



**CPS 2020**  
**INCLUSION AND COMMUNITY**  
**ENGAGEMENT STRATEGY**  
ONE YEAR ON REPORT

**DELIVERING JUSTICE**

Crown  
Prosecution  
Service

**AUGUST 2019**



## FOREWORD

The CPS is committed to championing fairness, equality, diversity and inclusion across the criminal justice system.

Our goal is to be a prosecution service that performs its role fairly and transparently, addressing barriers and unjustified disproportionality effectively. We want to work more closely with stakeholders and the public to improve practices so that we can achieve high quality prosecutions, a better working environment and deliver justice for all.

In order to achieve this we need to understand the impact of crime on the communities we serve. We need to attract, develop and retain a talented workforce that reflects our diverse communities and engage with stakeholders to better understand and learn from their experiences.

The following report provides an overview of progress the CPS has made in year one of the three year Inclusion and Community Engagement Strategy.

Some of the key achievements during this period include: the development of a programme of 'Community Conversations' to enable senior leaders to engage with 'seldom heard' groups in their communities, the piloting of local Twitter accounts to improve our reach within communities, completing local stakeholder mapping exercises across England and Wales to improve our understanding of local community issues, the development of a national Hate Crime External Consultation Group and our first ever career development conference with a particular focus on ethnic minority staff.

We look forward to continuing to work with all of our staff and stakeholders on the delivery of years two and three of the strategy. We are developing a suite of performance measures to monitor impact and will ensure this work is mainstreamed throughout the organisation.

"Seldom heard" is a term used to describe groups who may experience barriers to accessing services or are under-represented in decision-making



## 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.

# BACKGROUND

This report marks the first year of the [Crown Prosecution Service's Inclusion and Community Engagement Strategy](#). Published in May 2018, it was the result of a commitment made in the 2017/18 Business Plan to develop an Inclusion and Community Engagement Strategy. The strategy brings together our efforts to develop a more inclusive workforce and engaging with communities to improve our [decision-making](#).

The strategy was developed in the context of:

- The changing nature of crime;
- Shifting demographics;
- The Crime Survey of England and Wales;
- The Lammy Review;
- The Prime Minister's Race Disparity Audit;
- The Annual Equalities in Employment Report (AEER); and
- The Equality Act 2010.

To inform the development of the strategy, the CPS commissioned an independent review of its inclusion and community engagement activities. This made a number of recommendations to take the strategy forward. As part of this review, internal and external stakeholders completed 162 questionnaires and took part in 108 interviews.

The strategy and delivery plan were also informed by 'CPS Conversations'<sup>2</sup> with over 400 staff at all levels across the CPS. Internal and external reference groups were convened to support its development. The internal reference group comprised a cross section of CPS staff including representatives from staff networks and Departmental Trades Unions (DTUs). The external reference group included a wide range of experts from academia, NGOs and the Civil Service including the then Permanent Secretary for the Department of Culture and Media Studies, Sue Owen.

Action to deliver this strategy forms an essential part of the CPS 2019/20 Business Plan. This commits the CPS to:

- ✓ reflect the communities served by further developing an inclusive culture and diverse workforce; and
- ✓ build trust and public understanding of the CPS role across all communities and continue to develop creative ways to explain our work locally and nationally.

## Why inclusion and community engagement are important

**Other Criminal Justice System (CJS) institutions should learn lessons from the CPS, including openness to external scrutiny, systems of internal oversight, and an unusually diverse workforce within the wider CJS.**

The Lammy Review, Independent review of the treatment of and outcomes for, Black, Asian and Minority Ethnic (BAME) individuals in the Criminal Justice System (CJS).

The CPS is committed to the development of a talented, inclusive and diverse workforce that reflects the communities we serve. It is fundamental to us as an employer and as a prosecuting authority. This approach coupled with community engagement helps to inform policy development and practice. As a result we can better understand our communities, strengthen the prosecution process, promote justice and the rights of victims and ultimately deliver a better service.

## Mechanisms for engagement

The CPS has several well-established national mechanisms for listening to communities. These include; the Violence Against Women and Girls (VAWG) External Consultation Group, Community Accountability Forum and National Scrutiny Panels.

To improve our response to a number of areas of national importance and following feedback from stakeholders, the CPS has recently established a Hate Crime External Consultation Group.

As part of our ongoing commitment to VAWG, the CPS has developed a national

Child Sexual Abuse Stakeholder Forum, and a Men and Boys Group.

Locally the CPS engages with communities with the support of Inclusion and Community Engagement Managers. These managers play a pivotal role in co-ordinating Local Scrutiny Involvement Panels (LSIPs) across 14 CPS Areas. As part of their role they develop networks, identify shared priorities across local agencies and use an evidence-based approach to support the delivery of both national and local inclusion and community engagement priorities.

