

Crown Prosecution Service
Delivering justice



**ANNUAL EQUALITIES IN
EMPLOYMENT REPORT
2017-2018**

Introduction to the CPS 2018 Annual Equalities in Employment Report

Being a fair, diverse and inclusive employer is important for the CPS to enable us to represent the public we serve and to support everyone in being themselves at work. We are proud that we are making good progress in this important area through recruiting and developing a diverse workforce and promoting an inclusive and supportive working environment. We have an excellent track record in attracting and retaining a strong and diverse workforce and we are above Civil Service average for women at all grades and our Black, Asian and Minority Ethnic (BAME) representation also compares favourably with the Civil Service as a whole. We have been recognised in a whole range of ways for our work on diversity, faith equality and inclusion including being accredited as a Disability Confident Leader and a Top Employer for Race. We were recently the only government department to be awarded a Top Ten place by Working Families – we are proud to have worked together to support the CPS in achieving these significant achievements.

Of course we still have some challenges to tackle and this report identifies where we should be focussing our attention and provides recommendations to move us forward in taking the next steps, for example, employees with disabilities and BAME employees in the CPS appear to be under-represented at the higher grades of management and in crown advocacy roles, and we will be working together and with our senior diversity champions to identify any barriers to progression (real or perceived) and taking action to tackle them. We will also be working with our external partners such as the Business Disability Forum to look at how we can attract more applicants with disabilities to join the CPS. We are also keen to look at disproportionalities that this report has identified in disciplinary and performance outcomes. The new CPS Inclusion and Community Engagement Strategy ([link](#)) will also support our direction of travel with two overarching areas to improve diversity and inclusion in the CPS workforce, they are “representation and declaration” and “inclusive culture”.

Our senior diversity champions will continue to support this important agenda by highlighting our successes and in supporting a range of diversity & inclusion events. They would welcome feedback from anyone in the CPS via the “ask our champions” ([link](#)). Equally any of us are happy to hear from you about any aspect of inclusion at work - please feel free to get in touch with your comments or views.

We are determined to work together to make the CPS a great place to work and to ensure all colleagues are able to be themselves at work and to achieve their full potential, regardless of personal characteristics, faith or background.



Mark Summerfield

Director of HR




Staff Networks

on behalf of the CPS



FDA PCS

on behalf of DTUS

Crown Prosecution Service Annual Equalities in Employment Report (AEER)

2017-2018

Introduction

Inclusion in the Crown Prosecution Service (CPS)

1. The CPS is the principal prosecuting authority in England and Wales. As at 31st March 2018 the CPS employed 6051 employees in legal, administrative and professional roles.
2. The CPS has committed in its 2020 priorities to develop a diverse workforce that reflects the society we serve attracting the best people irrespective of background. The CPS believes that no one should be defined or held back by the circumstances or characteristics of their birth an individual's background too often influences their future success and we are striving for excellence where equality is achieved for all. We are also committed to the Civil Service vision to become the most inclusive employer in the UK.
3. The new CPS diversity and inclusion strategy identifies 2 key areas that will improve diversity and inclusion in the CPS. They are “representation and declaration” and “inclusive culture”.
4. In addition to the diversity and inclusion strategic plan there are a number of other drivers that have assisted in identifying the way forward for CPS in relation to Diversity and Inclusion and they are:
 - CPS Annual Equalities in Employment Report (AEER) 2016-17;
 - DPP diversity objective which focuses on increased representation, declaration rates and the employment experience;
 - Recommendations from external submissions and benchmarking reports;
 - CPS Conversations and the 2020 Priorities
5. The CPS D&I strategy forms part of the wider Inclusion and community engagement strategy which can be [read here](#).

About this report

6. This report provides an overview of equality in employment through data provision and analysis. This enables the CPS to comply with its responsibilities under the Equality Act 2010, identify trends and patterns in relation to different groups and make recommendations for improvement.

