



**Crown
Prosecution
Service**

Race Equality Scheme 2005-2008

Building on Success — Delivering Race Equality

May 2005

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1. Foreword by the Attorney General

The Crown Prosecution Service's second Race Equality Scheme is of great significance to me and I welcome its publication.

Race equality and diversity sit firmly at the core of a modern, fair and trusted criminal justice system. The Crown Prosecution Service has a substantial and influential role to play in championing justice and inspiring the confidence of all the communities it serves.

Race equality is more than just meeting statutory requirements. It is an integral and essential part of the way that the Crown Prosecution Service does its business. Race equality is a necessary part of policy development, employment practices, decision-making and the provision of services to victims, witnesses and the wider public. This Race Equality Scheme provides a mechanism for the Crown Prosecution Service to focus on race equality and so improve its overall quality of prosecution and employment practice.

The Crown Prosecution Service is accountable to the public. Everyday decisions made by prosecutors, caseworkers and other staff have a real impact on the lives of local people. Demonstrating that the Crown Prosecution Service does all of this fairly, which the Crown Prosecution Service will show through the rigorous implementation of this Race Equality Scheme, can enhance trust amongst all communities. This is essential if the Crown Prosecution Service is to operate effectively and to command public confidence.

Achievement over the next three years on this Race Equality Scheme will be vital to the Crown Prosecution Service becoming a valued public service by all the communities it serves. I will fully support the Crown Prosecution Service in this task.



A handwritten signature in black ink, which appears to read "The Lord Goldsmith". The signature is written in a cursive, flowing style.

**The Right Hon The Lord Goldsmith QC,
Attorney General**

2. Introduction by the Director of Public Prosecutions and Chief Executive

We are pleased to introduce our Race Equality Scheme for 2005-08, "Building on Success – Delivering Race Equality". This builds on our first Scheme and our wider work on equality and diversity. Crime affects people in all communities and our central role in the prosecution of crimes has an impact on all communities. Our key task and greatest challenge is to provide an effective prosecution service which commands the confidence and trust of all communities – a service which at its heart has race equality as an overriding principle.

Starting from a low base we have made very significant progress in recent years and this has been acknowledged through external review and recognition. Indeed, in terms of ethnicity, CPS' workforce is globally representative of the communities we serve. We are increasingly recognised for the community engagement we undertake particularly in framing our hate crime policies. However, we are not complacent. There is a great deal more to do. In this, our second Race Equality Scheme, we want to focus on evidencing improved outcomes for communities, not only in relation to our prosecution work, but also in our role as an employer.

We are indebted to a number of community partners who have participated in the production of this Scheme. They are Suresh Grover of The Monitoring Group, Barry Mussenden of the Black Racial Attacks Independent Network (BRAIN), Leroy Richards of Race on the Agenda (ROTA) and Christina Julios Ethnic Minority Foundation (EMF). We acknowledge their contribution. It has been invaluable in ensuring that the CPS' Scheme better reflects the priorities and concerns of communities. We intend to build on this involvement with a panel overseeing implementation, involving community partners. A foreword to accompany this Scheme from our community partners follows. We are similarly grateful to Dale Simon who represented the National Black Crown Prosecution Association (NBCPA) on the Project Board. NBCPA's input has greatly assisted in shaping this Scheme.

We give our commitment to build on the achievements set out here to deliver a prosecution service known by all for its results on race equality. We will report annually on our progress on this Race Equality Scheme.



Ken Macdonald

Ken Macdonald QC
Director of Public Prosecutions



Richard Foster

Richard Foster
Chief Executive

3. Foreword by Community Partners

Black and minority ethnic communities have long campaigned for an equal, just and fair criminal justice system and it was the Stephen Lawrence Inquiry that served to highlight the depth of community concerns about racism in the criminal justice system. It would be wrong to say that there has been no progress since then, and this Race Equality Scheme points to real and significant progress. Yet racism and discrimination continues to scar the lives of many communities across the country and the challenge remains to root it out of the criminal justice system and wider society.

Just as the Race Relations (Amendment) Act arose out of the Stephen Lawrence Inquiry, so too the Inquiry Report remains the abiding context for delivering race equality in criminal justice. This means not only examining policies and procedures, but crucially, the outcome of policy and practice. The risk is that agencies become preoccupied with systems and processes rather than making a difference to people's lives. It is for this reason that we welcome the CPS commitment within this scheme to focus on real outcomes for communities and for black and minority ethnic staff working within the service. The true test, however, will be the impact that it has within the organisation and the difference it makes on the ground.

In participating in the production of the Scheme, we have sought to highlight a range of community concerns, rather than claiming to be the representatives of the community. Community involvement is an ongoing process of engagement involving a wide range of experiences and interests, and we look to the CPS to work with communities in delivering the Race Equality Scheme and respond to wider issues of concern such as deaths in custody that go beyond this Scheme.

At the end of the day, public accountability and impartiality are fundamental elements of democracy and race equality is a litmus test of a democracy and a pre-requisite for a fair, just and peaceful society. Perhaps Dr Martin Luther King put it most succinctly when he said:

Peace is not the absence of conflict, but the presence of justice.

Barry Mussenden Black Racial Attacks Independent Network (BRAIN)

Suresh Grover The Monitoring Group

Leroy Richards Race on the Agenda (ROTA)

Christina Julios Ethnic Minority Foundation (EMF)

4. The Race Relations (Amendment) Act 2000 and our first Race Equality Scheme 2002-05

Race Relations (Amendment) Act 2000

The Race Relations (Amendment) Act was the Government's response to the Stephen Lawrence Inquiry. The main feature of the Act is that it imposes a "general duty" on public bodies, such as the CPS, to promote race equality. It also requires them to publish a Race Equality Scheme. The CPS published its first scheme, "Meeting the Needs of Diverse Communities and Improving Prosecutions" in May 2002 to cover the period 2002-05.

Detailed information on the Race Relations (Amendment) Act is available on the Commission for Racial Equality's website <http://www.cre.gov.uk/>

Key features of the Race Relations (Amendment) Act 2000

The main features of the Act include:

- A general duty on public bodies, such as the CPS, to promote race equality by:
 - Eliminating unlawful racial discrimination
 - Promoting equal opportunities
 - Promoting good relations between people from different racial backgrounds.
- CPS has to publish a Race Equality Scheme which sets out how it meets the duty
- CPS needs to assess its functions and policies for relevance to the duty to promote race equality.

In addition, the Act places specific duties on the CPS including:

- Assessing and consulting on the likely impact of proposed policies on the promotion of race equality
- Monitoring policies for any adverse impact on promoting race equality
- Publishing the results of any assessments, consultations and monitoring
- Ensuring public access to the information and services it provides
- Training staff in connection with the general and specific duties.

There is also a specific duty in relation to employment issues which requires the CPS to monitor:

- Staff in Post
- Applicants for employment, training and promotion
- Staff receiving training
- Staff who benefit or suffer detriment as a result of Performance Assessments

- Staff involved in Grievance Procedures
- Staff subject to Disciplinary Procedures
- Staff ceasing employment.

Our First Race Equality Scheme 2002-05

Our first Race Equality Scheme and our annual reports on progress against it provide a range of information which will provide essential context and background when reading this Scheme.

Our first Scheme and annual reports on progress are available on our website <http://www.cps.gov.uk/>. Hard copies can be obtained from:

Communications Branch,
Crown Prosecution Service,
50 Ludgate Hill, London, EC4M 7EX

Tel: 020 7796 8442

Key Achievements to Date

Whilst coming late to the race equality agenda, the CPS has made significant progress. The Service now has a positive reputation for some key aspects of this work. These achievements include (but are not limited to):

- CPS has set the equalities agenda, the issues are known and key elements of the infrastructure for effective delivery including staff are in place. High-level leadership has been provided to set the equalities agenda, which has focused on the centrality of equality and diversity in prosecutions and employment
- In terms of ethnicity the workforce is globally representative of the communities it serves. Please see section on challenges on page 13
- There has been positive community engagement and policy development on hate crimes
- There is good performance information on equalities in employment which enables performance monitoring and review to take place
- A well established Equality and Diversity Unit with links to Service-wide management and governance, enabling mainstreaming to occur
- Engagement of key critical stakeholders in framing our first statutory Race Equality Scheme – a first for Whitehall

- A national award for organisational excellence on equality and diversity from RaceActionNet. Commendations also received from RaceActionNet for CPS West Midlands (anti-gun and gang education), CPS Coventry (No Witness, No Justice) and CPS Sussex (Brighton and Hove Race Forum)
- The National Audit Office in its first ever report on equality and diversity, “Delivering Services to a Diverse Society”, acknowledged CPS as a good practice body in recognition of the public consultation of stakeholders which underpinned the Public Policy Statement on Racist and Religious Crime
- We have published an annual report for each year of the first Scheme on the progress made and achievements in relation to the Scheme
- During our first Scheme, we completed key impact assessments. An independent impact assessment on the prosecution process was conducted to determine if there was any bias in decision-making. A review of the approach and practices of the CPS in dealing with deaths in custody conducted by the Attorney General included an impact assessment. These are detailed in our Year 2 report on the first Race Equality Scheme, available at the address on page 6. We have commenced and will be reporting this year on a full impact assessment of Performance Appraisal Ratings.

5. Our Race Equality Scheme 2005-08

This is our second Race Equality Scheme, Building on Success – Delivering Race Equality and covers the period 2005-08. It has been put in place following a complete review of the first Scheme in line with the Commission for Racial Equality's assessment template for Race Equality Schemes, the Statutory Codes and related guidance. For the CPS race equality is about more than just meeting our statutory requirements. For us, equality and diversity are absolutely fundamental in delivering safe convictions in which all communities can have confidence.

Critically, for the CPS equality and diversity in employment and prosecutions are firmly linked in that our employment policies and practices directly impact on our performance on prosecutions.

The Scheme will be overseen by our Equality and Diversity Unit and progress will be assessed annually by the Policy, Strategy and Diversity Committee and the People and Equality Committee which report to the CPS Board.

We will continue to publish annual reports on our progress against the Scheme. These will be available on our website and as hard copies from the address on page 6.

The Crown Prosecution Service (CPS) – Who we are and What we do

The Crown Prosecution Service (CPS) was set up in 1986 to prosecute criminal cases investigated by the police in England and Wales. The CPS is a department of central government which acts independently from the Government in accordance with statute – (Prosecution of Offences Act 1985).

The head of the CPS is the Director of Public Prosecutions (DPP), who has overall responsibility for the Service and its prosecutions. The Chief Executive, who is responsible for the administration of the CPS, assists the DPP. The DPP is superintended by the Attorney General who is accountable to Parliament for the CPS.

The CPS is a public authority for the purposes of the Human Rights Act 1998. In carrying out its role of criminal prosecutions, the Service must apply the principles of the European Convention on Human Rights in accordance with the Act.

The CPS is organised into 42 Areas across England and Wales matching police force boundaries. Each Area is headed by a Chief Crown Prosecutor who is responsible for the delivery of a high quality prosecution service to his or her local community. Each Chief Crown Prosecutor is supported by an Area Business Manager, and their respective roles mirror, at a local level, the division of responsibilities between the DPP and Chief Executive. An organisation chart for the CPS can be found at Appendix 1.

Until Statutory Charging, the CPS advised the police on whether a criminal case “has a realistic prospect of conviction” and whether or not the police should charge or caution a suspect in accordance with the Code for Crown Prosecutors.

Statutory Charging now makes it a legal requirement for the CPS to decide what charges should be laid against a suspect in all but minor routine cases. This is being implemented on a phased basis.

The CPS works to prosecute cases firmly, fairly and effectively, where there is sufficient evidence to provide a realistic prospect of conviction and when it is in the public interest to do so. This is done by reviewing each case against the Code for Crown Prosecutors. The Code gives guidance on the principles to be applied when making decisions about prosecutions. It is designed to make transparent the principles applied when prosecuting crimes. The Code is a public document and is available in community languages, alternative formats and on our website <http://www.cps.gov.uk/>

More information about the CPS can be found at <http://www.cps.gov.uk/> or by writing to: Communications Branch, Crown Prosecution Service, 50 Ludgate Hill, London, EC4M 7EX
Tel: 020 7796 8442

The CPS is an integral part of the criminal justice system which includes agencies such as the Police, the Courts, and the Probation Service. More information on the criminal justice system can be found at <http://www.cjsonline.gov.uk/>

The Crown Prosecution Service (CPS) – The people we serve

The communities we serve are increasingly diverse and reflect diverse experiences, aspirations and needs. We value this diversity and acknowledge that the experiences of minority groups are different from the supposed majority. We also recognise that experiences vary between groups, individuals and localities. We know that some groups are at particular and increased risk of exclusion and/or discrimination. These groups include (but are not limited to):

- Black and Minority Ethnic (BME) communities
- Disabled people
- Gypsy/Traveller communities
- Lesbian, gay, bisexual and transgender (LGBT) communities
- Older people
- Young people
- Women
- Carers/Dependants
- Religious/faith groups
- People on low income
- Asylum seeker/refugee communities.

It is central to success that the CPS holds public confidence and trust and is seen by all communities as their prosecution service acting fairly in the interests of justice and staffed by valued employees from across all communities.

We are committed to taking account of the diversity of the population we serve and the staff we employ and will work to eradicate exclusion and discrimination by promoting race equality in all we do.

The CPS Vision

A new vision for the CPS has been agreed:

“The CPS aims to be a world-class independent prosecuting authority that delivers a valued public service, which:

- drives change and delivery in the Criminal Justice System;
- strengthens the prosecution process to bring offenders to justice;
- is a champion for justice and the rights of victims;
- inspires the confidence of the communities it serves; and
- is renowned for fairness, excellent career opportunities and the commitment and skills of all its people.”

Delivery of this vision is supported by our values of fairness, impartiality and integrity.