There are a number of internal mechanisms which support a dedicated Diversity & Inclusion team within the Human Resources (HR) Directorate in the development of an inclusive workforce and contribute to both internal and external policy development and delivery.

These include the Disability Staff Network, National Black Crown Prosecution Association, LGBT Staff Network, Muslim Staff Network, Prosecution Christian Fellowship and Departmental Trades Union.

<sup>2</sup> CPS Conversations are a series of conversations with staff where everyone's views about what we want our organisation to look like in the future are sought. The vision and strategy for the CPS over the last few years were shaped by the feedback people gave during the CPS 2020 Conversations.





# PROGRESS – ONE YEAR ON

The strategy and delivery plan are aligned to the CPS aims of improving public confidence and supporting the success of our people and high quality casework – all of which are underpinned by continuous improvement.

## PUBLIC CONFIDENCE

**The public trusts the CPS to deliver justice fairly and equally**

- » Build trust with all communities
- » Making 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**

- » Responding to feedback





# IMPROVE PUBLIC CONFIDENCE

STRATEGY

## Build trust with all communities

As part of the strategy we have undertaken several additional activities to further understand our communities and stakeholders, listening to their concerns and improving their knowledge of the prosecution process.



### COMMUNITY AND STAKEHOLDER MAPPING

To improve the evidence-based approach to inclusion and community engagement, all 14 CPS Areas have undertaken a stakeholder and community mapping exercise. These exercises have identified those communities and stakeholders they currently engage with, as well as new and emerging ones. They have also helped to determine shared priorities and additional opportunities for partnership working

with statutory and non-statutory organisations.

The mapping exercises form the cornerstone of future engagement activities and have assisted CPS Areas to identify additional organisations and individuals who can assist in the delivery of both local and national priorities including hate crime, VAWG, engagement with young people and serious violence.

### PILOTING THE USE OF SOCIAL MEDIA AT LOCAL LEVEL

Mersey-Cheshire and the North West Area successfully launched their Twitter accounts in May 2019. The aim of this pilot is to maximise the CPS reach and contribute to building public confidence in the CPS – one of the key objectives of the Director of Public Prosecutions.

The local Twitter accounts are being used to raise awareness of the CPS and its contribution to the criminal justice system, increase local awareness of successfully prosecuted cases where there is a community interest, share

CPS outreach work and promote local/regional campaigns. Examples include regional hate crime awareness weeks, domestic abuse campaigns, apprenticeships and job opportunities.

Between 1 May 2019 and 5 August 2019 @CPSMersey tweeted 82 times and made 87,900 impressions. Between 13 May 2019 and 6 August 2019 @CPSNorth\_West tweeted 38 times and made 62,017 impressions.

### REFRESH THE TERMS OF REFERENCE FOR THE COMMUNITY ACCOUNTABILITY FORUM

The Community Accountability Forum (CAF) plays an integral part in providing oversight and scrutiny for our work on inclusion and the Public Sector Equality Duty. The terms of reference and membership for the Community Accountability Forum have been refreshed. An independent Co-Chair has also been recruited who, with the Chief Executive, reports directly to the CPS Board twice yearly to ensure a strategic focus on inclusion.

The CAF currently consists of external stakeholders from a number of government and non-governmental organisations. Its core membership will change every four years to enable the CPS to hear differing community perspectives and ensure that a wide range of stakeholders has the opportunity to feed into, support and challenge our approach to inclusion and community engagement.

### ESTABLISH STANDING NATIONAL STAKEHOLDER GROUP FOR HATE CRIME

A recommendation of the independent review of inclusion and community engagement activities was to establish a Hate Crime External Consultation Group.

This recommendation was made in the light of a number of successful National Scrutiny Panels (NSPs). These panels had engaged a number of external stakeholders in the development and review of several pieces of hate crime guidance. To strengthen governance arrangements, respond to the increase in reported incidents of hate crime and feedback from a number of advocacy groups, a bespoke Hate Crime Scrutiny panel was proposed to mirror the successful Violence against Women and Girls (VAWG) External Consultation Group.

In December 2018, the CPS established a Hate Crime External Consultative Group (ECG) to act as a critical friend. The ECG is made up of stakeholders from a range of organisations that are able to provide

advice, support and also challenge across the hate crime strands.

A second meeting in April 2019 sought views on the steps the CPS might take to ensure more consistent and effective support for victims of hate crime; the use of restorative justice in hate crime; sustaining the reporting of hate crime in the context of falling police receipts; and specific issues arising from the All-Party Parliamentary Group (APPG) on hate crime which are relevant to the CPS. Community Security Trust and the Antisemitism Policy Trust are represented on the ECG and have recently assisted in updating a short guide for charging and reviewing lawyers.

