



**Crown Prosecution Service  
Single Equality Scheme  
2006-2010**

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**Annual Report  
June 2008**

**Equality and Diversity Unit**

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**This document can be made available in alternative formats on request. Contact the CPS Equality and Diversity Unit 020 7796 8157**

## 1. Introduction

This is the first annual progress report on our Single Equality Scheme. The scheme was launched in December 2006. It is a strategy and set of actions to promote equality in the CPS, both in terms of our Service and in terms of our employment practices.

The CPS provides an independent public prosecution service for criminal cases in England and Wales referred to us by the police. Crime affects all communities, as does our work. We must have the public's trust and be seen by all communities as their prosecution service. We must act fairly at all times in the interests of justice. To be trusted to make fair prosecution decisions, we realise that our workforce needs to reflect the population we serve and we must treat all employees with respect. For both the public and for us, equality and diversity – and by this we mean treating people fairly, providing equal chances while respecting people's differences in employment and in the prosecution process - are firmly linked. (See appendix A for more information about the CPS.)

The Single Equality Scheme is a strategy which has been prepared under the requirements of a number of statutory duties to promote equality. These are summarised below. These duties consist of general duties and specific duties. The purpose of the duties is to help public bodies, like the CPS, address institutional and systemic inequalities that some groups face.

The duties are as follows:

- Under the Race Relations (Amendment) Act 2000, the CPS is required to produce a Race Equality Scheme and to review it every three years. The first was produced in 2002 and we produced our second Race Equality Scheme in 2005, for the period 2005-08. It has now been incorporated into this Single Equality Scheme.

- Under the Disability Discrimination Act 2005, the CPS is required to produce a Disability Equality Scheme. This had to be produced by 4 December 2006.
- Under the Equality Act 2006, the CPS is required to produce a Gender Equality Scheme. This had to be produced by 6 April 2007.

The Single Equality Scheme also reflects our policy commitment in areas where there is not yet statutory an equality public duty e.g. age, sexual orientation, religion and belief and gender identity.

The Single Equality Scheme encompasses our Disability Equality Scheme, our Gender Equality Scheme and our Race Equality Scheme. The scheme can be downloaded from our web site at [www.cps.gov.uk/publications/docs/ses\\_2006\\_2010.pdf](http://www.cps.gov.uk/publications/docs/ses_2006_2010.pdf)

## **2. New Developments in the CPS**

During 2007 and into 2008, the CPS underwent a major re-structure. The 42 CPS Areas are now arranged into 15 Groups. The role of the Groups is to develop strategic initiatives across a number of Areas, provide performance assurance and to facilitate greater joint working between Areas to deliver a more effective Service.

There has been considerable investment in the organisation's equality and diversity and community engagement agenda over the last year. Fourteen new managers are in the process of being recruited to 14 of the 15 Groups (excluding London which has a separate management structure). The function of these posts is to work with the Areas within the Groups to fulfil our equality and diversity commitments at a local level and to continue to expand our community engagement activity.

In relation to community engagement, there have been three major developments.

- Hate crime scrutiny panels are being set up in all parts of the CPS. Most Areas will have their own panel, although in some cases two Areas have merged to create a joint panel initially. Members on the panels are largely drawn from organisations that help to support victims and witnesses of hate crime. Through the scrutiny of randomly selected finalised hate crime files, panels will:
  - Increase the understanding by communities of the CPS decision - making processes in relation to hate crime
  - Increase the understanding by the CPS of how the decision-making process can be improved from a community perspective
  - Identify issues, common themes, and trends in the decision-making process, looking in particular at the impact of decision-making on diverse communities
  - Make reports and recommendations to the local CPS Area management
  - Inform CPS lawyers, and where appropriate other agencies, of relevant learning arising from the scrutiny of case files
  - Improve an Area's performance on hate crime by the panel acting as a critical friend in relation to hate crime training, development and delivery
  - Identify good practice and lessons learnt
  - Share learning within Areas to further improve performance on tackling hate crime
  
- At Group level, we are also in the process of setting up Community Involvement Panels. These panels are comprised of members of the community who are interested in improving the criminal justice system. The panels will act as a consultative forum in relation to the drawing up and delivery of Group and Area:-

- strategies
  - business plans
  - equality and diversity plans
  - community engagement plans
  - local Single Equality Scheme booklets and action plans
  - victim and witness issues
  - other local initiatives proposed by either individual Areas or the Group
- In 2007 we established a national level Community Accountability Forum. This Forum functions in a similar way to the local Community Involvement Panels, but in addition, the national Forum receives draft policies and draft equality impact assessments.

In relation to equality and diversity we have made progress on all our commitments in the Single Equality Scheme as documented in appendix C. In addition, the equality and diversity work of the CPS was commended in a cross government Cabinet Office capability review (June 2007). In particular, it commended the CPS engagement with diverse communities and historically under represented groups. Also in 2007/08, the CPS received a number of awards related to equality and diversity and community engagement.

- The CPS was awarded the highest mark in a cross government assessment by the End Violence against Women Campaign.
- The West Yorkshire Hate Crime Scrutiny Panel was awarded the Inside Justice Award for diversity in 2007.

### **3. Summary of Progress**

Appendix B contains our revised list of functions and policies assessed for relevance to the general duty. Appendix C provides a schedule of the progress on all our year 1 commitments to equality and diversity.

Set out below are some of the key outcomes from the first year of the Single Equality Scheme.

- Continued reductions in unsuccessful outcomes for hate crime prosecutions
- Continued reductions in unsuccessful outcomes for domestic violence prosecutions
- A reduction in the percentage of surveyed black and minority ethnic members of the public who feel the CPS would treat them less favourably than others (down from 14% to 11%)
- A new Violence Against Women Strategy and Action Plan completed
- A new Disability Hate Crime policy and guidance for prosecutors completed
- Monitoring of disabled victims, witnesses and defendants introduced
- A New policy on Crimes Against the Older Person completed (end April 08)
- A refreshed and revised Homophobic and Transphobic policy and guidance for prosecutors produced
- A refreshed and revised Racist and Religious crime policy and guidance for prosecutors produced
- A Rape Prosecutions Delivery Unit has been set up and a manual for rape prosecutors with an e-learning package has been developed.
- Publication of a policy statement and guidance on the prosecution of intentional and reckless transmission of sexually transmitted infections, substantially informed by community input and positively received by a range of stakeholders
- Eight “Information, listening and re-assurance” events were held across the country in areas with large Muslim communities
- Legal guidance produced on prosecutions involving children and young people as victims or witnesses
- Transgender guidance issued to managers
- Regional staff focus groups held to discuss the Single Equality Scheme in relation to employment

- Publication of the CPS annual Equalities in Employment Report
- Review of the staff equality networks conducted
- Biennial Staff Survey report produced
- Equal Pay Review conducted
- Successful participation in the Cabinet Office pilot on religion and belief and sexuality employment monitoring

## 4. The Way Forward

This report marks progress in the first year of the Single Equality Scheme. A significant emphasis has been on putting the building blocks in place, developing new policies, refreshing existing policies and establishing monitoring systems. We would expect that in the next annual report in early 09/10 there will be increased focus on the results of implementing these initiatives.

Many parts of the Single Equality Scheme include tasks that are annual, which will continue into 2008/09 and beyond. This is particularly true of monitoring tasks. There is also work to be done to ensure that the various new and revised sets of guidance for prosecutors that we produced in year one of the scheme are consistently implemented, and contribute to improved prosecutions for hate crimes. There are also new impact assessments to be conducted in relation to existing policies.

We will continue to embed and reinforce our work on community engagement. Our new engagement forums – the Hate Crime Scrutiny Panels and the Community Involvement Panels, are still quite new, and there will be challenges ahead. We need to ensure that these forums live up to the aspirations we have for them, and that they deliver meaningful and effective partnership working.

Séamus Taylor

Director of Equality and Diversity

June 2008

## Appendix A

### Information about the Crown Prosecution Service

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<sup>1</sup>.

The head of the CPS is the Director of Public Prosecutions, who has overall responsibility for the Service and its prosecutions. The Chief Executive, who is responsible for the administration of the CPS, assists the Director of Public Prosecutions. The Director of Public Prosecutions 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 Director of Public Prosecutions and Chief Executive.

Since 2007, the 42 Areas were arranged into 15 new CPS Groups.

As the principal prosecuting authority in England and Wales, we are responsible for:

- Charging offenders in all but the most minor offences

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<sup>1</sup> Prosecution of Offences Act 1985

- Providing advice on cases submitted by the Police
- Where the decision is to prosecute, determine the charge in all but minor cases
- Preparing cases for court
- Presentation of cases at court

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/>

Although the CPS works closely with the Police, we are independent of them. The independence of Crown Prosecutors is of fundamental constitutional importance. Casework decisions taken with fairness, impartiality and integrity help deliver justice for victims, witnesses, defendants and the public.

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/>

## Appendix B

### Revised list of policies and functions assessed for relevance to the equality duties for public bodies

#### **Background**

Identifying policies and functions for relevance to equality is a statutory requirement given particular emphasis in the Race Equality Duty. It is also a requirement to regularly review the list of functions and policies so that it is up to date, incorporating new policies and deleting those that no longer apply. The purpose of having such a list is to provide a focus for implementing the Single Equality Scheme.

#### **Review of relevant policies and functions**

This report sets out the original list of policies and function that were considered relevant to equality and diversity with the changes highlighted in italics and underlined. The list also indicates the degree of relevance, which in turn will inform the priority that should be given to that policy. The degree of relevance is determined by applying the following questions:

- 1) Is it relevant to the general duty in respect of race, disability and/or gender? Is it relevant to our commitments in respect of age, religion or belief and/or sexuality and gender identity? Is there evidence or reason to believe that some 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 community engagement and consultation which informs this Scheme?

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?

<b>LIST OF FUNCTIONS ASSESSED FOR RELEVANCE TO THE GENERAL DUTY</b>			
<b>Function</b>	<b>Policy</b>	<b>Relevance</b>	<b>Questions tools and evidence used</b>
<b>Prosecutions</b>	Domestic Violence prosecutions	Higher	1, 2, 3, 4, 5
	Prosecutions for rape	Higher	1, 2, 3, 4, 5
	Violence Against Women prosecutions	Higher	1, 2, 3, 4, 5
	Racially and Religiously Aggravated Crime	Higher	1, 2, 3, 4, 5
	Incitement to Racial Hatred prosecutions	Higher	1, 2, 3, 4, 5
	Incitement to Religious Hatred prosecutions	Higher	1, 2, 3, 4, 5
	Homophobic and Transphobic Crime	Higher	1, 2, 3, 4, 5
	Disability Hate Crime	Higher	1, 2, 3, 4, 5
	Elder Abuse prosecutions	Higher	1, 2, 3, 4, 5
	Sexual transmission of infections which cause grievous bodily harm prosecutions	Higher	1, 2, 3, 4, 5
	Terrorism Prosecutions	Higher	1, 2, 3, 4, 5

	<b><u>Violent extremism</u></b>	<b><u>Higher</u></b>	<b><u>1,2,3,4,5,</u></b>
	Gun Crime	Higher	1, 2, 3, 4, 5
	Deaths in Custody	Higher	1, 2, 3, 4, 5
	Anti-social Behaviour Orders	Higher	1, 2, 3, 4, 5
	Pre-trial Interviews with Witnesses	Higher	1, 3, 4, 5
	Effective Trial Management Programme	Lower	1, 4, 5
	Diversions through Conditional Cautioning and Simple, Speedy, Summary Justice Proposals	Higher	1, 3, 4, 5
	Prosecution Process/Casework Quality	Medium	1, 2, 3, 5
	Direct Communication with Victims	Higher	1, 2, 3, 4, 5
	Speaking Up for Justice/Special Measures	Medium	1, 2, 3, 4, 5
	Statutory Charging	Higher	1, 2, 3, 4, 5
	Code for Crown Prosecutors	Higher	1, 2, 4
	<b><u>Victim and Witness Care Strategy</u></b>	<b><u>Higher</u></b>	<b><u>1,2,3,4,5</u></b>
	<b><u>Victims and witnesses with mental health issues and/or learning difficulties</u></b>	<b><u>Higher</u></b>	<b><u>1,2,3,4,5</u></b>
	<b><u>Incitement to hatred on the grounds of sexual orientation</u></b>	<b><u>Higher</u></b>	<b><u>1,2,3,4,5</u></b>
	<b><u>Youth crime</u></b>	<b><u>Higher</u></b>	<b><u>1,2,3,4,5</u></b>
<b>Employment</b>	Advocacy Strategy Programme (employment practices)	Higher	1, 2, 3, 4, 5
	Implementation of recommendations of the reviews of CPS Staff Networks	Higher	1, 2, 3, 4, 5
	Joint CPS/ACPO protocol for	Higher	1, 2, 3, 4, 5

	co-located workers to support Statutory Charging		
	E-learning and Prosecution College	Higher	1, 2, 3, 4, 5
	<b><u>Deleted ( programme ended)</u></b> Invest Programme – Performance, Grading and Reward	Higher	1, 2, 3, 4, 5
	Equal Pay Review	Higher	1, 2, 3, 4, 5
	<b><u>Deleted ( programme ended)</u></b> Transform	Higher	1, 2, 3, 4, 5
	<b><u>Leadership and Management development</u></b>	<b><u>Higher</u></b>	<b><u>1,2,4,5</u></b>
	<b><u>Succession Planning/career mobility</u></b>	<b><u>Higher</u></b>	<b><u>1,2,4,5</u></b>
	Equality and Diversity Complaints procedure	Higher	1, 2, 3, 4, 5
	Staff Survey	Higher	1, 2, 3, 4, 5
	Recruitment and Selection Policy and Processes	Higher	1, 2, 3, 4, 5
	Discipline, Capability and Grievance Policies	Higher	1, 2, 3, 4, 5
	Home working Policy	Higher	1, 2, 3, 4, 5
	Flexible working and alternative working patterns	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
	Staff mobility	Higher	1, 2, 3, 4
	Childcare Policy	Higher	1, 2, 3, 4
	Age Retirement, early	Higher	1, 2, 3, 4

	retirement and severance		
	Counselling and Support Service	Medium	1, 2, 3, 5
	Equality and Diversity Training	Higher	1, 2, 3, 4, 5
	Pro-active Prosecutor Programme	Higher	1, 2, 3, 4, 5
	Induction	Higher	1, 2, 3, 4, 5
	Special Bonus Scheme	Higher	1, 2, 3, 4, 5
	Legal Trainee Scheme	Higher	1, 2, 3, 4, 5
	Law Scholarship Scheme	Higher	1, 2, 3, 4, 5
	Tackling Domestic Violence at home and work	Higher	1, 2, 3, 4, 5
	Ability Advisors	Higher	1, 2, 3, 4, 5
<b>Other</b>	Community Accountability Forum	Higher	1, 2, 3, 4, 5
	Community Engagement/Public Confidence in the CPS	Higher	1, 2, 3, 4, 5
	Listening and Reassurance events with Muslim communities	Higher	1, 2, 3, 4, 5
	Translation and Interpretation	Higher	1, 2, 3, 4, 5
	Procurement	Higher	1, 2, 3, 4, 5
	Procuring External legal Services from the Bar	Higher	1, 2, 3, 4, 5
	<b><u>Streamlined process</u></b>	<b><u>Higher</u></b>	<b><u>1,4,5</u></b>
	<b><u>Estates (including health and safety and facilities)</u></b>	<b><u>Medium</u></b>	<b><u>1,2,4,5</u></b>
	<b><u>Headquarters' review</u></b>	<b><u>Higher</u></b>	<b><u>1,2,4,5</u></b>