CPS Equality and Diversity Strategy

The CPS has recently introduced a new outcomes focused equality and diversity policy statement and strategy after consultation with internal and external stakeholders. This details our commitments and strategic aims and identifies how these we will be achieved:

- Mainstreaming equality and diversity within all relevant CPS work
- Engaging with communities we serve and with our employees
- Linking employment and service delivery
- Assessing the impact of proposed policies on diverse groups
- Focusing on results by integrating equality and diversity outcomes into our performance review systems

- Training staff on equality and diversity
- Integrating equality and diversity within individual performance appraisals
- Providing effective and trusted complaints procedures for the public and employees
- Communicating our work on equality and diversity internally and externally
- Celebrating success in delivering on equality and diversity.

Leadership and Responsibility for Delivering Race Equality

The Director of Public Prosecutions and Chief Executive directly champion the equality and diversity agenda. Their specific responsibilities as set out in the Equality and Diversity Policy are:

- Providing leadership on the agenda, acting as overall champions to ensure the policy is developed and implemented
- Ensuring the development of the Service vision and plans within which the equality and diversity policy and strategy are integrated
- Communicating the agenda, externally and internally
- Strategic engagement with – and accountability to – the wider public for delivery on equality and diversity in all relevant activities
- Holding Directorates and Areas to account through performance review.

In CPS Areas, Chief Crown Prosecutors with assistance from Area Business Managers provide commitment and leadership in addressing equality and diversity issues and implementing equality and diversity policy and strategy in prosecutions and employment. The Race Equality Scheme is integral to this.

The equality and diversity function is headed at Director level and the Director of Equality and Diversity is a member of the CPS Board. The Director of Equality and Diversity reports to the Director of Public Prosecutions and Chief Executive. This post is also a member of three key decision-making bodies:

- Policy, Diversity and Strategy Committee
- People and Equality Committee
- Delivery and Change Committee.

Please see the Governance chart attached at Appendix 2.

Equality and Diversity is at the heart of the governance and decision-making framework within the CPS. The CPS Board – the highest-level decision making body within the CPS – has three Non-Executive Directors, from diverse backgrounds. Equality and diversity is integrated throughout the committee structure and specifically through the following committees:

- Policy, Diversity and Strategy
- People and Equality.

Equality and diversity issues are also mainstreamed within the terms of reference of all other committees. All policy proposals to committee must also explicitly include their equalities implications.

All new major developments must go through a business change process and a strategic impact assessment which includes equality and diversity implications. This is undertaken through the Programme and Project Management framework co-ordinated by the CPS Centre of Excellence Team. This framework includes:

- Starting a project or a programme
- Strategic impact assessment of proposed projects
- Progress reporting of projects.

The CPS Board and the above committees make the strategic decisions regarding equality and diversity and are responsible for monitoring the implementation of this Scheme.

The Equality and Diversity Unit supports the implementation of policy through:

- Enabling the CPS to turn policy into reality
- Developing policy and strategy on equality and diversity
- Supporting performance review of the equality and diversity impact of CPS work
- Championing equality and diversity issues internally and externally.

The Equality and Diversity Unit is resourced as follows:

- Policy Advisor posts of service delivery, employment and community engagement
- Projects Officer
- Unit Business Manager
- Personal Assistant to the Director of Equality and Diversity
- A Domestic Violence Team consisting of a DV Project Manager, DV Project Lawyer and a DV Project Administrator

- There will be four posts of Projects and Performance Advisors to advise CPS Areas on performance management and improvement on equality and diversity
- Equality and Diversity officers in Areas with the largest share of prosecution business, which are Greater Manchester, West Midlands, West Yorkshire and Wales in recognition of devolution.

There is also an Equality and Diversity Team which supports CPS London.

National and Local Dimension

The CPS is constituted as one organisation which is divided into local Areas which mirror the police boundaries.

This Race Equality Scheme is corporate, applying to the whole of the CPS – all CPS Areas in England and Wales and CPS Headquarters.

However, there is a need for CPS Areas to demonstrate evidence of the implementation of our Race Equality Scheme at a local level to local communities.

Incorporating Race Equality Actions within Area Business Plans

To enable CPS Areas to demonstrate and evidence implementation of our Race Equality Scheme at a local level, CPS Areas will incorporate planned race equality actions within individual Area Business Plans.

Assisting Areas with Local Accountability for the Race Equality Scheme

CPS Areas will ensure local accountability for our Scheme through the following:

- CPS Equality and Diversity Unit will produce a summary booklet setting out the key race equality actions at a national level. Each CPS Area will customise the booklet to include actions drawn from its Business Plan.

This will result in each CPS Area's summary booklet containing:

- a summary of national actions, and
- a summary of local actions, drawn from the Area's Business Plan, to progress race equality relevant to the Area's local context and priorities. CPS Equality and Diversity Unit will produce a template for this.

CPS Equality and Diversity Unit will then produce and issue to all CPS Areas a national six-monthly update on progress in implementing the Race Equality Scheme. CPS Areas will complement this by adding a local progress update. This will include, for example, information on and work to improve workforce representation and satisfaction at CPS Area

level; reporting on the new equalities performance indicator on the prosecution of hate crimes and the new performance indicator on community engagement.

In this way both national and local progress on race equality will be shared by CPS Areas with local communities and partners, enabling assessment nationally and locally at regular intervals.

Overview of Key Challenges

Our vision is to build on the platform we have laid to deliver a step change in CPS performance on race equality measured through outcomes by 2008. Detailed below are our key challenges:

- There has been a significant improvement in workforce representation, to the extent that the CPS has a workforce which is globally representative of the communities it serves. Indeed the CPS continues to exceed the overall Labour Force Survey benchmark for representation of BME employees. Challenges remain – there is an under-representation of BME staff in some occupations and in some CPS Areas
- Results from the 2004 staff survey show that BME staff report slightly lower satisfaction levels
- The employee complaints procedure (Equality and Diversity Complaints Procedure – EDCP) has limited confidence, is time consuming and costly. This is currently under review
- BME communities have lower levels of confidence in the criminal justice system and in the CPS than the white population. Five per cent of white people expect CPS to treat them worse than people of other racial groups (Home Office Citizenship Survey, 2001), compared with nine per cent of Asian people and 25 per cent of Black people
- Overcharging of BME defendants was also highlighted in two Inspection Reports. The CPS significantly corrected police overcharging in 68 per cent of cases (2004) but did not eliminate it
- Management information systems need to generate essential equalities data. Simultaneously, there should be a review of parallel paper and IT-based monitoring of hate crimes
- Recent Inspectorate Reports highlight a gap between policy intent and consistent implementation in hate crimes, particularly racist and religiously aggravated crime and domestic violence

- Related to the above, there is a need to focus on the prosecution of hate crimes. Available data suggests that there is a gap in successful prosecution outcomes of hate crimes including racist and religious crime, against a comparable class of non-hate crimes. For example, at September 2004, the unsuccessful outcomes rate for hate crimes was 43.3% compared to 20.1% for other crimes. A hate crime performance target has been set – this is to reduce the percentage of hate crime that results in an unsuccessful outcome to 36% by 2005-06.

The Performance Context – Public Service Agreement (PSA) Targets

The Government has set challenging targets for the criminal justice system for the period 2005-06 to 2007-08 in the form of Public Service Agreement (PSA) targets. These include:

Targets for the Criminal Justice Sector

- Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the criminal justice system without compromising fairness. This target contains a specific element in relation to building confidence of BME communities.
- Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08.

Targets for the whole of the Civil Service

- Increase voluntary and community engagement, especially amongst those at risk of social exclusion.
- Reduce race inequalities and build community cohesion.

Within this context, this Race Equality Scheme is part of our commitment to continuously improve our race equality practice and outcomes in relation to prosecutions and employment. Delivering on race equality is fundamental in helping the CPS achieve the above-shared targets.

Performance Management of Equality and Diversity

Key Measures of Success

Our Measures of Success – Broad Outcomes we are trying to Achieve include:

- Increased levels of public confidence across all communities including improvement amongst communities with lower levels of confidence
- Increased levels of victim and witness satisfaction across all communities
- Prosecution decisions free from bias or discrimination
- Increased success in prosecuting hate crimes
- Increased employee satisfaction across all groups of employees
- A workforce which represents communities at all levels
- A workforce where there no differences in employees' experiences which we cannot justify
- A service that involves communities and staff and uses this involvement to improve how we work

Specific Areas of Measurement

Equalities indicators

The embedding of the measurement of equalities outcomes within CPS performance management is a fundamental objective.

Equality performance measures for all 42 CPS Areas are now integrated within the CPS Area Performance Review System. Two of the top 15 performance measures which directly relate to equality and diversity are:

- **A measure on Hate Crime Prosecutions** – The target is to reduce the percentage of hate crimes that result in an unsuccessful outcome to 36% by end of 05-06. The target at Area level is to reduce the percentage to within 15% points of the 04-05 target for all cases. Area targets may vary because targets for all cases vary.

This is a new target and is therefore conservative. Assessments are provisional until the Case Management System (CMS) baseline for hate crime is more robust.

- **A measure on community engagement** – This will be an initial qualitative assessment of community engagement activity. The assessment is based around a 3 level measure for community engagement where:

At Level 1 – evidence is sought on building community engagement into Business Plans and having basic foundations in place

At Level 2 – evidence is sought on the range of community engagement taking place including with diverse communities and staff, and

At Level 3 – evidence is sought that measurement of success and effectiveness is underway; satisfaction of participants is evaluated; service changes/improvements arise from engagement activities.

In keeping with the CPS' commitment to mainstreaming equality and diversity, equality and diversity issues are also included in the assessment criteria for a range of other measures as follows:

- **Charging** – all Areas will provide evidence of use of pre-charge functionality on COMPASS Case Management System to record the ethnicity and gender of suspects/defendants
- **Higher Court Advocates (HCA) deployment** – CPS will monitor and report on the diversity of HCA trainees and work to ensure that HCAs reflect the diversity of relevant application pools
- **No Witness, No Justice (NWNJ)** – All Areas will provide details of NWNJ implementation plans which include addressing equality and diversity in engagement, service provision and employment and in tracking victim and witness satisfaction
- **Learning and Development** – All Areas will provide evidence of equalities monitoring of training taking place being analysed, reported and acted upon
- **COMPASS Case Management System (CMS)** – All Areas will provide evidence of flagging hate crimes on CMS
- **Public Confidence of Black and Minority Ethnic (BME) communities in the Criminal Justice System** – CPS contributes to the criminal justice system wide work on raising public confidence of BME communities. There are two measures within this overall target area.

The first relates to overall public confidence in terms of people who are very or fairly satisfied in the effectiveness of the CJS in bringing offenders to justice. The performance against the target for the baseline year (2002-03) is 38.6% and the required target for 2007-08 is 40%.

The second relates to BME confidence and the measure focuses on the proportion of people who feel they would be treated worse by the five CJS agencies on the basis of their racial group. The exact method of measurement is being considered by the Home Office. The CPS will adopt this target and has set up work strands in relation to both the above targets. These include the roll out of No Witness No Justice, national and local community engagement and rigorous prosecution of hate crimes.

- **Victim and Witness Satisfaction within the Criminal Justice System** – a programme of improvements co-ordinated by the Office for Criminal Justice Reform (OCJR) to service delivery for victims and witnesses has been established. Future local performance will be measured through the new Witness and Victim Evaluation Survey (WAVES) of local victim and witness satisfaction. The baseline satisfaction rating (2003-04) is 58%. The latest data show a satisfaction rating of 58.1% and the requires target by 2007-08 is 60% satisfaction. Victim and witness data disaggregated by ethnicity and gender will be available nationally from the WAVES survey and additionally BME satisfaction data will be available for six Areas of the country with the largest BME population.

The above will provide essential data on victim and witness satisfaction including that of BME communities.

We will also undertake special themed reviews which include an explicit focus on equality and diversity. In 2005-06 this will be:

- **Workforce representation** – all Areas will report on gender, disability and ethnic composition and plans to address any significant under representation. Our national targets for BME staff for 2008, as agreed with the Cabinet office are:

Level	Actual 2005 %	Target 2008 %
Senior Civil Service	12.1	15.6
Level D/E (feeder grades to Senior Civil Service)	8.6	10.0

6. Key functions of the CPS

The key business functions in relation to service provision are (please note that our full list of functions and policies are listed at Appendix 3):

Advice to Police and Statutory Charging

Until Statutory Charging, the CPS advised the police on whether a criminal case “ has a realistic prospect of conviction” and whether or not the police should charge or caution a suspect in accordance with the Code for Crown Prosecutors.

Statutory Charging now makes it a legal requirement for the CPS to decide what charges should be laid against a suspect in all but minor routine cases. This is being implemented on a phased basis. Following the success of a number of pilot schemes, the CPS and the Association of Chief Police Officers jointly introduced “shadow” charging arrangements in at least one site across each of the 42 Areas by 31 December 2003. By November 2004, all the 14 CPS Areas – where the majority of recorded crime takes place and which accounts for roughly 60% of all CPS prosecutions – had successfully implemented the more extensive Statutory Charging Scheme. The remaining 28 Areas will move to the Statutory Charging Scheme between April 2005 and March 2007 in line with the 2004 Comprehensive Spending Review settlement.

Statutory Charging is supported by Casework Directorate and CPS Direct. The latter is an out of hours charging advice service which is staffed by experienced home based prosecutors to provide a service during evenings and at weekends.

Statutory Charging means that the CPS has an increasing role in advising police at earlier stages of investigation and evidence gathering. CPS also has an increasing role in terms of conditional cautioning.

Key Race Equality Issues

- Correct advice on cases for possible prosecution and correct decision-making under Statutory Charging
- Ensuring advice given and decisions made on cases is free from bias or discrimination
- Systematic equalities monitoring of charging decisions is required together with analysis and publication of data. Corrective action would be required if unjustifiable disproportionality was detected
- Effectively communicating CPS decisions to victims and listening to their concerns and those of diverse communities. This includes the CPS and the counsel that CPS instructs
- Possible employment issues resulting from CPS staff being co-located in police stations

- Possible employment issues resulting from the phasing in of the 24-hour Statutory Charging scheme and the need for some staff to work out of hours to provide 24-hour cover.