The guide includes key aspects of the law and prosecution practice relating to antisemitism. This latest version builds on the existing section on evidence of antisemitism in support of a prosecution. The focus is on the relevance of common antisemitic tropes or stereotypes.



# IMPROVE PUBLIC CONFIDENCE

## Making inclusion everyone's business

Staff play a crucial role in helping to promote understanding of the role of the CPS, explaining our decision-making to the public and helping to build relationships with the communities that we serve.

Engaging with the public enables staff to have a better understanding of the types of crimes experienced by communities, the impact of these crimes, and the real and perceived barriers to engaging with the criminal justice system. It leads to improvements in the quality of casework and decision-making. As one of the most diverse organisations in the Civil Service, the CPS also learns a lot from the insights that staff bring as community members.

Between October 2017 and January 2018, the CPS held a round of 'CPS Conversations', a forum for staff to engage with senior leaders within the organisation to help inform and shape strategic priorities. One of the recurring themes that came out of sessions involving over 400 staff was the importance of engaging with

STRATEGY



communities to improve public confidence and the willingness of staff to be involved in this work.

**Internal and external stakeholders are urging the CPS to undertake more community engagement work with Inclusion and Community Engagement Managers (ICEMs), enabling and facilitating this so that community engagement becomes everyone's responsibility.**

Independent Review of the Crown Prosecution Service Inclusion Activities, Jan 2018

This has led to the development and expansion of a number of activities to provide staff at all levels within the organisation with an opportunity to support community engagement activities.

## ENCOURAGING STAFF PARTICIPATION IN COMMUNITY ENGAGEMENT ACTIVITIES THROUGH THE VOLUNTEERING STRATEGY

The CPS is committed to promoting a strong volunteering culture to allow our staff to enhance and gain skills by gaining an awareness of the impact of our work on communities that we serve. In 2018 the CPS relaunched its Volunteering Strategy. The CPS' volunteering policy gives staff up to three days' special leave a year to volunteer for a cause of their choice.

Staff have used their volunteering days to undertake a wide range of community

engagement activities which have proved mutually beneficial.

It enables staff to raise awareness of the role of the CPS and increase community understanding of how the criminal justice system works. At the same time volunteering gives staff a better understanding of some of the issues that impact on our communities helping to inform policy development and delivery.

## EXAMPLES OF VOLUNTEERING

During National Volunteering Week (1-7 June) Jaswant Narwal — along with a group of senior managers from the South East — visited the Age UK North West Kent day centre. Some members of the team helped clear an outside space to create a relaxing seating area for staff and volunteers, while others spent time with people visiting the centre.

**You might think you're too busy to take time to volunteer, but it does make such a difference in so many ways. The older people were amazed to see staff from the CPS helping out at their day centre. They had viewed us as a very formal organisation and yet we were chatting to them and helping out. They learned about our work and we learned about them. It was also a great team building opportunity – we all realised how many interchangeable skills we were able to bring to the day.**

Jaswant Narwal,  
Chief Crown Prosecutor, CPS South East



In December 2018, nine members of staff from Yorkshire and Humberside cleared leaves from the car park and garden of a new domestic abuse refuge that had just opened in the Kirklees area. The volunteers collected over 40 bags of leaves in total.

Clearing the leaves made the footpaths on site safe to use, allowing users of the refuge to enjoy the garden and children to play safely on the climbing frame.

It also provided an opportunity for CPS colleagues to speak with the service users about their experiences of the criminal

justice system, some of the difficulties they faced and how things could be improved.





## STRATEGY

In May 2018, Mersey-Cheshire hosted a volunteering information marketplace inviting volunteer centre managers to discuss opportunities. This led to an increase in volunteering activities including at a local Foodbank.

The opportunity to volunteer has increased colleagues' understanding of the work undertaken to support people and families in crisis.

This experience had a profound impact on staff and has led to food collection points across the offices. In 2018, over 30 bags of food were donated.



In September 2018, staff in Wessex volunteered at Minstead Trust, a social enterprise providing catering and hospitality training — as well as work experience — to people with learning disabilities.

The team spent the day clearing the organisation's Japanese garden and were given the opportunity to meet service users. This provided staff with the opportunity to explain who the CPS are and how we support victims of crime.



In August 2018, staff from the HQ Operations Directorate volunteered at the St. Mungo's Client Festival. St Mungo's is a charity that works to prevent and support people who are homeless.

The day provided an opportunity for staff to meet clients and gain a better understanding of the causes of homelessness as well as the sorts of crimes this group is especially vulnerable to. Staff learnt about the programmes, workshops and support offered by St. Mungo's and their positive impact on people who are on

the threshold of becoming homeless or who are already homeless.



