

Appendices A to B

Appendix A: Action Plan – Priorities for 2007-08

These are the key priorities for action across DCA. Specific additional actions are indicated with each directorate's list of functions and priorities (Appendix B).

Action: Training on the duty to promote race equality.

Lead Responsibility: Director Equality, Diversity and Human Rights Division.

By When: Ongoing.

Action: Implementation of an updated monitoring and evaluation system to assess equality of outcomes and public confidence and satisfaction.

Lead Responsibility: Director Customer Services.

By When: December 2007

Action: Impact Assessment of all new policies, services, regulation, practices, procedures.

Lead Responsibility: All heads of Directorates.

By When: Ongoing.

Action: Building local consultative initiatives.

Lead Responsibility: All heads of directorates.

By When: Ongoing.

Action: Impact Assess and publish results on current areas of work as specified in Appendix C.

Lead Responsibility: As specified.

By When: By December 2008.

Action: Extending the Community Justice projects.

Lead Responsibility: As specified.

Human Resources

Action: Review progress to the more senior grades for staff from black and minority backgrounds and implement further action (Impact Assess related policies – see Appendix C).

Lead Responsibility: Director of Human Resources and Race Diversity Board Champion.

By When: December 2007.

Action: Collect data and analyse turnover by ethnicity.

Lead Responsibility: Director of Human Resources.

By When: December 2007.

Action: Collate national data for temporary promotion and analyse by ethnicity.

Lead Responsibility: Director of Human Resources.

By When: December 2007.

Action: Collect data on staff across Magistrates' Courts and Tribunals and analyse by ethnicity.

Lead Responsibility: Director of Human Resources.

By When: December 2007.

Appendix B: List of Functions and Action Plans by Directorate

Appendix A was to give the public an overall view. This Appendix is a detailed breakdown of each Directorate's actions to fulfil the duties.

DCA is also responsible for a number of non-departmental public bodies who have independence from DCA. Their relative position to the Scheme is listed in Appendix D.

DCA HQ

(Excluding Human Resources, Legal and Judicial Services Group, Her Majesty's Courts Service and Tribunal Service)

Private Offices

Directorate/Division: Ministers' Private Offices

Function:

- To support the Secretary of State and junior ministers in delivering their priorities by providing policy advice and administrative assistance (including diary management and processing policy submissions/ documents, correspondence and all other departmental/ governmental paperwork)

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (internal administrative function)

- Support each minister in working on **all** priorities to ensure the department delivers what ministers direct in terms of policy formation, development and implementation, covering work on e.g. criminal justice, legal aid, constitutional reform, rights and responsibilities, electoral administration and reform and, working with the Leader of the House of Commons, further reform of the House of Lords and reform of political party funding.
- Supports all of the ministerial priorities, both by supporting the Permanent Secretary and by working directly with ministers Private Offices
- Managing all of the department's parliamentary business, much of which is central to the delivery of wider ministerial/departmental objectives

Directorate/Division: Permanent Secretary's Private Office

Function:

- To support the Permanent Secretary in a similar way to the Private Offices working to ministers

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (internal administrative function)

- Fulfils an essential customer service role, benefiting all internal and external departmental customers including ministers and their parliamentary colleagues; and the general public

Directorate/Division: Parliamentary Branch

Function:

- To manage the department's parliamentary business, including its legislative business, oral and written parliamentary questions and ministerial statements

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (internal administrative function)

- Supports the Secretary of State & Permanent Secretary by effectively delivering their policy and operational priorities and responsibilities, particularly with regard to their Constitutional roles

Directorate/Division: Ministerial Correspondence Unit (MCU)

Function:

- To support the work of the department, its ministers (and their Private Offices) by maintaining an efficient and effective correspondence handling system

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (internal administrative function)

- Fulfils an essential customer service role, benefiting all internal and external departmental customers including ministers and their parliamentary colleagues; and the general public

Directorate/Division: Crown Office

Function:

- To support Secretary of State and Permanent Secretary in delivering their priorities with responsibility for a range of formal duties of the Department including issuing of Letters Patent, Royal Warrants of Appointments and Ceremonial functions

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (internal administrative function)

- Supports the Secretary of State and Permanent Secretary by effectively delivering their policy and operational priorities and responsibilities, particularly with regard to their Constitutional roles

Court Funds Office (CFO) / Office of The Official Solicitor and Public Trustee (OSPT)

(Though separate now, the CFO and OSPT will be merging from 1 April 2007)

Directorate/Division: Court Funds Office (CFO)

Function:

- To manage investments and assets of the vulnerable in society

Key Priorities, Policies/Services:

Relevance to Race Equality: High:

- Regular review of Children's Investment Awards
- Payment of awards to all beneficiaries function
- Review of Court of Protection Client Accounts
- Outreach Programme.
- Leaflets/Statements and Booklets
- New Bank Initiative

Relevance to Race Equality: Medium:

- Opening Hours

Relevance to Race Equality: Low/Medium

- Unclaimed Balances/Remedial Work

Desired/Planned Outcomes:

- Vulnerable users/ carers/ guardians have confidence in the service

Actions Taken:

- Outreach Project to Courts and Users
- Children's Investment Reviews – ensuring option to satisfy Sharia Law
- Implementation of Diversity Working Group to deliver Diversity Action Plan
- Review of processes taken when communicating to ensure compliance with Disability Discrimination Act
- Senior Staff Conference to take feedback from staff

Directorate/Division: Official Solicitor and Public Trustee (OSPT)

Function:

Relevance to Race Equality: High

- To represent minors or adults under legal disability, and sometimes others, in county court or High Court proceedings in England and Wales, and in the Court of Protection
- To act as last resort personal representative of the estate of a deceased person, or trustee of a trust, and other functions

Desired/Planned Outcomes:

- Vulnerable users/ carers/ guardians have confidence in the service
- The public, especially the socially excluded and vulnerable, have access to excellent services which enable them to exercise their rights in law
- Contracts are let in accordance with Equality and Diversity policy
- All users have access to information
- Increase in the number of Court of Protection hearings

Priority Actions for 2007-08

Note: The OSPT and the CFO will merge on 1 April 2007

- Evaluation of Customer Satisfaction Surveys on Outreach Project
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Evaluation of Customer Satisfaction Surveys on Children's Investment Review
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Identification of Staff Top 10 Issues and regular surveys to measure progress in addressing them
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Implement actions identified at senior staff conference that staff raised as concerns
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Review of all leaflets to reflect major policy changes in CFO operations
Lead Responsibility: Head of Court Funds Office. When: 2007-08

Impact assess:

- Regular review of Children's Investment Awards
Lead Responsibility: Head of Court Funds Office. When: 2007-08

- Payment of Awards to all beneficiaries function
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Review of Court of Protection Client Accounts
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Outreach Programme
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Leaflets/Statements and Booklets
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Opening Hours
Lead Responsibility: Head of Court Funds Office. When: 2007-08
- Unclaimed Balances/Remedial Work
Lead Responsibility: Head of Court Funds Office. When: 2007-08

e-Delivery Group

Directorate/Division: e-Delivery Group

Function:

- To provide IT services that offer value for money and deliver IT-enabled business change for customers and stakeholders across the Department and the wider Criminal Justice System

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (except when using procurement)

- Modernising the criminal justice system through the implementation of IT systems e.g. LIBRA<Xhibit
- Delivering IT solutions for new Tribunals Service
- Supporting HMCS and DCA in development of IT requirements and delivery of IT-enabled projects e.g. Mental Capacity IT, single HR system and judicial database
- Provision of online forms and possession claims online
- Prison video links
- Vulnerable and Intimidated Witnesses Project
- Support the DISC Programme in transition of IT services from our incumbent to new DISC providers
- Ensure Diversity Impact Assessments are carried out for all IT Projects

Desired/Planned Outcomes:

- Benefits and outcomes and their assessment are the responsibility of the Business
- Seek to widen supplier base; providing access to services
- Deliver effective IT Systems

Actions Taken:

- eDG have assisted the Business in providing the following:
 - ARIA (Appeal Records for Immigration and Asylum) implemented in April 2005
 - Implementation of more online facilities for witnesses and defendants
 - Data recording systems introduced for Immigration and Asylum

Priority Actions for 2007-08

- Monitoring Supplier Base (through use of the Office of Government Commerce's Catalyst)
Lead Responsibility: Head of eDG. When: April 2007

Finance**Directorate/Division: Corporate Finance**

Function:

Relevance to Race Equality: Low (purely financial, little bearing on race equality)

- To manage the Corporate Finance Function
- To deliver operational corporate finance services
- To promulgate and deliver financial strategy including medium-term planning
- To deliver corporate finance services including e-Delivery and HRD

Directorate/Division: Internal Audit

Function:

Relevance to Race Equality: Low (purely concerned with audit of systems and procedures)

- To deliver internal audit services to:
 - DCA central and Associated Offices
 - HMCS
 - Tribunals Service
 - Office of the Public Guardian
 - Judicial Appointments Commission
 - Scotland Office
 - Wales Office
- Internal audit services focus on providing direct assistance to senior management to improve the organisation's risk management, control and governance arrangements
- To promote anti-fraud policy, culture and investigation capacity

Directorate/Division: Commercial Group

Function: Procurement Division

- To procure a range of goods and services for DCA e.g. IT, Security, General Tenders for Services

Key Priorities, Policies/Services:

Relevance to Race Equality: Medium/High

- Provide National Framework contracts
- Support tendering processes

Policies:

- Procurement policy
- Tendering procedures
- Guidance on terms of contracts

Desired/Planned Outcomes:

- Equality and Diversity included in contracts where relevant to promoting race equality
- Increase in the range of suppliers from all groups

Actions Taken:

- Guidance provided on including Equality and Diversity in contracts

Function: Provision of Security and Safety Framework for DCA e.g. criminal/security record checks

Key Priorities, Policies/Services:

Relevance to Race Equality: Medium

- Security Policy and Procedures e.g. criminal/ security record checks

Actions Taken:

- Training

Impact assessments:

- Criminal record checks policy

Priority Actions for 2007-08

Commercial Group - Procurement Division

- Monitor supplier profile and delivery of Equality and Diversity in contracts
Lead Responsibility: Head of Procurement Division. When: 2007-08

Office for Judicial Complaints**Directorate/Division: Office for Judicial Complaints**

Function:

- To support the Lord Chancellor and the Lord Chief Justice in their joint responsibility for the system of judicial complaints and discipline under the Act and the Regulations

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Developing customer service strategy
- Review of processes
- Questionnaire to users to identify client base

Desired/Planned Outcomes:

- Customers have confidence in the judicial complaints process

Actions Taken:

- Equality and Race Relations User Group formed
- Diversity Action Plan developed
- Questionnaire sent to all users to obtain feedback on customer service

Priority Actions for 2007-08

- Evaluate Customer questionnaires and process any follow up actions
Lead Responsibility: Head of OJC. When: 2007-08
- Review all processes to ensure that they meet customer needs
Lead Responsibility: Head of OJC. When: 2007-08
- Set up telephone service to maximise service available for customers
Lead Responsibility: Head of OJC. When: 2007-08

Impact assess:

- Translation Policy
Lead Responsibility: Head of OJC. When: 2007-08

Public Guardianship Office

Directorate/Division: Public Guardianship Office (PGO)

Function:

- To support the Court of Protection in the registration of Enduring Powers of Attorney and in the appointment and supervision of receivers
- To work with the DCA Mental Capacity Act Implementation Team, Department of Health and the Welsh Assembly Government to implement the Mental Capacity Act 2005 which will create new organisations with increased functions to replace the Court of Protection and the Public Guardianship Office

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Appointing/supervising receivers
- Consult on court rules and fees
- Develop and implement new policies and supporting processes for new organisations for registration of lasting powers of attorney and for the appointment and supervision of deputies

- Develop new forms guidance and website for customers

Relevance to Race Equality: Medium/Low

- Develop IT systems to support new processes
- Develop and implement new organisational structure that supports functions of new organisations
- Registering Enduring Powers of Attorney

Desired/Planned Outcomes:

- Improved service delivery with more BME clients using the service
- Increased user satisfaction with Enduring Powers of Attorney and receiver services
- Increased take up by BME users

Actions Taken:

- Research project to find out about diverse needs of current and future clients – led to wider working with community groups and promotional work
- Established links with community groups e.g. Muslim Council, Jewish Association for the Mentally Ill, African Caribbean Elders Association
- Regular forum meetings held with customers and stakeholders for them to provide feedback – indicated that knowledge about the PGO is increasing in BME communities
- PGO literature translated into six main non-English languages and made available to minority groups
- Conference “Mental Health and Financial Protection in Ethnic and Cultural Minority Communities” to introduce services to national and local minority representative groups – resulted in increased participation in consultation exercises
- Ethnic monitoring of clients – ethnicity and religion of clients recorded on receivership forms and Enduring Powers of Attorney application forms to monitor increases or changes in BME applications (quarterly)
- Guidance to staff on how to deal with customers who use inappropriate language – anecdotal evidence that guidance is helpful, feedback has indicated that staff feel more confident in delivering the service, and some positive feedback from customers via letter
- PGO Equality and Diversity Group held cultural events for staff to raise awareness and promote good race relations – staff/managers reported increased motivation and further requests for similar events

Impact assessments:

- Mental Capacity Act and constitution

Priority Actions for 2007-08

- Ethnic monitoring to continue
Lead Responsibility: Head of Performance and Change. When: Review due in April 2007
- Forums or other means of regular contact/consultation with all groups to continue
Lead Responsibility: Head of Performance and Change. When: Review due in April 2007
- Target publicity at smaller BME groups who are not accessing the service
Lead Responsibility: Head of Performance and Change. When: Review due in April 2007

Impact assess:

- New IT systems
Lead Responsibility: Head of Performance and Change. When: Review due in April 2007

- New organisational structure
Lead Responsibility: Head of Performance and Change. When: Review due in April 2007
- New forms and guidance
Lead Responsibility: Head of Performance and Change. When: Review due in April 2007

Strategy

Directorate/Division: Constitution Directorate

Function: Electoral Policy

- To strengthen people's engagement with democracy and ensure they have confidence in the security of elections

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- To improve voter registration
- To increase capacity for democratic engagement
- Electoral modernisation through electoral administration reforms, e-voting and e-counting pilots
- Implement Electoral Administration Act 2006 and ensure effective implementation for May 2007 elections. Improve conduct of elections, including prisoners' voting rights, photos on ballot papers
- Prepare Government's response to review of political party funding and the Committee Standards in Public Life Review of the Electoral Commission

Desired/Planned Outcomes:

- Increased confidence in the voting process
- Increased Government capacity for democratic engagement
- Choice of voting methods including those that support voting from home and work or do not require attendance at a polling station
- Increased access to voting – particularly through use of languages and mechanisms that support differently abled electors. There will be consultation with community groups and other stakeholders before developing pilots of this measure.