## Appendix C Single Equality Scheme Progress Report

<b>Section 1 COMMON ACTIONS PLAN 2006-10</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Progress to Date (June 2008)</b>
C1. Produce Equality Scheme for 2006-10	Equality Scheme Project Board/Equality and Diversity Unit	4 December 2006	<ul style="list-style-type: none"> <li>Single Equality Scheme for 2006-10 produced on schedule in Dec 2006</li> </ul>
C2. Produce Equality Scheme Annual Progress Reports	Director of Equality and Diversity	By December annually	<ul style="list-style-type: none"> <li>First annual progress report on Single Equality Scheme implementation presented to CPS Community Accountability Forum April 2008</li> </ul>
Local Reporting  C3. Local CPS Areas address key equality issues in local CPS Area Business Plans	All CPS Areas	Annually in line with Business Planning timescales	<ul style="list-style-type: none"> <li>Each Area and Group Business Plan contains local actions on equality, diversity and engagement</li> </ul>
Develop a CPS Community Accountability	Director of Equality and Diversity	January - March 2007 Forum established. Four meetings of the	<ul style="list-style-type: none"> <li>CPS Community Accountability Forum established March 2007 and has met on 4 occasions in 2007-08</li> </ul>

Forum C4. Involvement of forum to support implementation of the Equality Scheme		Forum to take place April, July, October 08 and January 09.	
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**Section 2**  
**ASSESSING CPS FUNCTIONS AND POLICIES FOR RELEVANCE TO EQUALITY**

C5. Identify functions and policies	Equality Scheme Project Board Director of Equality and Diversity		<ul style="list-style-type: none"> <li>• Functions and policies identified in November 2006</li> </ul>
<p>C6. Review and update list of functions and policies annually as part of the production of the annual Progress Report on the Equality Scheme:</p> <ul style="list-style-type: none"> <li>• C7. Actively review list of prioritised functions and policies adding new and removing old functions and policies.</li> <li>• C8. Review current priorities in terms of higher, medium and lower and amend as appropriate.</li> <li>• C9. Update list of priorities and Action Plan as a result of amendments.</li> </ul>	Director of Equality and Diversity	April 2008, April 2009, April 2010	<ul style="list-style-type: none"> <li>• List of functions and policies reviewed April 2008 and consulted on with the CPS Community Accountability Forum July 08</li> </ul>

**Section 3**  
**ARRANGEMENTS FOR ASSESSING AND CONSULTING ON THE LIKELY IMPACT OF PROPOSED  
POLICIES ON THE PROMOTION OF EQUALITY – FUTURE IMPACT ASSESSMENTS**

C10. Disseminate CPS Equality and Diversity impact assessment pro forma and guidance	Director of Equality and Diversity	Autumn 2006	<ul style="list-style-type: none"> <li>Impact assessment guidance and pro-forma issued to all Directorates 2006-07. Over 70 CPS staff trained on conducting impact assessments</li> </ul>
C11. Assess policies identified for action in Year 1 and take action:	Relevant Directorates	Throughout 2006-2010	<ul style="list-style-type: none"> <li>See below</li> </ul>
<b>Year 1 – Prosecution Policies for impact assessment</b>			
Y1/1. Violence Against Women (VAW) strategy	Director of Equality and Diversity	2007-08	<ul style="list-style-type: none"> <li>VAW Strategy and Action Plans completed and published April 2008.</li> <li>Full impact assessment undertaken. Report available</li> </ul>
Y1/2. Prosecution of cases involving the sexual transmission of infections which cause grievous bodily harm	Director of Equality and Diversity	2006-07	<ul style="list-style-type: none"> <li>Full impact assessment undertaken in 2007-08 as project ran over two years. Report available.</li> </ul>
Y1/3. Disability Hate Crime Policy	Director of Equality and Diversity	2006-07	<ul style="list-style-type: none"> <li>Partial impact assessment undertaken. Report available. Full monitoring report to be</li> </ul>

	Director of Policy		available following a disability hate crime themed review due to be completed end 08/09.
Y1/4. Revised Homophobic Crime Policy	Director of Equality and Diversity Director of Policy	2006-07	<ul style="list-style-type: none"> <li>Full impact assessment undertaken. Report available.</li> </ul>
Y1/5. Revised Racist and Religious Crime Policy	Director of Equality and Diversity Director of Policy	2007-08	<ul style="list-style-type: none"> <li>Full impact assessment undertaken. Report available.</li> </ul>
Y1/6. Prosecution of cases of elder abuse	Director of Equality and Diversity Director of Policy	2007-08	<ul style="list-style-type: none"> <li>Impact assessment report to be produced April 2008.</li> </ul>
Y1/7. Diversion through Conditional Cautioning	Director of Equality and Diversity Director of Business Development	2007-08 carried forward to 08-09	<ul style="list-style-type: none"> <li>To be undertaken in 2008-09 as project spans a number of years and to date insufficient cases to assess impact.</li> </ul>
<b>Year 1 – Employment Policies for impact assessment</b>			
Y1/8. Advocacy/Higher Court Advocates (HCA) strategy – Employment Aspects	Director of Equality and Diversity Director of Policy	2006-07	<ul style="list-style-type: none"> <li>The Advocacy Strategy Programme Equality Impact Assessment was completed in 2007 and published internally in March 2008. Report available. The majority of actions developed to address the key Areas of concern have been completed including implementation of the new Prosecutor Structure and publication of the Statement of Principles in respect of HCA training. A follow up Equality Impact Assessment is planned for summer 2009.</li> </ul>

<p>Y1/9. Implementation of the recommendations from the Review of Staff Networks</p>	<p>Director of Equality and Diversity Director of Human Resources</p>	<p>2006-07, 2007-08, carried forward into 2008-09</p>	<ul style="list-style-type: none"> <li>• Staff Networks Review has been completed and plans are in place to integrate the input from Staff Networks into HR business delivery</li> <li>• An equality impacts and proposals report for all Staff Networks to be taken forward in early 08/09.</li> <li>• Budgets have been allocated more equitably and Staff Network Business Planning now complements the CPS wider Business Plan including those objectives related to Equality &amp; Diversity activities.</li> </ul>
<p>Y1/10 Development of joint CPS/ACPO protocol for co-located workers to support Statutory Charging</p>	<p>Director of Equality and Diversity Director of Human Resources Director of Business Development</p>	<p>2006-07, 2007-08 continuing into 2008-09</p>	<ul style="list-style-type: none"> <li>• A co-located protocol has been devised to provide a framework within which Police Service and CPS staff conduct working arrangements. The protocol is intended to supplement both the Police Service and CPS policies and procedures for staff, particularly where there are significant differences. The Protocol will provide a shared commitment for staff from both parties to: <ul style="list-style-type: none"> <li>• be treated fairly with dignity, respect and courtesy;</li> <li>• a workplace free from bullying, harassment or victimisation;</li> <li>• experience no form of discrimination; and</li> <li>• be valued for their skills and abilities</li> </ul> </li> </ul>
<p>Y1/11. E-learning and Prosecution College</p>	<p>Director of Human Resources</p>	<p>2006-07 carried forward into 2008-</p>	<ul style="list-style-type: none"> <li>• User needs are assessed on an on-going basis, e.g. specific needs of staff for</li> </ul>

		09	reasonable adjustments have been met. The e-learning Prosecution College is to be re-rendered in 2008/09. Equality and diversity will be factored into that tender specification. In addition, a full equality impact assessment is due to take place in 2008/09. This will incorporate training needs in relation to our statutory 'public duty' to promote equality.
<b>Year 1 – Other Policies for impact assessment</b>			
Y1/12. Procurement	Director of Finance	Quarter 2, 2006-07	<ul style="list-style-type: none"> <li>• Review of CPS London system for allocating work to external lawyers completed and moved to grading system. Extensive consultation undertaken and report available.</li> <li>•</li> </ul>
Y1/13. Procuring external legal services from the Bar	Chief Crown Prosecutor (London) Director of Equality and Diversity Director of Business and Development	2006-07 and 2007-08	<ul style="list-style-type: none"> <li>• Equality and Diversity Expectations Statement for the Bar produced and widely consulted upon. The Statement sets out the standards we expect of all counsel we engage in relation to equality and diversity and other matters. Publicly available.</li> </ul>
<b>Year 2 – Prosecution Policies for impact assessment</b>			
Y2/1. Pre-trial interviews with witnesses	Director of Policy	2008-09	

<b>Year 2 – Employment Policies for impact assessment</b>			
Y2/2. Invest Programme – A Review of Performance, Grading and Reward	Director of Human Resources	2008-09	
Y2/3. Transform			The 'Transform' project has ended.
Y2/4. Equality and Diversity Complaints Procedure	Director of Human Resources	2008-09	
<b>Year 3 – Prosecution Policies for impact assessment</b>			
Y3/1. Effective Trial Management Programme	Director of Business Development	2009-2010	
<b>Year 3 – Employment Policies for impact assessment</b>			
Y3/2. E-learning and Prosecution College	Director of Human Resources	2009-2010	

**Section 4**  
**MONITORING OF EXISTING POLICIES INCLUDING SETTING UP SYSTEMS, AS APPROPRIATE**

**Year 1 – Prosecution Policies - monitoring of existing policies**

Y1/13. Monitoring cases of racist and religious crimes	Director of Business Development Director of Equality and Diversity	2006-07 and ongoing	<ul style="list-style-type: none"> <li>Cases monitored to date via Case Management System (Case Management System) and via Racist Incidents Monitoring Scheme</li> <li>Data publicly available.</li> </ul>
Y1/14. Monitoring cases of homophobic crime	Director of Business Development Director of Equality and Diversity	2006-07 and ongoing	<ul style="list-style-type: none"> <li>Cases monitored via Case Management System and data publicly available.</li> </ul>
Y1/15. Monitoring cases of disability hate crime	Director of Business Development Director of Equality and Diversity	2006-07 and ongoing	<ul style="list-style-type: none"> <li>Cases monitored via Case Management System and data publicly available.</li> </ul>
Y1/16. Monitoring cases involving the sexual transmission of infections which cause grievous bodily harm	Director of Business Development Director of Equality and Diversity	2006-07 and ongoing	<ul style="list-style-type: none"> <li>Monitoring continues. Areas have been reminded to inform Policy of all cases (advice and charging). As of March 08, Policy Directorate has been advised of 18 cases.</li> <li></li> </ul>

Y1/17 Monitoring cases of domestic violence (DV)	Director of Business Development Director of Equality and Diversity	2006-07 and ongoing	<ul style="list-style-type: none"> <li>Cases monitored to date via Case Management System and Witness Management System; DV Snapshot report December 2006 and planned part of Hate Crime and Violence against Women Reports in autumn 2008; Data publicly available.</li> </ul>
Y1/18 Terrorism Prosecutions: <ul style="list-style-type: none"> <li>Ethnicity of those charged with terrorists related offences</li> <li>Prosecution of breaches of control orders under the Prevention of Terrorism Act 2005</li> <li>Selection of charges by CPS in relation to terrorist funding under Terrorism Act (2000)</li> </ul>	Head of Counter Terrorism	2006-07 and ongoing  2006-07 and ongoing  2006-07 and ongoing	<ul style="list-style-type: none"> <li>All terrorism cases are closely monitored by the Head of Division or Deputy. Ethnicity is recorded on all cases where known. The Division is reliant on police data. A change of computer system meant that it was not easily recorded; this is being addressed. Selection of charge is authorised by Head of Division or Deputy.</li> </ul>
Y1/19. Monitoring cases of Deaths in Custody (DIC)	Head of Special Crime	2006-07 and ongoing	<ul style="list-style-type: none"> <li>The Special Crime Division (SCD) deals with all cases described as death in custody (DIC) cases. These cases are only reviewed by a specific cadre of senior lawyers who have undergone specific training in this particular area both on the law and case handling (in accordance with the Attorney General's review in 2003). All of the DIC cases are monitored using a monitoring code on the Case Management System having been</li> </ul>