## PILOT THE CONCEPT OF 'COMMUNITY CONVERSATIONS'

***We're aiming to encourage an inclusive and honest dialogue between our senior leaders and representatives from a range of communities. In many cases, this is an opportunity to hear from people who may not otherwise have had a voice in discussions.***

Baljit Ubhey,  
Director of Prosecution Policy and Inclusion

This engagement led to further meetings at Manchester Mosque and the development of a series of tangible actions with members of the Muslim community to help build their understanding of how the criminal justice system works and increase their confidence to report crimes, including hate crimes.

Following the Community Conversation in Manchester, Lord Raymond Hylton hosted a private roundtable on 12 February 2019 with representatives from the CPS and Muslim communities to find out more about the initiatives and ongoing partnership work.

Several other Conversations have been held in other Areas, leading to a wider understanding of community concerns and the development of positive relationships.

Led by senior leaders in each Area, 'Community Conversations' provide a mechanism for the CPS to engage with 'seldom heard' communities. They enable members of communities to share their concerns. They also allow the CPS to explain their role in the criminal justice system including: how decisions to prosecute cases are made, the Victims' Right to Review and the special measures that are available to vulnerable and intimidated victims and witness.

The first pilots were facilitated by Forward Thinking — a charity specialising in mediation — and took place with community leaders in Bradford and Manchester. The conversations provided Martin Goldman, Chief Crown Prosecutor (CCP) for the North West, and Gerry Wareham, CCP for Yorkshire and Humberside, with an opportunity to talk with members of the Muslim community in their Areas.

***I was very struck by the impact of the Manchester Arena bombings on the Libyan community, who felt themselves under siege as a result of events that horrified them as much as anyone else. It really brought home the need to reassure these communities that we take their experiences seriously, and that the CPS is there to help ensure they are treated fairly.***

Martin Goldman, CCP, CPS North West



## TACKLING SERIOUS VIOLENCE AND GANG-RELATED CRIME WITH COMMUNITY GROUPS

The West Midlands has seen a significant rise in the level and spread of serious violence and gang crime. Deputy Chief Crown Prosecutor Lionel Idan, who has responsibility for the West Midlands Complex Casework Unit and the Rape and Serious Sexual Offences Unit, led a Community Conversation. The Conversation was held with faith leaders from across the region who live and work with those impacted by serious violence and gang crime, as well as with those connected to and responsible for perpetrating the same.

The aim of the Conversation was to improve understanding of the underlying causes of the rise in such crimes, as well as to give the community a voice in shaping the CPS' approach to prosecuting these cases. Representatives from organisations such as Behind the Headlines and the Bringing Hope charity — which provide support for those impacted by serious violence — also attended.

The Community Conversation provided the West Midlands with first-hand insight into some of the barriers that affect the reporting of serious crime and support for prosecutions, as well as some of the influences and factors that cause young people to join gangs and the 'code' of silence and gang loyalty.

The community had an opportunity to probe and demystify some of the myths and stereotypes surrounding the role of the CPS within the criminal justice system.

As a result of the Conversation, CPS West Midlands has begun to work with community members and the police to develop **Community Impact Statements**<sup>3</sup>. These statements are aimed at giving those significantly impacted by gang-related crimes an opportunity to be heard within the criminal justice system.

Thanks to the Community Conversation, the West Midlands has now developed links with some of the inner city schools for excluded youngsters which can act as a fertile ground for gang recruitment. Targeted engagement with these young people now forms a key plank of the Area's community engagement strategy, with the need to build trust in the criminal justice system among our communities a core priority.

In light of the insights from this initial engagement, the West Midlands will be hosting a follow up Community Conversation on a subject requested by the community, Trust in the Criminal Justice System.

<sup>3</sup> A community impact statement is a short document illustrating the concerns and priorities of a specific community over a set time period. The statements will be compiled and owned by the police and be made in the form of a section 9 witness statement (Criminal Justice Act 1967).

## ENGAGING WITH PEOPLE WITH LEARNING DISABILITIES TO EXPLAIN THE ROLE OF AND INCREASE CONFIDENCE IN THE CPS

*I have learned so much, I had no idea what the CPS was before.*

*I thought you'd be scary people, but you are actually really nice. I wouldn't feel scared going to court now, if I knew it would be people like you.*

Feedback from attendees at the event

of crimes as well as an overview of special measures.

CPS staff heard the experiences of crime experienced by attendees and their suggestions on how to encourage people to come forward, as well as improve support for victims.

The event has led to discussion around the development of a Learning Disability and Autism Hate Crime Scrutiny Panel in the Area.

Mersey-Cheshire held a Community Conversation in partnership with People First Merseyside, a Disabled Peoples' User Led Organisation (DPULO) in September 2018.

The event focused on people with learning disabilities and autism who often have poor experiences of statutory agencies, including the criminal justice system.

