



CPS

Equalities in Employment Report

2010 - 2011

EQUALITY AND DIVERSITY UNIT

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Introduction

The Crown Prosecution Service (CPS) is the principal prosecuting authority in England and Wales. At the 1st April 2011, the service employed 8382 staff. During the reporting period, we prosecuted over 1.1 million cases with over 957,881 convictions in the Magistrates' and Crown Court.

The CPS is making good progress towards achieving its vision to be a high-performing, streamlined prosecution service, relentlessly focused on quality and respected for its professionalism.

The Equality Act 2010 came into force in April 2010. The 'Act placed a 'general duty' on public authorities to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations. The general duty supports good decision making by ensuring that public authorities understand how different people will be affected by their activities, so that services are appropriate and accessible to all and meet different people's needs.

The Equality Act also made provision for a set of 'specific duties' that relate solely to certain public authorities including the CPS. These specific duties came into force on the 10 September 2011. The specific duties require public authorities to publish information to demonstrate its compliance with the Equality Duty by the 31st January 2012 and subsequently at yearly intervals.

This report provides a detailed analysis of our workforce representation, our employment policies and practices, recruitment, retention and engagement of staff for groups by 'protected characteristics' of sex (gender), race, disability, religion or belief, age, pregnancy/maternity and sexual orientation.

Quantitative data on marriage/civil partnership and gender reassignment have not been included in this report. We are continuing to develop our data systems in order to capture data on protected characteristics as part of our Equality Act 2010 requirements.

We will use the data and recommendations in this report and future annual reports to measure our progress, inform our priorities and improve our performance.

About our Data

Robust data capture and analysis continue to inform the development, implementation and monitoring of employment and prosecution policies and practices.

In analysing data trends for specific groups of employees' variations of less than 5% from the mean are considered to be statistically insignificant.

Data is analysed solely on the basis of staff who identified themselves as having specific protected characteristics. This is the first year in which our

data on sexual orientation and religion and belief is being published, therefore, there is no earlier comparative data for these protected groups this year. This report also does not include specific data on transgender or gender reassignment and we are working closely with our staff networks as part of our Transgender Management Policy development in order to determine the most appropriate ways to monitor this protected characteristic. Comparisons will be made wherever possible with 2009/10 data on race, gender and disability.

For the purposes of tables in this report we have selected the three largest replies to declaring a religion or belief (Christian, no religion or belief and no reply), and then combined all the other religion and belief options under one heading. For age we have combined the data into three groups (16-34, 35-49 and 50+). Full copies of selected tables are available via the following link:

http://www.cps.gov.uk/data/equality_and_diversity/workforce_diversity_data_2010_11.html

Executive Summary

This report provides a detailed analysis of our workforce data between 1st April 2010 and 31st March 2011 by the demographic groups of, age, disability, marriage and civil partnership, pregnancy and maternity, race, religion or belief (or none), sex and sexual orientation.

The analysis, for the first time also captures the differences in workforce representation between the representation of administrative and legal staff data.

Workforce Representation

Declaration Rates

- **Gender** - The CPS has 100% declaration in respect of gender for the period of this report.
- **Race** - Ethnicity declaration rates indicating ethnicity increased from 87.1% in 2009-10 to 87.8% in 2010-11.
- **Disability** - Declaration rates increased from 90% in 2009-10 to 90.3% in 2010-11.
- **Sexual Orientation** – Declaration rates were 59.3% in 2010-11.
- **Religion or Belief** (or none) - Declaration rates were 58.5% in 2010-11.
- **Age** - The CPS has a 100% declaration rate for age for the reporting period of 2010 -11 and all previous years.

Workforce Profile

- **Gender** - The percentage of women in the workforce has slightly increased by 0.1% during the reporting period from 66.6% in 2009-10 to 66.7%.
- **Race** - The percentage of Black and Minority Ethnic (BME) employees has decreased from 17.2% in 2009-10 to 15%.
- **Disability** - The number of disabled employees remains at 5.8% (486).
- **Sexual Orientation** - 4.8% of CPS staff stated that they were Lesbian, Gay or Bisexual (LGB).
- **Religion or Belief** - Of the 58.5% of staff who declared a Religion or Belief (or none), Christians were by far the most represented group in the CPS comprising 36.7%, followed by no religion or belief at 8%. The smallest religious groups are Jewish and Bahai at 0.4% and 0.1% respectively.

- **Age** -The CPS staff cover all age ranges from 16 to over 65. 23.43% of staff are within the 16-34 age ranges, 51.10% of staff are aged between 35 - 49 and 25.47% are the over 50.

Staff Representation by Grade

- **Gender** - Women are represented at all grades.
- **Race** - BME employees were also represented at all grades in the CPS.
- **Disability** - Disabled employees are represented at all grades apart from Senior Crown Advocate level.
- **Sexual Orientation** – LGB staff are represented at all grades except Senior Civil Servant (SCS) and Chief Crown Prosecutor (CCP) grades.
- **Religion or Belief** - Christians are the religious group mostly represented at both legal and administrative grades at 36.7% and 39% respectively. They are followed by staff with no religion or belief at 8% and 9.9% respectively.

All other religious groups are represented in relative to their overall representation in the workforce.

- **Age** - Staff of all age groups (16-34, 35-49 and 50+) are represented across most grades, except the 16-34 group at Level E/Grade 6, SCS and Principal Crown Advocate grades.

We are working to improve our declaration rates in partnership with the staff networks and departmental trade unions as part of our EA10 requirements.

Employment Policies and Practices

Variable Working Patterns

Overall there was a 2.12% increase from last year's rate of 25.87%.

- **Gender** - 9.27% of men work a variable working pattern which is an increase of 1.04% from last year's rate of 8.23%.

37.4% of women work a variable working pattern; this is a 2.7% increase from last year's rate of 34.7%. Women also account for 90% of all staff working part-time.

- **Race** - 27.7% of BME employees work variable working patterns, this is an increase of 3.28% from last year's rate of 24.42%.

- **Disability** - 32.7% of disabled employees work variable working patterns this is an increase of 3.91% from last year's rate of 28.99%.
- **Sexual Orientation** - 1.9% of LGB staff work a variable working pattern.
- **Religion or Belief** - 45.6% of staff who declared a Religion and Belief work a variable working pattern.
- **Age** - All age groups, work variable working pattern, the largest single group is the 40-44 comprising 24.8% of all staff working a variable working pattern.

Grievance

0.44% (37) of CPS staff raised a grievance which was finalised in this reporting period. None of these grievances were fully upheld.

- **Gender** - 56.76% (21) of grievances lodged during the reporting period were raised by women.
- **Race** - 13.51% (5) of grievances were raised by BME staff.
- **Disability** - 13.51% (5) of grievances were raised by disabled staff
- **Sexual Orientation** - 2.70% (1) of grievances were raised by LGB staff.
- **Religion or Belief** - 8.11% (3) of grievances were raised by staff who declared a religion or belief.
- **Age** - Grievances were raised across all age groups except the 16-34 group. However, most equalities related grievances related to staff aged over 35.

Poor Performance Management

0.28% (24) of all staff were subject to formal performance meetings during this reporting period of which 0.25% (21) were subject to formal action arising from these meetings.

- **Gender** - 37.5% (9) of the staff subject to formal meetings under the poor performance policy were women, as were 33.7% (7) of staff who were subject to formal action arising from these meetings.
- **Race** - 6.67 (4) % of staff subject to formal meetings under the poor performance policy were BME.
- **Disability** - No disabled staff were subject to formal poor performance procedures during this period.

- **Sexual Orientation** - No LGB staff were subject to formal poor performance procedures during this period.
- **Religion or Belief** – The group with the highest number of poor performance meetings did not declare a religion or belief (13) followed by Christians (7) and no religion or belief (2) and other religions (2).
- **Age** - The age group with the highest number of poor performance meetings was the over 50s age group at 50% (12). The group with the lowest number of performance meetings were the 35 - 49 age group 4.17% (1).

Disciplinary

0.7% (59) of CPS staff were subject to disciplinary cases which were finalised in the reporting year of which 17 resulted in a final outcome.

- **Gender** - 57.63% (34) of the staff subject to disciplinary procedures were women as were 41.18% (7) of the staff involved in cases where there was a final outcome.
- **Race** - 25.42% (15) of the staff subject to disciplinary procedures were BME as were 23.53% (4) of the staff in cases where there was a final outcome. The remainder had either no case to answer or first written warnings.
- **Disability** - 13.36% (8) of the staff subject to disciplinary procedures were disabled as were 11.76% (2) of the cases where there was a final outcome. The remainder had either no case to answer or first written warnings
- **Sexual Orientation** - No LGB staff were subject to disciplinary procedures during this period.
- **Religion or Belief** - As few people declared their religion or belief, it was not possible to assess disproportional impact in respect of religion and belief.
- **Age** - The ages group most likely to be subject to disciplinary procedures were the 35 – 49 and the over 50s (20) making up 49.1% (29) and 33.9% (20) respectively of those staff subject to disciplinary procedures.

Attendance Management

The average days lost through sickness absence in the CPS is 8.9 days which is slightly above the Civil Service average of 8.2 days.

9.46% (793) of CPS staff were subject to formal attendance meetings this year and 3.96% (332) of CPS staff were subject to formal action arising from these meetings.

- **Gender** - 74.27% (589) of staff subject to formal attendance meetings were women, as were 72.59% (241) of staff who were the subject to formal action following these meetings.
- **Race** - 13.87% (110) of the staff who were subject to formal attendance meetings were BME as were 19.88% (110) of staff subject to formal attendance notices.
- **Disability** - 10.72% (85) of staff subject to formal attendance meetings and 12.95% of staff subject to formal action following these meetings were disabled.
- **Sexual Orientation** - No LGB staff were subject to Attendance Management Procedures.
- **Religion or Belief** - No staff who declared a religion or belief were subject to Attendance Management Procedures.
- **Age** - All age groups were the subject of formal attendance meetings or formal action.

Employment Tribunals

0.51% (36) of CPS staff lodged a total of 43 Employment Tribunals (ETs) during the reporting period.

- **Gender, Race and Disability** - 58.14% (25) of ETs were lodged by women, 39.53% (17) of ETs were lodged by BME staff and 13.95% of (6) ETs were lodged by disabled staff.
- **Sexual Orientation** - Only 69.77% (25) of staff who lodged an ET replied to the question about their sexual orientation of which 4% (1) stated that they were LGB.
- **Religion or Belief** - 72.09% of staff replied to the religion or belief question of which 39% (10) indicated that they had a religion or belief.
- **Age** - 56% (22) of ETs were lodged by staff aged 35-49 and over 50. The age groups with the lowest number of ETs at 13.88% (5) from the under 34s.