			<p>identified initially by the Unit Head, on receipt of papers from the police. SCD have recently introduced a Gateway system with the Independent Police Complaints Commission to ensure early engagement in all DIC cases to provide early advice about the focus etc of an investigation. This is in its early stages and is due to be evaluated in September 2008. All lawyers dealing with these cases have to undergo a ticketing process (i.e. they will only be ticketed to review these cases once they have submitted evidence of their reviews) – so that the Director of Public Prosecutions can be assured of the quality of case review in this category of work. Thereafter, all reviews in DIC cases are scrutinised by the Director of Public Prosecutions or the Principal Legal Adviser on his behalf).</p> <ul style="list-style-type: none"> <li>• Some basic information is available in relation to the ethnicity, gender and disability of the victims albeit with gaps, however, improvements are underway to provide more effective monitoring.</li> </ul>
Y1/20. Monitoring cases of gun crime	Director of Business Development	2006-07 and ongoing	<ul style="list-style-type: none"> <li>• In April 2008, a monitoring code was introduced to the CPS' electronic Case Management System in order to identify cases in which a section 5 Firearms Act 1968 offence that carries the mandatory minimum sentence was considered or charged.</li> </ul>

			Preliminary analysis of these cases is now in progress; findings are expected towards the latter part of 2008.
Y1/21. Anti-Social Behaviour Orders	Director of Business Development Director of Policy	2006-07 and ongoing	<ul style="list-style-type: none"> <li>• Preliminary research for internal use only was carried out during 2007/08 into aspects of equalities monitoring of breach of ASBO prosecutions.</li> <li>• This will inform a further monitoring report in 2008-09.</li> </ul>
Y1/22. Prosecution Process/Casework Quality	Director of Business Development Director of Policy	2006-07 and ongoing	<ul style="list-style-type: none"> <li>• An initial audit of casework recording was undertaken in a sample of 7 CPS Areas in 07/08, this included examination of equality recording. It highlighted a high level of accuracy in recording but it also indicated some under recording (i.e. under identification) in hate crime cases.</li> </ul>
Y1/23. Community engagement/public confidence in the CPS	Director of Finance Director of Equality and Diversity	2006-07 and ongoing	<ul style="list-style-type: none"> <li>• All 42 CPS Areas, reviewed for community engagement performance on a 6 monthly basis. Under a 'RAG' rating performance system, currently, 34 Areas are rated either green or amber green.</li> </ul>
Y1/24. Translation and Interpretation	Director of Business Development Director of Equality and Diversity	2007-08 and ongoing	<ul style="list-style-type: none"> <li>• Review of translation undertaken in spring 2007. The review did not identify any significant gaps in provision of translated material Follow-up review currently underway. Languages requested most frequently are: Welsh, Polish, Portuguese,</li> </ul>

			<p>Lithuanian, Latvian, Urdu, Spanish, Russian, Turkish, Bengali, Punjabi, Somali and Chinese.</p> <ul style="list-style-type: none"> <li>The CPS uses the National Register of Public Services Interpreters. The national register provides an assurance that interpreters have appropriate qualifications and experience. Interpreters on the register are bound by a code of conduct. The register can be accessed by CPS Areas via our intranet. In addition, interpreters are provided with guidance and training on the CPS. Arrangements are in place to identify any gaps in provision of particular languages, and where this is the case, alternative sources of interpreters are sought, that can provide assurances equivalent to those provided by the national register.</li> </ul>
<b>Year 1 – Employment Policies – monitoring of existing policies</b>			
Y1/25. Staff Survey 2006, Results analysis. (And analysis of subsequent surveys )	Director of Human Resources	2006, - carried forward into 2008, 2010	<ul style="list-style-type: none"> <li>Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning. Demographic reports were produced to provide information on the experiences of staff across the equality strands including Gender, Ethnicity, Disability, Sexuality, Religion, Belief Age, Working Pattern etc.</li> </ul>

Y1/26. Review of reward and grading structure	Director of Human Resources	2007-08	<ul style="list-style-type: none"> <li>The pay and grading review programme was established to develop and implement improved reward and appraisal management structures that are clearly understood, enable and support the effective delivery of CPS Business and strengthens the CPS as an employer of choice through recruitment, retention and development of professional staff. As a result, and to facilitate this, the CPS implemented a Career Family approach to grading along with a structured approach to job evaluation. A new appraisal process to align individual performance with the Department's delivery targets, vision and values and creating a climate that both encourages and recognises good performance and enables managers to effectively manage poor performance was also implemented. Pay and reward was also reviewed to ensure that the pay system is simplified, fair and flexible, that the levels of pay are competitive and that staff have a greater understanding of the overall benefits that the CPS offers.</li> </ul>
Y1/27. Equal Pay Review	Director of Human Resources	2007-08, and 08-09	<ul style="list-style-type: none"> <li>The Equal Pay Review has been conducted with few areas of disproportionality identified. Report to be submitted to the April 08 Community Accountability Forum for consultation. (Next review due 2011)</li> </ul>

Y1/28. Evaluation of revised recruitment and selection policy and processes (introduced in June 2004)	Director of Human Resources	2007-08, and 08-09	<ul style="list-style-type: none"> <li>The recruitment policy and processes are currently being reviewed. The review is expected to be completed by October 2008.</li> </ul>
Y1/29. Revision of existing policies relating to discipline, capability, home working, staff mobility, and age retirement	Director of Human Resources	2007-08 and 08-09	<ul style="list-style-type: none"> <li>Discipline, Capability (which is now 'Poor Performance'), and a suite of Flexible Working policies (that include accommodating childcare responsibilities) have been reviewed. The review of retirement is due to be completed in October 2008.</li> </ul>
Y1/30. Evaluation of the outsourced Counselling and Support Service provision	Director of Human Resources	2007-08	<ul style="list-style-type: none"> <li>The new service Employee Assistance Programme is in place. Over the last year 1,729 people used the service which includes face-to-face and telephone counselling support. Take up is from across all demographic groups Professional support for staff handling sensitive casework will be further developed.</li> </ul>
Y1/31. Transform			<ul style="list-style-type: none"> <li>This programme has ended.</li> </ul>
Y1/32. Equality and Diversity Training	Director of Human Resources	2006-07, and on-going	<ul style="list-style-type: none"> <li>Leadership and Learning are currently working in partnership with the EDU to design a new e-learning package and a one day, direct training module covering the key issues in relation to equality and diversity.</li> </ul>
Y1/33. Proactive Prosecutor Training	Director of Human Resources	2007-08	<ul style="list-style-type: none"> <li>This programme has now ended.</li> </ul>
Y1/34. Induction	Director of Human	07-08 and on-going	<ul style="list-style-type: none"> <li>In partnership with EDU, Learning and</li> </ul>

	Resources		Development are currently working to review all national training programmes to ensure they deliver the right message in relation to Equality and Diversity, in particular in relation to management training.
Y1/35. E-learning Prosecution College	Director of Human Resources	2007-08 and continuing	<ul style="list-style-type: none"> <li>User needs are assessed on an on-going basis, e.g. specific needs of staff for reasonable adjustments have been met. The e-learning Prosecution College is to be re-tendered in 2008/09. Equality and diversity will be factored into that tender specification. In addition, a full equality impact assessment is due to take place in 2008/09. This will incorporate training needs in relation to our statutory 'public duty' to promote equality.</li> </ul>
<b>Year 2 – Prosecution Policies – monitoring of existing policies</b>			
Y2/5. Monitoring cases of Violence Against Women	Director of Business Development Director of Equality and Diversity	2008-09	
Y2/6. Direct Communications with Victims	Director of Business Development	2008-09	

<b>Year 2 – Employment Policies – monitoring of existing policies</b>			
Y2/7. Special Bonus Scheme	Director of Human Resources	2008-09	
Y2/8. Legal Trainee Scheme	Director of Human Resources	2008-09	
Y2/9. Law Scholarship Scheme	Director of Human Resources	2008-09	
<b>Year 3 – Prosecution Policies – monitoring of existing policies</b>			
Y3/3. Speaking up for Justice/Special measures	Director of Business Development Director of Policy	2009-2010	
<b>Year 3 – Employment Policies – monitoring of existing policies</b>			
Y3/4. Professional Skills for Government	Director of Human Resources	2009-2010	
Y3/5. Equality and Diversity Complaints Procedures	Director of Human Resources	2009-2010	
C12. Review results at the end of each year of the Single Equality Scheme and re-visit priorities for monitoring and address any adverse impact	Community Accountability Forum Director of Equality and Diversity	Dec 2007, Dec 2008, Dec 2009	<ul style="list-style-type: none"> <li>Review report considered by Community Accountability Forum April 2008</li> </ul>

C12/1 Review progress in service improvements at the end of the Scheme	Community Accountability Forum Director of Equality and Diversity	December 2009 – January 2010	
<b>Section 5 ARRANGEMENTS FOR PUBLISHING THE RESULTS OF ASSESSMENTS, CONSULTATIONS AND MONITORING</b>			
C13. Publish results of Assessments, Consultations and Monitoring on a six monthly basis – on website and hard copy	Relevant Directors Director of Equality and Diversity	June and December 2007/8/9	<ul style="list-style-type: none"> <li>All completed assessments are available in the Equality and Diversity section of the CPS Website under Publications.</li> </ul>
C14. Publish Equality Scheme annual progress report as hard copy and on website to inform stakeholders of progress made on equality – contains results of assessments, consultations and monitoring	Director of Equality and Diversity	December 2007/8/9	<ul style="list-style-type: none"> <li>Published August 2008</li> </ul>
C15. Publish employment monitoring data through the Annual Equalities in Employment Report – also contains results of assessments, consultation and monitoring	Director of Human Resources	October 2007/8/9	<ul style="list-style-type: none"> <li>Last report published July 2007, next report due October 2008</li> </ul>

**Section 6.**  
**ARRANGEMENTS FOR ENSURING PUBLIC ACCESS TO INFORMATION AND SERVICE**

Y1/36. Ensure arrangements are in place to enable identification of information and service needs	Relevant Directors Director of Equality and Diversity	2007-08 and on-going	<ul style="list-style-type: none"> <li>Equality and diversity service needs are referred to the Equality and Diversity Unit via the regionally based Equality and Diversity Unit Strategic Policy Advisors, and on an ad hoc basis direct from CPS Areas.</li> </ul>
Y1/37. Ensure arrangements are in place to enable access and services	Relevant Directors Director of Equality and Diversity	2007-08 and on-going	<ul style="list-style-type: none"> <li>Through relevant impact assessments access to services is assessed.</li> </ul>
Y1/38. 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 Director of Equality and Diversity	2007-08 and on-going	<ul style="list-style-type: none"> <li>Review of translation undertaken in spring 2007. The review did not identify any significant gaps in provision of translated material Follow-up review currently underway. Languages requested most frequently are: Welsh, Polish, Portuguese, Lithuanian, Latvian, Urdu, Spanish, Russian, Turkish, Bengali, Punjabi, Somali and Chinese.</li> <li>The CPS uses the National Register of Public Services Interpreters. The national register provides an assurance that interpreters have appropriate qualifications and experience.</li> </ul>

			<p>Interpreters on the register are bound by a code of conduct. The register can be accessed by CPS Areas via our intranet. In addition, interpreters are provided with guidance and training on the CPS. Arrangements are in place to identify any gaps in provision of particular languages, and where this is the case, alternative sources of interpreters are sought, that can provide assurances equivalent to those provided by the national register.</p>
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**Section 7**  
**ARRANGEMENTS FOR TRAINING STAFF IN RELATION TO THE EQUALITY DUTIES**

Y1/39. E-based briefings for staff to equip them with the appropriate understanding of their role and obligations under the Equalities Duties and Related Equalities legislation	Director of Human Resources Director of Equality and Diversity	December 2006 onwards	<ul style="list-style-type: none"> <li>Equalities duties briefing incorporated in part in an e-learning module on equality and diversity via the CPS Prosecution College</li> <li>This will be refined and developed in 08/09</li> </ul>
Y1/40. Specific training on impact assessments and monitoring for key staff such as Policy Advisors, Programme and Project Managers, Centre of Excellence staff and key BDD staff	Director of Human Resources Director of Equality and Diversity	2006-07. One training session provided in 08/09, and 09-10	<ul style="list-style-type: none"> <li>Training courses in 2006/07 provided on conducting impact assessments. Over 70 key staff trained including Policy Advisors, Programme and Project Managers, COE staff and key Business Development Directorate staff</li> </ul>
C16. Integration of equality duties and the CPS Equality Scheme in core training programmes such as induction and the Transformation Management Development Programme	Director of Human Resources Director of Equality and Diversity	As and when training programmes are reviewed	<ul style="list-style-type: none"> <li>All induction products are currently under review. Equality and Diversity will be integrated into all new products. The Transformation Management Development Programme is no longer in existence but new management development programmes will be reviewed with a view to ensuring Equality and Diversity messages are given.</li> </ul>
C17. As part of the development and consultation undertaken on the national Learning and Development Plan, on an annual basis, identify and evaluate the	Director of Human Resources Director of Equality and Diversity	January 2007, January 2008 and January 2009	<ul style="list-style-type: none"> <li>The CPS national Workforce Development Plan is formulated on an annual basis by incorporating the CPS Business Plan priorities along with local programmes that are developed in conjunction with the needs</li> </ul>

training needs of staff as they relate to the duty to promote equality			arising from the analysis of staff Personal Development Reviews. As part of the equality impact assessment in relation to e-learning and the Prosecution College, (see Y1/11) learning needs in relation to our statutory 'public duty' to promote equality will be incorporated.
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**Section 8**  
**MEETING THE SPECIFIC DUTY ON EMPLOYMENT**