At the event, the CPS shared information in accessible formats, providing attendees with an overview of the role of the CPS, its performance in relation to the prosecution

The aim of the panel is to support people with learning disabilities and autism as well as their advocates to take part in the review of finalised disability hate crime cases. This will increase their understanding of the criminal justice system and enable the CPS to consider how feedback from the reviews can be used to improve outcomes for victims and witnesses.

Opportunities for work experience and job shadowing are currently being explored.



*Friday was one of the most significant days that I have experienced in the CPS. It was an informative day to say the least. To hear first-hand the abuse suffered by those who attended was an emotional experience and one which was incredibly humbling. That said, it was also a day full of joy and warmth and everyone was so welcoming and honest.*

Feedback from a Senior Crown Prosecutor, CPS Mersey-Cheshire



## ENGAGING WITH COMMUNITIES TO UNDERSTAND THE UNDERLYING CAUSES OF GANG CRIME

Gang crime is an issue that affects all our communities. On 8 March 2018 the Chief Crown Prosecutor for Thames and Chiltern, Jaswant Narwal, met members of Slough's Somali community. This followed discussions with the Slough Community Safety Partnership that identified the issues of FGM and gang violence being of particular concern to the community.

The CCP listened to the concerns of attendees in relation to the pressures placed on young people to join gangs and carry knives, as well as their concerns about the lack of training and development opportunities available. Attendees also shared their concerns in relation to FGM and went on to explain some of the cultural and family pressures associated with the practices. The CCP was able to engage in an honest and frank dialogue with the community. It provided participants with a better understanding of how the CPS prosecutes cases and supports vulnerable and intimidated witnesses.

The Area is working with the community to identify opportunities for work experience at the CPS. A number of other Conversations are planned with a cross-section of young people from diverse communities to discuss knife crime and gang violence. The CPS hopes that future multi-agency engagement with young people at risk will produce strategies to deter young people from joining gangs and assist local prosecutors in having a better understanding of the factors that lead young people to join gangs.



## ENGAGING WITH THE MUSLIM COMMUNITY

On 21 March 2019 the South West attended the launch of the Bristol Muslim Strategic Leadership Group, where Baroness Warsi gave a keynote speech. The Chief Crown Prosecutor for the South West, Vicky Cook, also presented setting out how the CPS decides on what crimes to prosecute and the support available for victims and witnesses. During the event the CCP, Hate Crime Lead and Inclusion and Community Engagement Manager, spoke with delegates to improve their understanding of community issues and how the CPS may be able to work with them.

The event led to an increased awareness

of the role of the CPS among a diverse audience of over 80 Muslim community members. It also increased understanding of how hate crime is prosecuted and the independence of the CPS in relation to the police. A number of attendees indicated they wanted to join the CPS Local Scrutiny Involvement Panel.

In the future the CPS will be working with several community members who have expressed an interest in working collaboratively to develop further Conversations concerning honour based violence and young people.

## ENGAGING WITH SURVIVORS OF DOMESTIC ABUSE

Domestic abuse offences can inflict lasting trauma on victims and their extended families especially children and young people.

In April and May 2019 Andrew Penhale, Chief Crown Prosecutor, spoke with survivors of domestic abuse at two refuges in the North East. These were Harbour, who work with families and individuals who are affected by abuse from a partner, former partner or other family member, and Foundation Refuge, a women's support organisation.

At the meeting, the CCP provided attendees with an overview of how the CPS prosecutes cases of domestic abuse, the special measures available and the use of body-worn cameras. This led to one attendee sharing that providing a Victim Impact Statement (VIS) had made them feel empowered as they were able to share with the court and the defendant the damage caused by the abuse.

Some of the issues raised included the fear of attending court in the area in which the

incident happened; not feeling safe at court for fear of running into the defendant; the harassment of some victims by the defendant and their families (who sometimes tried to get victims to retract their statements); and the varying levels of support from Witness Care Units.

In response to some of the concerns raised, the Area has been working with the Court Manager to conduct an evaluation of the courts in the North East to consider the issue of safe spaces for victims at court, exploring how video links can be better used to reduce the necessity of having to attend court and liaising with police colleagues to review the system of communicating with victims when they are in refuges.



## ENGAGING WITH STAKEHOLDERS TO IMPROVE OUR RESPONSE TO CRIMES AGAINST OLDER PEOPLE

**“It was a really positive experience. We often see what happens when a perpetrator is arrested or sentenced, but rarely what happens between the two. It was fascinating to see how decisions are made and to step behind the curtain. I was impressed with how transparent the police and CPS were, and felt I could talk openly and was listened to.”**

Rachael Nicholson-Wright,  
Director of Action on Elder Abuse Cymru

With over 20% of the population in Wales being over the age of retirement and that figure expected to rise, crimes against older people will continue to be a regular feature of casework. Earlier this year Barrie Hughes, Chief Crown Prosecutor for Wales, met with the Chief Constable for South Wales and Older People's Deputy Commissioner, Kelly Davies, to discuss concerns in relation to how crimes against older people are dealt with. The Deputy Commissioner acts as a champion for older people in Wales and giving a voice to issues affecting this group.

