



CPS 2020

INCLUSION AND COMMUNITY ENGAGEMENT STRATEGY

DELIVERING JUSTICE

FOREWORD

The CPS commitment to inclusion and equality is at the heart of how we work.

It is important to us both as an employer and in the way we approach our responsibilities as a prosecuting authority. The two are closely linked – supporting a diverse workforce allows us to provide a better service to the public.

This three-year inclusion and community engagement strategy sets out our ambition to build on strong foundations, making sure we continue to lead the way on promoting fairness, equality, diversity and inclusion across the criminal justice system.

To help us develop this strategy, we led a programme of conversations with colleagues across the CPS and invited an independent expert to conduct a comprehensive review of our work on inclusion and community engagement, which involved speaking with staff, stakeholders and our community partners.

A key message was the strong link between a diverse workforce and inclusive culture, and public trust and confidence in the CPS. While we have a diverse workforce nationally, there is more we can do at all levels and in different geographical regions. We commit to creating an inclusive working environment for all our people, to ensure that we fully reflect our communities.

We have achieved a lot through engaging with the communities we serve, but there is more we can do to build strong partnerships. Our casework scrutiny panels have built community confidence, but should be further strengthened to support improvements in casework. Our approach goes well beyond meeting our statutory obligations under the Equality Act 2010.

Our core purpose is to provide a high quality prosecution service. CPS 2020 sets out how we do that, with a focus on high quality casework, the success of our people, public confidence, and a commitment to continuously improving. This new strategy will support all four of these priorities.

We are grateful for the support we have had from staff networks, unions, colleagues, community partners and criminal justice partners in taking the time to help us develop this work. We look forward to continuing to work with all of our staff and stakeholders to ensure we deliver justice in every case.

Alison Saunders
Director of Public
Prosecutions





EQUALITY

Ensuring individuals and groups are treated fairly and equally, particularly in relation to protected characteristics.

DIVERSITY

The understanding that each individual is different and the recognition that diverse teams, boards and workforces produce better outcomes. This involves taking into account the different experiences and needs of all.

INCLUSION

The action of including or of being included within a group or structure. Promoting an inclusive culture is about recognising the value of diversity and supporting all to realise their full potential.

INTRODUCTION

The CPS is the main prosecuting authority in England and Wales. Our approach to inclusion is grounded in, but not limited to, our responsibilities under equality legislation, as set out in the Equality Act 2010. The legislation imposes a general duty on public authorities including the CPS to have due regard in all that we do to:

- ✓ eliminate discrimination, harassment and victimisation,
- ✓ advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, and
- ✓ foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. Our response to these statutory requirements is set out in our CPS Equality and Diversity Objectives 2015–18. This strategy will shape our renewal of these objectives. The Civil Service diversity and inclusion strategy – ‘A Brilliant Civil Service’ – requires departments to establish targets for representation at a senior level, and emphasises the importance of creating an inclusive culture. We are also aware of issues of intersectionality, where people identify with more than one protected characteristic, and that identity can be shaped by other issues, such as socio-economic status.

The importance of inclusion and community engagement to the CPS is clear. Research shows that employers who create inclusive cultures and value diversity are more innovative and more likely to get the best out of their people. Having an inclusive workforce and engaging with communities delivers better outcomes for the workforce, and improves policy making and service delivery. Critical to the success of any inclusion and community engagement strategy is buy-in from all levels of the organisation and strong and supportive leadership.

INDEPENDENT REVIEW INVOLVED



83
INTERVIEWS



172
QUESTIONNAIRES



5
FOCUS GROUPS
STAFF & STAKEHOLDERS

While we have a strong track record in this area, there is of course more that we can do. This is why we commissioned the independent and intensive review that covered the work we do on inclusion and diversity with our workforce and our communities, and the way in which the CPS manages issues and measures performance. Although it found that the CPS has led some excellent work in this area, it was also noted that the CPS could do more to strengthen the link between national strategy and consistent local implementation. Stakeholders who contributed to the review were positive about work already undertaken by the CPS, including our forums for engagement and our openness to scrutiny.