<p>C18. Continue to monitor:</p> <ul style="list-style-type: none"> <li>• Staff in post</li> <li>• Applicants for employment, training and promotion</li> <li>• Applications for training</li> <li>• Staff receiving training</li> <li>• Staff who benefit or suffer detriment as a result of Performance Assessment procedures</li> <li>• Staff who are involved in grievances procedures</li> <li>• Staff ceasing employment</li> </ul>	<p>Director of Human Resources</p>	<p>Annually – publish in Annual Equalities in Employment Report (AEER) October 2007/8/9</p>	<ul style="list-style-type: none"> <li>• Last AEER produced August 2007, next report due October 2008. The AEER highlights outcomes across equality strands for which data is available. Report available.</li> <li>• Development of data suites to enable better analysis of management information is in progress.</li> <li>• The CPS participated in a pilot Cabinet Office Sexuality/ Religion and Belief employment monitoring project and was one of the first Government Departments to complete the survey.</li> </ul>
<p>C19. Extend monitoring in employment to cover:</p> <ul style="list-style-type: none"> <li>• Workplace benefits and facilities</li> <li>• Distribution of female/male employees in particular areas of work</li> <li>• Management of flexible working</li> <li>• Management of alternative</li> </ul>	<p>Director of Human Resources</p>	<p>2007/2008/2009</p>	<ul style="list-style-type: none"> <li>• Work is ongoing to ensure the newly launched HR Information System is used to improve our capacity to collate and analyse data in other areas of HR performance. By the end of 08/09 systems will be in place facilitate reports in these additional areas.</li> </ul>

<ul style="list-style-type: none"> <li>working patterns</li> <li>• Management of leave for parents and carers</li> <li>• Management of pregnancy and maternity leave</li> <li>• Management of transsexual and potential transgender staff issues</li> <li>• Conduct of Equal Pay Reviews</li> <li>• Redundancy</li> <li>• Retirement</li> </ul>			
C20. Set targets to address significant under-representation	Director of Human Resources	October 2007/8/9	<ul style="list-style-type: none"> <li>• Performance in relation to targets was contained in the last AEER (July 2007) and will be contained in the next AEER due in October 2008 (Covering period 2006/07).</li> </ul>
C21. Take action if unjustifiable adverse impact found	Director of Human Resources	As required	<ul style="list-style-type: none"> <li>• AEERs contain recommendations for progressing workforce representation.</li> </ul>
C22. Publish employment data through the Annual Equalities in Employment Report (AEER)	Director of Human Resources	October 2006/7/8/9	<ul style="list-style-type: none"> <li>• An AEER was published in 2006 and 2007. Systems are in place to publish the next AEER in October 2008, focusing on a more strategic approach to workforce representation and outcomes of HR Policy implementation.</li> </ul>

**Section 9.  
DISABILITY EQUALITY ACTION PLAN**

<b>Gaps addressed:</b>		<b>Outcome areas:</b>	
<ul style="list-style-type: none"> <li>• Lack of disability crimes policy</li> <li>• Lack of monitoring of disability crimes</li> <li>• Lack of monitoring by disability of defendants, victims and witnesses</li> <li>• Significant differences in staff perceptions</li> <li>• Workforce under representation</li> <li>• Significant differences in workforce experiences in particular fluctuating experiences in relation to PAR.</li> </ul>		<ul style="list-style-type: none"> <li>• Increased success in prosecuting hate crimes</li> <li>• Increase public confidence</li> <li>• Increase employee satisfaction</li> <li>• Increase workforce representation</li> <li>• Reducing differences in employee experiences</li> <li>• Involving communities and staff in service improvement</li> </ul>	
<b>Actions</b>	<b>Timescales</b>	<b>Lead Responsibilities</b>	<b>Progress to Date</b>
D1. Put in place a CPS Disability Crimes Public Policy Statement.  Elements of	<ul style="list-style-type: none"> <li>• Project Steering Group in place involving external stakeholders from disabilities sector 2006-07.</li> <li>• Project plan produced and</li> </ul>	Director of Policy Director of Equality Diversity	<ul style="list-style-type: none"> <li>• Public policy statement on Disability Hate Crime put in place February 2007</li> <li>• Launch of public policy statement February 2007 with keynote contributions from Director of</li> </ul>

<p>disability duty addressed:</p> <ul style="list-style-type: none"> <li>Promoting equality of opportunity; elimination of discrimination; elimination of harassment.</li> </ul>	<p>agreed 2006-07.</p> <ul style="list-style-type: none"> <li>Draft Disability Crimes Public Policy Statement produced 2006-07.</li> <li>Consultation undertaken externally and internally 2006-07.</li> <li>Public Policy Statement on Disability Crimes finalised and launched 2006-07.</li> <li>Supporting legal guidance produced 2006-07.</li> <li>Implementation underway 2007-08.</li> <li>Briefing and training to support implementation 2007-08.</li> </ul>		<p>Policy, and Chair of the Disability Rights Commission</p> <ul style="list-style-type: none"> <li>Public Policy Statement underpinned by extensive consultation</li> <li>Supporting legal guidance produced</li> <li>Public Policy Statement and legal guidance widely disseminated within the Service</li> <li>Disability Hate Crime Coordinators identified in all Areas and briefing/training day held November 2007. Briefing and training continues via bulletins and legal guidance.</li> </ul>
<p>D2. Implement and continue to develop disabilities monitoring of key aspects of prosecution practice in relation to defendants, victims and witnesses.</p>	<ul style="list-style-type: none"> <li>Introduce flag for disability aggravated crime into COMPASS Case Management System 2006-07.</li> <li>Introduce disability monitoring of defendants into COMPASS Case Management System 2006-07, implement and evaluate 07-08, 08-09, 09-10.</li> <li>Introduce disability monitoring of victims and</li> </ul>	<p>Director of Business Development Director of Equality Diversity</p>	<ul style="list-style-type: none"> <li>Monitoring 'flag' or ' identifier' for disability aggravated crime was introduced into Case Management System and took effect 1 April 2007</li> <li>Disability monitoring of defendants introduced 1 April 2007</li> <li>Disability monitoring of victims and witnesses introduced 1 April 2007. Requires significant further improvement</li> <li>Decision made to include Disability Hate Crime within revised CPS Hate Crime Measure from 1 April 2008. Disability Hate Crime will be</li> </ul>

	<p>witnesses into WMS 2006-07, implement and evaluate 07-08, 08-09, 09-10.</p> <ul style="list-style-type: none"> <li>Decide on performance monitoring of disability crimes via the APR Hate Crime Measure or separately 2006-07.</li> </ul>		<p>monitored as a key strand of Hate Crime alongside Racist and Religious Crimes and Homophobic and Transphobic Crimes.</p>
<p>D3. Analyse the 2006 CPS Staff Survey results by disability and act on any significant differences.</p>	<ul style="list-style-type: none"> <li>Analysis of Staff Survey results by disability 2006-07, 08-09.</li> <li>Identification of any areas of significant difference 2006-07, 08-09.</li> <li>Identify draft corporate actions to address significant differences 2006-07, 08-09.</li> <li>Consult on draft actions on disability with disabled staff.</li> <li>Include corporate actions on disability in wider corporate action plan 2006-07, 08-09.</li> <li>Implement corporate actions on disability 2006-07, 2007-08, 08-09, 09-10.</li> </ul>	<p>Director of Human Resources Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning. Demographic reports are provided to inform on the experiences of staff across equality strands including, disability, and will continue to be analysed in this way in 2008. Disabled staff were found to be less satisfied than staff overall. Actions have been taken to address this.</li> <li>The Staff Survey Project Group includes representatives from the Staff Networks who will influence post-survey reporting and action planning.</li> <li>Single Equality Scheme Focus Groups took place in 2007. They</li> </ul>

	<ul style="list-style-type: none"> <li>• Check for any significant changes in perception in 2010 staff survey.</li> </ul>		<p>specifically targeted disabled staff who were able to share their employment experiences and contribute ideas for improving employment practice.</p> <ul style="list-style-type: none"> <li>• The 2008 Staff Survey Questionnaire will be amended to capture a range of staff perceptions including those of disabled people.</li> </ul>
<p>D4. Review the role of Ability Advisors and address the need for specialist advice on disability issues.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; elimination of</li> </ul>	<ul style="list-style-type: none"> <li>• Scope review of Ability Advisors' role 2007-08.</li> <li>• Review underway 2007-08.</li> <li>• Review completed 2007-08.</li> <li>• Review considered 2007-08.</li> <li>• Management response implemented 2007-08, 2008-09.</li> </ul>	<p>Director of Human Resources Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• The Ability Advisors review has been completed and the Human Resources Advisory team is tasked with incorporating the recommendations into their day to day activities.</li> </ul>

discrimination of harassment.			
<p>D5. Review the progress in implementing the 'Access' Action Plan following the 2004 Access Audit. Update as required.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; eliminating unlawful discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress review undertaken 2007-08.</li> <li>• Progress outstanding actions 2007-08.</li> <li>• Review need for further access audit end 2007-08.</li> </ul>	Director of Finance	<ul style="list-style-type: none"> <li>• Outstanding actions have been completed. Accessibility is now considered on new buildings as part of a Pre Acquisition Survey and is similarly mainstreamed into our maintenance programme to ensure any changes remain effective. Should individual needs or requirements change at any site this is reviewed and appropriate action taken. As the generic audit has been implemented and other issues arising have been mainstreamed it is not considered necessary to conduct another access audit across the whole estate at this stage.</li> </ul>
D6. Enhance the Service's capacity to respond appropriately to	<ul style="list-style-type: none"> <li>• Review current trends and issues.</li> <li>• Consult key stakeholders including disabled staff.</li> </ul>	Director of Human Resources	<ul style="list-style-type: none"> <li>• A multi functional project group has been set up to ensure managers are able to access/make reasonable adjustments as</li> </ul>

<p>reasonable adjustment requests.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Taking steps to take account of disabled persons' disabilities; promoting equality of opportunity; eliminating unlawful discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop programme to improve Service response.</li> <li>• Implement programme.</li> <li>• Evaluate programme including impact on employee complaints.</li> </ul> <p>On-going</p>		<p>required. A catalogue of the types of reasonable adjustments available is on the CPS intranet. Attendance management policy has been reviewed and special guidance has been prepared for managers to help them manage reasonable adjustments.</p>
<p>D7. Promote positive attitudes towards disabled people.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Promoting positive attitudes towards disabled</li> </ul>	<ul style="list-style-type: none"> <li>• Regular positive attitude pieces in CPS News and other CPS publications.</li> <li>• Correspondence to outside agencies to contain a statement alerting the reader that the contents could be made available in alternative formats upon request, 2007-08</li> <li>• Awareness raising initiatives on disability</li> </ul>	<p>Director of Equality and Diversity  Director of Human Resources  Head of Strategic Communication</p>	<p>A range of initiatives undertaken and supported include:</p> <ul style="list-style-type: none"> <li>• Profiling of the launch of the Disability Hate Crime Policy in 'CPS News' (the CPS house magazine)</li> <li>• Awareness raising card to all staff via CPS News on Disability Hate Crime monitoring</li> <li>• Awareness raising posters on Disability Hate Crime issued to all CPS Areas</li> <li>• Production and dissemination of two CPS customised disability</li> </ul>

<p>persons.</p>	<p>hate crimes internally and externally, 2007-08, 08-09, 09-10.</p> <ul style="list-style-type: none"> <li>• Recruitment panels to reflect a range of diversity including disability, ongoing.</li> <li>• Disabled staff, disability related needs and the disability sector to be considered in the procurement of external services, 2007-08 and ongoing.</li> </ul>		<p>awareness publications in conjunction with Employers Forum on Disability</p> <ul style="list-style-type: none"> <li>• CPS Recruitment procedures guidance requires panels to be diverse.</li> <li>• Director of Public Prosecution's contribution to Voice UK all Party Parliamentary Group and forthcoming Director of Public Prosecutions 's interview with 'Disability Now' magazine.</li> <li>• CPS News regularly covers issues relating to disabled people, both in terms of cases and our own staff. In 2007 there were seven major stories (including a front cover piece) and there have been two further stories in 2008, one of which ran alongside a special insert on our disabled Staff Network.</li> <li>• Planned significant coverage of the Disabled Staff Network conference in April 2008 edition of CPS News, for which Communication Division arranged a video message from the Director of Public Prosecutions.</li> <li>• Communication Division has also been working to improve media coverage in this area, both around the launch of our policy on disability hate crime in 2007 and, more</li> </ul>
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			<p>recently, working with the publication 'Disability Now' involving an interview with the Director of Public Prosecution.</p> <ul style="list-style-type: none"> <li>• The Single Equality Scheme Focus Groups held in 2007 enabled a number of disabled staff to share their experience of working in the CPS. Disabled staff feedback enabled HR and EDU to engage more strategically with the Disabled Staff Network (DSN).</li> <li>• Work is ongoing to involve disabled staff in improving HR practice.</li> <li>• Partnership working with the Employers Forum on Disability (EFD) has improved e.g. HR contribution to the latest EFD Line Management Guide on Managing Attendance of Disabled Workers</li> <li>• HR disseminated copies of the Good Practice Guide for Working with Disabled People (EFD publication) to all managers within the CPS.</li> <li>• Key employment policies have been reviewed with the full involvement of the Disabled Staff Network (DSN).</li> <li>• In common with many public sector organisations the CPS is making increased use of Office of Government Commerce Buying</li> </ul>
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			<p>Solutions and other government department 'framework' contracts where suppliers' achievements in relation to equality have been fully evaluated by the lead department involved in the procurement. We are currently in the process of updating our "Guide for Contract Managers" and have been working on an "Annual Compliance Checklist" that covers performance on equality issues. Both of these will incorporate disability considerations.</p>
<p>D8. Analyse workforce data set and implement targets to address workforce under representation.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>Promoting equality of opportunity; encouraging participation by disabled persons in public life.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of workforce representation data annually.</li> <li>Targets set.</li> <li>Focus recruitment efforts annually.</li> <li>Progress Reports annually.</li> </ul>	<p>Director of Human Resources Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>Data sets are being upgraded and the management information team is in the process of scoping how this is to be implemented using our new HR System, to improve data collection and analysis.</li> <li>Workforce data has been analysed annually in producing the AEER. Targets are contained in the AEER and in the Cabinet Office 10 point Diversity Delivery Plan for all government departments. The next AEER, due in October 2008 will chart progress.</li> </ul>