About our Staff

Staff Engagement

The results from the Civil Service People survey conducted in October 2010 found that:

- The CPS' Employee Engagement Index (EEI) was 53%.
- 13% of all staff stated they experienced discrimination at work the figure for disabled and BME staff was significantly higher at 28% and 16% respectively.
- 12% of all staff stated they experienced bullying and harassment at work compared to 30% of disabled staff and 16% of BME staff.

Recruitment and Retention

Applicants and appointments data is based on total numbers who applied from each protected group and the corresponding appointments.

During the reporting period, 289 internal applications were received and 68 appointments made and 3105 external applications were received and 36 appointments made.

- **Gender** - 56% (1739) of external applicants were women during 2010-11 compared to 45.5% in 2009-10. The percentage of women appointments was 52.78% (19).

53.6% of internal applicants were women during the year 2010-11 compared to 41.8% in 2009-10. 38.24% of internal appointments were women compared to 47.9% in 2009-10.

- **Ethnicity** - 39.7% of external applicants were BME compared to 23.5% in 2009-10. 13.89% of appointments were BME compared to 16.8% in 2009-10.

42.6% of internal applicants were BME compared to 40% in 2009-10. There was no change in the percentage of internal BME appointments this year which remained at 16.8%.

- **Disability** - 4.8% (14) of internal applicants were disabled compared to 5.5% in 2009-10.

4.2% (130) of external applicants were disabled compared to 4.3% in 2009-10.

1.47% (1) of internal appointments were disabled. There were no external appointments of disabled people compared to 2.8% of all applicants in 2009-10.

- **Sexual Orientation** - 3.4% (105) of external applicants were LGB and 2.78% (1) of people appointed were LGB.

2% (6) of internal applicants were LGB and 1.47% (1) of the staff appointed were LGB.

- **Religion or Belief** - The majority of external applicants 40.7% were Christians as were 25% of the applicants appointed. 14.4% of applicants stated that they had no religion or belief and 5.56% of appointments were from this group.

At 41.5% Christians also made up the majority of internal applicants and 30.88% of appointments. Applications were quite evenly spread across all other groups.

- **Age** - External applications were received from all age groups during this reporting period. The largest age group was the 16-34 age group at 69.5%

No internal applications were received from staff aged under 20 or over 65 with the exception of these groups internal applications were quite evenly distributed across most age groups, with the largest number of internal applications from the 30-39 age groups who accounted for 32.2% of applications and 11.76% of appointments. The 20-29 age group accounted for 25.6% of applications and 26.57% of appointments.

Take up of Childcare Vouchers

These benefits are open to all staff with childcare responsibilities. During the reporting period, 973 staff took advantage of the childcare vouchers.

- **Gender** - 76.2% (741) of staff who took advantage of the childcare voucher scheme were women.
- **Race** - 18.6% (181) of staff who took advantage of the scheme were BME.
- **Disability** - 4.1% (40) of staff who took advantage of the scheme were disabled.
- **Sexual Orientation** - 0.2% (2) of staff who took advantage of the voucher scheme were LGB.
- **Religion or Belief** - The largest single group of staff taking up the voucher scheme were Christians at 39.4% (383) and the second largest group were staff with no religion or belief at 7.2% (70). Take up of the scheme was quite evenly spread across all other groups.
- **Age** - The age groups with the highest take up of the child voucher scheme were the 35- 49 age group comprising 71.5% of all staff who made a claim for child care vouchers.

Leavers

The retention rate over the reporting period was 7.9% which is lower than the public sector average of 8.6%. A total of 666 staff left the service during the reporting period, of which 75 left under the Voluntary Exit Scheme.

- **Gender** - 64.56% (430) of staff left the Department during the 2010-11.
- **Race** - 14.56% (97) of staff left the Department during the 2010-11 were BME.
- **Disability** - 5.6% (39) of staff left the Department during the 2010-11 were disabled.
- **Sexual Orientation** - 2.85% (19) of staff left the Department during the 2010-11 were LGB.
- **Religion or Belief** - The largest single group of staff who left the Department during the 2010-11 were Christians at 34.23% (228) and the second largest group were staff with no religion or belief at 7.2% (70). Take up of the scheme was quite evenly spread across all other groups.
- **Age** - The age group with the highest number of staff who left the Department during the 2010-11 was 16-34 at 40.24% (268).

Training

Overall, the take up of training opportunities for most groups remained consistent with their overall representation in the workforce.

However, on average, 1.49% of LGB staff took advantage of training opportunities compared to their 4.84% representation in the workforce.

1.0 Workforce Representation

The CPS continues to work towards retaining and developing a diverse workforce across all grades and building a diverse talent pool from which it can recruit, retain and develop future leaders. This will enable greater improvements to the service that it provides to all communities.

1.1 Declaration Rates

The CPS continues to work in partnership with its Departmental Trade Unions (DTUS) and Staff Networks to raise awareness of the need to improve staff declaration rates and the quality of the equality data held by the organisation.

Data collected is used to improve the development and implementation of employment policies, to support equality impact assessments and to monitor the profile and progress of our workforce.

1.1.1 Findings

- The CPS has a 100% declaration rate in respect of gender and age for 2010/11.
- Ethnicity declaration rates have increased this year to 87.8% from 87.1% last year.
- Disability declaration rates have increased from 90% to 90.3%.
- Sexual Orientation declaration rates have increased from 55% to 59.3%.
- Religion or Belief declaration rates have increased from 54.1% to 58.5%.

Table A - Workforce declaration rates for all protected characteristics

Workforce Declaration Rates	2009/10	2010/11
Gender	100%	100%
Age	100%	100%
Ethnicity	87.1%	87.8%
Disability	90%	90.3%
Sexual Orientation	55%	59.3%
Religion or Belief	54.1%	58.5%

1.1.2 Comments/Analysis

The percentage of employees who have declared their personal information has improved over the reporting period in relation to all protected groups; however, the declaration rate for sexual orientation and religion or belief are significantly lower than the declaration rates for other protected groups.

1.1.3 Recommendations

- That more work is undertaken by EDU and HR with staff, DTUS and Staff Networks to identify and address the reasons for non-declaration by some staff particularly in relation to sexual orientation and religion or belief.
- That further awareness raising campaigns are routinely conducted to demonstrate the importance of collating employment data and explain the benefits to the wider workforce.

1.2 Workforce Profile

The CPS has one of the most representative workforce profiles across the Civil Service. It continues to work towards retaining and developing a diverse workforce across all grades in order to build a diverse talent pool from which it can develop and recruit future leaders.

1.2.1 Findings

- **Gender** - The percentage of women in the workforce increased slightly this year from 66.6% in 2009-10 to 66.7%.
- **Race** - The percentage of BME employees decreased by 2.2% this year from 17.2% in 2009/10 to 15% in this reporting period.
- **Disability** - The percentage of disabled employees increased slightly this year from 5.80% to 5.85%.
- **Sexual Orientation** - The percentage of LGB employees in the workforce was 4.84%.
- **Religion or Belief** - Christians are the most represented religious group at 36.66% followed by staff with no religion or belief at 8.02%. All other groups are quite equally represented.
- **Age** - The age groups with the highest representation are the 35-49 age group at 51.1%.

Figure A - Workforce representation trends for 2009 – 2011 in percentages

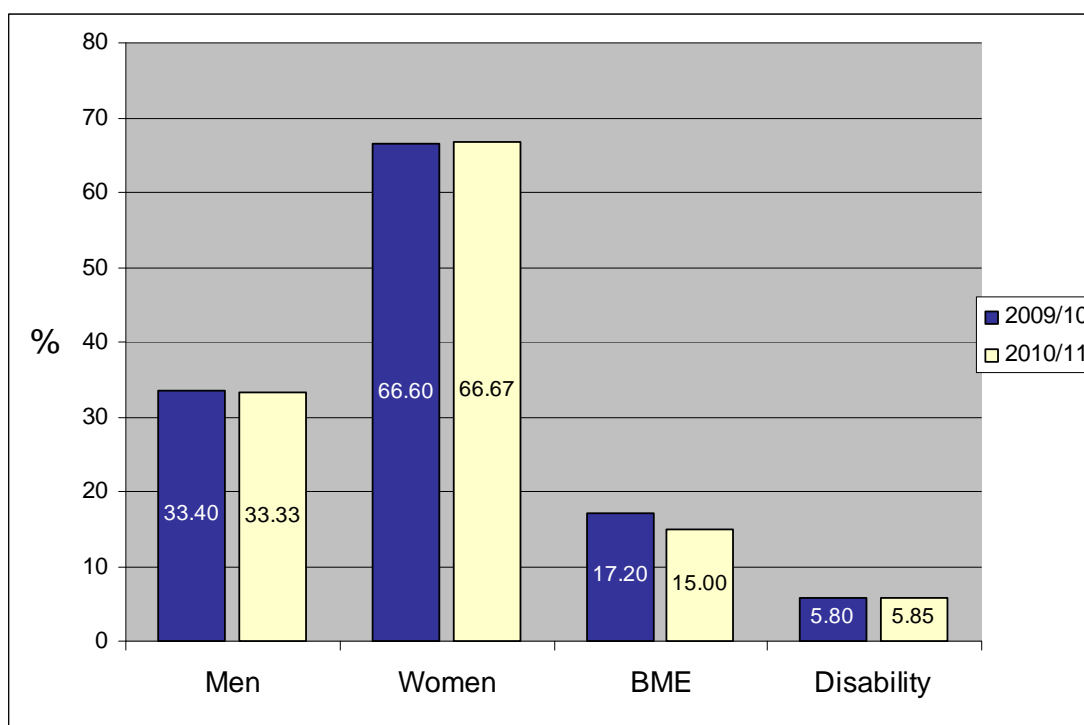


Table B - Ethnicity of employees

Ethnicity	Breakdown	Total
Asian Bangladeshi	0.49%	6.88%
Asian Indian	3.87%	
Asian Pakistani	1.31%	
Asian other	0.74%	
Mixed Asian and White	0.47%	
Black African	2.52%	6.11%
Black Caribbean	2.47%	
Mixed Black African and White	0.31%	
Mixed Black Caribbean and White	0.52%	
Black other	0.29%	
Chinese	0.38%	0.38%
Other mixed ethnic background	0.70%	1.63%
Other	0.93%	
White	71.12%	72.83%
White British	1.57%	
White Irish	0.06%	
Other White	0.08%	
Refusal /Prefer not to say	4.27%	
No reply	7.90%	12.17%
Total	100%	100%

