



## Her Majesty's Crown Prosecution Service Inspectorate Follow-up review of equality and diversity in employment practice in the Crown Prosecution Service

### CPS makes further progress

Her Majesty's Crown Prosecution Service Inspectorate (HMCPISI) has today published its report of a follow-up review of equality and diversity in employment practice in the Crown Prosecution Service (CPS).

HM Chief Inspector, Michael Fuller QPM, said:

*"I am pleased to be able to report that the Crown Prosecution Service has made progress against six of the seven recommendations we made in 2006.*

*Central to equality and diversity in employment is a diverse workforce and the CPS has made very good progress in this respect, especially for women and black and minority ethnic staff. With strong and visible leadership at the highest level I am confident that the Service will continue to address those aspects where further improvement is needed.*

*As other organisations in the public sector, the CPS faces unprecedented financial challenges. In making the difficult decisions ahead the Service will need to ensure it puts fairness and transparency at the heart of these."*

Summary of the findings of the follow-up review:

- The CPS had made substantial progress in implementing three out of the seven recommendations made in the 2006 review and limited progress in a further three. In one no progress had been made. (A summary is set out in annex A.)
- The strong and visible leadership at the highest levels in relation to equality and diversity found in 2006 has continued.
- Very good progress has been made in developing a more diverse workforce, especially in terms of the representation of women at senior levels and black and minority ethnic staff.
- CPS results from the 2009 civil service people survey around employee perceptions of fairness in the workplace were disappointing and more work is needed to address the reasons for this.
- Confidence in the staff complaints procedure has improved although further work is needed with those minority groups reporting the lowest confidence levels.
- The Service's flexible working policies have been instrumental in encouraging a more diverse workforce, but many arrangements do not fit with today's business needs. The challenge for the CPS will be in drawing back from arrangements that are no longer viable while maintaining its diverse workforce.
- Disabled staff report higher levels of discrimination and the number of staff grievances alleging disability discrimination is increasing. The CPS needs to continue to look at practical ways to support the Disabled Staff Network to ensure disabled staff are supported and to promote a positive dialogue between disabled staff and the organisation.

For any queries or interviews please call Anisha Visram on 020 7210 1187 or mobile: 07901 856 348.

**Notes for editors:**

- 1 HMCPSI is an independent statutory body established by the Crown Prosecution Service Inspectorate Act 2000, which came into force on 1 October 2000. The Chief Inspector is appointed by, and reports to, the Attorney General.
- 2 The inspectorate carried out a review of equality and diversity in employment practice in the CPS in 2006. This is available on HMCPSI's website ([www.hmcpsi.gov.uk](http://www.hmcpsi.gov.uk)).
- 3 This follow-up review was conducted between May and July 2010. Its purpose was to assess the progress made against the recommendations and aspects for improvement contained in the 2006 report.
- 4 The review process centred on fieldwork in five CPS Areas where we met with focus groups of staff and managers, surveyed the views of all staff via a confidential survey and interviewed senior managers. We also met with the members of the various staff networks.

Recommendation	Rating as at July 2010
<p>1 As part of its review of staff diversity networks, the CPS:</p> <ul style="list-style-type: none"> <li>• examines the role of faith-based networks and ensures that their role in supporting the business is clear;</li> <li>• takes actions on the findings of the network review to achieve appropriate parity across networks and ensure their contribution to core business is maximised; and</li> <li>• strengthens the Enable network so it can realise its full potential.</li> </ul>	<b>Limited progress</b>
<p>2 The CPS takes further action to increase the commitment and ownership of operational managers and staff in respect of actions being taken to improve equality and diversity in the workplace and to counter any negative perceptions.</p>	<b>Substantial progress</b>
<p>3 The CPS reviews its Annual Equalities in Employment Report with a view to improving the accuracy and presentation of the data, and accompanying text, and so provide a fuller picture of progress.</p>	<b>Not progressed</b>
<p>4 The CPS, as part of the implementation of its new performance development review process, provides further guidance and support on how to set appropriate equality and diversity objectives which relate to employment.</p>	<b>Substantial progress</b>
<p>5 The CPS:</p> <ul style="list-style-type: none"> <li>• reviews the equality and diversity e-learning module and its approach of mainstreaming equality and diversity training to ensure that equality and diversity learning needs are being fully met;</li> <li>• ensures that new starters receive a timely induction which incorporates relevant equality and diversity issues. If an e-learning module is to be retained, this should be completed by starters as soon as possible after joining and followed-up by line managers; and</li> <li>• takes action to ensure that all operational managers are provided with the skills and confidence to deal effectively with equality and diversity issues faced in the workplace.</li> </ul>	<b>Substantial progress</b>
<p>6 The CPS reviews how effectively alternative working arrangements are working in practice, in particular whether they meet current and future business needs, and provides further guidance, support and training for managers to ensure they are able to balance properly the implementation of alternative working arrangements with business needs.</p>	<b>Limited progress</b>
<p>7 The CPS ensures that the fairness at work procedure is carefully implemented and monitored in a manner which secures the confidence of staff. In doing this it should ensure that:</p> <ul style="list-style-type: none"> <li>• stakeholders are appropriately involved;</li> <li>• guidance for staff and managers is developed that clearly differentiates between the fairness at work and grievance procedures;</li> <li>• managers are appropriately trained and supported in the application of the new procedure; and</li> <li>• systems are put in place to monitor and report on informal complaints and grievances.</li> </ul>	<b>Limited progress</b>

Aspects for improvement	Rating as at July 2010
1 Clarification and communication of roles and responsibilities of Projects and Performance Advisers and their relationship with Area responsibilities.	<b>No longer applicable</b>
2 Completion of outstanding impact assessments, in particular of e-learning and the Prosecution College originally planned for 2005-06.	<b>Substantial progress</b>
3 Further consideration to be given to communicating equality and diversity policy and guidance materials to ensure that all staff and particularly managers, are aware of the implications for their roles and that equality and diversity is fully integrated within management practice.	<b>Substantial progress</b>
4 Further development of Area workforce representation plans, in particular to ensure they incorporate quantifiable outcomes for actions and are broadened out to address equality and diversity in the workplace more generally as well as workforce representation.	<b>No longer applicable</b>
5 Clarification to Areas of the purpose of local Race Equality Schemes and how they will fit with the Single Equality Scheme due to be produced in late 2006.	<b>No longer applicable</b>
6 Further communication to staff to address any misunderstandings around staff survey confidentiality to encourage higher response rates and provide a fuller picture of staff opinions.	<b>Achieved</b>
7 Exploration of the reasons for any differences in satisfaction between demographic groups and action taken to reduce these, particularly in relation to disabled staff.	<b>Limited progress</b>
8 Incorporation of less serious misconduct cases and dismissals within monitoring data collected to provide a more complete picture of disciplinary action taken against staff.	<b>Achieved</b>
9 Investigation of the under-representation of disabled staff in learning and development activities with a view to taking action to address the imbalance, and monitoring of the participation of staff to include alternative working patterns.	<b>Substantial progress</b>
10 Continued action to improve further the representation of women at senior levels within the organisation and to improve the proportion of disabled people employed.	<b>Substantial progress</b>