7. This report necessarily focusses on analysis of those key data sets that are significant and have a material impact on the overall workforce representation and profile. There is significant data available on gender, age, ethnicity, religion/belief, disability status and sexual orientation and this has been analysed and considered across a number of factors.
8. This report covers the CPS and government wide convention of not reporting on groups of less than 10 and therefore for one or two areas no analysis is provided. Our data on marriage/civil partnership, maternity/paternity, social mobility and gender identity is less complete and therefore those characteristics are only referred to if directly relevant and not in relation to each data set. The data covers the period from the 1st April 2017 – 31st March 2018 (and also includes the data from the 2017 CPS staff survey)
9. The data considered in this report is quantitative and based on employee self-declaration and provided by the HR Business Intelligence Team. For the purposes of this report it has been assumed that this data has been accurately recorded on the various HR systems and is commensurate with the statistical diversity returns sent to Cabinet Office. Comparisons in this report are with the 2016-2017 AEER report which will show a one year trend.
10. Data on the wider Civil Service and UK population is sourced from the Office of National Statistics as recorded from the UK census 2011, except where another source is specifically referenced.
11. A number of recommendations have been made in this report either to conduct further research, or to take immediate action. These recommendations are based on the need to act to address underrepresentation for any given group, to address significant disproportionality and reflect best practice in the area of diversity and inclusion. It should be noted that variations of less than 5% are not deemed statistically significant for the purposes of this analysis.

The content of this report has been consulted upon with our recognised trades unions and CPS staff networks, and we will work these colleagues to address the recommendations in the report.

Declaration Rates

12. Declaration rates indicate the number of CPS employees who have chosen to provide their personal information for the characteristic indicated. For the period 2017/18 declaration rates of sensitive data are as follows:

13. 100% declaration for gender and age, 88% for ethnicity, up 1% from the report in 2016-17, and 91% for disability which is the same as the 2016/17 report.
14. Declaration rates for sexual orientation are now at 71% which is up 1% since the 2016/2017 report and the declaration rate for religion/belief is at 70% which is up 2% since the last report.
15. These figures show that there are some small improvements in declaration rates since the publication of the last report. However, there is still room for improvement and the first recommendation (**Recommendation 1**) of this report will be to seek to improve declaration rates to a minimum of 75% for each characteristic in future years to provide an even richer picture in line with the CPS D&I strategy. The introduction of a new database for WAP passports could provide a boost to declaration rates in future. Employees should be encouraged to update their personal details and when they do not do this, the CPS will try to ascertain why they object.

Analysis of Key Data Sets

16. This report seeks to identify trends at each stage of the employee life-cycle and through employment practices and each of these are considered in turn.

Recruitment

17. There were a total amount of 13384 applications to job roles advertised in the CPS. Females made up 58% of the total amount of applications with 7822 applications for roles on offer. 852 applications came from people who had a declared disability; this represents 6% of all applicants. Of the 13384 applicants, 4792 of them were BAME and this represents 36% of all applicants.
18. Of the 13384 applications, 963 appointments were made. 600 females were appointed to roles within the CPS and this accounts for 62% of the total appointments made. Appointees with a declared disability totalled 39 employees which represents just 4% of the newly appointed workforce during the 2017/2018 period. 188 appointees were from a BAME background, this represented 19% of the total appointees.
19. Staff representation rate for disabled employee's is 10% however only 6% of applicants in 2017/18 declared disabled and only 4% were appointed. The CPS will work with the DSN, trade unions, resourcing and external partners to implement positive action methods to increase the number of applications from disabled people and the subsequent appointments (**Recommendation 2**)

Workforce Representation

20. In terms of overall representation rates in the CPS workforce 65% are women, this remains the same as the last report. This is higher than the Civil Service as a whole (54% female) and the UK population (51% female).
21. 20% of the CPS workforce is BAME the same as 2016/17 report and this still however compares favourably with both the wider Civil Service (9%) and is above the proportion of the UK population that is BAME (12%). Like in last year's report there is a regional variation in BAME workforce representation and while the variation does not indicate a need for immediate action, to ensure that there is no significant disparity between our employee profile and the localised community profile it is recommended (**Recommendation 3**) that a full analysis is carried out once more. They will be carried out by Area Inclusion and Community Engagement Managers (ICEMs) to identify if there are Areas with significant underrepresentation when compared with the local community.
22. The number of employees declared disabled is 10% which is up 2% on last year's reported data, and slightly above the overall Civil Service figure of 9%, however this is significantly lower than the UK population estimate of 17% (NB – there are a wide variety of sources for this data and there is significant variance in their estimations). 6% of CPS employees declared LGBTi which is also the same as from the last report. UK population data shows that only 1.5% of citizens declared gay or lesbian in the 2011 census. However, many reports estimate that the true figure is more likely to be 5-6% and possibly as high as 10%. Stonewall suggest that a quarter (25%) of LGB employees are not open to colleagues about their sexual orientation (Gay in Britain Report 2013). Due to differences in data capture definitions there is no overall agreed Civil Service representation rates for LGBTi employees. In any event it should be recognised that declared disabled and LGBTi employees appear to be slightly underrepresented in the CPS workforce except in more senior grades where representation is at 8% (check).
23. Of all CPS employees, 70% declared a religion or belief which is up 2% from the last report; this is broadly comparable with the UK population of who declare a religion or belief. For CPS, of those declaring a religion 41% were Christian and 11% had no religion. No other religious group exceeded 6% of the overall workforce.
24. The CPS workforce has broadly aged since the last report with an increase in over 50s (39% up from 37%). Although there was a reduction in the number aged 35-49 (44.5% down from 46%). With reduced resources, changes to pension arrangements and the removal of the compulsory retirement age, it is likely that the average age will continue to increase. It is therefore possible that there will be fewer future employment opportunities for younger people. To help re-balance this situation we have a successful CPS Apprenticeship Scheme for A2s (AO's) and we also