“The External Consultation Group is seen as a significant and important engagement mechanism, described by some as the best across government on the Violence Against Women and Girls agenda with strong and trusting relationships between the CPS and external stakeholders. The expertise and evidence-based perspectives stakeholders bring to the table has helped to build a shared base of knowledge and identify emerging trends and issues.”

Independent review of the Crown Prosecution Service
inclusion activities



Baljit Ubhey
Director of Prosecution Policy
& Inclusion

"Inclusion and community engagement is not a standalone initiative, but is central to everything the CPS does. Whether that is prosecuting a case, supporting victims and witnesses, developing policy and guidance, people initiatives, communications, and procurement. The CPS will ensure that equality, diversity and inclusion are embedded consistently across the organisation."



Mark Summerfield
Director of Human Resources

"We have come a long way over recent years in working with our staff networks and trades unions to formulate a clear set of plans and interventions to improve workplace equality and inclusion. We are now recognised by a number of external organisations as an employer of choice for all. We continue to learn how to improve and this strategy builds on the work we have undertaken to date, providing a framework to take diversity and inclusion forward."

CONTEXT

In developing our approach we looked at the current context within which the CPS operates, and the trends and influences that will impact on our strategy.

Shifting demographics

- » The population is ageing. Older victims, witnesses and defendants face particular issues in the criminal justice system. Older people may also be vulnerable to particular crimes. The CPS must ensure that appropriate support is available.
- » The population is also increasingly diverse. It is important that the CPS reflects all of the communities we serve, across all strands under the Equality Act 2010, and is mindful of the wider issues which shape identity, including socioeconomic status, as we develop policies and services.
- » Younger people may be particularly vulnerable and require particular support. The CPS must listen to the views of younger people on how we can improve the support we provide when they are involved in the criminal justice system.

Changing nature of crime

- » Crimes are becoming more complex. We increasingly live our lives online. There are greater opportunities to perpetrate certain crimes. As more crimes now occur online, the CPS must be able to support victims, including, for example, victims of online sexual abuse, stalking and fraud.
- » Some crimes have a disproportionate impact on particular groups or communities. Reports of certain crimes, including domestic abuse and hate crime, have increased in England and Wales. It is important that we understand how best to support victims and witnesses through the prosecution process. These crimes also have disproportionate outcomes for the groups affected, with lower conviction rates than the average for these crimes.
- » International crime is a growing challenge. Modern slavery, for example, often involves vulnerable victims being trafficked into the country. To prosecute these complex crimes, we need to ensure victims have the appropriate support.

Criminal justice system

- » Some communities have low levels of trust in the Criminal Justice System (CJS). Low trust stems from disproportionality in representation and sentencing, and issues such as deaths in custody. Communities with low trust, for example BAME communities, children in care and the Gypsy, Roma and Traveller community, may be less likely to support the prosecution process. The CPS must be fair and transparent in communications with these communities and demonstrate fairness in the prosecution process.
- » People with learning disabilities, autism and mental health issues need to be better supported through the criminal justice system. About a quarter of adults are diagnosed with a mental illness during their lifetime, and the proportion involved in the CJS is (disproportionately) higher. We need to have a better understanding of how to identify and support people who are affected.

Society

- » As population diversity increases, support for integration and cohesion is more important. The CPS has a role to play in fostering integration by involving new communities in our work.
- » Technology is an increasing part of everyday life. Whilst technology presents challenges, the widespread use and availability of technology is an opportunity for the CPS and the wider CJS to improve the support available to victims and witnesses during the prosecution process.

This strategy recognises that inclusion and community engagement go hand in hand, and will help us lead change in the criminal justice system, strengthen the prosecution process, promote justice and the rights of victims, and inspire confidence in the public we serve. It complements our 2020 strategy and our key pillars of casework quality, public confidence and success of our people; all of which are underpinned by the fourth priority of continuous improvement.