Reviewing and Deciding on Cases

Before proceeding with a prosecution, the CPS reviews each case submitted by the police in accordance with the Code for Crown Prosecutors. The Code is designed to make clear the principles the CPS applies when carrying out its work. Those principles are:

- Whether there is enough evidence to provide a realistic prospect of conviction against each defendant on each charge, and, if so,
- Whether a prosecution is needed in the public interest.

Key Race Equality Issues

- Applied fairly, independently and objectively and with correct application of the Code for Crown Prosecutors
- Ensuring the application of the Code is free from bias or discrimination and that safe convictions are achieved for guilty defendants.

Preparing Cases for Magistrates' Courts and Crown Courts

The CPS prepares cases for magistrates' courts and Crown Courts. This can involve working with specific community groups that can support victims and witnesses attending court; arranging court familiarisation visits for victims and witnesses; enabling vulnerable or intimidated witnesses to give their best evidence and alerting the court and defence about their requirements. Case preparation also encompasses the use of Victim Personal Statements. This helps to obtain a clear sense of the impact of the crime on the victim.

Key Race Equality Issues

- Ensuring that the Code for Crown Prosecutors is applied independently and with respect to human rights and equalities obligations
- Effectively supporting victims and witnesses of crime, including victims and witnesses of hate crime
- Equalities monitoring of the take up of services such as those for victims and witnesses
- Equalities monitoring of service user satisfaction

- Enabling vulnerable or intimidated witnesses to give best evidence
- Use of Victim Personal Statements
- Ensure defendants' rights are not compromised
- Offering and organising court familiarisation visits to magistrates' and Crown Courts through the Witness Service.

Presenting Cases in Court

CPS presents cases in court and where appropriate instructs prosecuting advocates to present cases on its behalf in the Crown Court and higher courts. The Service monitors the ethnicity and gender of prosecuting advocates. The CPS instructs counsel on merit, according to the nature of the case.

A key strand of the CPS' new vision is to increasingly present its own cases in Crown Courts and higher courts. The Service trains employees as Higher Court Advocates (HCAs) to prosecute in Crown Court, work which is gathering pace through the CPS Advocacy Strategy.

The CPS has potentially, an increasing role in sentencing. The Attorney General's Office is to issue a consultation paper on options for enhancing the role of the prosecutor in the sentencing process.

Key Race Equality Issues

- Presenting cases fairly, firmly and effectively in court
- Addressing disproportionality due to ethnicity in bail decisions through the mode of remand for defendants work being undertaken with the Criminal Justice System Race Unit
- Procurement and selection of counsel
- Assessment process for identifying and training potential HCAs
- Ensure that there is an ethnically diverse pool of HCAs
- Ensure that there is an equitable allocation of work to HCAs
- Ensure defendants' rights are not compromised.

Working with our partners to improve the effectiveness and efficiency of and public confidence in the criminal justice system

The CPS works with partner agencies in the criminal justice system such as the police, courts, the Home Office and voluntary organisations in order to improve effectiveness and efficiency through joined-up working at national and local level. National projects include Effective Trial Management Programme (ETMP) and the creation of the Serious and Organised Crime Agency (SOCA). At a local level, CPS is increasingly working with criminal justice partners including the voluntary and community sector through Local Criminal Justice Boards (LCJBs).

Building public confidence, including that of BME communities, in the criminal justice system without compromising fairness is a key priority for the CPS and the wider criminal justice system. A range of work is being undertaken to improve confidence at both national and local level.

Key Race Equality Issues

- Contribute to the targets to raise public confidence of BME communities in the CPS and the criminal justice system as a whole through:
 - A Communications Strategy to improve internal and external communication
 - Programmes such as No Witness, No Justice
 - Community engagement strategy and programme to improve engagement with diverse communities including BME communities
 - Improving outcomes in hate crime prosecutions.

7. Identification and assessment of CPS functions and policies for relevance to the duty to promote race equality

A prioritised list of CPS' functions and policies and proposed policies that are relevant to the General Statutory Duty is listed at Appendix 3.

Methodology which CPS used for prioritising functions and policies

Detailed below is the methodology we have used to develop and refine our prioritised list. This methodology includes the following criteria:

Commission for Racial Equality Guidance on assessing the relevance of functions and policies to the duty to promote race equality. Is the policy relevant to:

- Eliminating unlawful racial discrimination
- Promoting equal opportunities
- Promoting good relations between people from different racial backgrounds.

Community Concerns and Priorities – What are the issues of most concern to communities?

Feedback received through engagement and consultation has been a key criterion in the prioritisation process resulting in a community informed view of our priorities through consultation. This consultation has included:

- This Race Equality Scheme being subject to consultation at the drafting stage in order to take on board feedback (especially in relation to policy priorities) from community organisations, including groups working in the criminal justice sector. The consultation workshop was facilitated by an independent organisation. Key priorities raised and included in this Scheme are:
 - Anti Social Behaviour Orders (ASBOs) in terms of use and impact
 - Effective handling of racist and religious crime, to include elimination of inappropriate down grading of charges and increase successful outcomes
 - Monitoring of terrorism related cases
 - Assuring communities of the independence of the CPS in the context of Statutory Charging
 - Charging of ethnic minority offenders
 - The use of the full 16+1 Census categories for monitoring ethnicity
 - Community Advocacy

- Addressing any significant low levels of satisfaction among BME staff
- Addressing disproportionality in staff experiences especially in disciplinaries.

What are the issues of most concern to our community partners?

- The Race Equality Scheme Project Board, which has steered the development of this Scheme, included four community partners who have participated in the production of this Scheme. Their input in relation to priorities and many other factors has been incorporated within this Scheme. A foreword from our community partners is at section 3.

What are the issues fed into our leadership by diverse communities?

- The Director of Public Prosecutions has met with key community organisations in face-to-face meetings to listen to the priorities and concerns of communities. These issues have been incorporated within our list.

What are the priorities for focus identified by our BME staff network?

- The Race Equality Scheme Project Board included representation from the National Black Crown Prosecution Association (NBCPA) – the CPS staff network for BME staff. NBCPA has assisted in shaping this Scheme including its priorities and the draft was subject to consultation at the NBCPA Annual General Meeting.

What are the medium to longer-term issues? For example:

- The wider issues and agenda over the next three years
- The opportunities to further race equality
- The challenges in furthering race equality.

Criteria which accord with overall organisational priorities and include:

- Strategic fit
- Fit with organisational timescales for programmes and projects
- Urgency
- Resources/Financial capacity
- Partnership needs.

The CPS is committed to and will undertake the statutory three-year race equality review of our prioritised functions and policies. However a three-year review could result in the list becoming out of date. Hence we will review our list of priorities every year, as part of the production of our annual progress report to ensure that it reflects new functions, policies and changes to existing functions and policies.

We will set up an on-going panel which will include community partners to oversee the implementation of this Scheme – a key role of the panel will be to ensure the review and update of the list of functions and policies.

8. Arrangements for assessing and consulting on the likely impact of proposed policies on the duty to promote race equality

Impact Assessment and Consultation Toolkit

The CPS was a member of the Project Group that developed the Race Equality Impact Assessment (REIA) toolkit and is currently a member of the REIA User group. The toolkit is available through the Commission for Racial Equality website – <http://www.cre.gov.uk/> As a result of the availability of the REIA toolkit, and to ensure that we utilise the most effective methodology for undertaking impact assessments, we have reviewed our impact assessment proforma and guidance produced as part of our first Scheme. We will use the REIA, adapted to meet the specific needs of the CPS and include specific guidance on use of the tool for our impact assessments.

This toolkit will include the following key areas:

- What is an impact assessment?
- Why and when we need to do impact assessments? – means to an end not an end in itself
- Impact Assessments in the context of CPS' mainstreaming plus strategy
- Impact assessments in the context of wider equalities legislation
- Different types of impact assessment – initial, partial, full
- CPS methodology/toolkit for Impact Assessments – based on the CRE model
- A process for assessing whether a policy is relevant to the race equality duty by:
 - Identifying the main aims of the policy
 - Collecting relevant information and data and deciding if the policy is relevant.

Undertaking Impact Assessments – key steps include:

- Identifying all the aims of the policy – what are the policy aims?
- Considering and assessing all the evidence – what is the available evidence? What does it show?
- Assessing the likely impact of the policy – what is the likely impact of the policy?

- Consulting formally through the use of the CPS' community engagement strategy and toolkit which details consultation methods and equality target groups – how will we consult? What methods within our community engagement strategy will we use? How will we reach groups likely to experience any adverse impact?
- Deciding whether to adopt the policy – does the available evidence and consultation responses taken together indicate an adverse impact? If so, is it justifiable or unjustifiable? If it is unjustifiable is there a way we can mitigate its adverse impact? If not do we need to re-consider the policy?
- Making monitoring arrangements for the policy – whether we will monitor by systematic ethnic monitoring, by surveys of impact, by user/non-user consultation or other means. This will happen as part of strategic impact assessment overseen by the Centre of Excellence and at policy level through policy leads and individual policy writers.
- Publishing the results of assessments. What are our existing published documents where we integrate results? What other specific means of disseminating results is required? Are these fully inclusive?
- Role of the Equality and Diversity Unit in supporting impact assessments
- Equality and Diversity intranet site
- Case studies of impact assessments within and outside of the CPS
- Further information – websites

Impact assessments will make use of data from a wide range of sources such as:

- British Crime Survey
- Section 95 statistics
- National and local public confidence data published by the Home Office
- The Witness and Victim Evaluation Survey (WAVES) survey
- Other victim and witness surveys
- Victim and witness satisfaction data
- Relevant data from ACPO and criminal justice partners such as courts, prisons and probation

- Census and demographic data
- Feedback from community engagement and consultation
- Full range of employment data such as the Labour Force Survey, employment data produced by the Department for Work and Pensions, research on disproportionality in employment such as that by Government departments, trade unions and equality commissions
- CPS' full range of employment monitoring data
- CPS' bi-annual staff survey
- HMCPSI thematic and Area based inspection reports.

The section on the following pages considers the developing policies and proposals which will be subject to assessment in year one, two and three of this Scheme to identify whether they are having a adverse impact on the promotion of race equality. A summary of our list of policies is attached at Appendix 3.

Year 1 Proposed policies for impact assessment – prosecution policies

No Witness, No Justice (NWNJ)

The No Witness, No Justice Programme is managed by the CPS, Association of Chief Police Officers (ACPO), the Home Office and Office for Public Service Reform (OPSR). It aims to provide a more customer-focused service to victims and witnesses and to transform their experience of the criminal justice system by meeting their needs for information and support. It will enable more witnesses to give evidence, reduce the rate of ineffective trials through improved witness attendance at court, increase victim and witness satisfaction. A key element of NWNJ is the creation of Witness Care Units to provide needs led service to witnesses and victims. This will include better communication and support through a single point of contact throughout the life of a case from charge to the publication of results.

The impact assessment will consider community consultation and victim and witness satisfaction.

Mode of Remand Project (Disproportionality in bail representations)

This impact assessment will be a multi agency project involving CPS and the Office for Criminal Justice reform (OCJR).

The National Audit Office (NAO) Study “Getting Defendants to Court” highlighted a trend where CPS appeared to oppose bail more frequently in respect of African Caribbean male defendants. The NAO recommended that the Office for Criminal Justice Reform (OCJR) supported by CPS take steps to address this issue. The project on Mode of Remand is the OCJR/CPS response to the NAO recommendation. The project will involve the following:

Phase One – Understanding the problem and developing pilots in six magistrates’ courts which will provide baseline data against which to evaluate impact.

Phase Two – Implementation and evaluation of pilots. Possible measures:

- CPS to review files before court hearings on remand to scrutinise information provided by police
- Custody sergeants to monitor information about the outcome of remand decisions in the courts, analysed by ethnicity (they currently get no information about this)
- CPS to monitor its recommendations and court decisions on remand, analysed by ethnicity

- Voluntary organisations should work with prison/probation/defence solicitors to provide alternatives to remand or to obtain bail for those remanded in custody. The voluntary organisations will subsequently monitor and directly support the defendant. Additional/alternative forms of support will be offered to all defendants, regardless of ethnicity.

Phase Three – Evaluation. A final report incorporating process, outcomes and a cost-effectiveness evaluation will be produced at the end of the project. This will include guidance to LCJBs on implementing initiatives to reduce disparities in bail.

The final report will either identify that there is no discrimination based on race in the Bail decision process, or that there is a link. In either case it is likely that there will be suggestions of follow-up work to be undertaken:

- Work to rectify any identified discrimination due to race.
- Work to communicate with the wider community – either that there is no discrimination or that discrimination occurred and is being addressed.

Prosecution Role in Sentencing

Historically, the prosecutor has played a very limited role in the sentencing process. That role is developing, most recently with the introduction of Victim Personal Statements which prosecutors can use to ensure that sentencers are fully informed of the impact a crime has had on an individual. Nonetheless, the role is still limited compared with other jurisdictions. A greater role for the prosecutor could support sentencers to deliver more effective and equitable sentences, both from the perspective of the offender and of the communities concerned in any particular case.

The Attorney General's Office is co-ordinating work across several prosecuting authorities, including the CPS, to issue a consultation document on options for enhancing the role of the prosecutor. The consultation process will provide an opportunity to assess the impact of the options in terms of delivering equitable sentences that do not prejudice anyone by reason of their ethnicity.

This impact assessment will include consultation with black and minority ethnic communities in relation to the priorities and concerns regarding the CPS' role in sentencing.

Prosecution of certain cases of HIV transmission

Community concerns have been expressed about the prosecution of certain cases of HIV transmission involving intentional and reckless transmission of HIV. The CPS has decided to put in place a policy and guidance to inform future prosecutions in this area.

In doing so the CPS will consult communities and will assess any potential unjustifiable adverse impact on race equality of the proposed policy.