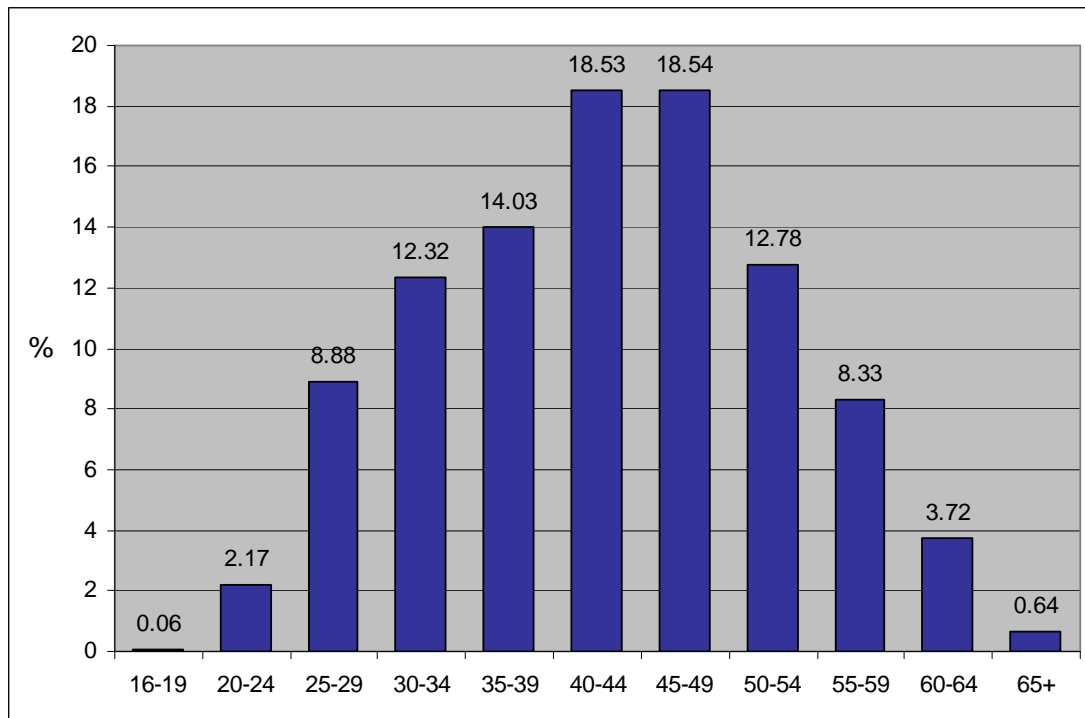
Table C - Sexual orientation of employees

Sexual orientation	Percentage of total workforce
Bisexual Man	0.26%
Bisexual Women	0.29%
Gay Women/Lesbian	0.93%
Gay Man	0.42%
Heterosexual Man	17.17%
Heterosexual Women	36.71%
Other	2.95%
Prefer Not to Say	0.58%
No Reply	40.7%

Table D - Religion of employees

Religion	Percentage of total workforce
Agnostic	2.71%
Atheist	3.33%
Bahai	0.05%
Buddhist	0.52%
Christian	36.66%
Hindu	1.25%
Jewish	0.43%
Muslim	1.69%
Pagan	0.45%
Sikh	0.91%
Other	1.97%
No Religion	8.02%
Declined to Specify	0.55%
No reply	41.46%

Figure B - Age distribution of staff in percentages



1.2.2 Comment/Analysis

In relation to disability our staff profile has increased very slightly to 5.85% but this is well below the national labour force profile for disabled people of 16.2% (*Labour Force Survey May 2011*). In view of the current recruitment freeze, our short term aim must be to maintain the current levels of representation that we have achieved to date.

BME staff representation has decreased since the last reporting period by over 2% to 15%, although this figure is above the national labour force profile for BME people of 13.3%, it is important to monitor the reasons for this reduction to ensure that there are justifiable reasons for this trend.

1.2.3 Recommendations

- The EDU should undertake research into the reasons for the recent reduction in the percentage of BME staff.

1.3 Staff Representation by Grade

By increasing the diversity of our workforce across all grades we can help to ensure that we have the capability and requisite understanding to deliver appropriate high quality services to all of the communities we serve.

1.3.1 Findings

- **Gender** - Women were represented at all grades in the CPS, but they are under represented at Senior Crown Advocate (SCA) and Principal Crown Advocate (PCA) grades where representation levels fell from 26.9% last year to 19.5% this year.
- **Race** - BME employees were represented at all grades in the CPS. BME representation levels at the most senior grades including Chief Crown Prosecutor (CCP) and Senior Civil Servant (SCS) has decreased from 25.4% in 2009-10 to 23.52% in 2010-11.
- **Disability** - Most grades reflected an overall increase in disabled staff representation during this reporting period apart from the SCS grade where representation levels fell slightly from 5.6% last year to 5.3%. There are no disabled employees at SCA grade.
- **Sexual Orientation** - LGB staff were represented at all grades except SCA, SCS and CCP.
- **Religion or Belief** - Christians are the religious group mostly represented at both legal and administrative grades at 36.7% and 39% respectively. They are followed by staff with no religion or belief at 8% and 9.9% respectively.

All other religious groups are represented in relative to their overall representation in the workforce.

Figure C - Gender proportion by admin grades in percentages

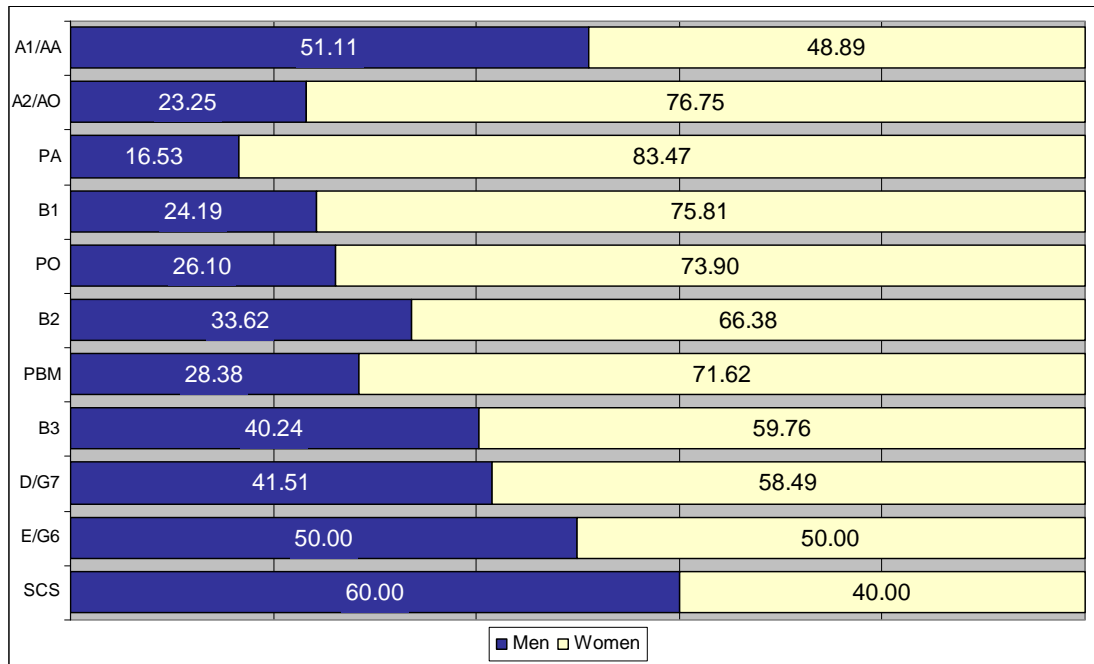


Figure D - Gender proportion by legal grades in percentages

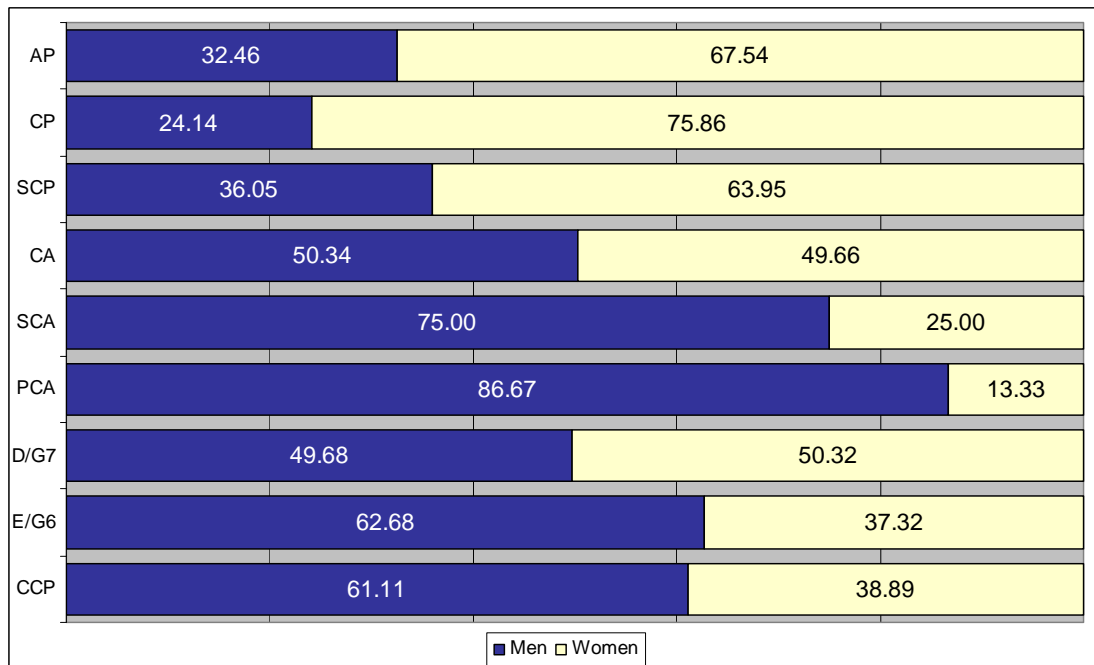


Table E - Ethnicity of employees by grade

Grade	BME	White	Ethnicity Unknown	Total Number of Staff
ADMIN				
A1/AA	11.11%	71.67%	17.22%	180
A2/AO	16.68%	73.46%	9.85%	1888
Paralegal Assistant	17.36%	72.73%	9.92%	242
B1/EO/LT	14.85%	74.83%	10.32%	1017
Paralegal Officer	16.44%	70.30%	13.26%	724
B2/HEO/LO	16.23%	75.94%	7.83%	345
Paralegal Business Manager	16.22%	77.03%	6.76%	74
B3/SEO	14.63%	77.44%	7.93%	164
D/G7	14.15%	76.42%	9.43%	106
E/G6	3.13%	93.75%	3.13%	32
SCS	5.00%	85.00%	10.00%	20
ADMIN TOTAL	15.78%	73.79%	10.43%	4792
LEGAL				
Associate Prosecutor	12.72%	73.90%	13.38%	456
Crown Prosecutor	17.24%	62.07%	20.69%	58
Senior Crown Prosecutor	15.70%	70.20%	14.10%	1631
Crown Advocate	12.22%	72.74%	15.05%	884
Senior Crown Advocate	5.56%	77.78%	16.67%	36
Principal Crown Advocate	6.67%	40.00%	53.33%	15
D/G7	12.10%	71.97%	15.92%	314
E/G6	12.68%	73.94%	13.38%	142
CCP	18.52%	79.63%	1.85%	54
LEGAL TOTAL	13.96%	71.56%	14.48%	3590
Total	15.00%	72.83%	12.17%	8382