<p>D9. Analyse workforce data and use results to address significant differences in workforce experience.</p> <p>Elements of disability duty addressed:</p> <ul style="list-style-type: none"> <li>• Elimination of unlawful discrimination; elimination of harassment; promotion of equality of opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of workforce experience data.</li> <li>• Identify areas for future action including learning and development.</li> <li>• Implement improvement actions.</li> <li>• Progress reports.</li> </ul> <p>On-going</p>	<p>Director of Human Resources Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• The Staff Survey and staff focus groups have provided information related to the experience of staff, including staff with disabilities. The new People's Strategy currently being developed will set out proposals in relation to the workforce, management, leadership, learning and development.</li> <li>• Work is ongoing to ensure the management information area of HR work is improved.</li> </ul>
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**Section 10**  
**GENDER AND GENDER IDENTITY EQUALITY ACTION PLAN**

<b>Gaps addressed:</b>	<b>Outcome areas:</b>
<ul style="list-style-type: none"> <li>• Continue to address the impact of charging decisions, by gender, ethnicity and offence category</li> <li>• Continue to focus on reducing unsuccessful outcomes in domestic violence cases</li> <li>• Continue to focus on reducing unsuccessful outcomes in rape cases</li> <li>• Monitor and evaluate existing policies and initiatives on domestic violence and rape</li> <li>• Development of an overall Violence against Women strategy</li> <li>• Collection of disaggregated statistics for offences that constitute Violence against Women</li> <li>• Collection of disaggregated statistics on all employment policies and procedures</li> <li>• Analysing workforce representation data and setting targets to address the under representation of women in senior</li> </ul>	<ul style="list-style-type: none"> <li>• Higher public confidence in CPS work addressing gender inequalities</li> <li>• Reduce unsuccessful prosecutions for all forms of domestic violence against women</li> <li>• Reduce unsuccessful prosecutions for rape and sexual assaults</li> <li>• Higher public confidence in CPS work addressing gender inequalities</li> <li>• Development of a co-ordinated strategy on all forms of violence against women</li> <li>• Increase in the number of women in senior grades (level D and above)</li> <li>• No significant differences in staff satisfaction by gender</li> <li>• No significant differences in staff experiences by gender</li> </ul>

<p>grades (Level D and above)</p> <ul style="list-style-type: none"> <li>• Analysis of staff survey results, by gender and actioning any differences</li> <li>• Analysis of workforce data to identify and action any differential in relation to workforce experience such as the PAR system and disciplinaries, by gender</li> <li>• Monitor and evaluate the CPS Employee policy on domestic violence</li> </ul>			
<b>Actions</b>	<b>Timescales</b>	<b>Lead Responsibilities</b>	<b>Progress to Date</b>
G1. Develop a co-ordinated Violence Against Women strategy	<ul style="list-style-type: none"> <li>• Gather in action plans from rape &amp; other serious sexual offences team, prostitution and human trafficking team as well as domestic violence team Q2 2006-7</li> <li>• Review action plans across gender issues and co-ordinate overall action plan for all violence against women crimes Q4 2006-7</li> <li>• Develop and impact assess Violence against Women strategy by Q3 2007-8</li> </ul>	Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• VAW Strategy and Action Plans completed and published April 2008;</li> <li>• VAW Indicator introduced in April 2008 to monitor domestic violence, rape and sexual offences.</li> <li>• CPS awarded highest marks across government by the End Violence against Women campaign for their work on VAW. (7 out of 10)</li> <li>• Full impact assessment undertaken report available.</li> </ul>

<p>G2. Reduce unsuccessful prosecutions of all domestic violence cases</p>	<ul style="list-style-type: none"> <li>• Development of further 28 Specialist DV Courts (SDVC) in partnership by Q1 2007-8</li> <li>• Train all CPS prosecutors, caseworkers and designated caseworkers by Q4 2007-8</li> <li>• Reduce unsuccessful outcomes in DV cases to 28% by March 09. Further targets to be set by March 09 for subsequent years.</li> </ul>	<p>Director of Equality and Diversity Director of Human Resources</p>	<ul style="list-style-type: none"> <li>• 39 further SDVCs set up by April 2007; further 34 by April 2008 – total 98 SDVCs All prosecutors, caseworkers and designated caseworkers will be trained in DV in 42/43 Areas by April 2008</li> </ul>
<p>G3. Monitor and evaluate the domestic violence policy</p>	<ul style="list-style-type: none"> <li>• Monitor domestic violence prosecution outcomes in all courts, including specialist domestic violence courts, with disaggregated data – quarterly</li> <li>• Develop flag for forced marriage and so-called “honour crimes”</li> <li>• Monitor implementation of Good Practice Guidance with DVCs by Q4 2006-7</li> </ul>	<p>Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• All cases monitored in all courts, with disaggregation of specialist DV courts and by gender and ethnicity of defendants/offenders</li> <li>• Reduced unsuccessful outcomes from 40.3% 2005-06 to 34.8% 2006-07. By Q3 2007-08 unsuccessful DV prosecutions reduced to 30.7%; on target for 30% by Q4; ; plans for disaggregation by religion/belief and disability of 2007-08 data</li> <li>• New fields added to monitor outcomes of victim retractions; relationship of victims and defendants; their gender and</li> </ul>

			<ul style="list-style-type: none"> <li>• same sex relationships</li> <li>• A method of recording monitoring information on cases files ( 'flagging') has been developed and piloted in four Areas in 2007-08; report in 2008-09 and future plans considered nationally in Q3 2008-09</li> <li>• Good Practice Guidance monitored by Q4; report completed and sent to all CPS Areas with local evaluation of their work and recommendations for their Area Business Plans</li> </ul>
G4. Reduce unsuccessful prosecutions in rape cases	<ul style="list-style-type: none"> <li>• Develop in-depth guidance and training programme for rape specialist prosecutors</li> <li>• Accredite suitable training courses for the independent Bar and ensure that counsel are quality monitored</li> <li>• Develop Action Plan to take forward HMCPSP's recommendations when published in Quarter 4, 2006-07.</li> <li>• Targets set to reduce unsuccessful outcomes to 41 % by March 09. Further targets to be set by March 09 for subsequent years.</li> </ul>	Director of Business Development Director of Policy	<ul style="list-style-type: none"> <li>• Policy Directorate has developed a Manual for rape prosecutors on which an e-learning package for specialist prosecutors will be based. A face to face training course, an extension of the Proactive Prosecutor Programme, has been delivered to Area rape coordinators from Q3 of 2007 and will be rolled out to rape specialists in 2008-2009.</li> <li>• The CPS has accredited courses run by the independent Bar for counsel who prosecute rape cases. CPS Areas are tasked with monitoring all</li> </ul>

			<p>counsel who prosecute rape cases.</p> <ul style="list-style-type: none"> <li>An Action Plan was developed and implemented by the specially formed Rape Prosecutions Delivery Unit in 2007-08.</li> </ul>
G5. Monitor and evaluate the Rape policy	<ul style="list-style-type: none"> <li>Finalise cross-government Sexual Violence and Abuse Action Plan, with specific CPS actions by Q4 2006-7</li> <li>Monitor rape prosecution outcomes Quarterly from April 2007</li> </ul>	<p>Director of Business Development Director of Policy</p>	<ul style="list-style-type: none"> <li>A cross-government Sexual Violence and Abuse Action Plan was finalised and actions specific to CPS were implemented in 2007-08.</li> <li>Prosecution Manual published and e-training package developed.</li> <li>Rape prosecutions were monitored as part of the Area Performance Review and for the cross-governmental Rape Performance Group from April 2007. In addition, a new CPS monitoring scheme was introduced in October 2007 to check compliance with CPS policy, monitor good practice, and analyse the quality of decision making.</li> <li>Monitoring of rape and sexual offences developed as part of VAW performance indicator from April 2008</li> </ul>

<p>G6. Increase support for victims of domestic violence and sexual assaults</p>	<ul style="list-style-type: none"> <li>• Work with newly provided Independent DV Advisors (IDVAs) in specialist DV courts by Q1 2007-8</li> <li>• Work with newly provided Independent Sexual Assault Advisors by April 2007</li> </ul>	<p>All CPS Areas Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• All Special DV Courts CPS leads worked in local partnerships with IDVAs by Q1 2007-08; IDVAs provided for all 98 SDVCs by Q1 2008-09. DV team and prosecutors assisted annually with national IDVA training.</li> <li>• CPS prosecutors are encouraged to work closely with the IDVAs in their work to support victims of sexual offences.</li> </ul>
<p>G7. Analyse staff survey results and action any significant differences</p>	<p>Collect disaggregated data</p>	<p>Director of Human Resources</p>	<ul style="list-style-type: none"> <li>• Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning. Demographic reports have been provided regarding the experiences of staff across equality strands including gender. There were no significant disparities related to gender. The 2008 results will be analysed in a similar way.</li> </ul>
<p>G8. Analyse workforce representation and set targets to address the under-representation of women in senior grades (grade level D and above)</p>	<p>Collect disaggregated data</p>	<p>Director of Human Resources</p>	<ul style="list-style-type: none"> <li>• Workforce representation is analysed on a regular basis as part of the AEER and also to measure progress against the CPS Diversity 10 Point Plan and relevant initiatives being put in</li> </ul>

			place to address under-representation across grades and occupational groups.
G9. Analyse work force data for any significant differentials in workforce experiences, such as PARs (now replaced by Performance Development Reviews) and disciplinaries	Collect disaggregated data	Director of Human Resources	<ul style="list-style-type: none"> <li>• Management information relating to the implementation of disciplinary, grievance and poor performance procedures was analysed in 2007 as part of an Equality Impact Assessment conducted when the policies were reviewed. There were no significant disparities related to gender.</li> </ul>
G10. Monitor employment policies and procedures, such as pay, flexible working and access to training and action any differentials	Collect disaggregated statistics	Director of Human Resources	<ul style="list-style-type: none"> <li>• Access to Flexible working and training is monitored through the Annual Equalities in Employment Report (AEER) and recommendations made where any disparities identified. The next AEER will be published by October 2008- There were no significant disparities related to gender.</li> </ul>
G11. Disseminate and promulgate Management Guidance on Transgender issues	Guidance produced 2006-07. Guidance disseminated 2006-07. Guidance promoted via Infonet, CPS news and Inform 2006-07. Guidance kept under review.	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• Transgender guidance issued to Manager in 2007 and disseminated through the Infonet and CPS News.</li> </ul>

G12. Monitor and evaluate the CPS Employee policy on Domestic Violence	Collect disaggregated statistics on number of referrals to counselling service quarterly.	Director of Human Resources	<ul style="list-style-type: none"><li>• Reported to DV Inter Ministerial group bi-annually.</li></ul>
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**Section 11  
RACE EQUALITY ACTION PLAN**

<b>Gaps addressed:</b>	<b>Outcome areas:</b>
<ul style="list-style-type: none"> <li>• Outdated racist and religious crimes policy</li> <li>• Need to review and update training</li> <li>• Improving handling of racist crimes</li> <li>• Significant differences in staff perceptions of inequality</li> <li>• Significant differences in workforce experiences</li> <li>• Workforce under representation</li> <li>• Improving monitoring of prosecution policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Increased success in prosecuting hate crimes</li> <li>• Involving BME communities and staff in engagement linked to service improvement</li> <li>• Increased success in prosecuting hate crimes</li> <li>• Reduced significant differences in staff perceptions of inequality</li> <li>• Reduced significant differences in the quality of employee experiences</li> <li>• Increased workforce representation</li> <li>• Increased public confidence amongst Black and Minority Ethnic communities.</li> </ul>

Action	Timescales	Lead Responsibility	Progress to date
<p>Ra1. Review and update the Racist and Religious Crimes Policy to reflect legal developments and the lessons learnt/good practice gained from the handling of the murder of Anthony Walker.</p>	<p>Project plan developed, 2006-07.  Project steering group involving externals in place, 2006-07.  Review underway, 2007-08.  Involvement of RARA coordinators in policy update.  Draft updated policy and guidance produced 2007-08.  Consultation undertaken and completed, 2007-08.  Updated public policy statement launched, 2007-08.</p>	<p>Director of Policy  Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Project plan developed on schedule.</li> <li>• Project steering group established involving externals.</li> <li>• Review undertaken and draft revised policy and guidance produced.</li> <li>• Consultation undertaken and completed.</li> <li>• Policy finalised and revised policy and guidance published March 2008.</li> </ul>
<p>Ra2. Review and update Racist and Religious Crimes Policy training programme to align with policy update.</p>	<p>Project scoped, 2006-07.  Review underway, 2007-08  Updated programme produced, 2007-08.  Updated programme piloted, 2007-08.  Updated programme finalised based on pilot, 2007-08.  Update training programme implemented, 2007-08.  This work has been carried</p>	<p>Director of Policy  Director of Human Resources  Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Policy revised March 2008 therefore an updated training programme has not been initiated yet.</li> <li>• Training issues in part addressed by means of <ul style="list-style-type: none"> <li>▪ regular Policy bulletins and updates;</li> <li>▪ proactive Policy input into relevant Infonet bulletin board queries;</li> <li>▪ publication and national dissemination of revised Policy and Guidance.</li> </ul> </li> </ul>

	forward into 08-09 and will need to be undertaken as part of the wider review of the Hate Crime policy training.		
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Ra3. Review the role of the Racist and religious Crime Coordinator/lead tutor and address the need for a specialist advice and a network on Racist and Religious Crimes	Project scoped, 2006-07. Review underway, 2007-08. Review consultation undertaken, 2007-08. Draft review report produced, 2007-08. Consultation on draft review, 2007-08. Final review report produced, 2007-08. This has been carried forward into 08-09	Director of Policy	<ul style="list-style-type: none"> <li>• This is to be carried forward as a joint EDU/Policy/BDD project to 2008-09 and to be completed in the first half of 2008-09.</li> <li>• In 08/09 EDU, Policy Directorate, and Business Development Directorate due to review the role of the various hate crime co-ordinators [i.e. homophobic / race / disability] with a view to seeing whether the role(s) would be strengthened by having a single co-ordinator for each group and how the profile could be raised and supported better. To be completed by summer 2008. Following the review, Leadership &amp; Learning to consider the training aspects. EDU/Policy Directorate/Business Development Directorate to consider holding an annual hate crime conference)</li> </ul>
Ra4. Steer implementation of issues in terms of good practice and lessons learnt from	Publication and dissemination of lessons learnt and good practice report 2006-07. Integration of key lessons	Director of Equality and Diversity Director of Policy	<ul style="list-style-type: none"> <li>• Anthony Walker lessons learnt and good practice report published and disseminated 2006-07</li> <li>• Anthony Walker Report included in BDD good practice library initiative</li> </ul>