participate in the Civil Service Fast Track Apprenticeship Scheme aimed at talented 18 to 21-year-olds – including existing members of staff - who will be appointed to permanent B1 roles in a wide range of work across the organisation. This report therefore recommends that the CPS continues to consider the likely impact of its ageing workforce and how employment practices can be adapted to maximise the contribution of older workers. (**Recommendation 4**)

Staff Representation by Grade

25. Women are represented at all grades and there are more women than men in the majority of grades, except for level E and LM2. They are also under- represented amongst the Crown Advocate cadre. However in Senior Civil Service grades and equivalent, women make up 55% of the cadre.
26. BAME employees are represented at all grades in the CPS in a broadly similar pattern to the overall workforce, but are under-represented in the Crown Advocate cadre (including for Senior and Principal Crown Advocate roles) and A1(AA) and over-represented in Crown Prosecutor and Paralegal Assistant roles. It should be noted that there are some specific senior job roles (for example Area Business Manager) where there is a complete absence of BAME employees. We are currently developing a DCCP /ABM development programme and we will actively encourage BAME staff to apply. In January 2019 a CPS conference will take place which will focus on BAME progression and development
27. The concentration of Women, Disabled and BAME employees in the CPS appears to be at more junior and middle management grades, and this report recommends that further work is undertaken to identify and remove any barriers to these employees moving into more senior roles and also to develop a positive action campaign which will attract more men into junior roles (**Recommendation 5**). This was a cause for concern in last year's report and work is still being done through employee networks and through diversity champions. The women in the workplace group are still looking into this disparity and will continue to do so and a men`s group has been established which will take forward this recommendation
28. Of the CPS SCS and equivalent cadre. 9% of the employees are BAME, 7% of the SCS employees have a declared disability and 8% are LGBTi. CPS conference in January 2019 will focus on progression and career development
29. There are no available statistics for the religion/beliefs of the SCS grade employees as well as statistics in regards to age range.

Employment Policies and Practices

Promotions

30. There were 271 employees temporarily promoted (TP) during this period and of those 66% were female, 17% were BAME, 6% were declared disabled, 4% declared LGBTi and 63% (up 1%) had declared a religion or belief. The majority of employees temporarily promoted during the period were aged 40-49. It should be noted that staff over 55 are less likely be offered a temporary promotion, with only 9% of opportunities being given to employees in this age bracket however this is up 2% from the last report.
31. It is recommended that this is researched further, along with the wider research considering the impact of the ageing workforce on the CPS. The CPS has recently produced a report on multigenerational working and is working on implementing the recommendations from the report. (recommendation 4)

Employee Engagement

32. Overall, the Employee Engagement Index (EEI) for the CPS in 2016/17 was 61% up 2 percentage points since 2016 and for the second year running, it was equal to the EEI for the civil service.
33. In relation to the EEI, male and female employees have broadly similar scores of 62% and 65% respectively. Male EEI increased by 2% since 2016 and female also 2%.
34. The highest EEI by ethnicity was Asian or Asian British (including Chinese) with an EEI of 67% (up 1%) with white, mixed race and black employees scoring 62-65%. Full and part time staff scored between 59%-62%.
35. Heterosexual staff EEI in 2017 was 64% (up 2%) and gay or lesbian employees have an EEI of 59% this is a 1% decrease since 2016. Bi-sexual employees have an EEI of 53%, a decrease of 2% since 2016.