Table F - Disabled employees by grade

Grade	Declared Disabled	Declared Non Disabled	Undeclared Status	Total Number of Staff
ADMIN				
A1/AA	10.00%	78.33%	11.67%	180
A2/AO	6.73%	84.27%	9.00%	1888
Paralegal Assistant	4.13%	90.08%	5.79%	242
B1/EO/LT	5.11%	88.99%	5.90%	1017
Paralegal Officer	5.52%	84.25%	10.22%	724
B2/HEO/LO	6.67%	90.72%	2.61%	345
Paralegal Business Manager	10.81%	89.19%	0.00%	74
B3/SEO	6.71%	89.63%	3.66%	164
D/G7	4.72%	90.57%	4.72%	106
E/G6	12.50%	81.25%	6.25%	32
SCS	5.00%	80.00%	15.00%	20
ADMIN TOTAL	6.24%	86.16%	7.60%	4792
LEGAL				
Associate Prosecutor	4.82%	85.53%	9.65%	456
Crown Prosecutor	3.45%	86.21%	10.34%	58
Senior Crown Prosecutor	5.95%	78.91%	15.14%	1631
Crown Advocate	4.86%	83.14%	11.99%	884
Senior Crown Advocate	0.00%	88.89%	11.11%	36
Principal Crown Advocate	6.67%	80.00%	13.33%	15
D/G7	6.37%	83.76%	9.87%	314
E/G6	2.11%	90.85%	7.04%	142
CCP	5.56%	92.59%	1.85%	54
LEGAL TOTAL	5.32%	82.12%	12.56%	3590
Total	5.85%	84.43%	9.72%	8382

Table G - Sexual orientation of employees by grade

Grade	LGB	Heterosexual (Straight) Man/Woman	Other	Prefer Not to Say/Declined to specify	No Reply	Grand Total
ADMIN						
A1/AA	1.12%	61.44%	2.78%	0.00%	37.78%	180
A2/AO	1.54%	61.15%	2.38%	0.37%	36.97%	1888
Paralegal Assistant	2.07%	59.74%	1.65%	0.00%	38.43%	242
B1/EO/LT	1.67%	67.12%	5.11%	1.28%	29.99%	1017
Paralegal Officer	1.38%	49.10%	1.66%	0.69%	48.90%	724
B2/HEO/LO	3.49%	75.57%	3.19%	0.87%	20.29%	345
Paralegal Business Manager	2.74%	75.29%	2.70%	1.35%	21.62%	74
B3/SEO	2.45%	71.77%	0.61%	0.61%	25.61%	164
D/G7	4.76%	69.48%	3.77%	0.00%	26.42%	106
E/G6	3.22%	74.12%	0.00%	0.00%	25.00%	32
SCS	0.00%	88.50%	15.00%	0.00%	15.00%	20
ADMIN TOTAL	1.82%	62.41%	2.90%	0.63%	35.16%	4792
LEGAL						
Associate Prosecutor	0.66%	85.53%	0.88%	0.88%	47.81%	456
Crown Prosecutor	1.75%	50.77%	0.00%	0.00%	50.00%	58
Senior Crown Prosecutor	2.27%	49.08%	0.18%	0.18%	52.54%	1631
Crown Advocate	2.04%	45.03%	0.57%	0.57%	48.76%	884
Senior Crown Advocate	0.00%	48.69%	0.00%	0.00%	52.78%	36
Principal Crown Advocate	14.22%	48.46%	6.67%	6.67%	60.00%	15
D/G7	2.24%	21.33%	1.27%	1.27%	34.71%	314
E/G6	2.84%	61.96%	1.41%	1.41%	29.58%	142
CCP	0.00%	66.61%	0.00%	0.00%	22.22%	54
LEGAL TOTAL	2.01%	79.15%	0.53%	0.53%	48.08%	3590
Total	1.90%	49.40%	0.58%	0.58%	40.7%	8382

Table H - Religion or belief of employees by grade

Grade	Agnostic	Atheist	Bahai	Buddhist	Christian	Hindu	Jewish	Muslim	Pagan	Sikh	Other	No Religion or Belief	Prefer Not to Say/	No Reply	Grand Total
ADMIN															
A1/AA	1.67%	2.78%	0.00%	0.00%	37.78%	0.56%	0.00%	4.44%	1.11%	0.56%	3.89%	8.89%	0.56%	37.78%	180
A2/AO	2.86%	2.81%	0.05%	0.48%	37.34%	1.69%	0.32%	1.91%	0.58%	1.17%	2.44%	10.54%	0.26%	37.55%	1888
Paralegal Assistant	5.37%	2.48%	0.00%	0.83%	28.51%	0.83%	0.00%	5.37%	1.65%	0.41%	2.48%	11.98%	0.83%	39.26%	242
B1/EO/LT	2.36%	3.54%	0.00%	0.79%	41.69%	1.97%	0.20%	1.77%	0.20%	0.79%	1.77%	10.13%	1.08%	33.73%	1017
Paralegal Officer	2.49%	2.07%	0.00%	0.14%	31.49%	1.80%	0.14%	1.66%	0.41%	0.83%	2.07%	7.46%	0.83%	48.62%	724
B2/HEO/LO	2.03%	4.64%	0.00%	0.58%	51.88%	1.45%	0.00%	1.74%	0.29%	1.16%	3.19%	12.46%	0.29%	20.29%	345
Paralegal BM	4.05%	4.05%	0.00%	2.70%	45.95%	0.00%	0.00%	4.05%	1.35%	0.00%	6.76%	6.76%	1.35%	22.97%	74
B3/SEO	3.66%	6.71%	0.00%	2.44%	47.56%	0.61%	0.61%	1.22%	0.00%	1.22%	1.83%	8.54%	0.00%	25.61%	164
D/G7	2.83%	7.55%	0.00%	1.89%	49.06%	0.94%	0.94%	0.94%	0.94%	0.00%	0.00%	7.55%	0.00%	27.36%	106
E/G6	0.00%	0.00%	0.00%	0.00%	62.50%	0.00%	0.00%	0.00%	0.00%	0.00%	3.13%	6.25%	0.00%	28.13%	32
SCS	0.00%	10.00%	0.00%	0.00%	60.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.00%	0.00%	25.00%	20
Admin Total	2.73%	3.23%	0.02%	0.63%	39.00%	1.57%	0.23%	2.07%	0.52%	0.92%	2.34%	9.89%	0.56%	36.29%	4792
LEGAL															
Associate Prosecutor	2.63%	2.85%	0.00%	0.00%	33.77%	0.44%	0.66%	1.32%	0.00%	1.32%	1.32%	7.89%	0.66%	47.15%	456
Crown Prosecutor	1.72%	0.00%	0.00%	0.00%	29.31%	1.72%	0.00%	3.45%	0.00%	1.72%	0.00%	3.45%	1.72%	56.90%	58
Senior CP	2.45%	3.25%	0.06%	0.49%	31.09%	0.86%	0.55%	1.29%	0.49%	0.98%	1.35%	4.60%	0.31%	52.24%	1631
Crown Advocate	3.51%	3.28%	0.23%	0.11%	33.60%	0.79%	0.68%	0.90%	0.45%	0.45%	1.58%	5.43%	0.45%	48.53%	884
Senior CA	2.78%	2.78%	0.00%	0.00%	27.78%	2.78%	0.00%	2.78%	0.00%	0.00%	5.56%	5.56%	0.00%	50.00%	36
Principal CA	6.67%	0.00%	0.00%	0.00%	20.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	6.67%	60.00%	15
D/G7	2.55%	4.46%	0.00%	0.64%	42.36%	0.96%	0.64%	0.32%	0.32%	0.96%	2.23%	6.05%	1.27%	37.26%	314
E/G6	1.41%	7.75%	0.00%	2.11%	38.73%	1.41%	2.11%	0.70%	0.00%	0.00%	0.70%	9.15%	0.00%	35.92%	142
CCP	5.56%	0.00%	0.00%	0.00%	51.85%	0.00%	1.85%	5.56%	0.00%	3.70%	1.85%	5.56%	1.85%	22.22%	54
Legal Total	2.76%	3.37%	0.08%	0.39%	33.54%	0.84%	0.70%	1.20%	0.36%	0.89%	1.48%	5.52%	0.53%	48.36%	3590
ALL CPS	2.71%	3.33%	0.05%	0.52%	36.66%	1.25%	0.43%	1.69%	0.45%	0.91%	1.97%	8.02%	0.55%	41.46%	8382

Table I - Age of employees by grade

Grade	16-34	35-49	50+	Total Number of Staff
ADMIN				
A1/AA	39.10%	28.49%	32.96%	180
A2/AO	34.71%	42.18%	23.16%	1888
Paralegal Assistant	65.97%	29.05%	5.39%	242
B1/EO/LT	26.38%	53.94%	19.78%	1017
Paralegal Officer	17.98%	63.90%	18.26%	724
B2/HEO/LO	22.96%	57.27%	20.06%	345
Paralegal Business Manager	19.17%	56.15%	26.02%	74
B3/SEO	20.86%	58.89%	20.86%	164
D/G7	4.76%	56.19%	40.00%	106
E/G6	0.00%	51.56%	51.56%	32
SCS	0.00%	52.50%	52.50%	20
ADMIN TOTAL	29.51%	48.97%	21.54%	4792
LEGAL				
Associate Prosecutor	30.11%	52.97%	17.14%	456
Crown Prosecutor	78.92%	17.54%	5.26%	58
Senior Crown Prosecutor	15.58%	53.31%	31.17%	1631
Crown Advocate	10.19%	57.30%	32.62%	884
Senior Crown Advocate	2.85%	68.52%	31.40%	36
Principal Crown Advocate	0.00%	78.22%	28.44%	15
D/G7	6.71%	58.15%	35.46%	314
E/G6	0.71%	46.10%	53.90%	142
CCP	1.89%	54.70%	45.27%	54
LEGAL TOTAL	15.32%	53.97%	30.73%	3590
Total	23.43%	51.10%	25.47%	8382

1.3.2 Comment/Analysis

The transformational programme of the CPS which commenced in 2009/10, led to a significant reduction in the number of SCS posts in the last reporting period. Despite budgetary constraints and limited opportunities across the service, the diversity of senior staff has improved over this reporting period.

1.3.3 Recommendations

- That the CPS develops a robust Talent Management Programme to ensure that it is able to maintain the diversity of its workforce across all grades in future to address areas of under-representation.
- That the CPS conducts further analysis into the lack of representation of disabled staff in the SCA grade.