Actions Taken:

- Work with Operation Black Vote and CRE to increase awareness and improve level of voter registration among BME and 18-24 communities
- Supporting project in Milton Keynes working with Ghanaian and Gypsy communities
- Publication of stakeholder reports
- Visits to Turkish, Chinese, Kurdish, Jain, Hindu Forum for Britain, Ethiopian community groups to increase awareness of registration process
- Raising awareness day with Muslim Youth
- Pilots of administrative and electronic voting in 2000-03

- Further programme of pilots in 2006-10 including advance voting, remote voting by internet and telephone and provision of e-voting in supervised environments to support use of different language and access mechanisms
- Raising Awareness Day organised, attended by a group of young Muslims from Muslim Youth Net. This provided them with an insight into how a central government department works, how policies are made and met with the officials. Bridget Prentice took part in group discussion on Muslim youth engagement.
- Focus group meeting between Minister and a group of young Muslims organised. This provided valuable information on why young Muslims are dis-engaged in the democratic process. The group was highlighted to target areas with a high proportion of Bangladeshi and Pakistanis and poorest areas, such as Tower Hamlet, Newham

Impact assessments:

- Electoral Administration Bill

Function: Human Rights

- To provide leadership across Government in promoting compliance with Fundamental Rights Instruments to which the UK is party and to lead policy on Human Rights on behalf of the UK in the EU and the Council of Europe

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Advise on application of Human Rights Act/European Convention on Human Rights in key areas
- Prepare Public Authorities for Commission for Equality and Human Rights
- Promote the development and use of Human Rights strategies by local authorities and education about Human Rights within schools and youth groups

Desired/Planned Outcomes:

- Increased awareness of Human Rights Act following Review of the Implementation of the Act
- Public Authorities include Human Rights principles in policy development and service provision

Actions Taken:

- Undertake Review of Implementation of Human Rights Act

Function: Information Rights Divisions

Relevance to Race Equality: Low

- To provide strategic role, across government, in ensuring proper application of Freedom of Information, Data Protection and Data Sharing policy
- To empower public authorities to undertake and fulfil their obligations to implement Freedom of Information, Data Protection and Data Sharing through skills transfer and education
- To deliver expert services and support to public authorities, National Archives, Information Commissioner and Ministers

Function: Constitution Settlement Division

Relevance to Race Equality: Low

- To manage the relationship between component parts of the constitution, including the Royal Households, the Lord Lieutenants, and the UK-end of the British-Irish Council

Function: European and International Division

Relevance to Race Equality: Low

- To provide strategic oversight of the DCA's EU interests – promoting: constructive participation in the EU in the areas of justice, human rights and information rights; respect for the rule of law and fair and efficient justice systems; and the UK as the place to resolve disputes
- To manage the relationships between the UK Government and the Crown Dependencies
- To promote the UK's role in international legal services

Function: Constitution Programme Office and DCA Honours Unit

Relevance to Race Equality: Low

- To provide business planning, human resource, risk and financial information to enable the Senior Leadership Team to manage the Directorate collectively and plan ahead
- To ensure adequate consideration is given to nominating candidates from the justice and constitutional sectors for Her Majesty's New Year and Birthday Honours

Actions Taken:

- Appointment of Diversity Business Change Manager to advise on diversity issues in policy development and delivery and corporate issues e.g. training and development
- Quarterly staff survey

Directorate/Division: Change Directorate

Function: Mental Capacity Implementation Programme (MCIP)

- Change programme within the DCA to implement the requirements of the Mental Capacity Act 2005 for service users, carers, health and social care practitioners and service providers

(The implementation of the Act is delivered in partnership with the Department of Health who has responsibility for implementing the Independent Mental Capacity Advocate service and the research provisions and the Welsh Assembly Government in relation to Wales)

Key Priorities, Policies/Services:

Relevance to Race Equality: High/Medium

- To implement planned changes to existing secondary legislation affecting Enduring Powers of Attorney, introduce new Lasting Powers of Attorney and regulations regarding the introduction of the new Public Guardian and creation of the Office of the Public Guardian
- Produce statutory Code of Practice provided for in the Act
- Establish a new Court of Protection with a new jurisdiction to deal with decision-making for adults who lack capacity

Desired/Planned Outcomes:

- New court and new statutory office of Public Guardian set up supported by new

regulations, court rules and processes established and communicated

- Increased take up of services by people who lack capacity
- Increased accessibility (e.g. new court sitting in increased locations; better customer service)
- Code of Practice produced and communicated

Actions Taken:

- BME stakeholder event held with the Department of Health in May 2006 to raise awareness of changes and identify issues for BME communities
- BME organisations made aware of public consultations on forms and guidance for Lasting Power of Attorney, draft Code of Practice, Court Rules, and fees for Court and Office of the Public Guardian
- Consultation on draft rules and fees for new Court of Protection sent to BME organisations
- Over 50 BME stakeholder organisations added to MCIP stakeholder database
- Awareness-raising leaflet about the Act produced in nine different languages – though demand variable
- Summary of the Act available on the DCA website in nine different languages
- Information booklets for people who may lack capacity and family carers now available and BME organisations informed of this – translations currently under consideration

Function: Coroners/Burial Units

- To provide an effective coroner service for bereaved people regarding inquests and investigations and to provide guidance and advice to coroners on operational and legislative issues and to the public on matters including memorial safety and maintenance and regulation of burial grounds

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Reform of the coroner system, including leadership of a Coroners Bill
- Current operations including training for coroners, responding to complaints about coroners' decisions, coroners court support services and policy on cremation
- Issuing licences for exhumations and Church of England churchyard closures and providing advice on these matters
- Setting up support groups

Desired/Planned Outcomes:

- An improved satisfaction with the service for bereaved people
- Bereaved people feel able to appeal against decisions made
- Increased involvement of relatives
- Support groups available for bereaved people
- Skilled and fully trained staff

Actions Taken:

- Regular meetings held between Coroners Division, coroners representatives and senior national leaders of faith communities to discuss areas of mutual interest

- Practitioners workshops including faith groups, established to discuss proposals on burial reform
- One faith organisation set up and contributing to investigations
- Portsmouth establish local faith forum
- Equal treatment bench book issued to all coroners
- Funding provided for Coroners office website and guidance manual
- Local support groups for bereaved people established in four areas
- Survey of burial grounds in England and Wales completed
- Had a public consultation on the burial law reform
- New guidance for cemetery managers prepared with assistance of minority faith organisations
- Burial and cemeteries advisory group established with various faith bodies represented

Function: Programme and Project Assurance

- To monitor all major projects, advise Project managers and ensure compliance with legislation

Key Priorities, Policies/Services:

Relevance to Race Equality: Low

- To produce templates to record compliance with legislation
- To verify that all projects and programmes are subject to DIA where appropriate

Directorate/Division: Legal Aid Strategy

Function:

- To provide legal aid strategic procurement policy, to support the operation of the Criminal Courts, protect the rights of defendants and others in legal processes affecting their fundamental rights and to help the vulnerable; and setting up measures to control and manage costs within the legal aid budget

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Reform of criminal legal aid procurement
- Reform of civil and family legal aid procurement
- Strategy for asylum and immigration legal aid
- Criteria given for legal advice and representation
- Advice review and CLS strategy
- Legal aid stakeholder management
- Legal aid management information
- Reduce spend

Desired/Planned Outcomes:

- Improved customer satisfaction
- Reduction in disproportionate spend
- Equal access to defence for all defendants

- Improved approach to advice provision targeted on those at risk of social exclusion
- Improved and transparent mechanisms for stakeholder engagement
- Legal Aid provided through competitive market-based approach where appropriate, and fixed and graduated fees for the rest
- Improved allocation of legal aid
- Increase case output in criminal jurisdictions

Actions Taken:

- Consultative and independent review of legal aid system completed in July 2006 by Lord Carter
- Research report on impact of current arrangements and development of legal aid on BME suppliers and customers completed
- Preliminary impact assessment on likely impact on equality in allocation of legal aid representation

Directorate/Division: Strategy and Communications

Function: Strategy Development and Projects Division

- To carry out projects in support of and guided by Secretary of State's priorities

Key Priorities, Policies/Services:

Relevance to Race Equality: Low

- Develop and co-ordinate the strategies on performance of courts, social exclusion and counter-terrorism

Desired/Planned Outcomes:

- Improved policy, performance and delivery, and better public experience of and confidence in court system

Function: Research Unit

- To provide high quality, timely and relevant research for policy arms

Key Priorities, Policies/Services:

Relevance to Race Equality: Low

- Evaluation of policy pilots
- Improving access to existing data

Desired/Planned Outcomes:

- Improved policy making

Function: Economics and Statistics Division

- To provide high quality, timely and relevant analytical support for policy arms

Key Priorities, Policies/Services:

Relevance to Race Equality: Low

- Legal Aid
- Child Support Agency

Desired/Planned Outcomes:

- Improved policy making

Function: Education Information & Advice (EI&A)

EI&A cuts across all DCA policies and services, providing support, advice, and technical knowledge to policy and service delivery teams. Its function is:

- To work with teams across the DCA family in order to assist the public to be:
 - better equipped to manage their problems earlier and more effectively, leading to prevention of problems, escalation of problems, and for problems to be resolved before they reach court
 - better informed about the way we are governed

Key Priorities, Policies/Services:

Relevance to Race Equality: High/Medium

- Insights on minority ethnic customers to support DCA's diversity impact assessments
- Establish priorities for consumers and how we will improve delivery/communication of services
- Development of an outreach and engagement strategy for the DCA family
- Understanding the needs of different groups of consumers and identifying what this means for the education information and advice they require
- Providing education information and advice that enable customers to manage their problems and resolve their disputes earlier and more effectively, informing and managing the demand for services the DCA provides
- Creating channels through which the DCA can manage these customer relationships and requirements more effectively working closely with other government departments.