STRATEGY

AIMS



PUBLIC CONFIDENCE

The public trusts the CPS to deliver justice fairly and equally

- » Build trust with all communities
- » Make inclusion everyone's business

SUCCESS OF OUR PEOPLE

The CPS has an inclusive culture and a diverse workforce, locally and nationally, and at all levels of the organisation

- » Build the CPS as an employer and a place that attracts, develops, retains and engages the diverse talent across our organisation
- » Continue to increase the representation of under-represented groups at all levels across the CPS

HIGH QUALITY CASEWORK

The prosecution process is consistently fair and complies with our Equality Duty

- » Ensure prosecutions are fair and transparent
- » Work with communities and partners to deliver high quality casework

IMPROVE PUBLIC CONFIDENCE

STRATEGY

The CPS has a strong track record in engaging with communities to obtain feedback on casework and develop our prosecution policies and guidance. However, levels of trust are lower among some communities. This strategy sets out a range of actions to ensure that we have the right partnerships in place locally and nationally, develop links with young people, integrate our work with communities across the diverse teams in the CPS, and strengthen our processes for obtaining feedback on our casework from communities.

Build trust with all communities

- » Develop national partnerships, relating specifically to strategic priorities, that might reflect trends in crime or the needs of new and emerging communities
- » Develop a national youth engagement panel, and develop new approaches for engaging with young people
- » Map communities and stakeholders in each Area, with a particular focus on communities and identifying opportunities for enhancing CPS reach
- » Review Local Scrutiny and Involvement Panels and develop new guidance on how they should operate

Make inclusion everyone's business

- » Embed community engagement activity so that it becomes business as usual and supports improvements in casework quality, public confidence and the diversity of our workforce
- » Encourage staff participation in community engagement activities by aligning feedback from CPS conversations on community engagement at an Area level with the Area community engagement mapping exercise
- » Explore opportunities to link the Volunteering Strategy with community engagement
- » Build a stronger partnership at an Area level between Inclusion and Community Engagement Managers and Area Communication Managers on an integrated communications/community engagement strategy
- » Develop a common feedback framework across Areas that enables community engagement work, the voice of communities and equality and diversity considerations to inform policy development, decision-making and Area performance frameworks



IN PRACTICE

Public confidence

BIRMINGHAM MUSLIM WOMEN'S NETWORK

Following an increase in reports of anti-Muslim hate crime, CPS West Midlands engaged with Clifton Road Mosque and Birmingham Muslim Women's Network to explain how the CPS handles racist and religious hate crimes.

Concerns were also raised at the local scrutiny panel about the rise of Islamophobic attacks on women so the

Inclusion and Community Engagement Manager led a panel discussion with the Muslim Women's Network. The event was delivered in partnership with Tell MAMA and the Birmingham Hate Crime Partnership and provided attendees with information about the investigation and prosecution of these crimes, as well as the support available for victims.

KNOW YOUR CRIMINAL JUSTICE DAY

CPS North West hosted a number of events in Greater Manchester, Lancashire and Cumbria to encourage disabled people, and in particular people with learning difficulties, to report crimes and to gain a better understanding of the support available.

The events began at a police station where police officers explained how they investigate crimes and ended in a magistrates' court where participants took part in a mock trial and heard from prosecutors, magistrates, court staff

and support agencies about how they work together to bring perpetrators to justice. This has led to an increase in understanding about what disability hate crime is, and support that is available, and has resulted in participants feeling confident enough to disclose incidents.

The events were organised in collaboration with a number of organisations led by people with disabilities, police force areas, police and crime commissioners, Her Majesty's Courts and Tribunal Service (HMCTS) and victim support agencies.

RURAL CRIME IN YORKSHIRE AND HUMBERSIDE

The CPS spoke at the Humberside Police Rural Crime Conference which was attended by 80 delegates from Humberside Police, HMCTS, the council, the National Farmers' Union, fire service, road safety, parish council, Farmwatch and local farmers. The CPS spoke about local and national developments and

approaches to prosecuting rural crime, including how anti-social behaviour legislation can be used for these offences, and the use of criminal behaviour orders for hare coursers. The event demonstrated how the police and CPS are working together to tackle rural crime and received positive coverage, particularly on Twitter.

SUCCESS OF OUR PEOPLE

STRATEGY

The CPS has one of the most diverse workforces in the Civil Service. Going beyond the targets set out in the 'Brilliant Civil Service', the CPS will improve workforce diversity in all CPS Areas so that we truly reflect the communities we serve, and build our culture to attract and enhance the talent in the business.