1.4 Variable Working Patterns

In order to respond positively to change and deliver its business objectives, the CPS seeks to employ, develop and engage a competent and flexible workforce.

Variable working patterns assist employees in maintaining a positive work/life balance and include: part time, compressed hours, annualised hours, part year working and partial retirement.

1.4.1 Findings

- **Gender** - The percentage of staff with variable working patterns increased by 2.14% from 25.85% in 2009-10 to 27.99% (2347) this year.

The percentage of women with variable working patterns increased by 2.64% from 34.71% in 2009-10 to 37.35% this year.

Women account for 71.47% of staff working full time compressed hours and 91.64% of all part time workers.

The percentage of men who work variable working patterns rose from 8.23% in 2009-10 to 9.27% this year.

- **Race** - The percentage of BME staff working variable working patterns increased by 3.34% from 24.42% last year, to 27.76% in this reporting period.

BME staff account for 27.88% of the staff who work full time compressed hours and 12.88% of all part time workers.

- **Disability** - The percentage of disabled employees working variable working patterns increased by 3.86% from 28.79% last year to 32.65% of disabled staff within the CPS.

Disabled staff account for 6.73% of staff working compressed hours and 6.83% of part time workers.

- **Sexual Orientation** - 0.81% of LGB staff work variable working patterns.
- **Religion or Belief** - The religious group that accounts for the largest percentage of staff working variable working patterns are Christian at 37.21% followed by staff with no religion or belief at 4.94%.
- **Age** - The age group of staff most likely to work variable working patterns were the 35-49 age group at 62.34%.

Table J - Working patterns of employees by protected characteristics

Hours	Men	Women
Full time	42.00%	58.00%
Full time compressed	28.53%	71.47%
Part time	8.36%	91.64%

Hours	BME	White	Ethnicity Unknown
Full time	15.04%	72.95%	12.01%
Full time compressed	27.88%	59.62%	12.50%
Part time	12.88%	74.53%	12.59%

Hours	Declared Disabled	Declared Non Disabled	Undeclared Status
Full time	5.47%	85.80%	8.73%
Full time compressed	6.73%	84.29%	8.97%
Part time	6.83%	80.38%	12.78%

Hours	Heterosexual Men/Women	LGB	No Reply
Full time	56.06%	2.32%	37.82%
Full time compressed	50.32%	3.21%	42.31%
Part time	47.94%	0.44%	48.97%

Hours	Christian	No Religion or Belief	No Reply	Other Religions
Full time	36.45%	9.21%	38.92%	15.42%
Full time compressed	36.54%	5.77%	42.95%	14.74%
Part time	37.32%	4.82%	48.77%	9.10%

Hours	16-34	35-49	50+
Full time	27.10%	46.97%	25.93%
Full time compressed	11.54%	57.69%	30.77%
Part time	14.36%	62.34%	23.30%

1.4.2 Comment/Analysis

Although all protected groups take advantage of flexible working arrangements, women continue to make up the majority of staff with variable working patterns. Therefore, any policies, practices or processes that relate to or impact on variable working patterns e.g. restructuring exercises and/or office re-location will potentially have a greater impact on women than people with other protected characteristics.

1.4.3 Recommendations

- That the CPS ensures that the impact of changes to employment policies practices or processes on people working flexibly are considered as part of all Equality Impact Assessments.

2.0 Employment Policies and Practices

The CPS is committed to fair employment policies and practices therefore we monitor the implementation of our policies, with a view to identifying trends and addressing any areas of potential or actual disproportionality.

2.1 Grievances

This section reflects the number of grievances finalised (i.e. that have an outcome) during 2010-11.

For the purposes of this report, examples of grievances include bullying, discrimination, humiliation and different treatment, harassment, race discrimination, racial harassment, sex discrimination, disability discrimination, victimisation, bullying, misuse of confidential information, invasion of privacy, intimidation and requests for being allowed to work a variable working pattern.

Outcomes of grievances which were part upheld, withdrawn or employee resigned during the grievance process have been combined as the numbers were too low in these groups to allow data to be reported separately.

2.1.1 Findings

- 0.44% (37) of staff raised a grievance which was finalised in this period. None of these grievances were fully upheld.
- **Gender** - 56.76% (21) of grievances were from women, this compares with 76% in 2009-10.
- **Race** - 13.51% (5) of staff who raised a grievance were from BME communities. This compares with 16% in 2009-10 and comparable to their overall representation within the workforce.
- **Disability** - 13.51% (5) of the staff who raised a grievance were disabled.
- **Sexual Orientation** - 2.71% (1) of staff who raised a grievance were LGB.
- **Religion or Belief** - Of those staff who declared a religion or belief or none when raising a grievance, 29.73% (11) were Christian.
- **Age** - Grievances were lodged by all age groups with the largest number from the 35-49 age group at 45.94% (17).

Table K - Number of grievances by protected characteristics

Gender	Total		Sexual Orientation	Total
Men	16		Heterosexual Men/Women	18
Women	21		LGB	1
			No Reply	17
Race	Total		Religion	Total
BME	5		Christian	11
White	27		No Religion or Belief	3
Ethnicity Unknown	5		No Reply	15
			Other Religions	8
Disability	Total		Age	Total
Declared Disabled	5		16-34	7
Declared Non Disabled	32		35-49	17
Undeclared Status	0		50+	13

2.1.2 Comment/Analysis

No grievances were fully upheld during 2010-11, continuing a trend seen in previous years; however, a revised grievance policy that places a greater emphasis on informal resolution was implemented part way through this year. Therefore, a process for capturing the number of cases resolved informally or through mediation will need to be developed to ensure that we are able to monitor the way that grievances are handled in future.

The percentage of grievances raised by disabled staff has decreased since last year. Although figures are relatively low at 5 (13.5%) of all grievances lodged, the percentage still remains disproportionately high,

The percentage of grievances raised by BME employees has decreased since 2010, and has become more proportionate.

This is the first AEER which reports data on grievances by sexual orientation and religion or belief, so no comparable data is available.

The data suggests some disproportionality in the percentage of staff aged 45-54, however, as the numbers involved are so small it is difficult at this point to determine whether this is indicative of any specific trends or issues.

The data collected only reflects the demographics of employees who lodge a grievance, and not respondents. Therefore any differential impact on employees who are named as respondents cannot currently be ascertained.

2.1.3 Recommendations

- That a more robust process for the collation of data on the formal and informal outcomes of grievances should be developed.
- That data collected on grievances should be extended to include respondents.
- That further work is undertaken to identify and address the reasons for the continued disproportionality in the percentage of grievances brought by disabled employees.
- That further analysis of grievance cases to identify any generic trends with a view to developing guidance for incorporation into relevant training by Leadership & Learning and, where appropriate to inform any revision and implementation of the grievance policy.
- That equality data in relation to the take up of mediation is collated for analysis in future reports.

2.2 Poor Performance Management

2.2.1 Findings

- 0.28% (24) of CPS staff were subject to formal performance meetings this reporting year and 0.25% (21) of CPS staff were subject to formal action arising from these meetings.
- **Gender** - 37.5% (9) of staff subject to formal performance meetings were women as were 33.3% (7) of staff who were subject to formal action arising out of the formal meetings.
- **Race** - 16.67% (4) of staff subject to formal performance meetings were BME as were 14.29% (3) of who were subject to formal action arising out of the formal meeting which is proportionate to their total representation in the workforce.
- **Disability** - No staff with a declared disability were the subject of poor performance meetings.
- **Sexual Orientation** - No declared LGB staff were the subject of poor performance meetings.
- **Religion or Belief** - 29.17% (7) of staff subject to formal performance meetings were Christians as were 33.33% (7) who were subject to formal action arising out of the formal meeting. The next largest group were no religion or belief at 8.33% (12) of staff subject to formal performance

meetings and 9.52% (2) subject to formal action arising out of the formal meeting.

- **Age** - Meetings and formal action were spread across all age groups with the largest single group being the over 50 age group at 50% (12) of all formal performance meetings and 41.6% (10) of staff who were subject to formal action arising out of the formal meeting.

Table L - Number of formal performance meetings and formal action following meetings by protected characteristics

Gender	Formal meeting	Formal action following meeting		Sexual Orientation	Formal meeting	Formal action following meeting
Men	15	14		Heterosexual Men/Women	10	10
Women	9	7		LGB	0	0
				No Reply	13	10
Race				Religion		
BME	4	3		Christian	7	7
White	15	14		No Religion or Belief	2	2
Ethnicity Unknown	5	4		No Reply	13	10
				Other Religions	2	2
Disability				Age		
Declared Disabled	0	0		16-34	4	4
Declared Non Disabled	21	19		35-49	8	7
Undeclared Status	3	2		50+	12	10

2.2.2 Comment/Analysis

The number of staff subject to formal poor performance procedures this year is very low; therefore although the percentage of men subject to formal procedures is disproportionately high at 62.5% it is impossible to draw any definitive trends from such a small group.

2.2.3 Recommendations

- That EDU and HR in partnership with the DTUS and Staff Networks should continue to work with the wider business to increase the declaration rates for staff subjected to poor performance as well as other employment procedures to enable meaningful analysis of any potential adverse equality impacts associated with the implementation of this policy.

2.3 Disciplinary Proceedings

This section highlights the number of formal disciplinary cases that have been finalised during this reporting year, with an analysis of disciplinary outcomes.

“Final” outcomes encompass cases where the outcome was a final written warning, final written warning and action short of dismissal, or dismissal. These outcomes have been combined as numbers for these outcomes were too low to enable data to be reported separately.

2.3.1 Findings

- 0.7% (59) of CPS staff were subject to disciplinary cases that were finalised this year of which 17 resulted in a final outcome.
- **Gender** - 57.63 % (34) of the staff subject to disciplinary procedures were women as were 41.18% (7) of the staff in cases where there was a final outcome. The remainder had no case to answer or received first written warnings.
- **Race** - 25.42% (15) of the staff subject to disciplinary procedures were BME as were 23.53% (4) of the staff in cases where there was a final outcome. The remainder had no case to answer or received first written warnings
- **Disability** - 13.36% (8) of the staff subject to disciplinary procedures were disabled as were 11.76% (2) of the cases where there was a final outcome. The remainder had no case to answer or received first written warnings
- **Sexual Orientation** - No LGB staff were subject to disciplinary procedures during this period.
- **Religion or Belief** - The majority of staff 49.15% (29) who were the subject disciplinary proceedings did not declare a religion or belief. The largest declared group were Christians at 32.2% (19).
- **Age** - The age groups most likely to be subject to disciplinary procedures were the 35-49 age group at 49.15% (29).