Desired/Planned Outcomes:

- Improved communications – increased levels of awareness of knowledge of the public. Enabled citizens to be better informed and better equipped members of society, via the development and piloting of new technologies
- Increased involvement and engagement of wider cross section of the community – including issues of race and ethnicity

Actions Taken:

- BME Toolkit produced on CD Rom to aid development of community profile/information re communication with BME consumers and circulated across DCA and HMCS
- TV pilot-DVD for witness and victims produced and MATV used (community channel for Asian groups in Leicester) presented to senior policy heads across DCA and government departments
- Smart applications – use of digital media to provide customised information on employment tribunals for BME users
- Platform Independent Citizen Communication research is dealing with concept of social exclusion and its effects upon information access and processing for the socially excluded (including BME community). Report and toolkits being prepared
- Early project development and stakeholder management re: Outreach and community engagement – undertook a phase 1 pilot re: community outreach returns and best practice

Function: News

- To provide 24/7 press office service to the Secretary of State, Ministers, department and media

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Media handling advice and analysis, focusing on departmental priorities; development of stories around DCA issues and announcements; rebuttal of inaccurate media reports

Desired/Planned Outcomes:

- Improved awareness of, understanding and engagement with DCA policies and business; improved reputation
- Increased engagement with BME media

Actions Taken:

- Began extension of media net to ensure that specialist media are aware of DCA's policies, issues and announcements

Function: Strategic Communications

- To provide advice to strategy and policy colleagues on how to use marketing and communications to deliver business priorities and objectives

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Identification of strategic communications challenges; development of communications strategies; includes identification and segmentation of audiences, ensuring advice is inclusive

Desired/Planned Outcomes:

- Communications contributes to improved customer focus in DCA policy and operations, and helps increase confidence internally and externally in the department and its services

Actions Taken:

- Designed and ran 1824 campaign (together with policy team and partner organisations outside DCA, e.g. Mayor's office) to encourage voter registration in young, urban, ethnic minority communities. Appointed creative agency to reach target BME audience. Result: positive feedback from Operation Black Vote who were partners in the campaign

Function: Communications Delivery

- To work with strategic communicators and business colleagues/partners to develop and execute communications plans/projects/campaigns which achieve strategic communications objectives and deliver on DCA priorities

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Delivers (in house or through procurement from external suppliers) communications plans/projects/campaigns
- Balances strategic work with demands to communicate with public/ staff/ stakeholders through publication of consultation documents, design and delivery of events/print publications; design and maintenance of the DCA internet

Desired/Planned Outcomes:

- Improved information flows with staff, delivery partners/ stakeholders, customers, public department

Actions Taken:

- Ran 1824 campaign (above)

Function: Internal Communications

- To support the Departmental Management Board (DMB) and DCA HQ colleagues in staff engagement to deliver business objectives
- To deliver key internal communications channels

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Provides strategic internal communications advice; includes support to the board to deliver improved leadership and change communications

Relevance to Race Equality: Medium

- Designs and maintains DCA intranet; writes for, produces and distributes the staff magazine; advises and provides logistical support for regional events and staff forums – including the staff conference

Desired/Planned Outcomes:

See Communications Delivery

Actions Taken:

- Beginning closer targeting of internal communications to staff profiles – e.g. staff magazine survey, and representation at regional staff conferences December 2006

Function: Performance Management Division

- To support Ministers, Permanent Secretary, Ministerial Executive Board (MEB) and DMB in ensuring department is on track to deliver on Ministerial priorities and other commitments
- To offer sponsorship and performance management ensuring delivery against stated PSAs
- To develop policy on inspection and Courts Boards

Key Priorities, Policies/Services:

Relevance to Race Equality: Medium (working through other Directorates to achieve the outcomes and oversee performance)

- Provide guidance and support on consultation
- Developing policy on inspection of courts
- Monitoring performance against DCA's PSAs and negotiating new targets with Her Majesty's Treasury
- Supporting DMB in managing performance of all elements of DCA including agencies and Non-Departmental Public Bodies

Relevance to Race Equality: Low

- Provide secretariat to MEB and DMB
- Sponsoring Courts Boards

Desired/Planned Outcomes:

- Business plans for DCA make clear links to Ministerial priorities and departmental diversity objectives
- Department delivery against stated PSAs and other key objectives tracked effectively
- Plans put in place to address issues to maximise successful delivery
- To enhance public confidence and satisfaction in the delivery of the services DCA provides

Actions Taken:

- Seminar on Diversity issues including race relations – need for staff every six months to raise awareness of diversity issues

Priority Actions for 2007-08

Constitution Directorate – Electoral Policy Division

Monitor and evaluate:

- The conduct of elections
Lead Responsibility: Head of Electoral Policy Division. When: 2007-08
- Open days
Lead Responsibility: Head of Electoral Policy Division. When: 2007-08
- Feedback and analysis from events
Lead Responsibility: Head of Electoral Policy Division. When: 2007-08
- Results of stakeholder reports and subsequent actions
Lead Responsibility: Head of Electoral Policy Division. When: 2007-08

Impact assess:

- Photos on ballot papers - consultation may take place in 2008
Lead Responsibility: Head of Electoral Policy Division. When: 2008
- Electronic voting pilots (e-voting)
Lead Responsibility: Head of Electoral Policy Division. When: 2007-08
- Voter registration policy and process
Lead Responsibility: Head of Electoral Policy Division. When: 2007-08
- Increased access to voting
Lead Responsibility: Head of Electoral Policy Division. When: 2007-08

Constitution Directorate – Human Rights

- Toolkit for public authorities for complete Human Rights Act implementation
Lead Responsibility: Head of Human Rights. When: 2007-08
- Support departments and agencies through briefings, advice and conferences aimed at public authority workers
Lead Responsibility: Head of Human Rights. When: 2007-08
- Initiate wider public communications project to improve public confidence in the Act
Lead Responsibility: Head of Human Rights. When: 2007-08
- Implement Human Rights Publications Strategy for practitioners
Lead Responsibility: Head of Human Rights. When: 2007-08
- Deliver effective programmes on Human Rights education via Impetus and Citizenship Foundation
Lead Responsibility: Head of Human Rights. When: 2007-08

- Provide teachers key resources on Human Rights
Lead Responsibility: Head of Human Rights. When: 2007-08

Change Directorate – Mental Capacity Implementation Programme (MCIP)

Impact assess:

- Implementation of Mental Capacity Act in partnership with Department of Health
Lead Responsibility: Head of MCIP. When: 2007-08

Change Directorate – Coroners’ Unit

- Establish further local support groups and assess usage
Lead Responsibility: Head of Coroners’ Unit. When: 2007-08
- Establish further faith forums
Lead Responsibility: Head of Coroners’ Unit. When: 2007-08
- Monitor satisfaction with access and involvement
Lead Responsibility: Head of Coroners’ Unit. When: 2007-08
- Set up additional faith and support groups
Lead Responsibility: Head of Coroners’ Unit. When: 2007-08

Legal Aid Strategy

- Await completion of consultation on Carter Review and draw up action plan to take actions forward
Lead Responsibility: Head of Legal Aid Strategy. When: 2007-08

Impact assess:

- Legal aid allocations
Lead Responsibility: Head of Legal Aid Strategy. When: 2007-08
- Delivery of post-Carter legal aid reform package based on local consultation on police station boundaries, etc.
Lead Responsibility: Head of Legal Aid Strategy. When: 2007-08

Strategy and Communications – Research Unit

- Evaluate outcomes from Courts And Diversity research
Lead Responsibility: Head of Strategy and Communications. When: 2007-08

Strategy and Communications – Economics and Statistics

- Collect statistics on civil and family cases to inform policy
Lead Responsibility: Head of Strategy and Communications. When: 2007-08

Strategy and Communications – Education Information and Advice (EI&A)

- Monitor success of BME toolkit
Lead Responsibility: Head of Strategy and Communications. When: 2007-08
- Monitor success of DVD for victims and witnesses & MATV pilot work on debt and develop good practice guide regarding use of television as communication medium
Lead Responsibility: Head of Strategy and Communications. When: 2007-08
- Complete and disseminate the Platform Independent Communication project findings and toolkit across the DCA
Lead Responsibility: Head of Strategy and Communications. When: 2007-08
- Advise colleagues to reflect diversity impact assessment in all communications strategies (EI&A)
Lead Responsibility: Head of Strategy and Communications. When: 2007-08

- Develop outreach policy
Lead Responsibility: Head of Strategy and Communications. When: 2007-08

Impact assess (where appropriate):

- Outreach policy
Lead Responsibility: Head of Strategy and Communications. When: 2007-08
- Assist Criminal Justice Delivery Team with DIA for the Victims and Witnesses DVD
Lead Responsibility: Head of Strategy and Communications. When: 2007-08
- Web strategy
Lead Responsibility: Head of Strategy and Communications. When: 2007-08

Strategy and Communications – News and Communications Delivery

- Lead a phased procurement review to establish a framework and practice for delivering high quality and cost effective communications campaigns and products through third parties
Lead Responsibility: Head of Communications Delivery. When: 2007-08
- Develop and deliver a web strategy
Lead Responsibility: Head of Communications Delivery. When: 2007-08
- Monitor nature and frequency of requirement for translation of documents for different audiences, commissioned from Communications Delivery
Lead Responsibility: Head of Communications Delivery. When: 2007-08
- Review press office media network, and planned use of specific media to ensure they are appropriate to the target audience
Lead Responsibility: Head of News. When: 2007-08

Impact assess (where appropriate):

- Procurement review
Lead Responsibility: Head of Communications Delivery. When: 2007-08
- Web strategy
Lead Responsibility: Head of Communications Delivery. When: 2007-08

Strategy and Communications – Performance Management Division

- Provide details of information collected from customers/stakeholders
Lead Responsibility: Head of Strategy and Communications. When: 2007-08
- Feedback and analysis from customers/stakeholders
Lead Responsibility: Head of Strategy and Communications. When: 2007-08
- Provide details of actions subsequent to feedback and analysis
Lead Responsibility: Head of Strategy and Communications. When: 2007-08

Scotland Office

Directorate/Division: Scotland Office

Function: Scotland Office

Relevance to Race Equality: Low

- To ensure that Scotland's interests in relation to reserved areas are known and represented within the UK Government
- To fulfil all requirements in relation to UK Government and Parliament activities concerning Scotland and in relation to constitutional functions under the Scotland Act
- To handle all financial matters in a timely manner and with propriety – including payments to the Scottish Consolidated Fund

Wales Office

Directorate/Division: Wales Office

Function: Wales Office

- To support the Secretary of State in representing Wales in the UK government, representing the UK government in Wales and improving the working of the devolution settlement in Wales

Key Priorities, Policies/Services:

Relevance to Race Equality: Low

- To promote the devolution settlement for Wales
- To promote the interests of Wales in policy formulation by the government
- To promote government policies in Wales
- To consult the National Assembly for Wales on Government legislative programme
- To steer through parliamentary primary and secondary legislation giving specific power to National Assembly for Wales
- To operate financial mechanisms of the constitutional settlement
- To undertake parliamentary business
- To deal with Royal matters

Desired/Planned Outcomes:

- Devolution settlement continues to operate in best interests of Wales
- Effective communication with other Government Departments and assembly to ensure the interests of Wales are fully taken into account

Actions Taken:

- Work group established (ethnic breakdown not known)

Legal and Judicial Services Group (LJSG)

Directorate/Division: Legal and Judicial Services Group

Function:

Relevance to Race Equality: High

- To provide the framework within which the legal and judicial professions are able to resolve people's disputes effectively

Desired/Planned Outcomes:

- A high quality judiciary
- Further increase the diversity of both the judiciary and magistracy
- Increased public confidence in the law making process, judiciary and magistracy

Actions Taken:

- Established a Judicial Appointments Commission to bring independence and transparency to the selection process
- JAC has statutory duty to have regard to the need to encourage diversity in those available for selection
- Provisions in Tribunals Courts and Enforcement Bill to extend eligibility for judicial appointment
- Magistrates Appointments Division funds Operation Black Vote. Magistrates Shadowing Scheme – open to individuals from under-represented groups giving shadows the opportunity to see life as a magistrate
- Judicial Workshadowing Scheme gives individuals insight as to judicial service as a potential career option (responsibility of the Judicial Office from April 2006)
- Set up pilot mentoring Scheme for the Judiciary

Impact assessments:

- Developing and implementing rules authorising magistrates to sit in family and youth courts
- Developed model for improved forecasting of long-term judicial needs
- Consulting on allowing judges to return to legal practice
- Rolling initiative with solicitors firms to promote judicial service

Directorate/Division: Judicial Services and Corporate Diversity

Function:

- To support the constitutional arrangements introduced by the Constitutional Reform Act 2005, including changes to the role of the Lord Chancellor, the LCJ, and the establishment of the Judicial Appointments Commission (JAC); the Judicial Appointments and Conduct Ombudsman (JACO); the Office for Judicial Complaints (OJC); and the Directorate of Judicial Offices (DJO)

- To provide advice, guidance and support on Equality, Diversity and Human Rights issues
- To support Equality Networks (PROUD for BME staff, Network for Caring, Disability Network, Rainbow for gay, lesbian, bisexual and transgendered staff, WIN – women’s network, and the Faith Forum)

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- To support and sponsor the new bodies established under the Constitutional Reform Act 2005. To facilitate their working together to deliver a high quality judiciary and magistracy
- To develop and evaluate policies relating to the judiciary
- To take forward with the LCJ and the JAC the Judicial Diversity Strategy
- To provide a conditions of service, appointments, pay and pensions service to the Judiciary
- To support Advisory Committees, the LCJ and the Lord Chancellor in the appointment of magistrates
- To ensure that Equality, Diversity and Human Rights issues are mainstreamed into policy making and service delivery; to monitor impact assessments
- To deliver Departmental Race, Disability and Gender Equality Schemes; to support and review the implementation of the Action Plans; and to publish revised Schemes every three years
- In conjunction with HRD, to deliver the 10 Point Plan in relation to DCA’s equality and diversity priorities

Desired/Planned Outcomes:

- DCA is compliant with equality, diversity and human rights legislation
- That equality and diversity is integrated into business plans
- Staff equipped to carry out Impact assessments in relation to race equality
- Staff feel supported/ equipped to promote race equality
- Raise awareness of issues of underrepresented groups and feed into policy development

Actions Taken:

- Diversity training available to staff across the Department including HMCS and Tribunals
- Senior Management Briefings with regard to embedding equality and diversity into the business (October/November 2006)
- Full audit of all functions and policies
- Positive Action Training in partnership with Human Resources Directorate
- Supported staff network events
- Race Equality Scheme published for 2006-09
- Disability Equality Scheme published for 2006-09
- Awareness raising events and training on Human Rights

Function: Supreme Court Implementation Programme

Key Priorities, Policies/Services:

Relevance to Race Equality: Low

- To implement the provisions in the Constitutional Reform Act 2005 to establish the Supreme Court for the United Kingdom

Directorate/Division: Legal Services Regulation and Redress Division

Function:

- To provide quality assurance, customer interest and access to legal services

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Legal services reform
- Regulation of legal profession
- Personal Injury compensation reform
- Work with professions to increase diversity in the legal professions

Relevance to Race Equality: Medium

- Support pro bono legal services
- Improve private funding routes for access to justice
- Audit and approval of rules
- Introduce statutory regulations of claims management companies

Desired/Planned Outcomes:

- Public confidence in the legal profession
- All members of the public have confidence in the compensation system
- Customers of legal services have appropriate information
- Increased access to the services from vulnerable groups

Actions Taken:

- Partnership working with Law Society/Bar Council to improve regulation and complaints handling
- Programme on diversity in the legal profession
- Request to legal profession to publish diversity statistics which feeds into judicial diversity programme
- Working group established to consider their views on increasing diversity in legal profession

Impact assessments:

- Legal Services Reform Bill

Directorate/Division: Legal Group

Function:

- To provide legal advice to the Department
- To draft Bills and subordinate legislation
- To instruct Treasury Solicitors
- To maintain the Statute Law Database

Key Priorities, Policies/Services:

Relevance to Race Equality: Low

- Wide range of legal services to the Department, including helping business areas assess Bills, policies and projects for relevance to Equality, Diversity and Human Rights

Priority Actions for 2007-08

- Monitor the results of applications and appointments to the judiciary and magistracy
Lead Responsibility: Head of Judicial Services and Corporate Diversity. When: 2007 and annually
- Monitor the balance of diversity on the bench
Lead Responsibility: Head of Judicial Services and Corporate Diversity. When: 2007 and annually
- Measure the success of the Judicial Workshadowing Scheme
Lead Responsibility: Head of Judicial Services and Corporate Diversity. When: 2007 and annually
- Monitor and evaluation of initiatives to improve access to justice and information
Lead Responsibility: Head of Judicial Services and Corporate Diversity. When: 2007 and annually
- Deliver on the DCA elements of the trilaterally agreed Judicial Diversity Strategy against the Measures of Progress, published on the DCA website. Activity includes:
 - Implementation of decision to allow former salaried judges to return to practice, putting in place whatever safeguards and conditions are decided upon further to the consultation closing December 2006
 - On-going work to encourage more law firms to sign up to 5 Point Plan encouraging solicitors to apply for judicial service, and promoting diversity in the legal profession
 - Implement legislative changes to eligibility for judicial appointment, subject to their successful passage in TCE Bill
 - Roll out more widely, subject to evaluation in March 2007, Judicial Mentoring
 - To agree with Judiciary and JSB a framework for judicial community engagement by Circuit Community Liaison Judges to act in a more structured way
Lead Responsibility: Head of Judicial Services and Corporate Diversity. When: 2007 and annually

Judicial Services and Corporate Diversity:

- One-year review of Race Equality Scheme (RES)
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: December 2007

- One-year review of the Disability Equality Scheme (DES)
Lead Responsibility: Head of Equality, Diversity and Human Rights Division.
When: December 2007
- Publication of Gender Equality Scheme (GES)
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: April 2007
- Diversity Impact Assessment Training
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: 2007
- Awareness raising events for equality schemes
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: 2007
- Continued awareness raising events for Human Rights
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: 2007
- Continued Positive Action Training
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: 2007
- Continued support for Network events
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: 2007
- Evaluate pilot of managers forum
Lead Responsibility: Head of Equality, Diversity and Human Rights Division.
When: December 2007
- Research into talent management for BME staff
Lead Responsibility: Head of Equality, Diversity and Human Rights Division.
When: Ongoing

Impact assess:

- Chaplains Policy (structure and finance)
Lead Responsibility: Head of Equality, Diversity and Human Rights Division.
When: November 2006
- Prayer arrangements policy
Lead Responsibility: Head of Equality, Diversity and Human Rights Division. When: April 2007

Legal Services Regulation and Redress Division:

- Provide information to central and local government on using diversity as a lever when purchasing legal services
Lead Responsibility: Head of Legal Services Regulation and Redress Division.
When: 2007
- Publish report setting out views of working group to consider issue of increasing diversity in the profession
Lead Responsibility: Head of Legal Services Regulation and Redress Division.
When: 2007

Legal Group:

- Help business areas to impact assess bills for relevance to Equality, Diversity and Human Rights
Lead Responsibility: Head of Legal Group. When: 2007

Human Resources Directorate (HRD)

Directorate/Division: Human Resources Directorate

Desired/Planned Outcomes (overall):

- Staff feel supported by the Department
- Staff have confidence in the recruitment and selection process
- Staff have confidence in the performance and appraisal system
- Staff have confidence in promotion and development opportunities
- There is organisational confidence in the selection of potential employees

Directorate/Division: Learning and Development

Function:

- To advise on training strategy and produce training materials and deliver or oversee the delivery of key training

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Training needs analysis
- Design and deliver business skills training
- Design and deliver development skills training
- Review training provision
- Develop and deliver positive action training for black and minority ethnic (BME) managers
- Deliver diversity awareness training for new recruits and existing staff
- Responsible for internal and external mentoring schemes

Policies:

- Training and Development Policy

Desired/Planned Outcomes:

- Training strategy meets needs of organisation
- Equal access to training and development opportunities
- BME staff feel supported
- Increased understanding of diversity and our obligations under diversity legislation
- More BME staff becoming mentors
- Diversity issues are mainstreamed into all training

Actions Taken:

- Two applicants successful in Pathways Scheme
- Students supported through National Mentoring Consortium – a significant increase in number of students participating in the scheme over the past three years and two mentees have subsequently joined the DCA and becomes mentors

- Promotion of Departmental Mentoring Scheme directly targeted at staff from minority groups through corporate staff network communications
- Recruitment and selection course has been actively promoted via staff networks and Director of Diversity has personally written to all those who have declared themselves to be of minority ethnic origin
- Current Equality and Diversity Policy and the corporate staff networks promoted on the Diversity Awareness Course
- Training sessions on the RRAA were run 2002-03 for senior managers to raise awareness of their responsibilities and cascade down to their staff
- Course Directors ensure that training materials are in line with current policies and legislation on an ongoing basis.

Directorate/Division: Senior Staffing and Talent Management Team

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- SCS Pay Strategy 2007
- Future Leaders Scheme
- SCS Recruitment Practice

Desired/Planned Outcomes:

- Equal pay for all groups with comparable job levels and experience
- All staff have access to develop skills to fulfil their senior management responsibilities
- Widen the potential recruitment pool

Actions Taken:

- SCS Recruitment booklet published and statistics collected to determine where candidates learned of the post
- Two further fellows sponsored through Windsor Fellowship Scheme although no evidence that continued sponsorship of the scheme has led to fellows joining the DCA.
- Summer Development Programme for ethnic minority students – the number of students sponsored has risen in the past three years

Impact assessments:

- Future Leaders Scheme

Directorate/Division: Recruitment Strategy

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Ensuring recruitment strategy serves the needs of the business

Desired/Planned Outcomes:

- Ensuring potential applicants from minority groups are encouraged to consider applying for DCA posts

Actions Taken:

- Introducing e-recruitment

- Central budget planned in order to place generic advertisements in minority press linked to DCA website 2006-07

Directorate/Division: HR Strategy and Policy

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Commission employee opinion survey, analyse outcomes and co-ordinate action plan

Desired/Planned Outcomes:

- Better informed decision making
- Strategic action to address key issues identified

Actions Taken:

- Staff Opinion Survey (SOS) Report commissioned annually by external body and analysed by all diversity strands

Directorate/Division: HR Transformation Programme/Business Support Unit

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Establish a single data base including staff in all the component parts of the organisation

Desired/Planned Outcomes:

- Reporting facility that can be used to monitor future progress against targets set as a result of the 10-Point Plan

Actions Taken:

- Workforce Diversity Statistics published annually

Directorate/Division: HR Policy Development Team

Function:

- To develop and maintain HR policies

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Performance Management Scheme for staff below SCS
- Introduce managing organisational change framework and supporting policies and processes
- Introduce corporate terms and conditions policies (e.g. annual leave/notice periods/mobility)
- Review recruitment policy
- Introduce new corporate competence framework
- Introduce well-being at work policies
- CRB checks – guidance and process

