p>Equality in Employment continues to monitoring age, as do all impact assessments.</p> <p>Data on age will be included in the 2009/10 statistics published</p>

<p>Employment Reports.</p> <p><i>Director of Human Resources Director of Equality and Diversity</i></p> <p>Scope the project 2006/07.</p> <p>Identify possible age groups for monitoring and publication of data purposes 2006/07.</p> <p>Consult on identified age groups internally and with relevant external stakeholders 2006/07.</p> <p>Decide on age groups for publication data purposes 2006/07.</p> <p>Trial run the inclusion of age monitoring data in Annual Equalities in Employment report for 2007/08 produced in 2008/09.</p> <p>Refine and include all 2008/09 and 2009/10 reports.</p> <p>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.</p> <p>Based on analysis above, identify age based</p>			<p>internally and on CPS website.</p>
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workforce targets as necessary 2009/10.			
<p>A4. Produce, disseminate and promulgate Management Guidance on Age Equality issues.</p> <p><i>Director of Human Resources Director of Equality and Diversity</i> Guidance researched. Guidance produced. Guidance disseminated. Guidance promoted via Infonet, CPS News and Inform. Guidance kept and/or reviewed.</p>	<p>An outline of the age legalisation and its implications for HR issues has been issued to managers.</p> <p>Consideration given to age impact when policies are being developed.</p>	Completed.	
<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 groups.</p> <p><i>Director of Human Resources</i> Analysis of 2006/07 results undertaken. Areas requiring action identified.</p>	<p>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 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 to 64 and 65 and over, and age demographic reports will be produced to assess any disparities.</p>	<p>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 have been identified across age groups.</p> <p>The age groupings for the 2008 survey were extended to 60-64 and 65 and over.</p>	<p>In addition to the actions following the 2009 Pulse Survey , corporate results of the Civil Service People Survey are being considered to determine key priorities for Employee Engagement and other organisational development strategies. Guidance has been issued to managers on how to take forward their staff survey results, including the importance of building in a range of staff survey activity within local Business Plans. Managers will have further access to demographic data to enable them to focus activities on those areas</p>

<p>Actions underway. Analysis undertaken, actions identified and actions implemented for the next staff survey in 2008/09. Build analysis into 2008 survey by age groups 50-59 and 60+.</p>		<p>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.</p> <p>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.</p>	<p>which impact on the successful delivery of equality in employment.</p>
<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 Director of Equality and Diversity</i> Senior level meetings held in advance of work commencing on Elder Abuse Policy 2007/08. Views to inform future policy development.</p>	<p>Engagement undertaken with key external stakeholder groups.</p> <p>Views elicited informed our approach to the development of crimes against older people policy.</p>	<p>This was delivered as part of the development of the Crimes against Older people Policy Statement.</p> <p>It will to be continued through the forthcoming themed review of Crimes against Older People and through the Community Accountability Forum.</p>	

<p>A7. Produce and implement an Elder Abuse public policy statement.</p> <p><i>Director of Policy</i> <i>Director of Equality and Diversity</i></p> <p>Scope the project, produce PID Project team in place, 2007/08. Involve key external stakeholders in project team 2007/08. Produce issues paper 2007-08. Undertake initial consultation 2007/08. Produce draft public policy statement 2007/08. Consult on draft public policy statement 2007/08. Finalise public policy statement and secure CPS endorsement 2007/08. Issue public policy statement 2007/08. Produce relevant supporting legal guidance 2007/08. From 2008/09: Prepare for implementation of policy including:</p>	<ul style="list-style-type: none"> • Project scoped and Project Initiation Document produced. • Project steering group in place 2007-08 and key externals involved in the project steering group. • Issues paper produced 2007-08. • Initial consultation undertaken via project steering group. • Draft public policy statement produced 2007-08 • Consultation on draft public statement late 2007/ early 2008. • Finalisation of public policy statement under way March 2008 • Public policy statement to be issued early 2008-09. • Supporting legal guidance under production March 2008. • Preparation for implementation of policy under way including introduction of relevant monitoring categories from 1 April 2008-09. • To be taken forward with Leadership and Learning 2008-09. • To be implemented in 2008-09 following on launch of the public policy statement on crimes against the older person • To be tracked in 2008/09 and then decide on any targets to be set to support successful outcomes. <p>Relationship to wider hate crimes to be decided as part of review of targets for 2009/10.</p>	<p>Crimes against the older person public policy and legal guidance for prosecutors launched June 2008</p> <p>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 crime against older people target.</p>	<p>A crimes against older people flag was introduced to the CPS electronic case management system.</p> <p>The first year's data was published in the second CPS annual hate crime report in December 2009. 1004 cases were prosecuted with a 21.3 per cent unsuccessful conviction rate. The volume of cases is encouraging (we had 183 disability hate crime cases in the first year following the launch of the policy) and the prosecution rate while lower than racist hate crime (which is about 18per cent) is also encouraging.</p>
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<ul style="list-style-type: none"> • Introduction of relevant monitoring categories in COMPASS Case Management System 2008/09. ▪ Learning and Development specific courses 2007/08, 2008/09. ▪ Inclusion in wider Proactive Prosecutors Programme training programme 2007/08 and 2008/09. ▪ Performance monitoring and review of elder abuse cases 2008/09. ▪ Track case outcomes over time and decide on any targets required to support successful outcomes. <p>Decide on relationship to wider Hate Crimes target.</p>			
<p>A8. Include age equality within future equality and diversity impact assessments where relevant and where monitoring enables inclusion.</p>	<p>Proxy age categories have been included in the latest charging impact assessment and will be included in next charging impact assessment.</p>	<p>The Charging Impact Assessments 2006/7 and 2007/08 include analysis of age, the forthcoming 2008/09 impact assessment will also contain this analysis.</p>	<p>The Charging impact assessment for 2008/09 will be published by the end of March 2010. CPS Areas will receive a breakdown of their data and some analysis to help them understand what the data is telling them. This will assist Areas to take</p>