Diversion through Conditional Cautioning and Restorative Justice

Conditional cautioning provides an alternative to prosecution. Offenders are cautioned for their mis-conduct with a condition that they undertake some specific activity that may reduce the likelihood of them re-offending and/or provide some recompense to the victim. Failure to perform the condition will almost certainly mean that the offender will be prosecuted through the courts.

Conditional cautioning also provides a vehicle for prosecutors to divert offenders to a restorative justice process which brings victims and their offenders into contact. This can either be directly or indirectly, to decide how to deal with the aftermath of the offence and agree on how the offender can make amends. This will allow the victims a greater voice in how the case is to be dealt with. There are clear guidelines for prosecutors as to the type of case in which it might be appropriate, the offenders' background and the need to be sure that the victim and offender have willingly agreed to take part.

Pilots are being conducted into conditional cautioning. These pilots will be evaluated to identify good practice and performance criteria and used to inform a wider roll out of the scheme.

Year 1 Proposed policies for impact assessment – Human Resource policies

Advocacy/Higher Court Advocates (HCA) Strategy – Employment Aspects

The impact assessment will focus on the potential equality in employment impact of the Advocacy Project. This will cover both workforce diversity and work allocation issues.

The CPS is introducing an Advocacy Strategy Programme to develop and promote in-house advocacy, which will drive progress towards making the service one that routinely conducts its own high-quality advocacy in all courts. This will build on the success to date of the Hertfordshire and Hampshire HCA Pathfinder pilots established in June 2004.

The programme will significantly increase both the number and frequency of deployment of Designated Caseworkers (DCWs) in the magistrates' courts and Higher Court Advocates (HCAs) in the Crown Courts and beyond. Designated Caseworkers will prosecute an expanding range of straightforward cases, releasing more CPS Higher Court Advocates to deal with contested and uncontested cases of increasing seriousness and complexity in the higher courts. The CPS has plans to make available a further 200 training places for HCAs and 100 training places for DCWs in 2005-6.

The CPS will also establish an in-house cadre of Senior Advocates to provide high-calibre advocacy to the new Serious Organised Crime Agency.

Development of joint CPS/ACPO protocol for co-located workers to support Statutory Charging

As a result of Statutory Charging, CPS prosecutors are increasingly working in police stations. The Human Resources Directorate and Equality and Diversity Unit will work with the Association of Chief Police Officers (ACPO) to develop and promote a protocol on employment issues for co-located workers.

The protocol will cover such issues as acceptable standards of behaviour and the development of effective ways of working together. Once implemented, the protocol will be monitored for adverse impact and necessary action taken if unjustifiable adverse impact is found.

E-Learning and Prosecution College

The Prosecution College will provide the focus for learning and development across the CPS in the future. We are at the initial stages of development. During this phase we are developing a Virtual College. The college will offer a number of E-learning programmes, which will be available for staff on critical areas of the business.

We will be assessing the impact of the college in terms of accessibility to learning and development of policy.

Development of Prosecution and Administration Workforce Strategy

A strategy will be developed to provide the business with a diverse and well qualified workforce to deliver business objectives, and to provide CPS staff from the most junior to the most senior levels with a clearly defined career path.

The development of the strategy will include an assessment of equality and diversity issues and impact of any newly developed strategy. The strategy will be monitored and reviewed for unjustifiable adverse impact as the strategy is implemented. Necessary corrective action will be taken if unjustifiable adverse impact is found.

Implementation of an Improved Counselling and Support Provision for CPS staff

A new outsourced Counselling and Support Service, managed by the HR Directorate will be introduced in the summer of 2005. The service will provide 24/7 support for all staff and particular attention has been paid to equality and diversity issues in the procurement process especially in specifying detailed management information in respect of the various groups.

Equality and diversity considerations will be assessed and incorporated within the new counselling and support service. The impact of the service will be measured through analysis of quarterly management information broken down by user groups.

Year 1 Policies for impact assessment – other policies

Procurement

CPS has undertaken a range of work to integrate equality and diversity within the procurement process. This has included:

- Tender opportunities above European procurement thresholds are advertised in appropriate trade journals
- Tender opportunities below European procurement thresholds are advertised in trade journals and interested suppliers are invited to register on CPS' database of suppliers
- CPS standard documents include questions relating to supplier track record on race equality and compliance with race relations legislation
- Procurement processes have been reviewed in the light of "Race Equality and Public Procurement" guidance issued by the CRE
- Monitoring has taken place through the Procurement Monitoring Diversity Questionnaire to over 450 supplier organisations
- Consultation has taken place with other procurement practitioners in the public sector
- Procurement staff have attended training courses on the Race Relations (Amendment) Act.

The CPS will build on the above platform through the following agreed actions to further embed race equality issues in procurement:

- We will carry out an Equalities Impact Assessment of Procurement Policies and Practice
- Draft abridged procurement equalities and diversity guidance and raise awareness further amongst CPS' procurement and contract management staff of their duty to promote race equality through procurement.

Treasury Counsel Review

The system for recruitment, monitoring and appointment of Treasury Counsel was last reviewed in 2000. Following that review, revised guidance and a monitoring and appointment system was put in place. It is timely to review the impact and operation of the

current arrangements. This review will be undertaken under the direction of the Chief Crown Prosecutor for London on behalf of the Attorney General. The review will involve an assessment of the impact of the current arrangements on the diversity of Treasury Counsel and it will also involve consultation on the review findings to inform refinements which can further increase diversity, enhance transparency and build confidence in the appointments system.

Procuring external legal services from the Bar

The CPS invests over £130m annually in securing legal services from the Bar. As a public body, the CPS is committed to ensuring that this expenditure supports and furthers the Service's public sector aims including its equality and diversity aims. To this end, the CPS is undertaking two key developments over the next year. These are:

- a review of the preferred sets system in London and the South East; and
- putting in place an Equalities Expectations Statement with the Bar.

In these key developments, the Service will assess and consult on the impact on equality and diversity of the new proposals in particular in the review of the preferred system. The aim is to put in place a revised system which is effective, efficient and equitable.

Year 2 Proposed policies for impact assessment – prosecution policies

Pre-Trial Interviews with Witnesses

Unlike most other developed jurisdictions, prosecutors in England and Wales are barred from interviewing witnesses before a trial, by professional codes of conduct. This means that the first time a prosecutor and witness may see each other is when the witness is called into court to give evidence. The facility for a prosecutor to be able to interview a witness before court can support the prosecutor's ability to assess the reliability of the witness and to test their evidence. This can support the delivery of justice by enabling prosecutors to make better-informed decisions about which cases to prosecute and how they can be prosecuted, as well as making more informed decisions about which cases not to prosecute. From the witness' perspective it can mean learning more about the trial process and meeting the prosecutor before entering the courtroom.

In the autumn of 2005 the CPS will commence pilots to test the benefits of prosecutors being able to conduct pre-trial interviews with witnesses. The pilots will be used to inform both best practice, resourcing and rollout of the new arrangements. Roll-out is likely to take place over 2006-08 and will need to be informed by an impact assessment to ensure that witnesses are treated equitably by the new process.

Pilots will include an assessment on the impact of this role on promoting race equality and improving successful outcomes such as in cases of racially and religiously aggravated crime.

Year 2 Proposed policies for impact assessment – Human Resources policies

Implementation of recommendations of the review of staff networks

Recommendations will be put forward from the Review listed in Year 1 of policies monitored for adverse impact. These will form the basis of an action plan to ensure that staff networks provide the best possible support for CPS staff. The action plan will be implemented by the HR Directorate in conjunction with the Equality and Diversity Unit, integral to the action plan will be the equality and diversity considerations of the review. This will involve consultation with staff networks.

Year 3 Proposed policies for impact assessment – prosecution policies

Effective Trial Management Programme (ETMP)

The Effective Trial Management Programme (ETMP) aims to improve case preparation and progression so that delays are reduced and cases go ahead as planned. ETMP is jointly managed by the CPS, Department for Constitutional Affairs and the Home Office. Allied to ETMP is the production of the Criminal Case Management Framework, which defines the roles and responsibilities of all agencies in the process from the point of charge through to trial or earlier conclusion.

Equality considerations to improve case preparation and progression will be assessed as part of this programme.

Year 3 Proposed policies for impact assessment – Human Resources policies

Roll-out of fully integrated career paths for Lawyers and Administrators

Publication of fully detailed career progression paths for both lawyers and administrators to provide all staff with a clear idea of how they may progress through the organisation from the most junior to the most senior grades enabling them to map their own individual careers against the requirements of the organisation. This policy will be assessed and monitored to ensure that career progression paths provide equality of opportunity for all groups. Monitoring of the processes in action will be undertaken through a range of management statistics. Necessary action will be taken if any unjustifiable adverse impact is found through monitoring.

9. Arrangements for monitoring existing policies for any adverse impact on the duty to promote race equality

The CPS is committed to gathering and monitoring data in order to assess the impact of our policies and functions on victims, witnesses, staff and defendants. Monitoring directly relates to the prioritised list of functions and policies attached at Appendix 3.

We will monitor through a variety of mainstream and specific structures and systems:

- Collation of statistical information through IT-based and paper systems, for example:
 - Workforce representation data using the Personnel Management Information System
 - Training through the CPS Training Management System
 - Staff perceptions, attitudes and satisfaction through a bi-annual staff survey
 - Racist and Religiously aggravated crime through the Racial Incidents Monitoring System
 - A range of prosecution functions through COMPASS – the CPS' Case Management System
 - Commissioned research such as the Diversity Monitoring Project

A range of consultation techniques:

- Qualitative methods such as, staff focus groups
- Surveys such as victim and witness satisfaction
- Independent Advisory Groups to enable continuous dialogue and feedback
- Analysis of complaints
- British Crime Survey provides a range of statistics and analysis on crime and ethnicity and Section 95 Statistics provide specific data on crime and ethnicity
- A range of data such as public confidence at national and local level is provided through the Home Office.

We will be building on these monitoring systems in 2005-08 – most notably through the development of a computerised Witness Management System (WMS) which will capture and provide a range of management information including ethnicity data on provision of services to victims and witnesses.

A range of units within and outside of the CPS collect and collate monitoring information:

- Human Resources – employment and training data
- Business Development Directorate – Racist Incident Monitoring System (RIMS)
- Business Development Directorate – Victim and Witness satisfaction through the No Witness, No Justice Programme
- Equality and Diversity Unit – specifically-commissioned research
- Data obtained via the Office for Criminal justice reform (OCJR) – co-ordinated by the Strategy Unit within the CPS
- Business Development Directorate and Business Information Systems Directorate – monitoring prosecutions through mainstream data collection and reporting systems. For example, information in relation to the two equality specific performance indicators – on hate crimes and community engagement.

We use the Commission for Racial Equality's 16+1 2001 Census based ethnic categories for monitoring purposes in order to identify possible differential impact.

Where monitoring data shows adverse impact we will ask the following questions and take appropriate action:

- If a policy is leading to unlawful racial discrimination, can we find another way of meeting those policy aims?
- If a policy is adversely affecting people from certain racial groups, can we justify the policy because of its overall objectives? If we adapt the policy, could that compensate for any adverse effects?
- If the policy is harming good race relations, what action do we need to take?
- Will changes to the policy be significant and will we need to consult about them?

We will be building on our monitoring practice and consolidate it through the production of an equalities monitoring guide as part of the implementation of this Scheme.

Our current highest priority policies to monitor include (but are not limited to):

Prosecutions

- Charging Decisions – we have undertaken two impact assessments an initial and a fuller exercise and will continue to monitor charging decisions
- Prosecution of Hate Crimes including Racially and Religiously Aggravated Crime, domestic violence and homophobic crime

- Terrorism Prosecutions
- Anti-social Behaviour Orders
- Human trafficking/Immigration crime
- Prosecution Process/Casework Quality
- Direct Communications with Victims
- Victim and Witness satisfaction
- Speaking up for Justice/Special Measures
- Incitement to Racial Hatred
- Community engagement/Public confidence in CPS/CJS
- Translation and Interpretation – languages translated and interpreted.

Employment

- Staff in post
- Applicants for employment, training and promotion
- Staff receiving training
- Staff who benefit or suffer detriment as a result of Performance Assessment Procedures
- Staff who are involved in grievance procedures
- Staff subject to disciplinary procedures
- Staff ceasing employment
- Reward and grading structure
- Recruitment and Selection
- Organisational change policy
- Counselling and support service
- Human Resources policies in relation to underperformance, home working, contracts, childcare, age
- Staff networks
- Staff survey
- Transform.

The areas above reflect the priorities as identified through the development and refinement of our prioritised list of policies detailed at Appendix 3 and include the priorities identified by communities through consultation. These priorities will be reviewed annually to ensure that they reflect community concerns and ensure we meet the statutory duty.

The section on the following pages considers the policies which will be monitored in year 1, 2 and 3 to identify whether they are having an adverse impact on the promotion of race equality.

Year 1 Monitoring existing policies for adverse impact – prosecution policies

Racist and Religious Crime and Racist Incidents Monitoring System (RIMS)

The CPS policy on prosecuting Racist and Religious Crime, which was launched in July 2003, explains how the CPS prosecutes cases. The aim of the policy is to ensure a consistent approach to prosecuting racist and religious crimes through:

- A published policy statement supported by operational guidance
- Delivery of a nationally designed training course
- Continuing to monitor policy implementation through the “Racist Incident Monitoring Scheme” (RIMS).

From April 2005 a new hate crimes prosecutions measure has been introduced and will apply to all CPS Areas. This will include measurement of CPS performance in racist and religious crime cases.

We will monitor this policy, specifically in relation to the Racist Incident Monitoring System (RIMS), community concerns regarding consistent implementation of the policy and early results from the introduction of the hate crimes indicator. We will inform communities of our findings.

Anti Social Behaviour Orders (ASBOs)

Following the launch of the Home Office Action Plan on Tackling Anti-Social Behaviour, the CPS has appointed 13 specialist Prosecutors in “hot spot” Areas to concentrate on prosecuting anti-social behaviour and low level disorder offences and to support local authorities in the application and enforcement of any breaches of those orders.