The meeting focused on the specific needs of older people as victims of crime, with some taking the view that there is significant under-reporting of crimes against this demographic. This led to a Community Conversation with the Older People's Commissioner, representatives

from all four Welsh police forces and third sector organisations, including older people's advocates. The Conversation was chaired by the CCP and provided attendees with an overview of the policy, enabled the CPS to listen to concerns in relation to the reporting and prosecuting of crimes, and provided the opportunity to review a number of finalised cases to improve their understanding of the prosecution process.

As a result of the meeting another panel meeting focusing on Crimes against Older people is planned for later in the year. This will again bring older people and advocacy groups together to better understand how these crimes are prosecuted and what more agencies need to do to support victims and increase their confidence to report.

**“We really looked at things in detail and it was a great insight into the challenges faced in prosecuting these cases. We hope this panel will help to improve the service the CPS is able to provide to older people who are victims of crime.”**

Steve Bartley from the Older People's  
Commissioner's Office





# SUCCESS OF OUR PEOPLE

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

The CPS has one of the most diverse workforces in the Civil Service. Going beyond the targets set out in 'A Brilliant Civil Service'<sup>4</sup>, 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.

Declaration of personal data across all characteristics is now significantly higher than the Civil Service average, including faith/religion which this year has increased from 69% to 75%.



This helps us to have a good understanding of the makeup of the workforce.

Senior workforce representation has also increased and is also considerably higher than the Civil Service average across all characteristics and in line with or above our aspiration of "representing the communities we serve" (UK population) in relation to gender (56% women), disability (11% disabled) and sexual orientation (8% Lesbian Gay Bisexual Orientation).

Senior ethnic minority representation is 2.8% higher than the Civil Service average. However, we need to do more to ensure that it is more reflective of the communities we serve, and to support this objective the CPS held its first career development conference 'Leading Your Career' with a particular focus on black, asian and minority ethnic staff in January 2019.



## LEADING YOUR CAREER CONFERENCE

The conference was attended by over 250 staff and explored how to best use the tools and support the CPS and Civil Service provide to support professional development and career progression.

As well as access to a number of workshops, staff heard from several key note speakers included Max Hill QC, Director of Public Prosecutions and Richard Heaton, Permanent Secretary to the Ministry of Justice and Civil Service race champion. They spoke to delegates about their vision for a more inclusive, dynamic civil service and their own career experiences.

All CPS Areas are continuing to develop plans to ensure that their local workforce profile represents the communities we serve, and a number have developed ambitious work experience programmes.

*"The conference reinforced the importance of taking control of your career development and the available resources. There are so many opportunities to move around in the CPS so you do not have to leave the organisation to develop your career. We have all been reminded to take advantage of these opportunities."*

*"There was such an air of positivity and it has really made me think about my career."*

*"I learned how to improve myself and how to push myself through a process that might have otherwise been challenging."*

*"It prompted me to get ready for upcoming opportunities and to look for people to inspire and support me as I work towards my ambitions."*

Conference attendees



<sup>4</sup>A Brilliant Civil Service – The Civil Service Diversity and Inclusion Strategy



## WORK EXPERIENCE PROGRAMMES

### CPS West Midlands delivered 68 work experience places to university students, young people and groups for 2018/2019.

As part of its work experience strategy the Area commissioned the West Midlands Social Mobility Foundation to identify potential schools to work with in the region. This led to 12 work placements being offered to young people between the ages of 15-18 from low social economic backgrounds.

In addition, one-week placements were offered to university students. The work experience covers Magistrates' Court office observations and Crown Court office observations, shadowing days at courts with experienced prosecutors and shadowing operational delivery staff. A further 59 places were offered in the first two quarters of 2019/2020.

West Midlands Chief Crown Prosecutor, Grace Ononiwu OBE, delivered a series of highly successful career lectures to students in 2018/2019 leading to 12 Birmingham Metropolitan College students taking up work placements. This year the CCP invited the lecturers to CPS offices to explore the work of the CPS further.

As a result of the work experience strategy and the experience gained, two University participants have been successful in applying for posts as legal trainees.

This year, CPS West Midlands has committed to provide 150 students with work experience.

“Analysing the facts of different cases, including domestic violence and drug cases has definitely improved my analytical and decision-making skills. The murder trial I watched at the Birmingham Crown Court was unquestionably one of my main highlights of the week.”

“I think the main achievement for me was gaining experience in to what the CPS actually does and finding that a career in the CPS is potentially something worth considering for me in the future.”