Disabled staff scored 58% an increase of 5% with non-disabled staff scoring 65%. In recognition of this disparity we will continue to work with the Disabled Staff Network (DSN) and will continue to monitor this information and develop strategic initiatives to achieve consistency of EEI between disabled and non-disabled staff.

36. As this disparity is consistent across Civil Service departments we will work closely with the wider Equality and Inclusion community to identify initiatives to improve

engagement levels. This report recommends that further work is done to investigate and improve the engagement levels of declared disabled employees as well as bisexual employees. (**Recommendation 6**)

Pay

37. During the year 2016/17, the CPS conducted a pay analysis of all grades. This report compares the average annual salaries for groups of employees with and without protected characteristics and examines the current pay systems to determine whether there is any potential discrimination arising for any particular group of employees because of the pay system or the way it is implemented. The 2016/17 CPS Pay Analysis Document is available [here](#).

38. A number of relevant factors were identified from the analysis. These were:

- The current pay system does not directly discriminate against employees with protected characteristics;
- Performance markings of “not achieved” appear to be disproportionate for some groups of employees; (included as part of **Recommendation 8**)
- Any differences in average salaries between those with protected characteristics and the comparison group can be attributed to years of service in the grade;
- Some groups of employees have longer average service in the grade;
- Lengthy pay ranges may result in perceived unfairness and potential equal pay claims; and
- There is no structured system of pay progression.

Maternity, Paternity and Adoption leave

39. Of all CPS employees, 108 took maternity/paternity or adoption leave during 2017-18. 78% were female and 22% male; 2% declared disabled, 23% BAME, and 2 (1.4%) were LGBTI employees. There were no significant patterns in take up in terms of religion/belief. The biggest take up of maternity/paternity/adoption leave was for the age groups 30-39 (73%).

Childcare Voucher Scheme

40. During the reporting period 728 (12%) employees took advantage of the childcare voucher scheme of which 73% were women, 18% were BAME and 6% were declared disabled, which is broadly representative of the overall workforce.

Only 3 LGBTi employees signed up for the childcare scheme.

41. There were no significant patterns in terms of religion / belief in terms of taking up of the childcare scheme. 33% of those using the scheme were aged 35-39, with 40-44 at 26%.

Working Patterns

42. The CPS workforce has a range of work patterns employees' use on a day to day basis and is recognised as one of the top ten UK Working Families employers. In terms of employees on a full time work pattern, 55% of these are female. Female employees make up 72% of the workforce that work compressed hours. The greatest difference between females and males is part time workers. Female employees make up 89% of the part time employees.
43. The CPS supports employees having access to Flexible Working Hours (FWH) and Smarter Working. In the period of 2017-2018, 1807 employees chose to work flexibly. This represents 30% of the total CPS workforce. Females make up 87% of the employees with 1577 working a flexible pattern. Heterosexual employees make up 60% of employees that work flexibly with LGBTi employees representing 3% of the flexible working pattern employees. 16% (295) of the 1807 were from a BAME background. 10% of the employees that worked flexible patterns have declared themselves as disabled.
44. In terms of religion and belief, 43% of employees that worked flexibly were from the Christian religion. No other beliefs or religions were represented by 8% or more of employees.

Development

45. The number of training days provided per employee shows that women received 57% of the total available training days, BAME 16%, declared disabled employees 8%, LGBTI employees 4% which is broadly in line with workforce representation
46. In relation to religion and age there was a distribution of training days which is broadly in line with the overall workforce representation, apart from the 16-24 age group who, being predominantly apprentices, are undertaking a level 2 or 3 qualification as part of that apprenticeship and therefore have higher levels of training and development than the general workforce.
47. In relation to the CPS talent schemes (Leading for Success and Leading with Confidence) the CPS has committed to reviewing the overall make-up and offering

positive action places as required. The Civil Service have made a similar commitment on cross Civil Service Schemes, Future Leaders and Senior Leaders. The CPS offered more places on the Positive Action Pathway for BAME, Disabled and LGBTi employees in 2017-18 than in previous years and this is set to continue into the future.