Policies/Procedures:

- Recruitment
- Discipline

- Grievance
- Managing Attendance
- Exit interviews procedure
- Retirement
- Redundancy
- Managing Organisational Change Framework
- Probation
- Flexible Working
- Maternity/Paternity
- Special Leave
- Recognition and Reward
- Annual Leave
- Pensions
- Pay
- Performance Management
- Well Being at Work Policies

Desired/Planned Outcomes:

- Staff profiles reflects the economically active population at all levels
- Policies compliant with legal responsibilities
- Decreased number of grievances
- Improved results in staff satisfaction and the PROUD Network survey results
- DCA seen as an employer of choice
- Increased number of BME staff sitting on interview panels

Actions Taken:

- Reports against targets on 10 Point Plan to Diversity Champions Network bi-annually
- Workshops and wider consultation with under-represented groups on new Performance Management System and Competence framework
- Pay and Grading Project aims to recommend common system which can be used across all parts of DCA

Impact assessments:

- Probation policy
- Flexible working guidance
- Managing Attendance policy
- Competence framework
- Managing change
- Performance Management
- Corporate terms and conditions

Directorate/Division: Workplace Support

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Provide support to staff
- Operate the Workplace Support Helpline

Desired/Planned Outcomes:

- Staff feel supported and are provided with appropriate advice and assistance

Actions Taken:

- Equality and Diversity helpline established

Directorate/Division: People Services

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Provide supporting services to assist in ensuring that initiatives are implemented

Desired/Planned Outcomes:

- Staff provided with appropriate guidance

Actions Taken:

- All staff given copy of Equality and Diversity Policy and information on all corporate staff networks

Priority Actions for 2007-08

- Statistics to be reported on exit interviews
Lead Responsibility: HR Policy Development. When: Ongoing
- All statistics need to be reported by region and level so comparisons can be made
Lead Responsibility: Business Support Unit/Shared Services Project. When: Ongoing
- Monitor outcome of the Summer development Scheme for BME students
Lead Responsibility: SCS and Senior Staffing Team. When: 2007-08
- Monitor all training by ethnicity (partly in place – but no IT infrastructure to monitor Magistrates' Courts staff currently)
Lead Responsibility: Learning and Development. When: 2007-08
- Measure the number of BME staff sitting on recruitment panels year on year to see if increased training and advertising via the Networks has had a positive effect
Lead Responsibility: Recruitment Strategy. When: 2007-08
- Measure impact of introducing e-recruitment
Lead Responsibility: Recruitment Strategy. When: 2007-08
- Responsibilities regarding the general and specific duties are included in SCS Leadership Briefings being rolled out by EDHRD
Lead Responsibility: EDHRD. When: 2007-08
- New national strategy being produced will ensure formal measurement is in place to ensure training materials are fit for purpose
Lead Responsibility: Learning and Development. When: 2007-08
- Measure responses from advertisements in minority/all press
Lead Responsibility: Recruitment Strategy. When: 2007-08

- Produce recruitment briefing pack for managers
Lead Responsibility: Recruitment Strategy. When: 2007-08
- Obtain and evaluate feedback from Future Leaders Scheme
Lead Responsibility: Regional Directors. When: 2007-08

Impact assess:

- Any new training products in Learning and Development
Lead Responsibility: Learning and Development. When: 2007-08
- Well being policies
Lead Responsibility: HR Policy Development Team. When: 2007-08
- Recruitment briefing pack for managers
Lead Responsibility: Recruitment Strategy. When: 2007-08
- SCS Recruitment practice
Lead Responsibility: SCS and Talent Management Team. When: 2007-08
- SCS Pay Strategy
Lead Responsibility: SCS Pay Committees. When: 2007-08
- Pay and Grading Project
Lead Responsibility: Pay and Grading Project Team. When: 2007-08

Her Majesty's Courts Service (HMCS)

HMCS Change Programme

Directorate/Division: Change Programme

Function:

- To collect information on key projects and ensuring appropriate governance arrangements exist
- To ensure all HMCS projects and programmes within scope of change programme are properly co-ordinated to deliver the HMCS Business Strategy
- To introduce project/ programme assurance processes for low and medium risk projects in HMCS
- To establish governance arrangements/project structure on behalf of other HMCS Directorates for specific new duties
- To develop 'blue print' and 'roadmap' illustrating for HMCS change activity

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (however, there is a monitoring role to ensure impact assessments are carried out on projects)

- Developing process for collecting information and future monitoring/highlight reporting
- Developing processes for monitoring projects and reporting strategic fit to governance group
- Developing and then introducing project registration and assurance processes for low and medium risk projects
- Ad hoc assistance following DCA best practice when required
- Developing 'blue print' for all of the change activity required to deliver the HMCS business strategy

HMCS Civil, Family and Customer Services

Directorate/Division: Civil and Family

Function:

- To reform and deliver policy and implementation on civil and family justice

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Alternative Dispute Resolution – supporting and promoting ways to resolve disputes as an alternative to formal in hearings
- Mediation – to determine the effectiveness of various forms of mediation

- Relationship breakdown – to improve the outcomes of children where the parental relationship breaks down
- Children’s Care proceedings – to introduce revised methods for improving the care proceedings system
- Children and Adoption Act – improved enforcement of orders on contact
- Domestic Violence – to improve the outcomes on domestic violence cases
- Debt policy – to encourage people to deal with debt proceedings as early as possible

Relevance to Race Equality: Medium

- Housing & Rent Arrears – pre-action protocols to encourage earlier resolution of cases
- Housing advice desks in Courts on possession hearing days
- Single civil and family courts jurisdiction – to simplify the jurisdictional structure and procedures of the Courts
- Developing the unified family service – to provide a co-ordinated approach to the delivery of family justice. Local initiatives to deliver Unified Family Centres are required to complete diversity questionnaires

Relevance to Race Equality: Low

- Revision of Administrations Orders – to provide for swifter payment of debts
- Fees for civil and family courts – to develop a revised system for funding the Courts

Desired/Planned Outcomes:

- Improved confidence in the justice system
- Users have access to relevant information
- Increase in disputes resolved outside the justice system
- Reduced delays in resolving those disputes that need to be decided by the courts
- Unnecessary recourse to the court decreased
- Parents and children feel supported after parental separation
- Increase the proportion of care cases being completed by the courts within 40 weeks
- Reduction in the proportion of repeat applications made to the family courts
- That court users have access to assistance which enables them to resolve housing problems quickly and cost effectively
- Defendants feel supported
- A simpler and clearer civil and family court system, easily accessible to all users

Actions Taken:

- National scheme for low cost mediation services established, supported by a telephone helpline and web site
- Small Claims Mediation Service piloted in Manchester – positive feedback received
- Community-based mediation service pilot set up in South West London
- Resource manual for specialist domestic violence courts produced – inclusion of BME representatives on Local Family Justice Councils promoted
- Pilot on unified court (Barnet) undertaken. Concerns regarding local BME community addressed and further information and leaflets produced. All future unified court initiatives to prioritise DIA because of usefulness in this Barnet evaluation

- Leaflets about Housing Advice Desk Schemes produced in different languages
- Pilot scheme for telephone hearings in interim civil applications carried out. National scheme rolled out in April 2006

Impact assessments:

- Domestic Violence
- Pilot on unified family court

Directorate/Division: Customer Services Directorate

Function:

- To review and develop customer service policy and delivery

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Customer Service Improvement Strategy
- Customer Satisfaction Survey

Relevance to Race Equality: Medium

- Chartermark
- Courts Chaplaincy
- Customer feedback systems to ensure users have effective redress at local level and access for appeal and that feedback can be analysed

Desired/Planned Outcomes:

- Improve the delivery of customer service to users of the courts
- Customer Service Quality Mark for all courts to be measured against
- To improve the public confidence in the customer service provided
- People from all faiths, and none, feel supported
- Analysis of feedback leads to improvements of service