Continue to increase the representation of under-represented groups at all levels across the CPS

- » Increase representation at Senior Civil Servant (SCS) and equivalent grades of BAME employees to 12%, and of disabled employees to 8%. Retain current rates for female and LGBT employees as they already exceed UK population comparisons at 54% and 8% respectively
- » Areas, Divisions and Directorates to develop and implement local diversity and inclusion (D&I) action plans as part of their wider people agenda to ensure their local workforce is reflective of the communities it serves
- » Improve diversity declaration rates, aiming for a minimum 75% declaration across all characteristics, and ensure declaration is regularly reviewed and updated
- » Introduce measurements for socio-economic background (SEB) and gender identity to ensure we have an accurate picture of our workforce and a clear understanding of the issues they face at work

Build our culture as a place that attracts, develops, retains and engages the diverse talent across our organisation

- » Embed inclusive behaviours within our capability standards and performance objectives for all CPS managers and leaders
- » Promote the positive behaviours we expect of all our employees and an inclusive culture which is intolerant of discrimination, bullying and harassment
- » Close the gap in bullying, harassment and discrimination scores and engagement scores in the annual CPS People Survey at all levels between underrepresented groups and their counterparts, where issues are identified
- » Deliver further support and guidance on conducting equality impact assessments

IN PRACTICE

Success of Our People

DISABLED STAFF NETWORK

The Disabled Staff Network (DSN) is a support, advisory and campaigning network for disabled employees working in the CPS. The DSN aims to improve the working lives of disabled employees through supporting and advising those with disabilities and campaigning for disability equality and inclusion in the CPS and advocating the [social model of disability](#).

Their work significantly contributed to CPS being named nationally as a Disability Confident Leader.

The DSN has worked closely with Her Majesty's Court and Tribunal Service and the CPS Workplace Adjustments Manager as part of their "Justice for All" project to improve accessibility at courts for CPS employees and other court users. The project aims to empower and support disabled employees working from court, while also signalling to members of the community who have disabilities that justice is accessible to them.

SOCIAL MODEL OF DISABILITY

CPS North East organised disability social model and equality training sessions for all staff. The sessions were fully booked and participants spoke positively of the benefits of hearing directly from people with disabilities.

This contributed to increased confidence in the CPS' commitment to ensuring that colleagues

with disabilities, victims with disabilities and witnesses with disabilities are treated with dignity and respect.

The training was delivered by local user-led organisations which strengthened the partnerships between the CPS and those organisations.

NATIONAL BLACK CROWN PROSECUTION ASSOCIATION

The National Black Crown Prosecution Association (NBCPA) promotes equality and diversity in the CPS and across the criminal justice system. Any CPS employee can sign up as a member. The NBCPA supports and develops members and builds relationships with the communities the CPS serves through a strategic programme of engagement and community mentoring.

The NBCPA held its 2017 annual conference to raise awareness of mental health issues for victims, witnesses and suspects, and recently hosted an internal mental health seminar

open to all employees. The seminar provided an opportunity to speak about mental health issues in a safe environment – both in terms of how to cope with personal mental health issues and how to support colleagues or family members.

NBCPA also relaunched its network mentoring programme in 2017. Members are paired with mentors from across the CPS to support their career development, covering areas such as personal empowerment, leadership skills, negotiation and influencing, and career progression.

HIGH QUALITY CASEWORK

The quality of our casework is fundamental to the success of the CPS. We recognise our responsibility as part of the wider criminal justice system to identify and eradicate disproportionality. This strategy sets out how we will monitor prosecution decisions, put in place mechanisms to ensure that community feedback is considered, and use our assurance processes to make improvements in our services.

Ensure prosecutions are fair and transparent

- » Review prosecution data, such as charge rates, to identify any disproportionality and take action appropriately
- » Review our processes for checking the quality of our casework to ensure they support our duties under the Equality Act
- » Routinely update key local community groups on Area casework decisions

Work with communities and partners to deliver high quality casework

- » Work with partners in the criminal justice system to improve data collected on defendants and victims/witnesses to enable monitoring for any discrimination
- » Review Local Scrutiny and Involvement Panels to support improvements to casework quality, locally and nationally
- » Develop new ways of seeking feedback and act on it where appropriate
- » Build partnerships with mental health agencies to deepen our understanding of issues affecting victims and defendants

“The Local Scrutiny and Involvement Panels were described as a ‘brilliant forum doing a huge amount of positive work’ demonstrating why it is so important that the CPS works in partnership with the community and voluntary sector. They are considered to be an effective way to ensure that local communities can input into CPS work, helping the CPS to support victims and witnesses and deliver justice locally and nationally. They also help to bring a community perspective to CPS policies and consultation exercises.”