<p>the report on the handling of the racist murder of Anthony Walker.</p>	<p>learnt and good practice into CPS proactive prosecutor training programme and into updated Racist and Religions Crimes Policy and training programme, 2007-08. Integration of key aspects of good practice into the CPS Area Performance Review System 2007-08. Progress check on Area's response to the issues raised via CQA and APR process.</p>		<ul style="list-style-type: none"> <li>• Training issues in part progressed by means of: <ul style="list-style-type: none"> <li>▪ regular Policy bulletins and updates;</li> <li>▪ proactive Policy input into relevant Infonet bulletin board queries;</li> <li>▪ publication and national dissemination of revised Policy and Guidance;</li> </ul> </li> <li>• 2008/09 scoping between Leadership and Learning, EDU and Policy to have Hate Crime case studies in Proactive Prosecutions Programme.</li> </ul>
<p>Ra5. Deliver recommendations of the Attorney General's Race for Justice Taskforce aimed at improving CJS handling of Racist crimes.</p>	<p>OCJR led Delivery Board in place, 2006-07. Implementation of CPS recommendations on monitoring and training, 2007-08. Support implementation of cross CJS recommendations, 2007-08. Progress report on implementation of Taskforce recommendations, 2007-08. Ongoing</p>	<p>Director of Business Development</p>	<ul style="list-style-type: none"> <li>• CPS participates fully in Race for Justice Delivery Board</li> <li>• CPS currently in discussion with OCJR on common definitions of Hate Incidents; Hate Crime; and Hate Crime prosecutions</li> </ul>

<p>Ra6. Enhance monitoring of Racist crimes by recording key data on victims and witnesses building on available defendant data.</p>	<p>Progress Hate Crimes Monitoring Project 2006-07 and 2007-08.          Consultation undertaken externally 2006-07.          Prioritisation list of area for future monitoring produced 2006-07.          Priority proposals to improve monitoring of victim and witness details by ethnicity from 2007-08.</p>	<p>Director of Business Development          Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Hate Crimes monitoring project progress throughout 2006-07 and produced list of areas for possible future monitoring</li> <li>• Consultation undertaken on possible areas for future monitoring</li> <li>• Prioritised list produced and agreed by BDD and BIS for future monitoring</li> <li>• Extended monitoring introduced 1 April 2007 including victim and witness monitoring. Requires some further improvement.</li> <li>• Victim profiling data now routinely circulated to Areas with brief data analysis. Areas are being encouraged to improve recording through:             <ul style="list-style-type: none"> <li>○ Provision of data</li> <li>○ Witness Care Manager training</li> <li>○ Area visits by Victim and Witness Care Delivery Unit.</li> </ul> </li> <li>• Area Guidance currently being developed to assist Areas in identifying appropriate times for data entry during the life of a case.</li> <li>•</li> </ul>
<p>Ra7. Extend and implement ethnic monitoring of key aspects of prosecution practice including in relation</p>	<p>Implement separate and distinct Racist crimes monitoring and Religious crimes monitoring, 2007-08.          Implement victim and witness monitoring by</p>	<p>Director of Business Development          Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Separate racist and religious crimes monitoring introduced from 1 April 2007.</li> <li>• Victim and witness monitoring by religion or belief introduced April 2007. Requires significant further improvement.</li> </ul>

to victims and witnesses.	religion or belief, 2007-08. Implement defendant monitoring by religion or belief, 2007-08. Analyse results of monitoring. Identify and address any significant differences based on analysis of results.		<ul style="list-style-type: none"> <li>Defendant monitoring introduced April 2007. Analysis to be undertaken.</li> </ul>
Ra8. Continue to focus on reducing unsuccessful outcomes in Racist crimes.	<ul style="list-style-type: none"> <li>Reduce unsuccessful outcomes from 42% to 36% by April 2007.</li> <li>Targets for 2007-08 to be set based on 2006-07 performance at year's end.</li> <li>Targets for 2008-09 to be set on 2007-08 performance at year's end.</li> <li>New hate crimes target introduced April 08</li> <li>Reduce unsuccessful outcomes to 18% by March 09. Further targets to be set by March 09 for subsequent years.</li> </ul>	Director of Business Development Director of Equality and Diversity	<ul style="list-style-type: none"> <li>Unsuccessful outcomes reduced from 42% to 32.5% by April 2007.</li> <li>Target to reduce unsuccessful outcomes to 28% set for end of March 2008. As at Dec 07, unsuccessful outcomes stood at 29.5%.</li> <li>Targets for 2008-09 now set. Hate Crime Measure significantly revised to focus on Racist and Religious; Homophobic and Transphobic; and Disability Hate crime. Target to reduce unsuccessful outcomes to 18% by March 2009.</li> </ul>
Ra9. Continue to monitor and assess charging decisions	<ul style="list-style-type: none"> <li>Charging impact assessments to be undertaken annually in</li> </ul>	Director of Business Development Director of Equality and	<ul style="list-style-type: none"> <li>Charging impact assessments in 2006-07, and in 2007-08.</li> <li>Charging impact assessments available</li> </ul>

for any adverse impact.	<p>2006-07, 2007-08 and 2008-09.</p> <ul style="list-style-type: none"> <li>• Actions taken to address any significant adverse impacts.</li> </ul>	Diversity	on CPS website.
Ra10. Continue to focus on raising Black and minority ethnic- (BME) communities' confidence in the CPS as part of the overall target to raise BME communities' confidence in the CJS.	<p>CPS involved in CJS wide delivery and reporting structures on the BME confidence target.</p> <p>CPS activities identified including hate crime prosecutions; community engagement and wider communications.</p> <p>CPS progress reported regularly to OCJR.</p> <p>CPS secures significant shift in the percentage of BME people who feel the Service would treat them less favourably during the time period for the target.</p>	Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• CPS fully involved in CJS wide structures addressing BME confidence.</li> <li>• CPS progress reported regularly on schedule to OCJR.</li> <li>• CPS has secured a significant shift in percentage of BME people who felt the Service would treat them less favourably during the time period of the targets (decline from 14% to 11%).</li> </ul>
Ra11. Analyse the biennial Staff Survey and action any areas of significant difference.	<p>Staff Survey results analysed 2006-07.</p> <ul style="list-style-type: none"> <li>• Identification of any areas of significant difference in 2006-07.</li> <li>• Identify draft corporate actions to address significant differences in</li> </ul>	Director of Human Resources	<ul style="list-style-type: none"> <li>• Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning and action planning at a local level. There were no differences in relation to race.</li> <li>• Demographic reports have also been provided on the employment</li> </ul>

	<p>2006-07.</p> <ul style="list-style-type: none"> <li>• Consult on draft actions.</li> <li>• Include corporate actions on race equality in wider corporate action plan in 2006-07.</li> <li>• Implement corporate actions on race equality in 2006-07 and 2007-08.</li> <li>• Check for any significant changes in perceptions in the 2008 Staff Survey.</li> </ul>		<p>experiences of staff across equality strands including ethnicity and will continue to be analysed in this way in 2008.</p> <ul style="list-style-type: none"> <li>• A Corporate Action has been developed and Areas and HQ Directorates have been encouraged to implement this together with specific local activity to improve employee involvement and engagement.</li> </ul>
<p>Ra12. Include race equality within all future equality and diversity impact assessments implemented as part of this scheme with the aim of addressing any unjustifiable disparities in experiences.</p>	<p>Please see the common actions sections of the Single Equality Scheme for more detail. Priority assessments and monitoring to include disciplinaries and grievances, equal pay, special bonuses, new PDR process under Invest, Recruitment and progression.</p>	<p>Director of Human Resources</p>	<ul style="list-style-type: none"> <li>• As each employment policy is reviewed, equality impact assessments are conducted as a matter of course, across equality strands including race.</li> </ul>
<p>Ra13. Address workforce under representation of BME staff in certain grades and Areas</p>	<p>Identify grades with under representation. SCS, ABM, B3, Level E. Identify Areas with under representation.</p>	<p>Director of Human Resources</p>	<ul style="list-style-type: none"> <li>• Workforce representation at different grades is monitored through the AEER. There is under representation in relation to Area Business Managers and this will be addressed in the next AEER and</li> </ul>

<p>with remaining under representation.</p>	<p>Set stretching and realistic targets for under represented grades and Areas. Focus recruitment efforts. Progress reports and progress checks on existing Area workforce representation plans.</p>		<p>Cabinet Office 10 point Diversity Delivery Plan. The next AEER will be published by October 2008 and progression on the Civil Service Diversity 10 Point Plan to increase workforce diversity is reported on annually.</p>
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**Section 12**  
**SEXUALITY AND GENDER IDENTITY EQUALITY ACTION PLAN**

<b>Gaps addressed:</b>		<b>Outcome areas:</b>	
<ul style="list-style-type: none"> <li>• Outdated Homophobic Crime Policy.</li> <li>• Varied responses between CPS Areas to homophobic crime</li> <li>• Workforce monitoring.</li> <li>• Differences in staff views</li> </ul>		<ul style="list-style-type: none"> <li>• Increased success in prosecuting Hate Crimes.</li> <li>• Increased public confidence.</li> <li>• Involving communities and staff in Service improvement</li> <li>• Increased workforce satisfaction.</li> </ul>	
<b>Actions</b>	<b>Timescales</b>	<b>Lead Responsibilities</b>	<b>Progress to Date</b>
S1. Participate in Cabinet Office Pilot Monitoring Exercise on Sexuality.	<ul style="list-style-type: none"> <li>• Pilot Scoped 2006-07</li> <li>• Pilot Underway 2006-07</li> <li>• Pilot completed 2007-08</li> <li>• Pilot evaluated 2007-08</li> <li>• Decision still to be taken on wider sexuality monitoring by the Cabinet Office.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• The Cabinet Office Pilot was completed and results returned to the Cabinet Office.</li> <li>• HR records will be updated to include information received from the pilot. Equality monitoring questionnaires for new starters have been updated to reflect the monitoring categories used in the pilot, and this will also be reflected</li> </ul>

			in the Staff Survey 2008 and general data collection.
S2. Review and update the CPS Homophobic Crime Policy including the focus on transphobic crime.	<ul style="list-style-type: none"> <li>• Project Plan developed, 2006-07</li> <li>• Project steering group involving externals in place, 2006-07</li> <li>• Review underway, 2007-08</li> <li>• Draft updated policy and guidance produced, 2007-08</li> <li>• Consultation undertaken and completed, 2007-08</li> <li>• Updated policy – launched, 2007-08</li> </ul>	Director of Policy Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• Project plan developed 2006-07.</li> <li>• Project steering group involving externals established and met on two occasions.</li> <li>• Review under way and completed in 2007-08.</li> <li>• Drafted updated policy and legal guidance produced 2007-8.</li> <li>• Consultation undertaken and completed 2007-08.</li> <li>• Updated finalised policy launched and disseminated November 2007.</li> </ul>
S3. Enter and seek to improve the CPS ranking in the Stonewall Equality Index on an annual basis.	<ul style="list-style-type: none"> <li>• Prepare submission for index Sept 08, 09, and 10.</li> <li>• Submit entry Sept. 08, 09, and 10.</li> <li>• Receive ranking and act on ranking results.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• CPS submission prepared and submitted to Stonewall Sept 06.</li> <li>• CPS scored 71% out of 100.</li> <li>• CPS submission prepared and submitted Sept 07.</li> <li>• CPS scored 74% out of 100, up 3% from 2006-07.</li> <li>• Significantly supported with submissions provided by the LGBT Staff Network.</li> </ul>
S4. Undertake a progress check on the implementation of the Homophobic Crime	<ul style="list-style-type: none"> <li>• Progress Check, TOR agreed 2007-08.</li> <li>• Guidance to Areas 2007-08.</li> <li>• Progress checks undertaken</li> </ul>	Director of Equality and Diversity Director of Business Development	<ul style="list-style-type: none"> <li>• Terms of reference for progress check agreed.</li> <li>• Guidance for themed review progress check issued to all CPS</li> </ul>

Themed Review via the APR process in 2007-08.	2007-08.		<p>Areas on schedule.</p> <ul style="list-style-type: none"> <li>• Progress checks undertaken on schedule.</li> <li>• Significant improvement in Areas ratings form 2 years previously.</li> </ul>
S5. Convene Homophobic Crime Coordinators on an annual basis to help maximise effectiveness of the role.	<ul style="list-style-type: none"> <li>• Annual coordinators workshop on themed basis 2007-08, 2008-09, and in 2009-10.</li> </ul>	Director of Policy Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• Coordinators workshops held at launch of revised policy and guidance in Nov 07. In 08/09 EDU, Policy Directorate and Business Development Directorate to review the role of the various hate crime co-ordinators [i.e. homophobic / race / disability] with a view to seeing whether the role(s) would be strengthened by having a single co-ordinator for each group and how the profile could be raised and supported better. To be completed by summer 2008. Following the review, Leadership &amp; Learning to consider the training aspects. EDU, Policy Directorate and Business Development Directorate to consider holding an annual hate crime conference.</li> </ul>
S6. Review and update the Homophobic Crime Coordinators Course.	<ul style="list-style-type: none"> <li>• Review scoped, 2006-07.</li> <li>• Review underway, 2006-07.</li> <li>• Updated course produced, 2006-07.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• This is to be carried forward to 2008-09 as a project involving Leadership and Learning; EDU, Policy and BDD</li> </ul>