Table M - Number of disciplinary cases by protected characteristics

Gender	Total		Sexual Orientation	Total
Men	25		Heterosexual Men/Women	29
Women	34		LGB	0
			No Reply	28
Race	Total		Religion	Total
BME	15		Christian	19
White	34		No Religion or Belief	2
Ethnicity Unknown	10		No Reply	29
			Other Religions	9
Disability	Total		Age	Total
Declared Disabled	8		16-34	10
Declared Non Disabled	51		35-49	29
Undeclared Status	0		50+	20

2.3.2 Comment/Analysis

The data suggests that there is a disproportionate number of BME and disabled staff subject to disciplinary proceedings, although the numbers are relatively small, this continues a trend highlighted in the previous year's report.

For the first year we have also seen a disproportionate number of men and an over representation of staff aged 50-54. It is too early to establish any trend but this data will be kept under review in future reports.

2.3.3 Recommendations

- That further analysis is undertaken to identify the reasons for the apparent disparities in respect of the percentage of disciplinary proceedings against BME and disabled staff.

2.4 Attendance

High levels of attendance and performance are essential to achieving successful business delivery. With reduced resources, the CPS will continue to actively focus on maximising attendance and supporting employees to consistently deliver positive service delivery outcomes.

2.4.1 Findings

- The average working days lost (AWDL) through sickness absence this year is 8.9 days which is a slight reduction from 9 days last year, but still slightly above the Civil Service average of 8.2 days.

- **Gender** - The AWDL by women is 10 days and 6.9 for men.
- **Race** - The AWDL by BME employees is 10.6 days which is an increase from 9.5 days last year.
- **Disability** - The AWDL by disabled employees is 19.5 days compared to 18.9 in 2009-10; however, like last year, this figure does not distinguish between sickness leave and disability leave; therefore, it cannot be relied on statistically.
- **Sexual Orientation** - The AWDL for LGB staff is 7.3 days.
- **Religion or Belief** - The religious group with the highest AWDL are those staff who declared they were from 'other' religions which was 15.5 days.
- **Age** - The age groups with the highest AWDL are the over 50 age group which was averaged at 12.5 days.

Table N - Average Working Days Lost (AWDL) through sickness absence from 2010 -11

Attendance	2009/10	2010/11
Average Working Days Lost	9.0	8.9
Total Working Days Lost	76218	74600

2.5 Attendance Management

During this reporting period, the CPS continued its focus on maximising attendance and for the first time, we are reporting specifically on the implementation of formal proceedings under our attendance management policy.

2.5.1 Findings

- 9.46% (793) of CPS staff were subject to formal attendance meetings this year and 3.96% (332) of CPS staff were subject to formal action arising from these meetings.
- **Gender** - 74.27% (589) of the staff who were subject to formal attendance meetings were women as were 72.59% (241) of the staff who were subject to formal action following these meetings.
- **Race** - 13.87% (110) of the staff who were subject to formal attendance meetings were BME as were 19.88% (66) of the staff who were the subject of formal action following these meetings.

- **Disability** - 10.72% (85) of the staff who were subject to formal attendance meetings were disabled as were 12.95% (43) of the staff who were subject to formal action following these meetings.
- **Sexual Orientation** - 1.38% (11) of the staff who were subject to formal attendance meetings were LGB as were 0.9% (3) of the staff who were subject to formal action following these meetings.
- **Religion and Belief** - The majority of staff 42.11% (334) who were subject to formal attendance meetings did not declare a religion or belief. The largest declared group were Christians at 34.93% (277). Christians also accounted for 15.13% (120) of the staff who were subject to formal action following these meetings.
- **Age** - Staff from all age groups were subject to attendance meetings and formal action. The majority of staff subject to attendance meetings and formal action fell into the 35-49 age groups.

Table O - Number of formal attendance meetings and formal action following meetings by protected characteristics

Gender	Formal meeting	Formal action following meeting	Sexual Orientation	Formal meeting	Formal action following meeting
Men	204	91	Heterosexual Men/Women	434	200
Women	589	241	LGB	11	3
			No Reply	333	122
Race			Religion		
BME	110	66	Christian	277	120
White	578	228	No Religion or Belief	69	29
Ethnicity Unknown	105	38	No Reply	334	123
			Other Religions	113	60
Disability			Age		
Declared Disabled	85	43	16-34	183	81
Declared Non Disabled	621	253	35-49	398	166
Undeclared Status	87	36	50+	212	85

2.5.2 Comment/Analysis

The AWDL data indicates that staff who are women, have a higher AWDL than the CPS average as do disabled staff. The figure for disabled staff is highly likely to be over inflated because the data does not distinguish between sickness leave and disability leave; therefore, it cannot be relied on statistically. The new HR system introduced in 2011-12 is now able to

distinguish between different types of leave, so accurate data will be available for the next report.

The current data also does not allow us to fully interrogate all the characteristics of employees who take stress related sick leave. Therefore, it is impossible to establish whether there is a link to working experience and the impact on attendance.

The number of BME and disabled staff who are the subject of formal meetings and action is disproportionately high compared to their overall representation levels.

2.5.3 Recommendations

- That current monitoring processes are revised to capture the characteristics of employees who take stress related sick leave.
- That systems are urgently put in place to ensure the separate recording of sickness absence and disability related absence for disabled employees.
- That a detailed analysis of attendance management cases is undertaken to identify the possible causes for the apparent disproportionality in the numbers of, disabled and BME staff who are subject to formal attendance meetings and formal action.

2.6 Employment Tribunals

This section highlights the percentage of Employment Tribunals (ET) cases lodged during the reporting year. Information on outcomes is not currently available so, an update of completed cases will be reported on in the 2011-12 report.

During the reporting period, 43 ET cases were lodged.

2.6.1 Findings

- 0.42% (36) of CPS staff lodged a total of 43 ETs this year. The 43 tribunals were lodged under 102 heads of claim. The heads of claim most commonly raised were unfair dismissal (17), race discrimination (14), and disability discrimination (12).
- **Gender** - Of the 43 ET cases, 58.13% (25) were lodged by women.
- **Race** - 39.53% (17) of ETs were lodged by BME staff.
- **Disability** - 13.95% (6) of ETs were lodged by disabled staff.
- **Sexual Orientation** - No ETs were lodged by LGB staff.

- **Religion or Belief** – The religious groups that lodged the most ETs were Christians who lodged 34.88% of cases.
- **Age** - The age groups that lodged the most ETs were the 35-49 age group at 46.51% (20) closely followed by the over 50 age group at 41.86% (18).

Table P - Number of employment tribunals by protected characteristics

Gender	Total		Sexual Orientation	Total
Men	18		Heterosexual Men/Women	25
Women	25		LGB	0
			No Reply	5
Race	Total		Religion	Total
BME	17		Christian	15
White	25		No Religion or Belief	3
Ethnicity Unknown	1		No Reply	12
			Other Religions	13
Disability	Total		Age	Total
Declared Disabled	6		16-34	5
Declared Non Disabled	37		35-49	20
Undeclared Status	0		50+	18

Table Q - Number of cases lodged between April 2010 and March 2011

	Numbers
Number of ET claims	43
Number of people	36
Number of different heads of claim	102

Heads of claims	
Race Discrimination	14
Sex Discrimination	9
Disability Discrimination	12
Unfair dismissal	17
Age	2
Religion or Belief	1
Protected Disclosure	4
Victimisation	3
Unpaid Wages	2
Unauthorised Deduction of Wages	3
P/T Workers	2
Breach of Contract	9
Constructive Dismissal	6
Wrongful Dismissal	0
TU Activities/Membership	1
Whistle Blowing	1
Working Time Regulations	4
Equal Pay	2
Other (including failure to pay redundancy)	10
Total number of heads	102

2.6.2 Comment/Analysis

The 43 ETs lodged during this period represents an increase of 5.71% on the previous year's 35, continuing the upward trend of recent years. The percentage of disabled and BME staff has decreased slightly this year, but still remains disproportionately high when considering total cases lodged.

This is the first AEER to report on the number of ET cases by sexual orientation, religion or belief and age. Therefore there is no comparative data for these groups.

2.6.3 Recommendations

- That further analysis of all ET cases is undertaken to determine the causes of the apparent disproportionality in the number of ETs lodged by BME and disabled staff.

3.0 About our Staff

The CPS is committed to employing a skilled, motivated, engaged and representative workforce.

3.1 Staff Engagement

Effective employee engagement results in employees feeling inspired, energised and motivated to give their best and be prepared to go the extra mile. It is critical to retaining key talent, succession planning and securing high levels of individual, team, organisational performance and service user satisfaction.

The Employee Engagement Index (EEI) is a key business measure. It goes beyond simply measuring how satisfied employees are. It can be defined as employees' willingness and ability to invest their personal effort in the success of the organisation.

The 2010 Staff Survey first measured Employee Engagement and key drivers of engagement across the CPS.

http://www.cps.gov.uk/publications/research/cps_survey_highlights_2011.pdf

One of the themes of the Civil Service People Survey 2010 relates to fairness and inclusion which comprised the following questions:

- I am treated fairly at work.
- I am treated with respect by the people they work with.
- I feel valued for the work that they do.
- I think the CPS respects individual differences (e.g. culture, working styles, backgrounds, ideas etc).
- During the past 12 months have you personally experienced discrimination at work?
- During the past 12 months have you personally experienced bullying or harassment at work?

3.1.1 Findings

- The CPS's EEI was 53%.
- The EEI for disabled employees was 47%, which is significantly lower (-6%) than the overall EEI for the CPS.
- The EEI of staff who declared a religion or belief (Christian, Hindu, Jewish, Muslim and Sikh) was on average higher than the overall EEI for the CPS except for those staff belonging to other religions. Higher EEI scores ranged from 3% -9% above the CPS's overall score.

- Staff who declared no religion or belief had an EEI score 3% below that of the CPS.
- The EEI for LGB staff was 49% which is 4% lower than the overall EEI.
- The EEI for staff over 50 was 56% which is 3% higher than the overall, there were no difference from the overall EEI in relation to other age groups.
- 13% of all staff stated they experienced discrimination at work; but, the figure was significantly higher for disabled and BME staff where the figures were 28% and 16% respectively.
- 12% of staff stated they experienced bullying and harassment compared to 30% of disabled staff and 16% of BME staff.

Table R - The Employee Engagement Index for 2009-10 by protected characteristics

	EEI 2009	EEI 2010	% Difference from CPS 2010/11 Average of 53
Gender			
Men	55%	52%	-1
Women	58%	54%	+1
Race			
BME	57%	56%	+3
White	57%	53%	0
Disability			
Declared Disabled	49%	47%	-6
Declared Non Disabled	57%	54%	+1
Sexual Orientation			
Heterosexual Men/Women	-	54%	+1
LGB	-	49%	-4
Religion			
Christian	-	56%	+3
No Religion or Belief	-	50%	-3
Other Religions		55%	+2
Age			
16-34	-	53%	0
35-49	-	53%	0
50+	-	56%	+3

3.1.2 Comment/Analysis

The 3% drop in staff engagement in 2010 could be influenced by the fact that the survey period ran in parallel to the spending review announcement and the launch of the CPS transformational programme; however, the lower levels of engagement for some groups tends to suggest that other factors may have influenced the EEI for these groups.