“Learning from different senior prosecutors about their entry into the Crown Prosecution Service is what I enjoyed the most. It completely changed my understanding of career trajectories. Everyone entered this organisation through a different method.”

“At the start of the placement I was way less confident, yet as the week progressed, I was able to offer my ideas and receive feedback. This will be invaluable for when I hope to apply for the CPS.”

Feedback from students involved



“Learning about law and visiting the courts have made me want to be a lawyer even more.”

“I enjoyed watching the barristers at the trial and gaining an insight into the profession.”

“The programme gave a real insight about the criminal justice system and how it operates – which really interests me and made me feel confident. The court visits were best as it showed the atmosphere in court.”

Feedback from students involved

### CPS East Midlands work experience strategy focusing on fostering a better understanding amongst local school pupils of the role the CPS plays in the UK legal system.

The aim of the East Midlands' work experience strategy is to support children and young people regardless of their background to gain a valuable range of skills and experience in order to help them in their future careers.

In providing this opportunity the East Midlands hopes to attract diverse talent and increase the talent pool available to the Civil Service.

The Area offers a specific five day work experience programme to children and students aged 14-18 years old. It prioritises children who meet at least one of the following participation criteria:

- Eligible for free school meals or the pupil premium;
- Attending a school with below average levels of attainment or progression to university;
- From an ethnic minority background, including Gypsy, Roma or Traveller;
- Nominated through the CPS Black Crown Prosecution Association (NBCPA) work experience scheme;
- With a disability; or
- Cared for by the local authority.

Between June 2018 and February 2019 CPS East Midlands provided work experience to 29 young people.



# SUCCESS OF OUR PEOPLE

## STRATEGY

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

A clear focus on inclusion is vital to enrich our ability to attract, retain, and develop an exceptional workforce both now and in the future. This focus will also support us in encouraging each other to draw upon our unique experiences, skills and knowledge in ways that enhance the CPS' ability to fulfil its business objectives and vision.

Inclusiveness unlocks the true value of an organisation's diversity – people who are engaged and included can realise their full potential. That is why as we increase the diversity of the CPS: we are focusing on building a culture that values diverse ideas, encourages open debate and empowers people at all levels to take initiative. We have already taken some important steps.

As well as senior Diversity Champions, all our senior managers now have a diversity and inclusion objective to ensure that the CPS is representative of the communities it serves and supports an inclusive culture. This ensures all employees can make their best contribution, irrespective of background or personal characteristics.

In 2017 the CPS launched its Respect policy, which aims to create and support an inclusive



culture where all employees can be themselves at work and work in an environment that is free from bullying, harassment or discrimination.

The programme was developed by the HR Directorate in partnership with our Departmental Trades Union and Employee Networks and consists of a new HR policy, a training programme for all staff and a helpline for those experiencing inappropriate behaviour at work.

During this year the CPS also launched health checks for all employees to support their physical and mental wellbeing.

The CPS People Survey outcomes show a long-term improving picture on the fairness and inclusion theme. Since 2011, 13% more staff feel they are treated more fairly at work, feel respected and valued and think that CPS respects individual differences.

Employee Engagement<sup>5</sup> has increased by 12 percentage points over the same period. We

are not however complacent and will continue to develop our Respect programme and analyse our workforce outcomes every year in our Annual Equalities in Employment Report.

In further support of those with disabilities, the CPS is launching a new database on which staff can request workplace adjustments to support them at work and remove any barriers to them giving their best performance.

This will help to increase the number of staff who feel able to declare that they have a disability or long-term health condition, and better support those staff at work.

The CPS has continued to achieve externally accredited benchmarks in relation to particular groups and has been recognised as an employer of choice by several external organisations including:

- Top 10 employer in the Working Families Index;
- Top employer for Race in the Business in the Community Index;
- Vercida award for top 10 BAME inclusive employers;
- Disability Confident Leader Status;
- Investors in People Silver Award;
- Chartered Institute of Personnel and Development Award Finalists for 2019 in the Diversity and Inclusion and Employee Experience Categories; and
- Silver Award with a:gender for our work with Trans Employees.

<sup>5</sup> Employee engagement is measured by the Employee Engagement Index (EEI) — Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being. There is no single definition of employee engagement or standard set of questions. The Civil Service People Survey uses five questions measuring pride, advocacy, attachment, inspiration and motivation.



# HIGH QUALITY CASEWORK

STRATEGY

## Responding to feedback

Responding to feedback and recommendations improves casework quality. It ensures that the CPS is receptive to new and emerging issues, improves the support offered to victims and witnesses, and provides reassurance to the public that we are listening and continuously improving the way we undertake our prosecution and policy development.