Disability Special Leave

48. In relation to paid Disability Special Leave (DSL) it would be reasonable to expect that all those taking this leave would be declared disabled or undeclared. However, 48% (down 10% from 2016-17) of employees being granted DSL are declared non-disabled. This follows the pattern in previous years and following research it appears the reason for this is that some disabled employees are choosing not to update their disability status when they become disabled. We are working with DSN and the DTUS to identify ways to rectify this and **(Recommendation 7)** is to continue this work.
49. There was 403 instances of DSL, 306 (76%) were women, 86 (21%) were BAME, 27 (6.6%) were declared LGBTi. There was no unexpected or statistically significant difference arising from analysis of religion/belief, or in age in relation to DSL.

Career Break

50. During this period there were 76 career breaks of which 64 (84%) were female, 26 (34%) were BAME, 3 (4%) declared disabled and 2 (3%) identified LGBTI. There are many reasons for taking a career break, including following maternity leave. 33 (56.5%) career breaks were age 35-49, with 19 (25%) over 50.
51. Of the 76 employees taking a career break in the 2017-2018 periods, 14 returned to work for the CPS in the same period. 13 (93%) of the returners were female.

Loans

52. During the period 39 employees went on loan of which 59% were female, 10% were BAME, 10% were declared disabled, 5% were declared LGBTI and 41% had declared a religion or belief. These figures do not indicate a need for action.

Performance Management

53. There were lower numbers of employees that face performance improvement notices

than could be reported (as a general principle, the CPS does not report on figures below the number of 10 for data protection purposes)

54. There were 5850 (96%) Performance and Development Reviews (PDRs) completed in the reporting year 2017-18, up 5 percentage points from the previous reporting year. The numbers are representative of the workforce.
55. Of the 5850 PDRs completed, 596 scored an “exceeded” rating, 4642 scored an “achieved” rating and 40 employees scored a “not achieved” rating. Male employees scored the highest proportion of “exceeded” ratings with 404 (67%) of 600. This is a new and unexpected finding. A HRBP working alongside the trade unions, will be commissioned to investigate this further and determine whether this anomaly is through length of service in grade and seniority. (**recommendation 8**)
56. Of the 40 employees that scored a “not achieved” 30% of these were BAME, 15% declared a disability and 3% declared as LGBTi. Work is currently underway to examine these PDR`s. Further investigation and actions will take place as part of (**Recommendation 8**) above.

Disciplinary

57. 35 employees were subject to formal disciplinary proceedings during this period. Of those 22 (63%) were men, 8 (23%) were BAME down 6% on last year, 8 (23%) were declared disabled up 6% from last year 3 (9%) were declared LGBTI down 7 % from last year's report.
58. 23 (64%) of the 35 employees had a declared religion, or belief. There is no statistically significant pattern for age and discipline.
59. It appears that BAME, male and disabled employees are disproportionately affected in this process. Due to the very small numbers involved it is difficult to draw conclusions. A HRBP will be commissioned to thoroughly investigate this disproportionality and make recommendations for action (**Recommendation 9**)

Attendance

60. Average Working Days Lost (AWDL) is the overall measure used to reflect sick absence at an organisational level, in the year 2016/17 AWDL was 6.7. The CPS Average Working Days lost figure was less than the Civil Service AWDL of 7 at **6.8%**
61. Of those subject to formal procedures 73% were women (which is unsurprising given their overall higher sickness rates), 19% were BAME employees up 2%, 13% were

declared disabled which was the same as last year and 5%, up 1% from last year's report, were declared LGBTi.

62. In terms of the grade split when it comes to Attendance procedures, the grades that had the highest percentages of procedures per grade cohort were the A1/A2 grades, PA grade and the PO grade with 10-11% of the grade having encountered attendance procedures. The grade with the lowest attendance procedures per grade cohort were the D/E/LM1/LM2 grades with just 1% of the total staff in these grade undertaking attendance procedures.

63. Therefore, absence proceedings were broadly representative given the workforce make up and absence rates for all groups, including for religion / belief and age.

Disputes (Mediation / Grievance / ET)

64. There were 24 employees who undertook mediation in the period of which 75% were female, 29% were BAME, 20% were declared disabled and 1 (4%) were declared LGBTi.

65. Of those undertaking mediation 67% had declared a religion or belief. For the age groups 16-29 no mediation was undertaken. There does not appear to be any significant disproportion in the use of mediation in the CPS for this year, given the small numbers involved.

66. 15 (0.4%) CPS employees raised a grievance during this one year period and numbers for analysis are therefore very low.

67. Of those 15 employees 9 were female, 4 were BAME, 8 declared disabled, there were no LGBTi employees and 5 employees had a declared religion / belief. 10 of the 15 were aged over 40. Given the very small numbers involved it is difficult to draw wider conclusions based on this data alone and it therefore no further analysis is recommended at this stage.