3.1.3 Recommendations

- That the EDU and HR should continue to jointly investigate the potential causes of the adverse differential experiences across all protected groups.
- That the CPS should benchmark its performance against high performing private and public sector organisations with a view to identifying best practice and introducing innovative practices across the organisation to enable improved employee engagement.
- That progress against Area Action Plans should be developed in response to Area Staff Survey Results and monitored at Area Performance Reviews.

3.2 Recruitment and Retention

The CPS realises that there are clear benefits in securing a representative workforce and that fair and effective recruitment and retention policies are central to attracting and retaining a diverse, motivated and flexible workforce.

3.2.1 External Applications

External applicants are defined as completed applications received against external campaigns which are open to CPS employees and applicants outside of the CPS and in reporting on findings, no distinction is made in relation to internal and external applications.

During the reporting period, the CPS received 3105 applications and made 36 appointments.

3.2.2 Findings

- **Gender** - Of those applicants who provided equality monitoring information, 56% were women and 32.7% men.
- **Race** - 39.7% of external applicants were BME.
- **Disability** - 4.2% of external applicants were disabled.

- **Sexual Orientation** - 3.7% of external applicants were LGB.
- **Religion or Belief** - At 40.7%, Christians were the largest religious group who applied for posts, followed by people with no religion or belief at 14.4%. Representation was quite evenly spread across all other religions and beliefs.
- **Age** - The largest single group of external applicants was the 20-24 age group who accounted for 40.3% of applications. This was, followed by the 25-29 age group at 19.6%. The age groups with the lowest representation were the 60+ at less than 1%.

3.2.3 External Appointments

3.2.4 Findings

- **Gender** - Of the 36 appointments, 52.78% (19) were women.
- **Race** - 13.89% (5) were from BME communities.
- **Disability** - no one with a declared disability was appointed.
- **Sexual Orientation** - 2.78% (1) were from LGB communities as well as a similar representation for the 'other' category.
- **Religion or Belief** – 28.8% (9) of the people appointed were Christians making them the largest religious group.
- **Age** - Appointments were spread across all age ranges.

3.2.5 Internal applications

Internal Applicants are defined as completed applications received in response to internal campaigns.

During the reporting period, 289 applications were received from internal applicants and a total of 68 appointments were made.

3.2.6 Findings

- **Gender** - Of those internal applicants who provided equality monitoring information, 53.6% (155) were women, 34.6% (100) men and 11.8% (34) did not declare their gender.
- **Race** - 42.6% (123) of internal applicants were BME.
- **Disability** - 4.8% (14) of internal applicants were disabled.
- **Sexual Orientation** - 2.7% (8) of internal applicants were LGB.

- **Religion or Belief** - At 41.7%, Christians were the largest religious group who applied for internal posts, followed by staff with no religion or belief accounted at 18% (52).
- **Age** - Internal applications were quite evenly spread across all age groups.

3.2.7 Internal Appointments

3.2.8 Findings

- From the 289 internal applications, 68 appointments were made.
- **Gender** - 38.24% (26) of the internal appointments were women.
- **Race** - 16.18% (11) of internal appointments were BME.
- **Disability** - 1.47% (1) of internal appointments were disabled.
- **Sexual Orientation** - 1.47% (1) of the internal appointments were LGB.
- **Religion or Belief** - At 38.8%, Christians were the largest declared religious group of internal appointments. Representation in terms of religion was quite evenly spread across all other religions and beliefs.
- **Age** - Appointments were spread across all age groups but only 2.9% of internal appointments were over 50.

Table S - Appointments by protected characteristics

Gender	Internal Applicants	External Applicants	Total Applicants	Total Appointments
Men	34.6%	32.7%	32.8%	41.3%
Women	53.6%	56.0%	55.8%	43.3%

Race	Internal Applicants	External Applicants	Total Applicants	Total Appointments
BME	42.6%	39.7%	40.0%	15.4%
White	49.2%	56.4%	50.6%	79.8%

Disability category	Internal Applicants	External Applicants	Total Applicants	Total Appointments
Declared Disabled	4.8%	4.2%	4.2%	1.0%
Declared Non Disabled	80.6%	84.5%	84.2%	73.1%
Undeclared Status	14.5%	11.3%	11.6%	26.1%

Sexual Orientation	Internal Applicants	External Applicants	Total Applicants	Total Appointments
Heterosexual Men/Women	79.2%	84.3%	81.4%	44.2%
LGB	1.7%	3.6%	3.3%	1.0%
No Reply	13.5%	8.1%	8.3%	39.4%

Religion	Internal Applicants	External Applicants	Total Applicants	Total Appointments
Christian	41.5%	40.7%	40.8%	28.8%
No Religion or Belief	1.4%	14.4%	13.3%	4.8%
No Reply	18.0%	9.6%	10.3%	40.4%
Other Religions	39.1%	35.2%	35.5%	26.0%

Age	Internal Applicants	External Applicants	Total Applicants	Total Appointments
16-34	42.6%	73.3%	70.7%	44.2%
35-49	43.3%	20.1%	22.0%	13.5%
50+	14.2%	6.6%	7.2%	2.9%

3.3 Temporary Promotion

During this reporting year, 340 staff were temporarily promoted. This represents 4.06% of the total workforce. In total there were 351 instances when a member of staff was temporary promoted.

There is no comparable data for 2009-10.

3.3.1 Findings

- **Gender** - 68.82% (234) of the staff who were temporarily promoted this year were women.
- **Race** - 17.65% (60) of the staff who were temporarily promoted this year were BME.

- **Disability** - 2.65% (9) of the staff who were temporarily promoted this year were disabled.
- **Sexual Orientation** - 2.65% (9) of the staff who were temporarily promoted this year were LGB.
- **Religion or Belief** - At 42.65% (145), Christians were the largest religious group of staff who were temporarily promoted, followed by Staff with no religion or belief at 9.12% (31). Representation in terms of religion was quite evenly spread across all other religions and beliefs.
- **Age** - Temporary promotions were quite evenly distributed across all age groups.

Table T - Number of temporary promotions by protected characteristics

Gender	Total individuals	Total instances
Men	106	107
Women	234	244

Race	Total individuals	Total instances
BME	60	62
White	252	259
Ethnicity Unknown	28	30

Disability	Total individuals	Total instances
Declared Disabled	9	9
Declared Non Disabled	304	314
Undeclared Status	27	28

Sexual Orientation	Total individuals	Total instances
Heterosexual Men/Women	226	235
LGB	9	9
No Reply	93	95

Religion	Total individuals	Total instances
Christian	145	151
No Religion or Belief	31	32
No Reply	98	100
Other Religions	66	68

Age	Total individuals	Total instances
16-34	141	146
35-49	140	143
50+	59	62

3.4 Loans

During this reporting period, 61 staff were loaned to or out of the CPS.

3.4.1 Findings

- **Gender** - 54.10% (33) of loaned staff were women.
- **Race** - 9.84% (6) of loaned staff were BME.
- **Disability** - No loaned staff were disabled.
- **Sexual Orientation** - 3.28% (2) of loaned staff were LGB.
- **Religion or Belief** - The largest single religious group of staff loaned were Christians at 19.67% (12) followed by staff with no religion or belief at 6.56% (4).
- **Age** - The largest single group of staff loaned was the 35- 49 age group at 62.3%.

Table U - Number of loans by protected characteristics

Gender	Total		Sexual orientation	Total
Men	28		Heterosexual Men/Women	18
Women	33		LGB	2
			No Reply	36
Race	Total		Religion	Total
BME	6		Christian	12
White	41		No Religion or Belief	4
Ethnicity Unknown	14		No Reply	38
			Other Religions	7
Disability	Total		Age	Total
Declared Disabled	0		16-34	10
Declared Non Disabled	53		35-49	38
Undeclared Status	8		50+	13

3.5 Managed Moves

During this reporting period there were 3 managed moves. Due to the small numbers in this category, it was not possible to break down the figures without identifying the staff concerned, so no analysis of the data was possible.

3.5.1 Comment/analysis

The percentage of men loaned out of or to the CPS was slightly higher than their overall representation in the workforce.

Disabled staff continue to be under-represented in appointments, promotions and loans.

3.5.2 Recommendation

- That HR and EDU monitor and report on the take up of loan opportunities for all groups and continue to enable staff to take advantage of developmental opportunities as appropriate.

3.6 Leavers

A total of 666 staff left the service this year, of which 75 left under the Voluntary Exit Scheme. The figures below analyse the data for all leavers.

3.6.1 Findings

- **Gender** - Women accounted for 64.56% (430) of all leavers.
- **Race** - 14.56% (97) of leavers were BME.
- **Disability** - 5.86% (39) of leavers were disabled.
- **Sexual Orientation** - 2.85% (19) of leavers were LGB.
- **Religion or Belief** - Leavers were quite evenly distributed across all religious groups, at 34.23% (228) Christians were the largest single religious group of leavers followed by staff with no religion or belief at 8.56% (57).
- **Age** - Leavers came from all age groups, the group with the highest percentage of leavers were from the 16-34 age group at 40.24% (268).

Table V - Number of leavers by protected characteristics

Gender	Total		Sexual Orientation	Total
Men	35.44%		Heterosexual Men/Women	54.95%
Women	64.56%		LGB	2.85%
			No Reply	38.59%
Race	Total		Religion	Total
BME	14.56%		Christian	34.23%
White	69.82%		No Religion or Belief	8.56%
Ethnicity Unknown	15.62%		No Reply	39.34%
			Other Religions	17.72%
Disability	Total		Age	Total
Declared Disabled	5.86%		16-34	40.24%
Declared Non Disabled	85.89%		35-49	25.68%
Undeclared Status	8.26%		50+	34.08%

3.6.2 Comment/Analysis

The retention rate of 7.9% is lower than the public sector average of 12.6%. There is no apparent disproportionality in respect of staff from any of the protected groups.

3.7 Voluntary Exits

To fulfil the government's requirement to implement the Spending Review and make efficiency savings of 50% headquarters staff and 25% front line services over 4 years, the CPS offered staff the opportunity to leave the organisation voluntarily. 11% (75) of staff who left the organisation during the reporting period, left on voluntary exit grounds.

3.7.1 Findings

- **Gender** - 62.67% (47) of the staff who left through the voluntary exit scheme were women.
- **Race** - 17.33% (13) of the staff who left through voluntary exit scheme were BME.
- **Disability** - 5.33% (4) of the staff who left through voluntary exit were disabled.
- **Sexual Orientation** - 4.00% (3) of staff who left through voluntary exit were LGB.