As identified during national consultation on this Scheme, we will monitor by ethnicity who gets ASBOs and for what offences and seek to establish any disproportionate and unjustifiable impact. We will in the first instance monitor in one of our pilots and seek to establish if there is any unjustifiable adverse impact. We will analyse results and take necessary action if unjustifiable adverse impact is detected.

Terrorism Prosecutions

We will assess the following during Year 1 of this Scheme:

- **We will monitor the ethnicity of those charged with all terrorist related offences.**

We recognise that terrorist prosecutions are of interest and concern to communities and our handling of these cases goes to the heart of issues of public trust and confidence in CPS decision making for some communities. We will monitor all terrorist prosecutions by ethnicity, analyse the data, and where we find unjustifiable adverse impact on particular groups we will take necessary action. Monitoring in these cases will be facilitated by the effective sharing of ethnicity records data by the Police.

- **Prosecution of breaches of Control Orders under the Prevention of Terrorism Act (2005)**

There is a concern that members of particular communities may be unjustifiably targeted under the Prevention of Terrorism Act (2005) in respect of control orders. Control orders may be made by the Secretary of State or the High Court upon the application of the Secretary of State. The Prevention of Terrorism Act creates two criminal offences; contravening a control order without reasonable excuse and intentionally obstructing a person enforcing a control order. The CPS will review and when appropriate prosecute any such offences. The CPS will monitor these cases for any unjustifiable adverse impact.

- **Selection of charges by CPS in relation to terrorist funding under the Terrorism Act (2000).**

There exists a concern, amongst some communities, that individuals have been targeted under the terrorist legislation but are subsequently prosecuted for other offences. This is particularly so in relation to financial crime. The CPS will monitor the selection of charges in these specific instances for any unjustifiable adverse impact.

Prosecution Process/Casework Quality

CPS is routinely using a new self-assessment process for providing managers with assurance about the quality of casework being produced in their Area or Operational Unit. The Casework Quality Assurance scheme requires sample case files to be examined each month and tested against a range of standard questions focusing on key stages of the prosecution process. The scheme helps to identify casework, which fails to meet a satisfactory standard and where further staff training or development is required.

Improving casework quality was one of the recommendations from the Diversity Monitoring Project – an impact assessment from our first Scheme. We will follow up on this recommendation to monitor progress made.

Prosecution of Gun Crimes

Revised guidance on charge selection and the prosecution of firearms offences will be issued during 2005-06. A conviction for possession of a firearm in a public place can now lead to 5-year minimum term of imprisonment. Given the potential for very serious consequences that can follow a conviction, it is important therefore that prosecutions are undertaken fairly. We will therefore review the guidance for its impact on suspects/offenders.

Year 1 Monitoring existing policies for adverse impact – Human Resources policies

The Review of Reward and Grading Structure

The Human Resources Directorate will monitor and review the reward and grading structure of the organisation to ensure that the structures and strategies in place fully support the needs of the business in becoming an employer of choice for a diverse workforce. The review will include an assessment of equalities to ensure that any new structure does not adversely impact any groups within the CPS. The operation of the new structure will be continuously monitored for unjustifiable adverse impact – necessary corrective action will be taken if this is detected.

Evaluation of the revised Recruitment and Selection Policy and Processes (introduced in June 2004)

In accordance with the 2002 Race Equality Scheme, Recruitment and Selection policies and processes, from advertising and selection methods to appointment procedures were reviewed and improved extensively in 2004. The object of this exercise was to ensure that the CPS recruits the best and most appropriately diverse workforce to meet the continuing challenges of the organisation as quickly and efficiently as possible.

Evaluation is planned during 2005 to ensure that the system is delivering effectively and to seek any further areas for improvement. This evaluation will include monitoring and assessment of the impact of the new policy to ensure that there is no unjustifiable adverse impact. The processes introduced through the new recruitment and selection policy will continue to be monitored with each recruitment exercise monitored to ensure equality and fairness. If unjustifiable adverse impact is found, necessary action will be taken.

Revision of existing policies relating to: discipline, underperformance, home working, contracts, childcare and age

The Human Resources Directorate has a planned rolling programme of revision of people policies. For this period these include discipline, underperformance, home-working, contracts, childcare and age. These will be impact-assessed, as appropriate, during the revision process and the underpinning processes for each policy will be monitored, as appropriate. Necessary action will be taken if any unjustifiable adverse impact is found.

Review (with the Equality and Diversity Unit) of Staff Networks

The Human Resources Directorate in conjunction with the Equality and Diversity Unit will carry out a full review of all CPS staff networks. These include the National Black Crown Prosecution Association (NBCPA), ENABLE (the network for disabled staff) and LGBT Network (the Lesbian, Gay, Bisexual and Transgender staff network).

The review will include a fundamental examination of the work done by each group, the level of funding provided by the CPS to support these employee groups and a review of the policies governing the groups overall and the impact on workplace equality to date and likely future impact.

Year 2 Monitoring existing policies for adverse impact – prosecution policies

Direct Communications with Victims

Historically, the CPS did not generally communicate directly with victims (including bereaved families). Instead, the CPS advised the police of key casework decisions (such as decisions to discontinue cases or to down-grade charges). From 2002 the CPS has taken on responsibility for communicating these decisions directly to victims to become more transparent in its work as a public service, and to provide a better level of service to victims. This development is further underpinned by the No Witness, No Justice initiative, whereby the CPS and police are working together at a local level to provide a joined-up service to victims and witnesses with the aim of having a single point of contact for victims and witnesses throughout the duration of the prosecution process. This includes the provision of a tailored support to them enabling them to attend court and give their best evidence.

We will review whether CPS practices provide an effective and equitable service to all victims through the Direct Communication with Victims scheme.

Domestic Violence

The CPS continues to contribute to the Government's national plans to tackle domestic violence, being represented at both Ministerial and official level on the inter-departmental groups working on implementing both new legislative and non-legislative plans. The cross government definition includes addressing forced marriage, female genital mutilation and so-called honour crimes. Key elements of the 2005 CPS policy and guidance on prosecuting cases of domestic violence include:

- Implementation of the Domestic Violence, Crime and Victims Act 2004
- Greater focus on the victim's priorities of safety, support and information
- The interface between civil and criminal proceedings
- Constructing cases, whenever possible, on the basis of evidence other than that of the victim

The CPS Domestic Violence project (2003-2005) completed an evaluation of specialist domestic violence courts, an evaluation of two pilots to identify good practice, production of a report on the use of expert witnesses and a national Police Centrex and CPS training CD and manual.

From June 2005 a National Domestic Violence Virtual Implementation Team will be set up across CPS departments to roll out the policy, guidance, training and good practice across all Areas. 2005-2008 plans include:

- A standardised strategic role for all Domestic Violence Coordinators
- 2005 DV Audit of all Areas
- Training all prosecutors and caseworkers by 2008
- Quarterly performance management through CPS Hate Crime Indicators and a government Performance Indicator linked to PPAF
- Roll out of good practice from the CPS DV Project.

We will monitor the implementation of the domestic violence policy to ensure that there is no unjustifiable disproportionality in terms of the impact of this policy.

Human Trafficking/Immigration Crime

Human Trafficking

The CPS has been at the forefront of developing policy and bringing together practitioners in this area. It has already organised two highly successful international conferences and has been responsible for drafting recommendations and commenting on proposals. The CPS continues to play an active role in helping to formulate and support Government initiatives designed to combat human trafficking and its attendant sexual and non-sexual exploitation. The first convictions for trafficking for the purposes of sexual exploitation under the provisions of the Sexual Offences Act 2003 were obtained in December 2004 and sentences increased as a result of referral by the Attorney General. In this and subsequent cases lengthy deterrent terms of imprisonment have been handed down to traffickers.

The CPS is a key stakeholder in the High Level Group that co-ordinates the work of REFLEX (the Government's over-arching organised immigration crime strategy). In the period covered by this Scheme the following will be policy priorities:

- Expanding our capacity to provide early tactical legal advice from the outset of organised immigration crime – including trafficking – cases;
- Increasing support for the victims of traffickers in consultation with other Government agencies and non-governmental organisations;
- Constructing cases, where possible, with evidence other than that of the victim to reduce the evidential burden on them;
- To assist community engagement initiatives, both in the UK and abroad to encourage reporting of criminal activity and exploitation and to reduce the supply of persons who become victims.

Immigration Crime

Immigration legislation published in 2004 created new immigration offences and provided for direct access for Immigration Service to the CPS for charge, advice and prosecution, which is likely to commence in summer 2005. This should instill greater confidence in the communities affected, by the independent fair and robust application of decision making in immigration offences.

The new legislation is designed to speed up the efficiency and effectiveness of our response to immigration crime which will benefit communities as a whole. It will also identify genuine asylum seekers from those who exploit immigration laws. Comprehensive and detailed legal guidance has been developed and is readily accessible to all prosecutors on the CPS intranet to assist those who may have limited experience or knowledge of immigration work.

Translation and Interpretation

The use of translation and interpretation is important in ensuring public access to information and services for those people for whom English is not a first language. During Year 2 of this Scheme we will be undertaking monitoring of the translation and interpretation services policy in order to assess the effectiveness of current services compared to needs in terms of languages and when translation and interpretation is required. We will implement recommendations from the monitoring exercise.

Community Engagement/Public Confidence in the CPS

Public awareness and confidence in the CPS is central to creating a public prosecution service which all communities see as theirs – an independent, fair service consistently taking decisions in the interest of justice. This means being an engaged service, building trust particularly amongst diverse communities, particularly with those who have felt excluded in the past. We have engaged with communities at national and local level, for example, in developing our policies on hate crime such as our policy statement on racially and religiously aggravated crime. We are now building on this through:

- A national Community Engagement Strategy (endorsed May 2005)
- Three Community Engagement Pilots which will be evaluated by February 2006
- Community Engagement Guidance which is available from July 2005 on a phased basis
- Measurement of Community Engagement undertaken by CPS Areas which has been in place since April 2005.

The above work on community engagement is overseen by a Community Engagement Project Board.

We will assess BME confidence in the CPS (and wider CJS) through the office for Criminal Justice Reform and the effectiveness of the newly introduced community engagement indicator to assess its impact on engagement with different communities that the CPS serves. We will take action to address any significant differences in confidence levels.

Year 2 Monitoring existing policies for adverse impact– Human Resources policies

Transform

Transform is the name given to describe a broad range of leadership development programmes available in the CPS. To date 2493 training days have been delivered to various levels of managers. Since its launch in 2003, a total of 105 of our unit heads (at management level) have attended a specialist development programme.

The Transform strategy will be reviewed and revised in 2006-07 to ensure it delivers the necessary skills base for the future. Equality and Diversity, including race equality will be monitored and assessed as part of this review.

Evaluation of the outsourced Counselling and Support Service provision

The new contract provides for regular feed back in-year (backed by detailed management information on a quarterly basis), which will highlight any areas for groups of staff which give cause for concern. The equality and diversity policies of the provider company were scrutinised during the procurement process. At the end of the first full year of operation, a full review and evaluation will be carried out in conjunction with the chosen provider which will include evaluation in relation to equality and diversity issues including race equality. Necessary action will be taken if any unjustifiable adverse impact is found.

Staff Survey 2006 – Results analysis

A full bi-annual survey of all CPS staff will be carried out in March 2006. The survey, picking up on issues highlighted in the 2004 survey as well as exploring current staff satisfaction and other business issues will track the opinions of all staff groups and provide the organisation with a record of improvements achieved and areas for further development.

This survey monitors staff perceptions and satisfaction by ethnicity and allows for any significant differences to be addressed. The survey will provide a rich source of data for examining a wide range of equality and diversity issues in detail. This will inform areas which require further monitoring for adverse impact. A full two-year plan, including equality and diversity issues will be developed from the results of the survey.

Implementation of new Reward and Grading Structure

A revised structure will be rolled out across the organisation in accordance with the outcomes of the review in year 1 of the RES.

Evaluation of the Organisational Change Policy introduced in 2004-5

A full evaluation of the policy will be carried out and monitored for any adverse impact on BME staff with any remedial action and revision to the policy made as necessary.

Year 3 Monitoring existing policies for adverse impact – prosecution policies

Speaking Up for Justice/Special Measures

Speaking Up for Justice is the report of an interdepartmental Working Group on the treatment of vulnerable or intimidated witnesses in the criminal justice system. Some people find the process of giving evidence in court particularly difficult or daunting, for reasons such as the nature of the crime or their relationship with the defendant. These people (described as vulnerable or intimidated witnesses), may be allowed to use “special measures” to help them give their evidence in the best possible way. The special measures include: evidence being given through video link, screening the witness from the defendant, evidence given in private, removal of wigs and gowns by judges and lawyers so that the court feels less formal.

The use of special measures to improve witness attendance at court and improve successful outcomes in cases with a minority ethnic dimension will be monitored and reported on.

Proceeds of Crime Act (POCA)

Through the Proceeds of Crime Act 2000, the CPS can recover assets of convicted criminals through restraint and confiscation orders. In November 2004, a joint thematic review of asset recovery since POCA entitled “Payback Time” was published by HMCPSP, HM Inspectorate of Constabulary and HM Magistrates Courts Service Inspectorate (HMMCSI). A number of recommendations were made to assist in further embedding asset recovery into the prosecution process.

We will work with our partners to put in place measures to monitor this policy to determine whether there is any unjustifiable disproportionality in the recovery of assets of convicted criminals.

Year 3 Monitoring existing policies for adverse impact – Human Resources policies

Staff Survey 2006 – Implementation of 2006 survey and scoping 2008 survey

There will be continued implementation of actions to take forward areas identified for development through the 2006 survey. Additionally, there will be scoping for the 2008 survey. The areas identified for development through the 2006 survey and the scoping for the 2008 survey will include assessment and measurement through ethnicity monitoring of perception and satisfaction levels of different staff groups. During this, particular attention will be paid to the equality and diversity issues addressed by the survey.