<p><i>Director of Equality and Diversity</i> This needs to link to the list of future impact assessments included in the Equality Scheme.</p>		<p>Ninety-six per cent accuracy of recording age was achieved in 2007/08.</p>	<p>part in the minimum data set project being led by LCJBs in most local areas. There was sufficient quality of data to assess whether there was unjustified disproportionality on the grounds of ethnicity, age and gender. Further work is planned with the police in 2010/11 to improve data and analysis of our impact in relation to disability.</p>
<p>A9. Include age monitoring within future monitoring of prosecution practice, victim and witnesses where relevant.</p> <p><i>Director of Equality and Diversity</i> <i>Director of Business Development</i> Introduction of monitoring category for defendants in Case Management System subject to agreement with ACPO and BDD-BIS prioritisation exercise.</p> <p>Introduction of monitoring category for victims and witnesses in WMS subject to BDD-BIS prioritisation exercise.</p>	<p>From April 2008 changes to Management Information System will enable the abstraction of data from Management Information System using age bands. 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>Accuracy of victim and witness age data will be reviewed in Q4.</p>	<p>EDU developing guidance in relation to VAW/Hate Crime for CPS Areas in relation to accurate data collection and use of CMS.</p> <p>Witness Care Manager Training Workshops to be held February and March 2010 will promote recording of relevant data where appropriate.</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 Director of Business Development Director of Equality and Diversity Phase 1: Policy Implementation (September 2006 to June 2007)</i></p> <p>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.</p> <p>The immediate objectives will be to:</p> <ul style="list-style-type: none"> • Produce legal guidance to complement 'Children and Young People'. • Establish mechanism for providing day-to-day guidance and advice via helpdesk/bulletin boards. • Examine how existing training programmes can be adapted. 	<ul style="list-style-type: none"> • 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. • Legal guidance published on the intranet. • Helpdesk and bulletin boards are monitored by topic-holder. • 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. • Monitoring: All Areas are required to have a structured advocacy monitoring 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 	<p>Comprehensive legal guidance on child abuse has been drafted and will be published in April 2009.</p> <p>Work has been undertaken with VAW with a view to agreeing a definition of child abuse.</p> <p>The CPS contributed to government consultation 'Child Evidence Review' and subsequent revisions to law on special measures contained in Coroners and Justice Bill.</p>	<p>Both the legal guidance on child abuse and the legal guidance on Safeguarding children as victims and witnesses have been regularly updated to reflect new case law and research findings.</p> <p>A definition of child abuse has been agreed for the purposes of monitoring.</p> <p>The CPS is contributing towards work in relation to improving the ability of young witnesses to give evidence.</p>
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<ul style="list-style-type: none"> • Introduce monitoring of performance on major aspects of policy. • Establish a broadly based external reference group to advise on children's issues. • Propose safeguarding objectives for inclusion in business plans. <p>Phase 2: Continuing delivery (June 2007 onwards) Provide a permanent framework to:</p> <ul style="list-style-type: none"> • Advise and guide areas on policy/casework/inspection issues. • Maintain written guidance. • Identify continuing training needs. • Develop and share best practice. • Develop and maintain community engagement. <p>Monitor performance.</p>	<p>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 age bands: <10; 10-13; 14-17; 18-64; 65+; Not Provided. The data will be reliant on V&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"> • An external reference group established and have met once so far. • 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' strategy and approach to safe guard children and young people as victims and witnesses. <p>Phase 2 continuing delivery:</p> <ul style="list-style-type: none"> • Dedicated policy advisor deals with these issues with assistance of practitioner group. 		
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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