	<ul style="list-style-type: none"> <li>• Links to Proactive Prosecutors Programme of training established, 2006-07.</li> <li>• Updated course underway, 2006-07.</li> </ul>		
S7. Run the Homophobic Crime Coordinators Course on a 6 monthly basis	<ul style="list-style-type: none"> <li>• Courses run 6 monthly.</li> <li>• Courses evaluated.</li> <li>• Course refined as necessary.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• The Homophobic Crime Coordinators course has been run twice in 2006-07 and once in 2007-08. Future courses to follow on Review of Hate Crime Training,</li> </ul>
S8. Produce and disseminate guidance for prosecutors on handling cases of homophobia in the media, jointly with ACPO	<ul style="list-style-type: none"> <li>• 2006-07</li> </ul>	Director of Policy Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• A draft has been prepared, but the CPS is currently reviewing the need for separate guidance for prosecutors on homophobia in the media in view of the publication in autumn 2007 of the CPS' "Public Policy Statement on prosecuting cases of homophobic and transphobic hate crime" and legislative proposals in relation to incitement to hatred on the grounds of sexual orientation.'</li> </ul>
S9. Support the LGBT Staff Network following the staff networks review	<ul style="list-style-type: none"> <li>• Staff Networks Review reported autumn 2006.</li> <li>• Review recommendations implemented 2007-08.</li> <li>• LGBT Business Plan produced aligned to outcomes of review and resourcing agreed 2007-</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• The Staff Networks Review (report available – is it available) has been completed and plans are in place to integrate input from Staff Networks within the HR business and strategic framework.</li> </ul>

	08.		<ul style="list-style-type: none"> <li>Budgets for all Staff Networks have been allocated more equitably and Staff Network business planning now complements the CPS wider Business Plan including Equality &amp; Diversity activities.</li> </ul>
S10. Analyse the biennial staff survey results by sexuality and action any areas of significant difference.	<ul style="list-style-type: none"> <li>Analysis of 2006-07 results undertaken.</li> <li>Areas requiring action identified.</li> <li>Actions underway.</li> <li>Ditto analysis undertaken, actions identified and actions implemented for next staff survey in 2008-09.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>The Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning and action planning. Demographic reports have also been produced to inform employment experiences across equality strands including sexuality and will continue to be analysed in 2008.</li> </ul>
S11. Review and update management guidance on Equality in Employment Regulations (Sexual Orientation) in light of pending legal developments on anti discrimination in goods, facilities and services.	<ul style="list-style-type: none"> <li>Guidance Reviewed 2007-08.</li> <li>Guidance updated 2007-08.</li> <li>Updated guidance drafted 2007-08.</li> <li>Updated guidance launched 2007-08.</li> <li>Guidance promoted via Infonet, CPS News and Inform 2007-08.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>The Guidance has been completed and disseminated across the organisation and CJS partners.</li> </ul>
S12. Include sexuality within future equality and diversity impact	<ul style="list-style-type: none"> <li>This will link to the list of future impact assessments included in the Equality Scheme.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>Sexuality has been included in a number of equality impact assessments conducted since</li> </ul>

assessments where relevant and where monitoring data enables inclusion.			2006 including the impact assessment on the Sexually Transmitted Infections Policy and the impact assessment on the Homophobic and Transphobic Crime Policy.
S13. Include sexuality within future CPS monitoring both in employment and in prosecution practice where relevant.	<ul style="list-style-type: none"> <li>• Decision on monitoring in employment to follow Cabinet Office Pilot 2007-08.</li> <li>• Introduction of monitoring category for defendants in Case Management System subject to agreement with ACPO and BDD – BIS prioritisation exercise.</li> <li>• Introduction of monitoring category for victims and witnesses in WMS subject to agreement with ACPO and BDD-BIS prioritisation exercise.</li> </ul>	<p>Director of Human Resources  Director of Equality and Diversity  Director of Business Development</p>	<ul style="list-style-type: none"> <li>• The Cabinet Office Pilot was completed and results returned to the Cabinet Office.</li> <li>• HR records will be updated to include information received from the pilot. Equality monitoring questionnaires for new starters have been updated to reflect the monitoring categories used in the pilot, and this will also be reflected in the Staff Survey 2008 and general data collection.</li> </ul>
S14. Improve performance outcomes for Homophobic and Transphobic crime	<ul style="list-style-type: none"> <li>• Reduce unsuccessful outcomes for Homophobic and Transphobic crime cases to 18 % by March 09.</li> </ul>		

**Section 13.  
RELIGION or BELIEF ACTION PLAN**

<b>Gaps addressed:</b>		<b>Outcome areas:</b>	
<ul style="list-style-type: none"> <li>• Monitoring of Religious Crimes.</li> <li>• Monitoring of victim and witness details.</li> <li>• Workforce monitoring.</li> <li>• Differences in staff views.</li> </ul>		<ul style="list-style-type: none"> <li>• Increased success in prosecuting religious hate crimes.</li> <li>• Increased public confidence.</li> <li>• Increased employee satisfaction.</li> </ul>	
<b>Action</b>	<b>Timescales</b>	<b>Lead Responsibilities</b>	<b>Progress to Date</b>
RB1. Participate in Cabinet Office pilot monitoring exercise on Religion or Belief.	<ul style="list-style-type: none"> <li>•Pilot scoped 2006-07.</li> <li>•Pilot underway 2006-07.</li> <li>•Pilot completed 2007-08.</li> <li>•Pilot evaluated 2007-08.</li> <li>•Decision still to be taken on wider religion or belief monitoring by the Cabinet Office.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• The pilot was completed and results returned to the Cabinet Office.</li> <li>• HR records will be updated to include information received from the pilot. Equality Monitoring questionnaires for new starters have been updated to reflect the monitoring categories used in the pilot and this will also be reflected in the 2008 Staff Survey and general</li> </ul>

			<p>Management information</p> <ul style="list-style-type: none"> <li>Equality monitoring questionnaires for new joiners have been updated to reflect the monitoring categories used in the pilot and this will also be reflected in the 2008 Staff Survey.</li> </ul>
<p>RB2. Undertake a programme of Information, Listening and Reassurance events in areas of the country with the largest Muslim communities addressing community concerns on: Racist and Religious crimes; incitement to hatred prosecutions, and the prosecution of terrorist cases. Evaluate the programme of Information, Listening and Reassurance events. Wider roll out of the programme of events informed by evaluation.</p>	<ul style="list-style-type: none"> <li>Project scoped.</li> <li>Initial programme of eight regionally based events held 2006-07.</li> <li>Initial events evaluated 2006-07.</li> <li>Wider roll out planned 2006-07.</li> <li>Wider roll out underway 2007-08 and into 08-09</li> </ul>	<p>Director of Equality and Diversity Head of Counter Terrorism Relevant CPS Areas</p>	<ul style="list-style-type: none"> <li>Project scoped.</li> <li>Initial programme of eight regional events completed by mid 2007-08.</li> <li>Evaluation report produced on initial events.</li> <li>Wider roll out agreed in terms of approx three events per year and some events focused on women and young people.</li> <li>One event held in London in mid 2007-08 focused on Muslim Women.</li> <li>In the last year The Head of Counter Terrorism Division (CTD) has attended meetings of the Muslim Safety Forum on two occasions to explain to community members aspects of the CPS' work on violent extremism and possession of extremist material. The Head of</li> </ul>

			CTD also participated in a Muslim Women's Event in July, 2007 a Muslim Community Event in Halifax in September 2007. The Head of Counter terrorism also spoke at a Radicalisation Conference on in February 2008. In-put by the CTD into a further 3 events in 2008/9 are already planned.
RB3. Analyse the biennial Staff Survey by religion or belief and action any areas of significant difference.	<ul style="list-style-type: none"> <li>• Analysis of 2006-07 survey results undertaken.</li> <li>• Issues requiring actions identified.</li> <li>• Actions underway.</li> <li>• Analysis undertaken, actions identified and actions implemented for next staff survey in 2008-09</li> </ul>	Director of Human Resources	<ul style="list-style-type: none"> <li>• The Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to inform Business Planning and local action planning. Demographic reports have been provided on the employment experiences of staff across equality strands including religion and belief and will continue to be analysed in 2008. There were no significant differences in relation to religion or belief.</li> </ul>
RB4. Review the Racist and Religious crimes policy in light of development on Incitement to Religious Hatred.	<ul style="list-style-type: none"> <li>• Project scoped and project plan developed, 2006-07.</li> <li>• Project steering group involving external stakeholders in place,</li> </ul>	Director of Policy Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• Project scoped and project plan developed on schedule.</li> <li>• Project steering group put in place involving externals.</li> <li>• Review conducted 2007-08.</li> <li>• Drafted updated policy and</li> </ul>

	<p>2007-08.</p> <ul style="list-style-type: none"> <li>• Review underway, 2007-08.</li> <li>• Draft updated policy and guidance produced, 2007-08.</li> <li>• Consultation undertaken, 2007-08.</li> <li>• Updated policy launched, 2007-08.</li> </ul>		<p>guidance produced 2007-08.</p> <ul style="list-style-type: none"> <li>• Consultation undertaken and completed 2007-08.</li> <li>• Updated public policy statement and guidance launched March 08 and reflects legislative changes in relation to incitement to religious hatred which came into force in October 2007.</li> </ul>
<p>RB5. Enhance monitoring of hate crimes by religion or belief by recording separately from racist crimes, and by recording key data on defendants and victims and witnesses.</p>	<ul style="list-style-type: none"> <li>• Progress Hate Crimes monitoring project 2006-07 and 2007-08.</li> <li>• Consultation undertaken externally 2006-07.</li> <li>• Prioritised list of areas for future monitoring produced.</li> <li>• Priority proposal to record separately ethnicity and religion or belief of defendants and victims on COMPASS from April 2007.</li> <li>• Priority proposal to record religiously aggravated cases and incitement to religious hatred cases by religion or belief details of defendants and victims</li> </ul>	<p>Director of Business Development Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Hate Crimes monitoring project progressed throughout 2006-07 and 2007-08 and produced list of areas for possible future monitoring.</li> <li>• Consultation undertaken on possible areas for future monitoring.</li> <li>• Prioritised list produced and agreed by BDD and BIS for future monitoring.</li> <li>• Extended monitoring introduced 1 April 2007 onwards including victim and witness monitoring. Requires significant future improvement.</li> </ul>

	from 2007.		
RB6. Implement the recommendations that relate specifically to the CPS of the report by the All-Party Parliamentary Inquiry into Anti-Semitism: 1) to investigate the reasons for the low number of prosecutions and report back to Parliament; and 2) to conduct a review of cases (of incitement to racial hatred) where prosecutions have been brought in order to see what lessons can be learned.	<p>Produce a detailed paper that will provide:</p> <ul style="list-style-type: none"> <li>• an explanation of roles and responsibilities;</li> <li>• an explanation of the prosecution decision-making process. In particular, this will include a detailed explanation of the tests in the Code for Crown Prosecutors (including as much information as possible on the public interest test and how it is applied);</li> <li>• an explanation of current monitoring arrangements regarding anti-Semitic crime (and the limitations of the current system) and future plans for improvement;</li> <li>• an assessment in general terms of the reasons for the gap between incidents and prosecutions;</li> <li>• some illustrative case examples</li> <li>• this will include liaison with ACPO to obtain some</li> </ul>	Director of Policy Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• Report published May 2008.</li> </ul>

	empirical data about the reasons for 'the gap' between incidents and prosecutions.		
RB7. Update the Equality in Employment (Religion or Belief) Management Guidance in light of extension of legal provisions to cover service provisions and disseminate and promulgate guidance within the Service.	<ul style="list-style-type: none"> <li>• Guidance reviewed 2007-08.</li> <li>• Guidance updated 2007-08.</li> <li>• Updated guidance drafted 2007-08.</li> <li>• Updated guidance launched 2007-08.</li> <li>• Guidance promoted via Infonet, CPS News and Inform 2007-08.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• Guidance completed and disseminated to CPS staff and CJS partners.</li> </ul>
RB8. Implement the agreed recommendations of the Staff Networks Review.	<ul style="list-style-type: none"> <li>• Staff Networks Review Final Report Dec 2006.</li> <li>• Review recommendations implemented as agreed by CPS from 2007-08.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• The Staff Networks review completed and plans are in place to integrate the input of Networks within the HR strategic framework.</li> <li>• Budgets have been allocated more equitably and Staff Network business planning now complements the CPS wider Business Plan including equality &amp; diversity activities.</li> </ul>
RB9. Include religion or belief within future equality and diversity impact assessment	<ul style="list-style-type: none"> <li>• This will need to link to the list of future impact assessments included in</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• To be included in future assessments as appropriate.</li> </ul>

where relevant and where monitoring data enables inclusion.	the equality scheme.		
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**Section 14  
AGE EQUALITY ACTION PLAN**