Evaluation of the new Reward and Grading Structure

The new structure rolled out in Year 2 will receive full evaluation in Year 3 when any process improvements will be carried out together with monitoring and assessment of the effects of the new structures supported by a range of management information.

10. Arrangements for publishing the results of assessments, consultations and monitoring

We are committed to publishing the results of assessments, consultations and monitoring as this will increase our openness, allow us to demonstrate our commitment and enable stakeholders to assess our performance.

We have various means of making such information available including:

- Our annual Race Equality Scheme progress report which is available as a printed copy and on our website
- Our Annual Equalities in Employment Report available on our website and as a published document, provides details and analysis of our workforce monitoring data
- Our annual report on the work of the Equality and Diversity Unit
- CPS' website www.cps.gov.uk where for example, our employment data, Racist Incident Monitoring data and specific research such as the Race for Justice report are available
- Internal intranet where this information is available
- Publications such as the CPS Strategic Plan and Business Plan
- CPS Area Business Plans
- Service specific publications, newsletters and leaflets
- Our reports are also available at national and local conferences.

We will on a six monthly basis place reports of assessments, monitoring and consultations produced in the previous six months on our website. We will also make hard copies available upon request. These reports will be on the website for six months and will then be updated with the most recent reviews.

In order to maximise the dissemination of information, local CPS Areas will produce a summary booklet which will contain:

- a summary of national actions, and
- local actions, drawn from the Area's Business Plan, to progress race equality relevant to the Area's local context and priorities.

11. Arrangements for ensuring public access to information and services

We are aware that members of the public may experience barriers to accessing information and services.

We currently have arrangements in place to enable us to identify the information needs, service needs and service experiences. These include, but are not limited to:

- The Witness and Victims Evaluation (WAVES) Survey which is national
- Local CPS Area victim and witness satisfaction surveys
- Face to face, telephone, correspondence and Internet contact
- Complaints monitoring
- Outreach work with community groups, schools and colleges
- Community engagement, consultation and research with the public, voluntary and community organisations and forums to identify service experience/satisfaction

Our arrangements to enable access to information and services includes but is not limited to:

- Targeting our information through local offices and partner organisations
- The CPS' website <http://www.cps.gov.uk/>
- Specific publications and leaflets in relation to the services the CPS provides such as our policy statement on the prosecution of racist and religious crime and services to support victims and witnesses
- Use of interpretation and translation to improve access.

Where barriers in accessing information and services are identified, we will take necessary action to review and remove these which will include reviewing the mechanisms by which we provide information/services and where appropriate providing new/different means of information service provision. In doing this we will consult with communities to identify their particular needs for accessing information and services and tailor our information and services taking account of identified needs.

The use of translation and interpretation is important in ensuring public access to information and services for those people for whom English is not a first language. During

Year 2 of this Scheme we will be monitoring translation and interpretation services in order to assess the effectiveness of current services compared to needs in terms of languages and when translation and interpretation is required. Recommendations from the impact assessment will be implemented.

The CPS will also be developing a communications strategy aimed at improving communication with the communities we serve.

12. Meeting the specific duty on employment

The CPS monitors staff by ethnicity, gender and disability in the following areas:

- Staff in post
- Applicants for employment, training and promotion
- Staff receiving training
- Staff who benefit or suffer detriment as a result of Performance Assessment Procedures
- Staff who are involved in grievance procedures
- Staff subject to disciplinary procedures
- Staff ceasing employment.

The IT monitoring system used for collecting, collating and employment data is the Personnel Information Management System (PIMS).

The IT monitoring system used for collecting, collating and analysing training and development data is the Training Management System (TMS).

Data from the above sources is analysed annually and used to set and review workforce targets to address any significant under-representation. Additionally, the monitoring data is used to identify areas for further monitoring and/or impact assessment such as that identified on Performance Appraisal Ratings in order to address any unjustifiable adverse impact.

The CPS produces a comprehensive Annual Equalities Report which details data and analysis regarding the above monitoring categories including targets and actions. For example, the latest report covers the period 2003-2004. This is available from our website <http://www.cps.gov.uk/>

Necessary action is taken where unjustifiable adverse impact is found as a result of analysing data. For example, there is currently an on-going impact assessment of performance appraisals. In Year 1 of this scheme the impact of disciplinaries will be assessed for unjustifiable adverse impact.

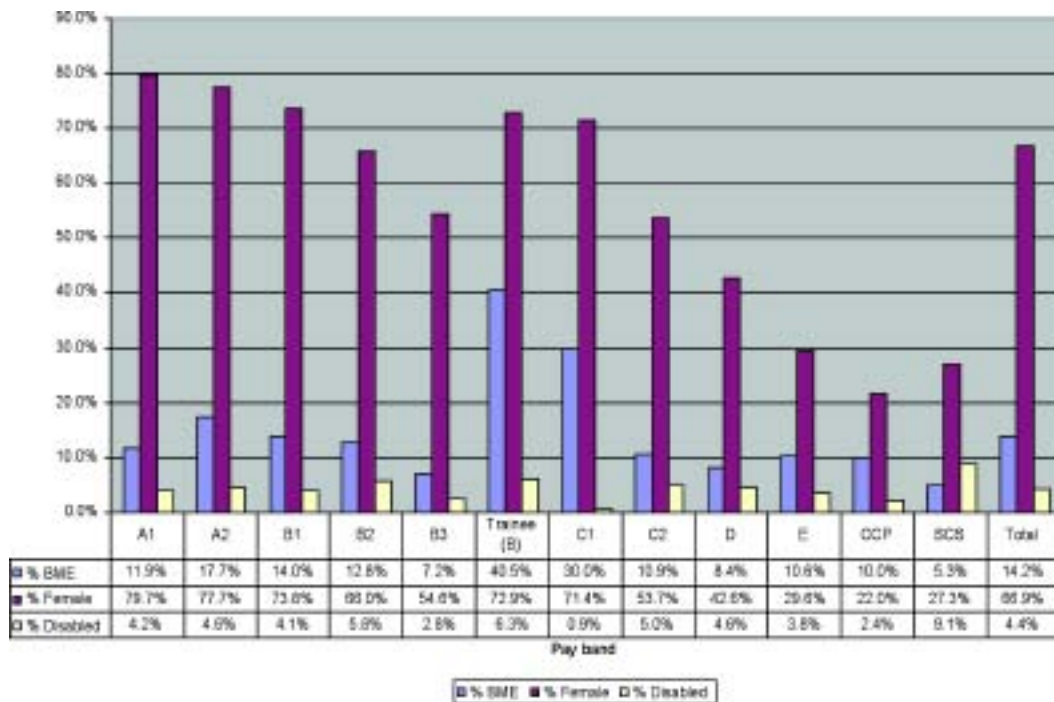
The CPS uses the ethnicity categories introduced in the 2001 census. Data collected is analysed and compared with the Labour Force Survey in order to draw meaningful conclusions regarding CPS performance. Results have been published under the overall grouping of Black and Minority Ethnic whilst data is available for ethnicity categories. In 2005, data will be published using the 2001 Census ethnicity categories.

Additionally, during 2004 a fundamental review of the recruitment and selection process has been undertaken based on extensive consultation. Promotion and progression processes have been realigned with recruitment practice. The new process, which came into effect on 1 June 2004, should result in an objective and open recruitment and selection process. It addresses the findings of monitoring. For example, Performance Appraisal Reports and line

Race Equality Scheme 2005-2008

management endorsement will no longer form part of the promotion process for CPS staff. References will be used in their place to bring the system in line with that attributed to external candidates.

The table below shows the representation of key groups in the CPS by payband. This is published in the Annual Equalities in Employment Report.



The table below shows current BME staff representation by payband and our targets for April 2008

A1 is the lowest grade SCS is the highest grade	April 2003 % BME Staff In Post	April 2004 % BME Staff In post	April 2008 % BME Target
A1	8.2	11.9	Maintain Performance
A2	13.3	17.7	Maintain Performance
B1	11.8	14.0	Maintain Performance
B2	9.0	12.8	Maintain Performance
B3	7.1	7.2	9.0
B Trainee	25.0	40.5	Maintain Performance
C1	24.9	30.0	Maintain Performance
C2	6.7	10.9	Maintain Performance
D	6.3	8.4	10.0
E	8.5	10.6	Maintain Performance
Chief Crown Prosecutor	6.8	10.0	15.6
Senior Civil Service	4.8	5.3	15.6

We will now be focusing our targets on:

- Levels B3, D and SCS where there is under-representation
- Specific careers, professions and occupations where there is under-representation
- Specific CPS Areas where there is under-representation.

13. Training and development – training staff in relation to the duty to promote race equality

Introduction

As the largest legal services employer in the UK, the CPS has a unique role to play in setting the standard amongst the legal profession for development and training. The CPS has earned a reputation for providing high quality opportunities for all staff. It aims to continually build on this reputation.

It is only by having highly skilled and committed staff that the CPS will achieve its aim to be a world class prosecution service at the heart of the CJS. All of the learning and development activity we undertake aims to:

- Support the delivery of the CPS vision by ensuring the organisation has the capacity to deliver current and anticipated business needs
- Increase the capability and commitment of staff by developing a culture where learning is seen as an essential and integral part of everyone's job
- Support staff progression by promoting a range of career paths
- Work in conjunction with CJS partners to provide integrated learning opportunities, which contribute to the achievement of joint objectives
- Continue to set the highest standards for learning and development.

Training Policy

The CPS has a training policy, which specifies that the delivery and provision of training and development opportunities must comply with the equality and diversity policies of the CPS.

Training and development is made available to staff according to need and priority through a wide range of internally and externally provided programmes, including qualification programmes and short courses. The CPS recognises the full range of learning methodologies available, including on the job development and support available to managers and staff in order to continue to develop throughout their career.

Identification of Training Needs

Each year a national learning and development plan is developed following consultation which includes consultation with the Equality and Diversity Unit.

All members of staff are encouraged to maintain a Personal Development Plan as a basis for

discussion with their line manager during their annual performance review. The plan assists in identifying individual learning needs to meet the requirements of the job.

Access to Learning and Development Opportunities

CPS recognises the importance of ensuring that BME staff have equal access to learning and development opportunities. Applications and requests for development opportunities are considered against national and Area priorities as they relate to business need.

Training Delivery and Design

The Learning and Development Unit works in conjunction with project managers to determine the content of programmes and ensure that race equality issues have been considered and included. Programmes that have a particular impact on race equality, whether in prosecutions or employment are discussed with the Equality and Diversity Unit.

Core training programmes are reviewed to ensure that equality issues are integral to the course.

Monitoring Training and Development

The CPS Training Management System records the numbers of BME, women and disabled employees who have participated in CPS training courses which include legal, non-legal and IT training. This monitoring data is published in the Annual Equalities in Employment Report which is available from our website <http://www.cps.gov.uk/>.

Legal training is key in terms of ensuring employees have the skills to progress in the CPS. In 2003-04, overall, there were large increases in the proportion of BME employees participating in legal training.

Additionally, during 2003-04, the CPS' Law Scholarship Scheme had 23 per cent BME participants. CPS also had four participants in the Cabinet Office Pathways Programme. The most notable increase was found in the number of BME legal trainees increasing from 25% in 2003 to 40.5 per cent in April 2004. Representation of BME trainee lawyers is fundamental to ensuring that there are sufficient BME lawyers to progress to higher levels within the CPS.

Management development programmes such as Transform, which incorporate equality and diversity elements are also delivered to staff. During 2003-04, 17 per cent of Transform participants were from BME groups.

Training Staff Specifically on the Race Equality Duty

Training and awareness regarding the Race Equality duty is included in core programmes

such as induction. An on-line diversity module is being developed which will include information on the duties in relation to the Race Relations (Amendment) Act.

Training for managers and staff on the Race Equality Scheme was introduced during 2003 for managers and staff. This has been reviewed and found not to fully meet the needs of the CPS. The Learning and Development Unit and Equality and Diversity Unit will jointly develop training in order to inform and train managers and staff of the duties in relation to the Race Relations (Amendment) Act and the CPS' Race Equality Scheme. This will consist of different elements according to need and include:

- Briefings for senior managers including Chief Crown Prosecutors to equip them with the appropriate understanding of their role and obligations under the Race Relations (Amendment) Act
- Specialist training on the specific duties such as impact assessments and monitoring for key staff such as Policy Advisors, Programme and Project Managers, Centre of Excellence staff and key CPS Area staff. The aim being to have in place a trained and competent pool of officers within the CPS to enable quality impact assessments to be made
- Integration of the duties in relation to the Race Relations (Amendment) Act and the CPS' Race Equality Scheme in core training programmes such as induction and the Transform Management Development Programme

Each year a national learning and development plan is produced to identify training and development needs within the CPS. As part of the development and consultation undertaken on this plan, we will on an annual basis identify and evaluate the training needs of staff as they relate to the race equality duty.

Progress has been made in several areas over the last year, which contributes to our commitment under the Race Equality Scheme. Highlights are as follows:

Law Scholarship Scheme

There are now over 300 students who have been sponsored to study law through the scholarship. This represents an increase of 78 on 2003 when the scheme was launched. Twenty seven per cent of students are from BME backgrounds.

The scheme has achieved a number of national awards and is recognised amongst the Criminal Justice System as a model of good practice. It has been highlighted as a case study by the Fawcett Society.

Transform

Seven hundred and forty-seven managers have completed this management development

programme. Equalities issues have been integrated throughout. A competency framework was developed which specifies the behaviours required of managers in the CPS and their responsibilities for promoting race equality issues.

Legal Training

A number of programmes have been updated and developed this year to support the implementation of CPS initiatives. These include a training programme on racist and religious crime and homophobic crime, amongst others. We have ensured that equalities issues are integrated through each programme.

Induction

The induction process has been revised with a view to providing learning in a more accessible format via e learning. A package has been developed for induction on equality and diversity, which specifically informs new staff of the CPS Race Equality Scheme.