- **Religion or Belief** - At 54.67% (41) Christians were the single largest religious group of staff to leave the CPS through voluntary exit followed at 8% by staff with no religion or belief. Leavers were quite evenly distributed across all other religious groups.
- **Age** - representation was quite evenly spread across all age ranges. The largest age group at 45.33% (34) were the over 50 group.

Table W - Number of voluntary leavers by protected characteristics

Gender	Total		Sexual Orientation	Total
Men	37.33%		Heterosexual Men/Women	68.00%
Women	62.67%		LGB	4.00%
			No Reply	24.00%
Race	Total		Religion	Total
BME	17.33%		Christian	54.67%
White	69.33%		No Religion or Belief	8.00%
Ethnicity Unknown	13.33%		No Reply	24.00%
			Other Religions	13.33%
Disability	Total		Age	Total
Declared Disabled	5.33%		16-34	18.67%
Declared Non Disabled	90.67%		35-49	36.00%
Undeclared Status	4.00%		50+	45.33%

3.7.2 Comment/Analysis

There is no significant disproportionately in the leaving rates of staff from different protected groups of staff overall.

3.8 Career Break

The CPS Career Break Scheme is a family friendly policy which is currently open to all staff and includes eligibility criteria flexible enough to enable those requiring a career break for over 3 months to balance work and personal commitments. It also provides an opportunity for the CPS to retain staff with valuable skills, knowledge and experience.

3.8.1 Findings

- 134 staff took advantage of the Career Break Scheme this year.
- **Gender** - 88.81% (119) of staff taking advantage of the Career Break Scheme were women.

- **Race** - 23.88% (32) of the staff who took advantage of the Career Break Scheme were BME.
- **Disability** - 2.24% (3) of the staff who took advantage of the Career Break Scheme were disabled.
- **Sexual Orientation** - 0.75% (1) of the staff who took advantage of the Career Break Scheme were LGB.
- **Religion or Belief** - There was quite an even distribution of religions and beliefs amongst the staff who took advantage of the Career Break Scheme. The largest single group at 11.94% (16) were Christians.
- **Age** – Staff from a range of age groups took advantage of the Career Break Scheme this year. The age group with the highest representation at 60.45% were the 35-49 age group.

Table X - Number of career breaks by protected characteristics

Gender	Total		Sexual Orientation	Total
Men	11.19%		Heterosexual Men/Women	17.91%
Women	88.81%		LGB	0.75%
			No Reply	79.85%
Race	Total		Religion	Total
BME	23.88%		Christian	11.94%
White	57.46%		No Religion or Belief	2.24%
Ethnicity Unknown	18.66%		No Reply	79.85%
			Other Religions	5.97%
Disability	Total		Age	Total
Declared Disabled	2.24%		16-34	31.34%
Declared Non Disabled	76.87%		35-49	60.45%
Undeclared Status	20.90%		50+	8.21%

3.8.2 Comment/Analysis

Women make up the vast majority of staff who took a career break this year, which tends to suggest that this policy is helping to retain women in the workforce.

3.9 Training

Training is considered essential to progressing equality and diversity and ensuring the CPS has a confident, skilled, innovative and flexible workforce which is able to deliver current business priorities, and build capability for the future and to respond to change effectively.

Data on training covers all training activity relating to both legal and non-legal developmental opportunities. The numbers of employees receiving training exceeds staff headcount figures because some employees participated in training on more than one occasion.

3.9.1 Findings

Legal Training

- 4464 staff completed legal training which included face to face, e-learning and self directed learning.
- **Gender** - 62.43% (2787) of staff who completed legal training were women.
- **Race** - 13.04% (582) of staff who completed legal training were BME.
- **Disability** - 5.15% (230) of staff who completed legal training were disabled.
- **Sexual Orientation** - 1.54% (69) of staff who completed legal training were LGB.
- **Religion or Belief** - All religion and belief groups completed some legal training this year. The largest single religious group at 32.19% (1437) were Christians followed at 6.7% (300) by staff with no religion or belief.
- **Age** – staff from all possible age ranges completed legal training this year, with the highest representation from the 35-49 age group at 52.84% (2359).

Non Legal Training

- 3189 staff completed non legal training.
- **Gender** - 66.48% (2120) of the staff who completed non legal training were women.
- **Race** - 18.60% (593) of staff who completed non legal training were BME.
- **Disability** - 6.11% (195) of staff who completed non legal training were disabled.
- **Sexual Orientation** - 2.51% (80) of staff who completed non legal training were LGB.

- **Religion or Belief** - Staff from all religion and belief groups completed non legal training this year. The largest single religious group were Christians at 32.19% (1026) followed by staff with no religion or belief at 6.7% (214).
- **Age** – Staff from a range of age groups completed non legal training this year. The group with the highest representation were the 35-49 age group at 55.88% (1782).

IT Training

- 233 staff participated in IT related training this year.
- **Gender** - 60.94% (142) of staff who completed IT training were women.
- **Race** - 21.89% (51) of staff who completed IT training were BME.
- **Disability** - 5.15% (12) of staff who completed IT training were disabled.
- **Sexual Orientation** - 0.43% (1) of staff who completed IT training was LGB, however, there was a higher than usual occurrence at 19.31% (45) of staff in the 'other' group and 17.17% did not declare their sexual orientation.
- **Religion or Belief** – Staff from all religions and beliefs completed some IT training, the largest single religious group were Christians at 36.05% (84) followed at 8.58% (20) by staff with no religion or belief.
- **Age** - Staff from a range of age groups completed IT training this year, with the highest representation from the 35- 49 age group at 48.07% (112).

Table Y - Training by protected characteristics

Gender	Legal	Non-legal	IT
Men	37.57%	33.52%	39.06%
Women	62.43%	66.48%	60.94%

Race			
BME	13.04%	18.60%	21.89%
White	74.04%	72.88%	47.21%
Ethnicity Unknown	12.93%	8.53%	30.90%

Disability			
Declared Disabled	5.15%	6.11%	5.15%
Declared Non Disabled	83.92%	87.52%	88.41%
Undeclared Status	10.93%	6.37%	6.44%

Sexual Orientation			
Heterosexual Men/Women	47.40%	64.53%	57.51%
LGB	1.55%	2.51%	0.43%
No Reply	47.18%	29.88%	17.17%

Religion			
Christian	32.19%	43.37%	36.05%
No Religion or Belief	6.72%	9.66%	8.58%
No Reply	48.07%	29.98%	34.33%
Other Religions	13.02%	17.00%	21.03%

Age			
16-34	18.53%	22.48%	30.04%
35-49	52.84%	55.88%	48.07%
50+	28.63%	21.64%	21.89%

3.9.2 Comment/Analysis

Although, there are slight variations in the uptake of different types of training by protected groups, no clear trends emerge from the data.

Overall, the take up of training opportunities for most groups remained consistent with their overall representation in the workforce.

However, on average, 1.49% of LGB staff took advantage of training opportunities compared to their 4.84% representation in the workforce.

3.9.3 Recommendations

- That the CPS should continue to monitor and report on the take up of training opportunities in relation to religion/belief, sexual orientation and age in order to analyse whether there are any disparities or trends.

- That the HR should maintain a record of staff who have been refused training in order to ascertain whether there is any disproportionality.

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Appendix B

List of Recommendations

1.0 Workforce Representation

1.1 Declaration Rates

- That more work is undertaken with the Departmental Trade Unions and Staff Networks to identify and address any barriers that may lead to a lack of confidence in the declaration process and/or to non-disclosure of personal data.
- That further awareness raising campaigns are routinely conducted to demonstrate the importance of collating employment data and explain the benefits to individuals and the organisation.

1.2 Workforce Profile

- The EDU should undertake research into the reasons for the recent reduction in the percentage of BME staff.

1.3 Staff Representation by Grade

- That the CPS develops a Talent Management Programme to ensure that it is able to maintain the diversity of its workforce across all grades to address areas of under-representation.
- That the CPS conducts further analysis into the lack of representation of disabled staff in the SCA grade.

1.4 Variable Working Patterns

- That the CPS ensures that the impact of changes to policies, practices or processes on people working flexibly is considered as part of Equality Impact Assessments.

2.0 Employment Policies and Practices

2.1 Grievances

- That a more robust process for the collation of data on the formal and informal outcomes of grievances should be developed.
- That data collected on grievances should be extended to include respondents.

- That further work is undertaken to identify and address the reasons for the continued disproportionality in the percentage of grievances brought by disabled employees.
- That further analysis of grievance cases is undertaken to identify any generic trends with a view to developing guidance for incorporation into relevant training by Leadership & Learning and, where appropriate to inform future revision and implementation of current policy.
- That Equality data in relation to the take up of Mediation is collated for analysis in future reports.

2.2 Poor Performance Management

- That EDU and HR in partnership with the DTUS and Staff Networks should continue to work with the wider business to increase the declaration rates for staff subjected to poor performance as well as other employment procedures to enable meaningful analysis of any potential adverse equality impacts associated with the implementation of this policy.

2.3 Disciplinary

- That further analysis is undertaken to identify the reasons for the apparent disparities in respect of the percentage of disciplinary proceedings against BME and disabled staff.

2.5 Attendance Management

- That current monitoring processes are revised to capture the characteristics of employees who take stress related leave.
- That systems are urgently put in place to ensure the separate recording of sickness absence and disability related absence for disabled employees.
- That a detailed analysis of attendance management cases is undertaken to identify the possible causes for the apparent disproportionality in the numbers of women, disabled and BME staff who are subject to formal attendance meetings and formal action.

2.6 Employment Tribunals

- That further analysis of all ET cases is undertaken to determine the causes of the apparent disproportionality in the number of ETs lodged by men, BME and disabled staff.

3.0 About our Staff

3.1 Staff Engagement

- That the EDU and HR should continue to jointly investigate the potential causes of the adverse differential experiences across all protected groups.
- That the CPS should benchmark its performance against high performing private and public sector organisations with a view to identifying best practice and introducing innovative practices across the organisation to enable improved employee engagement.
- That progress against Area Action Plans be developed in response to Area Staff Survey Results, and monitored at Area Performance Reviews.

3.2 Recruitment and Retention

- That HR and EDU monitor and report on the take up of loan opportunities for all groups and continue to enable staff to take advantage of developmental opportunities as appropriate.
- That the EDU and HR continue to monitor and report on the reasons why staff leave the department and address any concerns as required.

3.9 Training

- That the CPS should continue to monitor and report on the take up of training opportunities in relation to religion/belief, sexual orientation and age in order to analyse whether there are any disparities or trends.
- That the HR should maintain a record of staff that have been refused training in order to ascertain whether there is any disproportionality.

Equality and Diversity Unit

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