## THE CPS RESPONSE TO THE LAMMY REVIEW

The CPS has made good progress on the recommendations of the Lammy Review. After a period of public consultation it published revised guidance on joint enterprise – now referred to as **secondary liability** – in February 2019. The guidance deals with the approach to charging in cases of group or gang assaults. The CPS has also provided more specific guidance on evidence relating to gangs: prosecutors are advised to be cautious about describing a group as a “gang”, and to only do so if there is an evidential basis to support the assertion.

The CPS has published a typology of ‘county lines’<sup>6</sup> offending which sets out the approach of the police and the CPS to the safeguarding of vulnerable persons involved in this type of crime and the prosecution of criminal offences of this type. The typology has a particular focus on the relevance of the Modern Slavery Act 2015 and issues to be addressed by investigators and prosecutors in using that legislation. The first successful prosecution of this type of offending using the Modern Slavery Act was sentenced in April 2018.

In May 2019 the CPS published data on **disproportionality in CPS decision-making**.

This publication, based on 2017/18 data and available on the CPS website, covers all decisions made by the CPS on those cases referred to it for a decision. This report will be published annually. The data shows that there is no significant disproportionality in our decision-making. The CPS is also exploring options for a more detailed, independent assessment of this issue to provide further assurance to communities.

“ **Bringing decision-making out into the open and exposing it to scrutiny is the best way of delivering fair treatment... This emphasis on opening decision-making to scrutiny can mean different things in different parts of the system.** ”

**For example, the CPS has a system of randomly reviewing case files, providing one model to replicate. Other examples include publishing data in much more detail, thereby enabling outsiders to identify and scrutinise disproportionate treatment.** ”

David Lammy Review

## IMPROVING PARITY OF ACCESS FOR THE REVIEW OF HATE CRIME FILES

There are currently 29 Local Scrutiny Involvement Panels (LSIPs) in England and Wales. The panels scrutinise finalised hate crime and VAWG cases, challenging the CPS and holding it to account. Collectively they communicate the views, needs and concerns of the organisations and communities they represent.

The current process for producing these large files is resource intensive and requires paper files to be reviewed by the panel on the day of the meeting. This issue was raised by a number of panel members who asked the CPS to explore an electronic solution to facilitate a more thorough review of files prior to the meeting and reduce the volume of paper being used.

“ **Over 76% of respondents consider their Panel to be effective or very effective** ”

The independent review of inclusion and community engagement activities

In February 2019 CPS London successfully piloted the electronic review of hate crime files using a secure file sharing system. The feedback from panel members overwhelmingly supported this way of accessing files. It resulted in a more thorough scrutiny of cases and improved parity of access. To improve ease of access electronic access to hate crime files will be rolled out to panels in 2019/20.

<sup>6</sup> County lines is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas (within the UK), using dedicated mobile phone lines or other forms of ‘deal line’. They are likely to exploit children and vulnerable adults to move (and store) the drugs and money and they will often use coercion, intimidation, violence (including sexual violence) or weapons.





# THE YEAR AHEAD

**To help further drive our community engagement work in the year ahead and beyond, we have appointed Grace Ononiwu CBE, Chief Crown Prosecutor for the West Midlands, as the Inclusion and Community Engagement Champion.**

Grace brings with her knowledge, passion and a determination to work with staff at all levels within the organisation to drive the agenda forward, making inclusion everyone's business.

To build on the success of year one of the strategy, we have set a number of ambitious objectives for the year ahead. We will:

- ✓ extend our programme of Community Conversations listening to 'seldom heard' communities to improve casework quality;
- ✓ continue to refresh the membership of our local scrutiny panels to gain new perspectives and reflect the findings of the Area stakeholder mapping exercises;
- ✓ develop a community engagement toolkit based on the results of learning and good practice;
- ✓ develop a suite of performance measures to monitor the strategy and its impact;
- ✓ refresh our LGBT+ and race and religious schools hate crime packs;
- ✓ explore new ways to engage with young people;
- ✓ review our approach to mental health issues for victims, witnesses and defendants;
- ✓ adopt a more targeted approach to promoting CPS careers at schools, colleges and universities with high proportions of students from low social economic backgrounds;
- ✓ identify additional opportunities to collaborate across the criminal justice system and other agencies in relation to shared priorities, including knife crime;
- ✓ publish our data on disproportionality in decision-making; and
- ✓ explore new ways to increase understanding of the role of the CPS and our decision-making with the communities we serve to increase transparency and improve public confidence.

We recognise our staff are our most valuable asset. Over the next 12 months we will implement a number of programmes to support their development and well-being. These include a positive action talent programme for those with under-represented characteristics, ongoing development and roll out of our health checks and mental health first aider programmes. We will continue to benchmark externally and internally through our Annual Equalities in Employment Report and will also arrange a conference focused on neurodiversity.

# 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](http://www.cps.gov.uk). For information on accessing a CPS publication in an alternative format, please contact: [enquiries@cps.gov.uk](mailto: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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