Independent review of the Crown Prosecution Service inclusion activities



IN PRACTICE

High Quality casework

ENGAGEMENT WITH THE JEWISH COUNCIL OF GATESHEAD

The Chief Crown Prosecutor and the Inclusion and Community Engagement Manager met members of the Jewish Council of Gateshead to discuss their concerns over the prosecution of an anti-Semitic hate crime in the area and to gain a better understanding of the impact of the crime on the Jewish community.

This resulted in a community impact statement being prepared by members of the CPS Local Scrutiny Involvement Panel

on hate crime. The statement was used in court by the advocate to articulate the wider impact of the offence during the sentencing hearing.

An important link was made between the CPS and the Jewish community. This has led to greater awareness of the impact of reporting anti-Semitic crimes and improved levels of confidence in reporting them.

B RIGHT ON FESTIVAL

As part of LGBT history month, Brighton hosted the 'B Right On' festival which celebrates LGBT history and raises awareness of important issues facing the LGBT community. It was organised by the Brighton and Hove Community Safety Forum and LGBT Switchboard.

To support the initiative, the CPS delivered two workshops and interactive sessions on LGBT hate crime and domestic abuse. The two workshops provided attendees with

an opportunity to discuss how the CPS prosecutes these offences, the support provided to victims of crime, barriers for the LGBT community in accessing justice, and how community members and advocates can get involved in the work of the CPS.

As a direct result of the workshops, the CPS will be working with an LGBT mental health charity to deliver training to their volunteers.

GYPSY, ROMA AND TRAVELLER COMMUNITIES

The CPS is delivering training to Gypsy, Roma and Traveller (GRT) advocates on the prosecution process and the support provided to victims and witnesses. This is a direct outcome of a National Scrutiny Panel (NSP) the CPS hosted to engage with members of GRT communities who provide advocacy support. The aim of the NSP was to review the handling of cases involving GRT victims of crime, and to hear some of the real and perceived barriers to the reporting of crime

and the impact on the GRT community. Discussions in the NSP contributed to operational guidance for prosecutors and the commitment to improve GRT representation on local scrutiny panels. The NSP was also attended by the National Police Chiefs' Council who committed to looking at ways to further raise awareness among frontline officers and family liaison officers to ensure the communities are more confident in reporting crimes and are better supported when they do.

MEASURING SUCCESS

BROAD MEASURES OF SUCCESS

Measures of success include:

- ✓ Increased levels of public confidence across all communities, including improvements among communities with lower levels of confidence
- ✓ Increased levels of satisfaction with our services for victims and witnesses across all communities
- ✓ Prosecution decisions are free from discrimination
- ✓ Increased workforce satisfaction
- ✓ A workforce which represents communities at all levels
- ✓ A workforce where there are no differences in employee experience between different employee groups
- ✓ A service that engages communities and staff to continuously improve how we work

GOVERNANCE

The CPS will establish governance arrangements to ensure that there is oversight from the Board and senior leaders in the delivery of national and local actions as part of this strategy. The CPS will also ensure that external stakeholders are integrated in these governance arrangements in order to hold us to account in the delivery of this strategy. We will report on our progress through the agreed governance structures and every six months to the Board.



Alternative formats

This publication will be available in Welsh and an Easy Read version at www.cps.gov.uk. For information on accessing a CPS publication in an alternative format, please contact: enquiries@cps.gov.uk

About the Crown Prosecution Service

The CPS is responsible for prosecuting most cases heard in the criminal courts in England and Wales. It is led by the Director of Public Prosecutions and acts independently on criminal cases investigated by the police and other agencies. The CPS is responsible for deciding the appropriate charge in more serious or complex cases and provides information, assistance and support to victims and witnesses.

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