Employment Tribunals

68. During the 2017-2018 period, there were a total of 11 Employment Tribunals (ET's). Of the 11 ET's, 6 were male, 3 were declared as having a disability, 5 were BAME and there was no LGBTi employees. The highest age range of employees who lodged an ET was 50-54 with 5 employees.

69. Of all 11 employees, the only religion/beliefs that were represented were atheist and Christian.

Discrimination, Bullying and Harassment

70. Discrimination, bullying and harassment in the workplace is something that the CPS takes very seriously. The Civil Service people survey 2017 included two questions based around discrimination and also bullying and harassment. The first question was; E01 "During the past twelve months, have you personally experience discrimination at work?" The CPS response rate was 13% which was up 2% on the previous year's (2016 People Survey).

71. The second question was, "E03 During the past 12 months have you personally experienced bullying and harassment at work?" The CPS "yes" response to this question was 11%, equalling the same total from last year.

72. Results have shown a slight increase in discrimination at work and although it isn't an overly significant difference nevertheless it should be noted. Following a research report into bullying & harassment an extensive range of policies and measures have now been introduced, these initiatives should now have been embedded and will continue to be monitored and evaluated using different methods

Leavers

73. During the period 434 employees left the CPS of which 23 left under the Voluntary Exit Scheme.

74. Of the total, 61% were women, 20% were BAME, 7% were declared disabled and 5% were declared LGBTi – which is broadly in line with the overall workforce.

75. 63% of leavers had declared a religion or belief which is largely in line with the overall workforce representation.

76. The age group with the highest number of leavers was 16-24 (20%) and given that they were mostly at level A (AA/AO) this may be because there is increased opportunity externally for administrative posts and may also account for a small number of Apprentices who were unable to secure a permanent role.

Conclusions

77. The CPS strives to create an inclusive and diverse workplace and the results of the data analysis shows that this is indeed the case. The CPS feels that the journey to

achieving the most diverse and inclusive workforce is a steady and incremental one and more can be done to increase representation amongst all groups.

78. The CPS is encouraged by the fact that there is no apparent underlying trend that means that one group is unfairly treated across the board and that any of the actions that will be taken forward are of major concern to the CPS. The actions that are recommended are in place to ensure that groups feel included more in the workplace and to promote a more diverse culture.

79. The recommendations made in this report and summarised below are intended to build on what is already a very strong foundation.

Summary of Recommendations

1. To seek to improve declaration rates up to 75% across all characteristics in future years to provide an even richer picture in line with the DPP Diversity objective.
2. To work with the Disabled staff network, resourcing teams, DTUS, ICEM`s and external partners to develop methods to increase the number of applications from people with disabilities and the subsequent number of appointments.
3. A full analysis will be carried out by Areas to identify if there are areas with underrepresentation across protected characteristics when compared with the local community and national population and where there is a disparity, local areas will be tasked with creating action plans to address issues.
4. CPS to continue to consider the likely impact of its ageing workforce and how employment practices (including Temporary promotion)can be adapted to maximise the contribution of older workers. The CPS will ensure that the recommendations from the multi-generational report are delivered.
5. Further research is undertaken to identify any barriers to women, Disabled employees, LGBTI and BAME employees moving into Crown Advocate and senior roles.
6. This report recommends that further work is done to investigate and improve the engagement levels of declared disabled employees as well as LGBTi employees.
7. Continue to work with DSN and the trade unions to rectify disabled employees choosing not to update their disability status when they become disabled.
8. To investigate the disproportionality regarding the percentage of male employees who achieved an exceeded rating in their PDR and the numbers of BAME and

disabled staff who scored “not achieved” and to provide recommendations for action.

9. Further research and investigation will be undertaken to better understand why employees with protected characteristics, in particular BAME and disabled employees are disproportionately affected by the disciplinary and grievance process

Next Steps

- The recommendations will be taken forward in accordance with the new CPS inclusion delivery plan 2018-2020 and monitored by the Workforce Diversity & Inclusion strategy group
- The recommendations will be enriched and improved by the on-going external benchmarking activity that the CPS is undertaking on a continuous basis.
- Actions will be taken forward by the HR Strategy and Inclusion team in partnership with the staff networks, trades union, wider HR community, ICEMs and other staff groups.

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.

cps.gov.uk

@cpsuk