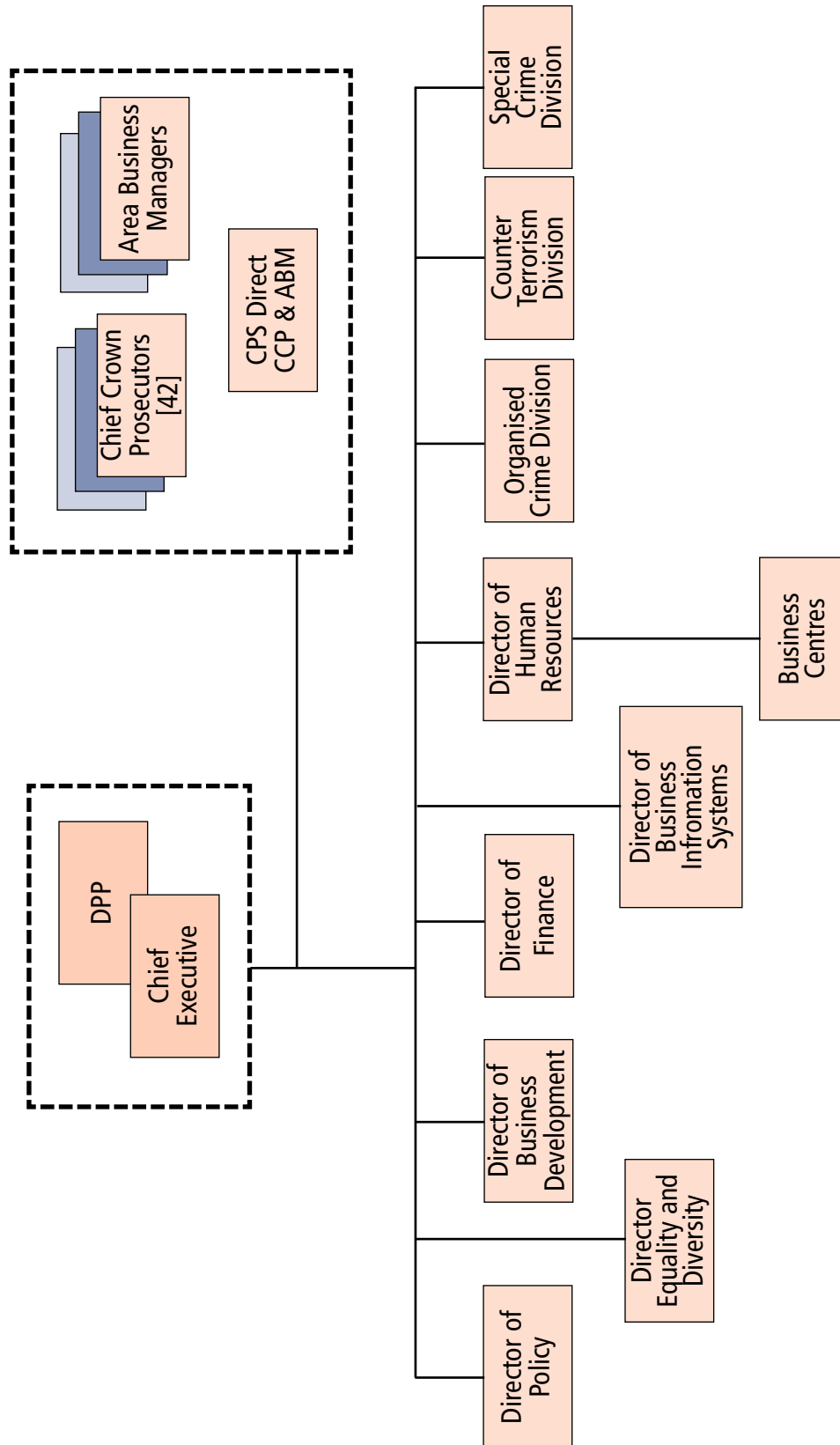
Key Race Equality Issues for 2005-08

A number of issues will be developed over the next three years, which build on existing progress. These include:

- Developing a process to ensure that race equality and diversity issues are mainstreamed throughout all legal training programmes
- To enhance the monitoring process and focus on specific programmes
- Through Transform, develop managers' skills in leading a diverse workforce
- Ensure that staff have the necessary skills and knowledge to deliver improvements in the prosecution of hate crime
- Continue to provide opportunities for staff through the law scholarship scheme
- To enhance opportunities for learning through the development of a Prosecution College.

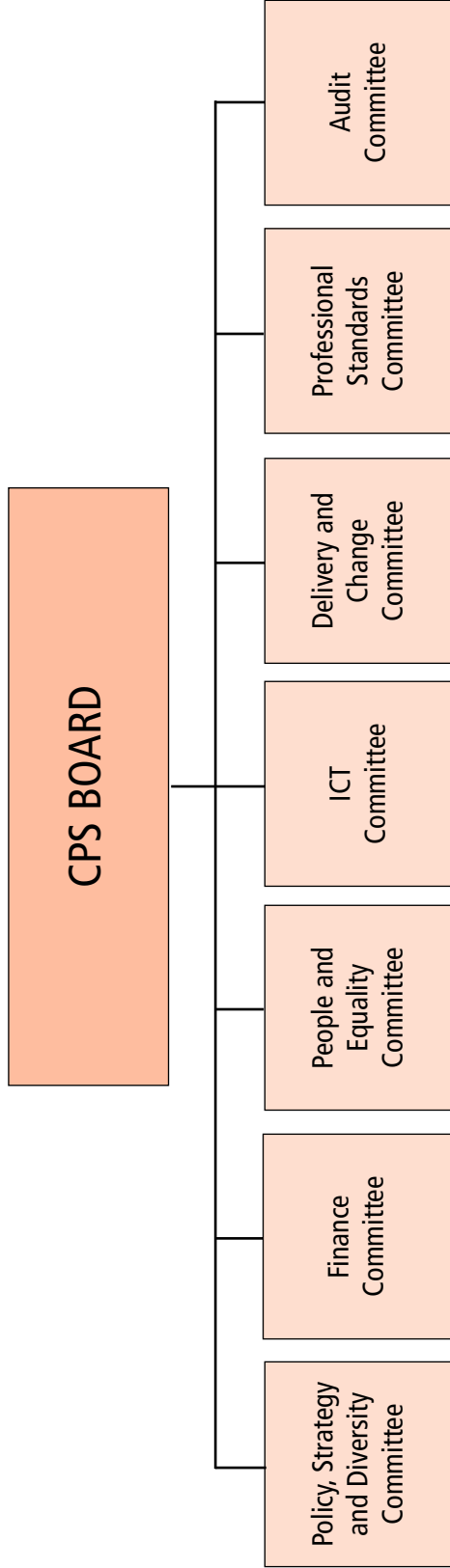
Appendix 1

ORGANISATION CHART FOR THE CPS



Appendix 2

GOVERNANCE STRUCTURE FOR DELIVERING RACE EQUALITY



Equality and Diversity issues are mainstreamed within the terms of reference of the CPS Board and all Committees

Two committees have an explicit focus on equality and diversity – the Policy, Strategy and Diversity Committee and the People and Equality Committee

The Director of Equality and Diversity is a member of the CPS Board and sits on three main committees - the Policy, Strategy and Diversity Committee, the People and Equality Committee and the Delivery and Change Committee.

List of functions and policies assessed for relevance to the general duty

The questions, tools and evidence used to prioritise the list of policies is detailed below. The numbers 1 to 5 in the last column in the table headed “Questions tools and evidence used” identify which of the five criteria below are relevant to the assessment.

1. Is it relevant to the general duty?

- Which of the three parts does it apply to (if any):
- Eliminating discrimination?
- Promoting equal opportunities?
- Promoting good race relations?

Is there evidence or reason to believe that some racial groups could be differently affected?

2. How relevant is it?

How much evidence is there? None or a little, some or substantial.

Is there any public concern that the function or policy is being carried out in a discriminatory way? None or a little, some or substantial.

3. What is the feedback from the following community engagement and consultation?

- Consultation on this Race Equality Scheme with national groups
- Priorities from community partners on the Race Equality Scheme Project Board
- Issues brought to our leadership by communities
- Priorities identified by the National Black Crown Prosecution Association (NBCPA) – staff network for black and minority ethnic staff.

4. What are the wider issues, agenda, opportunities and challenges over the next three years?

5. How do the priorities match/fit with overall organisational priorities?

List of Functions and Policies Assessed for Relevance to the General Duty			
Function	Policy	Relevance	Questions tools and evidence used
Prosecutions	No Witness, No Justice	Higher	1,2,3,4,5
	Mode of remand (Bail representation)	Higher	1,2,3,4,5
	Prosecution role in Sentencing	Higher	1,2,3,5
	Conditional Cautioning/Diversion	Higher	1,3,4,5
	Prosecution of Gun Crimes	Higher	1,2,3,4,5
	Pre-trial Interviews with Witnesses	Higher	1,3,4,5
	Restorative Justice	Medium	1,3,5
	Effective Trial Management	Lower	1,4,5
	Racially and Religiously Aggravated Crime and Racial Incidents Monitoring System (RIMS)	Higher	1,2,3,4,5
	Anti-Social Behaviour Orders (ASBOs)	Higher	1,2,3,4,5
	Terrorism Prosecutions	Higher	1,2,3,4,5
	Prosecution Process/casework Quality	Medium	1,3,5
	Direct communications with Victims	Higher	1,2,3,4,5
	Domestic Violence prosecutions	Higher	1,2,3,4,5
	Human trafficking/Immigration crime	Higher	1,3,4,5
	Speaking Up for Justice/Special Measures	Medium	1,3,4,5
	Proceeds of Crime	Medium	1,2,5
	Use of expert Witnesses	Medium	1,2,3,5
	Communication with Victims at Court	Higher	1,2,3,4,5
	Review of Assaults, including reasonable chastisement	Medium	1,2
	HIV Issues	Higher	1,2,3,4,5
	Child Witnesses	Lower	1,2
	Child prostitution	Lower	1,2
	Internet Paedophilia	Lower	1,2
	Prosecution of Teachers	Lower	1,2
	Shaken Baby Syndrome	Lower	1,2
	Community Justice Centres	Higher	1,2,3,4,5
	Conditional Cautions	Higher	1,2,3,4
	Fixed Penalty Notices	Medium	1,2
	Statutory Charging	Higher	1,2,3,4,5
	Dangerous Offenders	Medium	1,2,5
	Hearsay	Lower	1
	Non-jury Trials	Medium	1,2,3
	Re-trials	Medium	1,2,3
	Prosecution Appeals	Lower	1,2
	Bad Character	Medium	1,2,3,5
	Homophobic Crime	Medium	1,2,3,5

List of Functions and Policies Assessed for Relevance to the General Duty			
Function	Policy	Relevance	Questions tools and evidence used
	Incitement to Racial Hatred	Higher	1,2,3,4,5
	Data Protection Act	Lower	1,2
	Freedom Of Information Act	Lower	1,2
	Extradition	Higher	1,2,3,4,5
	Mutual Legal Assistance	Lower	1
	Corruption	Lower	1,2
	Human Rights Act	Higher	1,2,3,4,5
	Corporate Manslaughter	Lower	1
	Assisted Suicide	Lower	1
	Deaths in Custody	Higher	1,2,3,4,5
	Work related deaths	Medium	1,2,3
	Road traffic deaths	Lower	1
	DNA Guidance	Lower	1
	Fraud including Identity fraud	Medium	1,2
	Postal charging	Lower	1
	Code for Crown Prosecutors	Higher	1,2,4
	Professional legal privilege	Lower	1
	National protocol on use of colposcopes	Lower	1
	Football banning orders	Higher	1,2,3,4,5
	Crime in sport	Lower	1
	Youth justice	Higher	1,2,3,4
	Trespass on Ministry of Defence property	Lower	1
	Hunting	Lower	1
	Use of Cannabis	Medium	1,2,3,5
	Drugs Intervention policy	Medium	1,2,3
Human Resources	HCA's Selection for training places/success in training	Higher	1,2,3,4,5
	Joint CPS/ACPO protocol for co-located workers to support statutory charging	Higher	1,2,3,4,5
	Prosecution College (incorporates Law Scholarship Scheme, Transform, e-learning opportunities and will become the vehicle for conveying all CPS training)	Higher	1,2,3,4,5
	Prosecution and Administrative Workforce Strategy	Higher	1,2,3,4,5
	Counselling and Support Service for staff (to be outsourced from July 05)	Medium	1,2,3,5
	Review of CPS Staff Networks	Higher	1,2,3,4,5

List of Functions and Policies Assessed for Relevance to the General Duty			
Function	Policy	Relevance	Questions tools and evidence used
	Integrated career paths for lawyers and administrators	Higher	1,2,3,4,5
	Review of Reward and Grading Structures	Higher	1,2,3,4,5
	Bi-annual Staff Survey	Higher	1,2,3,4,5
	Core competency framework	Higher	1,2,3,5
	Occupational Health provision	Higher	1,2,3,4
	Equality and Diversity Complaints procedure	Higher	1,2,3,4,5
	Employee Relations machinery (Whitley Councils, Facilities agreement etc)	Higher	1,2,3,4,5
	Senior Civil Service Pay system	Medium	1,2,3
	Pay Systems A-E	Medium	1,2,3
	Recruitment and Selection Policy	Higher	1,2,3,4,5
	Discipline, Inefficiency and Grievance Policy	Higher	1,2,3,4,5
	Flexible Working Policies	Medium	1,2,3,5
	Childcare Policy	Medium	1,2,3,4,5
	Performance Appraisal	Higher	1,2,3,4,5
	Organisational Change Policy	Higher	1,2,3,4,5
	Employee Expenses policies (travel and subsistence, Excess fares, transfers and removals)	Medium	1
	Staff conduct (incl. political activities etc)	Medium	1,2,3
	Probation	Higher	1,2,3,4,5
	Personal Injury and compensation	Lower	1
	Whistleblowing	Higher	1,2,3,4,5
	Age Retirement, early retirement and severance	Higher	1,2,3,4,5
	Resignation and Termination	Higher	1,2,3,4
	Deputising and temporary promotion	Higher	1,2,3,4,5
	Leave and attendance (incl. annual leave, special leave, sick leave maternity and paternity and adoption leave, hours of work)	Higher	1,2,3,4
	Career Breaks	Medium	1,2,3
Equality and Diversity	Flexible working and alternative working patterns	Higher	1,2,3,4,5
	Equality and Diversity policy Statement	Higher	1,2,3,4,5
	Equality and Diversity Strategy	Higher	1,2,3,4,5
	Race Equality Scheme	Higher	1,2,3,4,5
	Employment equality regulations – Religion or belief	Higher	1,2,3,4,5