<b>Gaps addressed:</b>		<b>Outcome areas:</b>	
<ul style="list-style-type: none"> <li>• Lack of elder abuse policy.</li> <li>• Lack of defendant, victim and witness monitoring by age.</li> <li>• Lack of workforce monitoring.</li> <li>• Differences in staff perceptions</li> <li>• Differences in workforce experiences.</li> <li>• Differences in workforce representation.</li> </ul>		<ul style="list-style-type: none"> <li>• Prosecution of Hate Crimes.</li> <li>• Increased public confidence.</li> <li>• Involving communities and staff in engagement linked to service improvements.</li> <li>• Increased workforce satisfaction</li> <li>• Reduced significant differences in employee experiences.</li> <li>• Representative workforce.</li> </ul>	
<b>Action</b>	<b>Timescales</b>	<b>Lead Responsibilities</b>	<b>Progress to Date</b>
A1. Review and age equality proof relevant HR policies in light of the Age Equality legislation.	<ul style="list-style-type: none"> <li>• Identify long list of relevant HR policies 2006-07.</li> <li>• Review the key HR policies against Age Equality 2006-07 legislation requirements.</li> <li>• Equality proof the key HR policies on a phased priority basis 2006-07.</li> <li>• Extend the review and</li> </ul>	Director of Human Resources	<ul style="list-style-type: none"> <li>• Key HR policies have been age proofed.</li> <li>• As HR policies are reviewed, impact assessments across all equality strands are conducted.</li> <li>• In future we will seek to ensure our policy implementation outcomes are equality impact assessed on a continuous basis.</li> </ul>

	age proofing exercise to other relevant HR policies 2006-07.		
A2. Review the CPS provisions on retirement age in light of the Age Equality legislation.	<ul style="list-style-type: none"> <li>• Research the issue of retirement age including benchmarking in Whitehall 2006-07.</li> <li>• Produce an initial issues and options paper 2006-07.</li> <li>• Secure CPS Board agreement to a change in CPS retirement age 2006-07.</li> <li>• Communicate any change positively throughout the organisation 2006-07, 2007-08.</li> </ul>	<p>Director of Human Resources</p> <p>Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Managers have been informed of the age regulations related to retirement and HR staff are advising managers on a case by case basis. The Retirement Policy is being reviewed and all policies are being age impact assessed. –</li> </ul>
A3. Introduce age monitoring as an integral part of equalities in employment monitoring and include in the CPS Annual Equalities in Employment Reports.	<ul style="list-style-type: none"> <li>• Scope the project 2006-07.</li> <li>• Identify possible age groups for monitoring and publication of data purposes 2006-07.</li> <li>• Consult on identified age groups internally and with relevant external stakeholders 2006-07.</li> <li>• Decide on age groups for publication data purposes 2006-07.</li> </ul>	<p>Director of Human Resources</p> <p>Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Age was included in the AEER report covering the period 2005/06 report and will be included in the forthcoming report in October 2008. Eighty six percent of the current workforce is aged under 50.</li> </ul>

	<ul style="list-style-type: none"> <li>• Trial run the inclusion of age monitoring data in Annual Equalities in Employment report for 2007-08 produced in 2008-09.</li> <li>• Refine and include all 2008-09 and 2009-10 reports.</li> <li>• Analyse the results of age monitoring over three years 2007-08, 2008-09 and 2009-10, and identify any significant differences in experiences and representation.</li> <li>• Based on analysis above, identify age based workforce targets as necessary 2009-10.</li> </ul>		
A4. Produce, disseminate and promulgate Management Guidance on Age Equality issues.	<ul style="list-style-type: none"> <li>• Guidance researched.</li> <li>• Guidance produced.</li> <li>• Guidance disseminated.</li> <li>• Guidance promoted via Infonet, CPS News and Inform.</li> <li>• Guidance kept and/or reviewed.</li> </ul>	Director of Human Resources Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• An outline of the age legalisation and its implications for HR issues has been issued to managers.</li> <li>• Consideration given to age impact when policies are being developed.</li> </ul>
A5. Analyse the biennial staff survey results by	<ul style="list-style-type: none"> <li>• Analysis of 2006-07 results undertaken.</li> <li>• Areas requiring action</li> </ul>	Director of Human Resources	<ul style="list-style-type: none"> <li>• The Staff Survey results have been analysed and disseminated to HQ Directorates and Areas to</li> </ul>

<p>age group and action any areas of significant difference. Build on analysis of 2006 survey to analyse future survey results by further age groups.</p>	<p>identified.</p> <ul style="list-style-type: none"> <li>• Actions underway.</li> <li>• Analysis undertaken, actions identified and actions implemented for the next staff survey in 2008-09.</li> <li>• Build analysis into 2008 survey by age groups 50-59 and 60 plus.</li> </ul>		<p>inform Business Planning. Demographic reports have been provided on the employment experiences of staff across equality strands including age, and will continue to be analysed in this way.</p> <ul style="list-style-type: none"> <li>• In 2008 Staff Survey, age categories will be extended to include 60-64 and 65 and over, and age demographic reports will be produced to assess any disparities.</li> </ul>
<p>A6. Engage with age equality groups to establish views and begin to build an ongoing dialogue with these groups.</p>	<ul style="list-style-type: none"> <li>• Senior level meetings held in advance of work commencing on Elder Abuse Policy 2007-08.</li> <li>• Views to inform future policy development.</li> </ul>	<p>Director of Policy Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Engagement undertaken with key external stakeholder groups</li> <li>• Views elicited informed our approach to the development of crimes against older people policy.</li> </ul>
<p>A7. Produce and implement an Elder Abuse public policy statement.</p>	<ul style="list-style-type: none"> <li>• Scope the project, produce PID</li> <li>• Project team in place, 2007-08.</li> <li>• Involve key external stakeholders in project team 2007-08.</li> <li>• Produce issues paper 2007-08.</li> <li>• Undertake initial</li> </ul>	<p>Director of Policy Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Project scoped and Project Initiation Document produced.</li> <li>• Project steering group in place 2007-08 and key externals involved in the project steering group.</li> <li>• Issues paper produced 2007-08.</li> <li>• Initial consultation undertaken via project steering group.</li> <li>• Draft public policy statement</li> </ul>

	<p>consultation 2007-08.</p> <ul style="list-style-type: none"> <li>• Produce draft public policy statement 2007-08.</li> <li>• Consult on draft public policy statement 2007-08.</li> <li>• Finalise public policy statement and secure CPS endorsement 2007-08.</li> <li>• Issue public policy statement 2007-08.</li> <li>• Produce relevant supporting legal guidance 2007-08.</li> </ul> <p>From 08-09: Prepare for implementation of policy including:</p> <ul style="list-style-type: none"> <li>▪ Introduction of relevant monitoring categories in COMPASS Case Management System 2008-09.</li> <li>▪ Learning and Development specific courses 2007-08, 2008-09.</li> <li>▪ Inclusion in wider Proactive Prosecutors Programme training programme 2007-08</li> </ul>		<p>produced 2007-08</p> <ul style="list-style-type: none"> <li>• Consultation on draft public statement late 2007/ early 2008.</li> <li>• Finalisation of public policy statement under way March 2008.</li> <li>• Public policy statement to be issued early 2008-09.</li> <li>• Supporting legal guidance under production March 2008.</li> <li>• Preparation for implementation of policy under way including introduction of relevant monitoring categories from 1 April 2008-09.</li> <li>• To be taken forward with Leadership and Learning 2008-09.</li> <li>• To be implemented in 2008-09 following on launch of the public policy statement on crimes against the older person</li> <li>• To be tracked in 2008-09 and then decide on any targets to be set to support successful outcomes.</li> <li>• Relationship to wider hate crimes to be decided as part of review of targets for 2009-10.</li> </ul>
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	<p>and 2008-09.</p> <ul style="list-style-type: none"> <li>▪ Performance monitoring and review of elder abuse cases 2008-09.</li> <li>▪ Track case outcomes over time and decide on any targets required to support successful outcomes.</li> <li>▪ Decide on relationship to wider Hate Crimes target.</li> </ul>		
A8. Include age equality within future equality and diversity impact assessments where relevant and where monitoring enables inclusion.	<ul style="list-style-type: none"> <li>• This needs to link to the list of future impact assessments included in the Equality Scheme.</li> </ul>	Director of Equality and Diversity	<ul style="list-style-type: none"> <li>• Proxy age categories have been included in the latest charging impact assessment and will be included in next charging impact assessment.</li> </ul>
A9. Include age monitoring within future monitoring of prosecution practice, victim and witnesses where relevant.	<ul style="list-style-type: none"> <li>• Introduction of monitoring category for defendants in Case Management System subject to agreement with ACPO and BDD-BIS prioritisation exercise.</li> </ul>	Director of Equality and Diversity Director of Business Development	<ul style="list-style-type: none"> <li>• From April 2008 changes to Management Information System will enable the abstraction of data from Management Information System using age bands. The date of birth field and child witness identifier ('snooker ball') will provide the database. See actions</li> </ul>

	<ul style="list-style-type: none"> <li>• Introduction of monitoring category for victims and witnesses in WMS subject to BDD-BIS prioritisation exercise.</li> </ul>		6 and 7 regarding work being undertaken to improve the recording details.
A10. Steer the implementation of the CPS policy on prosecutions involving children and young people as victims and witnesses.	<p>Phase 1: Policy Implementation (September 2006 to June 2007)</p> <ul style="list-style-type: none"> <li>• Establish a cross-directorate project board drawn from PD, BDD, EDU and CCP representatives from Areas to ensure effective implementation and monitoring of the policy and a permanent link between the directorates.</li> </ul> <p>The immediate objectives will be to:</p> <ul style="list-style-type: none"> <li>• Produce legal guidance to complement 'Children and Young People'.</li> <li>• Establish mechanism for providing day-to-day guidance and advice via helpdesk/bulletin boards.</li> <li>• Examine how existing training programmes can be adapted.</li> <li>• Introduce monitoring of performance on major aspects of policy.</li> <li>• Establish a broadly based external reference group to advise on children's issues.</li> <li>• Propose safeguarding objectives</li> </ul>	<p>Director of Policy  Director of Business Development  Director of Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• A Project Board was not set up – instead effective implementation and monitoring was ensured through the setting up of an informal reference group of practitioners. A CCP has now been appointed to become involved in policy development.</li> <li>• Legal guidance published on the intranet.</li> <li>• Helpdesk and bulletin boards are monitored by topic-holder.</li> <li>• Policy Directorate have been advising Training on how to improve awareness of the various measures available to ensure children and young people are able to give their best evidence.</li> <li>• Monitoring: All Areas are required to have a structured advocacy monitoring programme in place, which should assess the performance of advocates in court in relation to children and young people who are called to give evidence. Areas have in place</li> </ul>

	<p>for inclusion in business plans.</p> <p>Phase 2: Continuing delivery (June 2007 onwards)</p> <p>Provide a permanent framework to:</p> <ul style="list-style-type: none"> <li>• Advise and guide areas on policy/casework/inspection issues.</li> <li>• Maintain written guidance.</li> <li>• Identify continuing training needs.</li> <li>• Develop and share best practice.</li> <li>• Develop and maintain community engagement.</li> <li>• Monitor performance.</li> </ul>		<p>systems for monitoring the quality of pre-charge advice. This is an opportunity for managers locally to satisfy themselves that this policy is being complied with; dealing with the CPS commitments to consult other professionals, taking into account the views of the child and considering special measures at the earliest possible stage. Existing monitoring relating to Direct Communication with Victims covers the commitment to inform young witnesses if a charge is dropped or significantly changed. From April 2008 WMS and Management Information System are being updated to allow us to measure performance in respect of victims and witnesses within different age bands: &lt;10; 10-13; 14-17; 18-64; 65+; Not Provided. The data will be reliant on V&amp;W information being recorded either on our case Management System or Witness Management System including the DOB. This will allow us to understand the level of service being provided to child witnesses of different ages, together with witness attendance rates. This will</p>
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			<p>include special measures applications being made and granted.</p> <ul style="list-style-type: none"> <li>• An external reference group established and have met once so far.</li> <li>• The draft CPS Business Plan for 08/09, the CPS Violence Against Women Action Plan, and the draft policy directorate Business Plan for 08/09 all incorporate objectives that will deliver the CPS's strategy and approach to safe guard children and young people as victims and witnesses.</li> </ul> <p>Phase 2 continuing delivery:</p> <ul style="list-style-type: none"> <li>• Dedicated policy advisor deals with these issues with assistance of practitioner group.</li> </ul>
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## Appendix D List of Abbreviations

ABM	Area Business Manager
ACPO	Association of Chief Police Officers
APR	Annual Performance Review
BDD	Business Development Directorate
BDD-BIS	Business Development Directorate – Business Information Systems
BME	Black and Minority Ethnic
CCMDU	Criminal Case Management Delivery Unit
CCP	Chief Crown Prosecutor
CJA	Criminal Justice Agency
CJS	Criminal Justice System
CMS	Case Management System
CPS	Crown Prosecution Service
CQA	Casework Quality Assurance
CRE	Commission for Racial Equality
CTD	Counter Terrorism Division
DCW	Designated Case Worker
DDA	Disability Discrimination Act
DPP	Director of Public Prosecutions
DV	Domestic Violence
DVC	Domestic Violence Coordinator
EDIA	Equality and Diversity Impact Assessment
EDU	Equality and Diversity Unit
ETMP	Effective Trial Management Programme
GRA	Gender Recognition Act
GRC	Gender Recognition Certificate
HCA	Higher Court Advocate
HMCPSP	Her Majesty's Crown Prosecution Service Inspectorate
HOCS	Home Office Citizenship Survey
HR	Human Resources
LCJB	Local Criminal Justice Board

LFS	Labour Force Survey
LGBT	Lesbian, Gay, Bisexual, Transgender
NBCPA	National Black Crown Prosecution Association
NCJB	National Criminal Justice Board
NFA	No Further Action
NWNJ	No Witness, No Justice
OCJR	Office of Criminal Justice Reform
OGC	Office of Government Commerce
PAR	Performance Appraisal Report
PDR	Performance Development Review
PID	Project Initiation Document
PPP	Proactive Prosecutor Programme
PSA	Public Service Agreement
RARA	Racist and Religiously Aggravated
RIMS	Racist Incident Monitoring Scheme
RRAA	Race Relations Amendment Act
SCS	Senior Civil Servant
SES	Single Equality Scheme
TIMMS	Training Information Management Monitoring System
WAVES	Witness and Victims Evaluation Survey
WIMS	Witness Management System