List of Functions and Policies Assessed for Relevance to the General Duty			
Function	Policy	Relevance	Questions tools and evidence used
	Employment equality regulations – Sexual Orientation	Higher	1,2,3,4,5
	Tackling Domestic Violence at home and work	Higher	1,2,3,4,5
	Community Engagement strategy	Higher	1,2,3,4,5
Procurement and Partnerships	Procurement Guide	Higher	1,2,3,4,5
	Guide to contract management	Higher	1,2,3,4,5
	Procurement of management consultants and other professional services	Higher	1,2,3,4,5
	Treasury Counsel policy	Higher	1,2,3,4,5
	Procuring External legal Services from the Bar	Higher	1,2,3,4,5
Other	Translation and Interpretation	Higher	1,2,3,4,5
	Complaints and correspondence handling	Higher	1,2,3,4
	Departmental Resource Accounting Manual	Lower	1
	Health and Safety policy	Higher	1,2,3
	CPS COMPASS Services	Higher	1,2,3,4,5

Appendix 4

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
RES and Annual Reports		
Produce Race Equality Scheme for 2005-08	Race Equality Scheme Project Board/Equality and Diversity Unit/Policy Advisor (Community Engagement)	31 May 2005
Produce Race Equality Scheme Annual Progress Reports	Policy Advisor (Community Engagement)	By October annually
Local Reporting		
Local CPS Areas address key race equality issues in local CPS Area Business Plans	All CPS Areas	Annually in line with Business Planning timescales
Develop and implement booklet for CPS Areas to demonstrate to local communities progress on race equality	Equality and Diversity Unit – Policy Advisor (Community Engagement) and all CPS Areas	June 2005
Assessing CPS Functions and Policies for Relevance to the duty to promote Race Equality		
Identify functions and policies	Race Equality Scheme Project Board/ Policy Advisor (Community Engagement)	Completed May 2005 – see Appendix 3

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
<p>Review and update list of functions and policies annually as part of the production of the annual Progress Report on the Race Equality Scheme:</p> <ul style="list-style-type: none"> • Actively review list of prioritised functions and policies adding new and removing old functions and policies • Review current priorities in terms of higher, medium and lower and amend as appropriate • Update list of priorities (Appendix 3) and Action Plan as a result of amendments 	<p>Race Equality Scheme Implementation Panel/ Policy Advisor (Community Engagement)</p>	<p>May 2006, May 2007, May 2008</p>
<p>Arrangements for Assessing and Consulting on the likely Impact of Proposed Policies on the Duty to Promote Race Equality – future impact assessments</p> <p>Review and revise impact assessment proforma and guidance in line with CRE Race Equality Impact Assessment toolkit</p> <p>Assess policies identified for action in Year 1 and take action:</p>	<p>Listed below are the Senior Responsible Officers (SRO) who will be supported by the Equality & Diversity Unit</p> <p>Race Equality Scheme Implementation Panel/ Policy Advisor (Community Engagement)</p> <p>Relevant Directorates</p>	<p>May 2005</p> <p>Throughout 2005-08</p>
<p>Year 1 – Prosecution Policies</p> <p>No Witness, No Justice (NWNJ) – Partial</p> <p>Mode of remand Project (Disproportionality in bail representations – Partial</p> <p>Prosecution role in Sentencing – Initial</p> <p>Prosecution of certain cases of HIV transmission – initial</p> <p>Diversion through Conditional Cautioning and Restorative Justice – Partial</p>		
	<p>Director of Business Development</p> <p>Director of Equality and Diversity and Office for Criminal Justice Reform</p> <p>Director of Policy</p> <p>Director of Policy</p> <p>Director of Policy</p>	<p>Quarter 3, 2005-06</p> <p>Quarter 4, 2005-06</p> <p>Quarter 2, 2005-06</p> <p>Quarter 3, 2005-06</p> <p>Quarter 4, 2005-06</p>

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
Year 1 – Human Resources Policies		
Advocacy/Higher Court Advocates (HCA) strategy – Employment Aspects – Full	Director of Business Development and Director of Equality and Diversity	Quarter 4, 2005-06
Development of joint CPS/ACPO protocol for co-located workers to support Statutory Charging – Full	Director of Human Resources and Director of Equality and Diversity	Quarter 2, 2005-06
E-Learning and Prosecution College – Partial	Director of Human Resources	Quarter 3, 2005-06
Development of Prosecution and Administration Workforce Strategy – Partial	Director of Human Resources	Quarter 4, 2005-06
Implementation of an improved Counselling and support provision for CPS staff – Initial	Director of Human Resources	Quarter 3, 2005-06
Year 1 – Other Policies		
Procurement – Partial	Director of Finance	Quarter 4, 2005-06
Treasury Council Review – Partial	CCP – CPS London	Quarter 3, 2005-06
Procuring external legal services from the Bar – Partial	CCP – CPS London and Director of Equality and Diversity	Quarter 4, 2005-06
Year 2 – Prosecution Policies		
Pre-trial interviews with witnesses – Initial	Director of Policy	Quarter 2, 2006-07
Year 2 – Human Resources Policies		
Implementation of recommendations of the review of staff networks – Initial	Director of Human Resources	Quarter 3, 2006-07

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
Year 3 – Prosecution Policies		
Effective Trial Management Programme (ETMP) – Partial	Director of Business Development	Quarter 3, 2007-08
Year 3 – Human Resources Policies		
Roll out of fully integrated career paths for lawyers and administrators – Partial	Director of Human Resources	Quarter 1, 2007-08
Monitoring of Existing Policies including setting up system, as appropriate		
Year 1 – Prosecution Policies		
Racist and Religious crime and the Racist Incidents Monitoring System (RIMS)	Director of Business Development and Director of Equality and Diversity	Quarter 3, 2005-06
Anti-Social Behaviour Orders	Director of Business Development and Director of Equality and Diversity	Quarter 4, 2005-06
Terrorism Prosecutions:		
• Ethnicity of those charged with terrorist related offences	Head of Counter Terrorism Division	Quarter 3, 2005-06
• Prosecution of breaches of control orders under the Prevention of Terrorism Act 2005	Head of Counter Terrorism Division	Quarter 3, 2005-06
• Selection of charges by CPS in relation to terrorist funding under the Terrorism Act (2000)	Head of Counter Terrorism Division	Quarter 3, 2005-06
Prosecution Process/Casework Quality	Director of Business Development	Quarter 2, 2005-06
Prosecution of Gun Crime	Director of Policy	Quarter 3, 2005-06

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
Year 1 – Human Resources Policies		
Review of reward and grading structure	Director of Human Resources	Quarter 4, 2005-06
Evaluation of the revised recruitment and selection policy and processes (introduced in June 2004)	Director of Human Resources	Quarter 3, 2005-06
Revision of existing policies relating to discipline, underperformance, home working, contracts, childcare and age	Director of Human Resources	Quarter 4, 2005-06
Review of Staff Networks	Director of Human Resources and Director of Equality and Diversity	Quarter 4, 2005-06
Year 2 – Prosecution Policies		
Direct Communications with Victims	Director of Business Development	Quarter 2, 2006-07
Domestic Violence	Director of Policy and Director of Equality and Diversity	Quarter 3, 2006-07
Human Trafficking/immigration crime	Director of Policy	Quarter 2, 2006-07
Translation and interpretation	Director of Business Development and Director of Equality and Diversity	Quarter 1, 2006-07
Community engagement/public confidence in the CPS	Director of Equality and Diversity and Director of Finance	Quarter 2, 2006-07
Year 2 – Human Resources Policies		
Transform	Director of Human Resources	Quarter 2, 2006-07
Evaluation of the outsourced counselling and support service provision	Director of Human Resources	Quarter 3, 2006-07
Staff survey 2006 – Results analysis	Director of Human Resources	Quarter 4, 2006-07
Implementation of new reward and grading structure	Director of Human Resources	Quarter 2, 2006-07
Evaluation of organisational change policy	Director of Human Resources	Quarter 3, 2006-07

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
Year 3 – Prosecution Policies		
Speaking up for Justice/Special measures	Director of Business Development and Director of Policy	Quarter 2, 2007-08
Proceeds of Crime Act (POCA)	Director of Business Development and Director of Policy	Quarter 2, 2007-08
Year 3 – Human Resources Policies		
Staff Survey 2006 – Implementation of 2006 survey and scoping 2008 survey	Director of Human Resources	Quarter 2, 2007-08
Evaluation of the new reward and grading structure	Director of Human Resources	Quarter 3, 2007-08
Review results at the end of each year of the RES and re-visit priorities for monitoring and address any adverse impact	Race Equality Scheme Implementation Panel/ Director of Equality and Diversity	May 2006, May 2007, May 2008
Review progress in service improvements at end of Scheme	Race Equality Scheme Implementation Panel/ Director of Equality and Diversity	May 2008
Arrangements for Publishing the results of Assessments, Consultations and Monitoring		
Publish results of Assessments, Consultations and Monitoring on a six monthly basis – on website and hard copy	Relevant Directors supported by Equality and Diversity Unit	December 2005 and June 2006 December 2006 and June 2007 December 2007 and June 2008
Local CPS Areas publish summary booklet to inform local communities	Chief Crown Prosecutors and Director of Equality and Diversity	July 2005 onwards
Publish Race Equality Scheme annual progress report as hard copy and on website to inform stakeholders of progress made on race equality – contains results of assessments, consultations and monitoring	Director of Equality and Diversity	October 2006 October 2007 October 2008

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
Publish employment monitoring data through the annual equalities in Employment Report – also contains results of assessments, consultations and monitoring	Director of Human Resources	October 2006 October 2007 October 2008
Arrangements for Ensuring Public Access to Information and Services		
Ensure arrangements are in place to enable identification of information and service needs	Relevant Directors supported by Equality and Diversity Unit	Quarter 4, 2005-06
Ensure arrangements are in place to enable access and services	Relevant Directors supported by Equality and Diversity Unit	Quarter 4, 2005-06
Monitor Translation and Interpretation – to assess the effectiveness of current services compared to needs in terms of languages and when translation and interpretation is required.	Director of Business Development and Director of Equality and Diversity	Quarter 4, 2005-06
Arrangements for Training Staff in relation to the duty to promote race equality		
Briefings for senior managers including Chief Crown Prosecutors to equip them with the appropriate understanding of their role and obligations under the Race Relations (Amendment) Act	Director of Human Resources and Director of Equality and Diversity	June 2005 onwards
Specific training on impact assessments and monitoring for key staff such as Policy Advisors, Programme and Project Managers, Centre of Excellence staff and key CPS Area staff	Director of Human Resources and Director of Equality and Diversity	June 2005 onwards

Race Equality Scheme Action Plan 2005-08

Action	Responsibility	Timescale
<p>Integration of the duties in relation to the Race Relations (Amendment) Act and the CPS' Race Equality Scheme in core training programmes such as induction and the Transform Management Development Programme</p>	<p>Director of Human Resources and Director of Equality and Diversity</p>	<p>As and when training programmes are reviewed</p>
<p>As part of the development and consultation undertaken on the national learning and development plan, on an annual basis identify and evaluate the training needs of staff as they relate to the duty to promote race equality</p>	<p>Director of Human Resources and Director of Equality and Diversity</p>	<p>January 2006, January 2007 and January 2008</p>
<p>Meeting the Specific Duty on Employment</p>		
<p>Continue to monitor employment re: Staff in post Applicants for employment, training and promotion Staff receiving training</p>	<p>Director of Human Resources</p>	<p>Annually – publish in October 2006 October 2007 October 2008</p>
<p>Staff who benefit or suffer detriment as a result of Performance Assessment procedures Staff who are involved in grievance procedures Staff subject to disciplinary procedures Staff ceasing employment</p>	<p>Director of Human Resources</p>	<p>May 2006 May 2007 May 2008</p>
<p>Set targets to address significant under – representation</p>	<p>Director of Human Resources</p>	<p>As required</p>
<p>Take action on unjustifiable adverse impact found</p>	<p>Director of Human Resources</p>	<p>As required</p>

Race Equality Scheme Action Plan 2005-08		
Action	Responsibility	Timescale
Publish employment data through the annual equalities in Employment Report	Director of Human Resources	October 2006 October 2007 October 2008
<p>Explanation of initial, partial and full impact assessments.</p> <p>An initial assessment or screening is normally based on existing data. It may only produce estimates or signs of unequal impact, but it is useful for developing new policies, or considering changes to existing policies</p> <p>A partial impact assessment builds on an initial assessment, outlines risks and benefits, and includes advice from experts and interested groups</p> <p>A full impact assessment would include the results of external consultation, a final recommendation, and arrangements for monitoring and evaluating the policy and its impact in practice</p> <p>Please note This table details the policies identified for impact assessment and monitoring based on current knowledge – as at May 2005. As part of the production of the annual Race Equality Scheme progress report, we will review and update the priorities contained in this table.</p>		

For your notes

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We welcome comments on the CPS Race Equality Scheme. Please send these to:

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This Scheme will be available on request in Braille, large print format, audio CD and community languages. If you require any of these please contact:

**CPS Communications Branch
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