Actions Taken:

- Introduction of Customer Service Standards and Customer Charters
- Chaplaincy introduced in nine courts
- Completed analysis for 2004 showed that of 19,393 complaints logged by HMCS Customers, 17 were about race issues, of which 7 (0.036%) were justified

Impact assessments:

- Customer feedback forms and complaints analysis
- Customer standards
- Chartermark

Priority Actions for 2007-08

Civil and Family:

- Evaluation and analysis of family mediation helpline
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08

- Wider roll-out of small claims mediation service to nine HMCS areas
Lead Responsibility: Head of Civil, Family and Customer Services When: 2007-08
- Evaluation of community-based mediation pilot in South West London
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Results and analysis of evaluation of number of Domestic Violence applications
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Evaluation of Family Help pilot
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Evaluation and analysis of pilots for civil anti-social behaviour co-ordinators
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Launch pilot for 'triage+' housing advice services
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Evaluation and analysis of Case Progression Officer pilot
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Family Court Centre pilots to continue, plus local initiatives to deliver unified family service
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Feedback and actions resulting from HMICA reports
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Implementation of new Domestic Violence rules
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Evaluation and analysis of network of specialist Domestic Violence Courts
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Evaluation and analysis of pilot on integrated Domestic Violence Court
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Feedback and analysis of policy consultation for new Family Procedure Rules
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Feedback and analysis on review of video conferencing equipment and subsequent guidance
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Evaluation and analysis of family court openness
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Evaluation and analysis of separate representation consultation
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Restructuring of HMCS information on website for civil users
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Take forward family telephone helpline pilot
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Care proceedings programme, plus research into care cases
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Revision of civil and family Rules
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Filing and Document Management Programme
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08

- Fees strategy programme
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08

Impact assess:

- Children's Care proceedings programme
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Children and Adoption Act
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Unified family service
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Openness of family courts (transparency)
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08
- Co-habitation (consultation being led by Law Commission)
Lead Responsibility: Head of Civil, Family and Customer Services. When: 2007-08

Customer Services

- Review of Customer satisfaction Survey and analysis of BME responses to ensure customers of different diverse needs do not have lower standard of satisfaction arising from a poorer service
Lead Responsibility: Head of Customer Services. When: 2007-08
- Conduct full analysis of complaints, including those relating to diversity, and compare with previous years results for comparison and action as necessary
Lead Responsibility: Head of Customer Services. When: 2007-08
- Charter Mark standard to be introduced across by way of court form or other collective application and to encourage BME community understanding and participation
Lead Responsibility: Head of Customer Services. When: 2007-08
- Implement HMCS Survey strategy, including engagement with supplier to conduct exit interviews with customers
Lead Responsibility: Head of Customer Services. When: 2007-08
- Develop and implement field toolkit for consulting with local customers
Lead Responsibility: Head of Customer Services. When: 2007-08
- Define HMCS customer satisfaction performance measures and link with new performance measurement system
Lead Responsibility: Head of Customer Services. When: 2007-08
- Courts Statistics e.g. usage of courts not broken down by ethnic origin
Lead Responsibility: Head of Customer Services. When: 2007-08

Impact assess:

- Customer Satisfaction Survey
Lead Responsibility: Head of Customer Services. When: 2007-08

HMCS Communications

Directorate/Division: Communications Directorate

Function:

- To provide communication support and advice which enables the corporate business strategy to be delivered

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Increase awareness and understanding of HMCS among the public, media and stakeholders

Relevance to Race Equality: Low

- Sustain productive relationships with stakeholders and partners
- Support the HMCS Change Programme
- Establish itself as an area for strategic advice, guidance and support for both external and internal communication requirements for HMCS
- Advise ministers and senior managers on corporate matters
- Support policy/ operational colleagues on programme/ project-specific communication needs
- Raise corporate profile and maintain reputation

Desired/Planned Outcomes:

- Clarify and raise awareness of the role HMCS play specifically within the criminal, civil and family justice system
- Raise public awareness to access of information
- Share ease of access to information about HMCS services
- Ensure a joined-up, consistent and coherent approach to communication both internally and externally

Actions Taken:

- New Directorate established in April 2005

Priority Actions for 2007-08

- Monitor level of public awareness using data from Consumer Strategy
Lead Responsibility: Head of HMCS Communications. When: 2007-08

HMCS Crime and Strategy

Directorate/Division: Crime and Strategy Directorate

Function:

- To provide an effective Criminal Justice System through the review, development and implementation of policy, supporting IT and Guidance which supports the Courts and Magistrates and improves and addresses the needs of witnesses, victims, offenders and jurors

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- To ensure that cases are heard with the needs of victims and witnesses paramount and evidence taken in the most suitable manner
- To provide better, targeted support to magistrates' to ensure they effective, respected and connected to the communities they serve
- To implement a range of alternative interventions targeted on the needs of the victim, the offender and the local community
- To deliver sustained improvement in compliance with and the enforcement of court orders
- To improve policies
- To improve all aspects of the juror experience
- To initiate business change and identify, track and ensure the effective realisation of benefits of all investments in all criminal court IT systems

Desired/Planned Outcomes:

- Victims and witnesses have confidence in the Criminal Justice System
- Offenders feel confident that they are treated fairly
- Magistrates feel supported and equipped with the necessary skills to fulfil their responsibilities
- Cases are dealt with in a fair, effective and timely way
- Communities have confidence in the Criminal Justice System
- Communities feel supported on hate crimes

Actions Taken:

- Supporting Magistrates to Provide Justice – White Paper published as a result of consultation with Magistrates and Magistrates Courts users
- Bulk Processing Project consultation paper to improve efficiency of dealing with low level uncontested cases
- Magistrates and Crown Courts Review to address performance across courts completed
- Race for Justice Guidance published
- Sentencing Advisory Panel (appointment of members)
- Deportation Policy and Guidance
- National Strategies on Stakeholder and Community Engagement and Communications developed, including letters and newsletters to stakeholders, visits to local centre for asylum seekers, established links with Community Cohesion Officers and Police Race Relations Officers, Community Justice Change Manager leads on confidence and

diversity at Local Criminal Justice Group, support for victims of race hate crime and anti-racism activities for young people in the community, presentations at Community BME events. This has resulted in closer links with BME community and Yemeni Community in particular. Victims of race hate crimes use Liverpool Community Justice Centre to report hate crimes and seek support in moving home. Consultation highly successful as courts are regularly informed about concerns of its community enabling them to problem solve

- Problem solving courts policy on drug related crime
- Revised oath taking in Crown and Magistrates Courts
- Piloted DVD in different languages to all witnesses prior to them attending court to give evidence
- Guidance on information provision to witnesses at court published
- Witness liaison Officers introduced in all Magistrates Courts
- Area Witness Champions introduced to all HMCS areas. The consultation took place with 'Witness Improved Services Programme' working groups and policy was considered to be fair to all different groups of witnesses
- Publication of 'Every Witness Matters' Handbook Guidance for staff who deal with witnesses in the courts. Full consultation with relevant groups and feedback fed into the final handbook
- Development of information leaflets for witnesses. Full consultation with relevant groups and changes made to leaflets as a result of feedback
- Developed new DVD for jurors including Welsh language version
- Problem Solving Courts Policy on Domestic Violence (working in partnership with Home Office)
- Problem Solving Courts Policy on ASB and ASN Responses Courts

Priority Actions for 2007-08

- Feedback and outcome of Bulk Processing Project
Lead Responsibility: Head of Crime & Strategy. When: 2007-08
- Monitor impact of Police to Court TV link
Lead Responsibility: Head of Innovations Division. When: 2007-08
- Set up and evaluate 'Next Day Justice' pilots proposed 2007-08
Lead Responsibility: Deputy Director CJ Improvements. When: 2007-08
- Evaluate Magistrates Streamlining pilots and implement nationally
Lead Responsibility: Deputy Director CJ Improvements. When: 2007-08
- Draft Crown Court best practice model, test, evaluate and implement nationally
Lead Responsibility: Director CJ Improvements. When: 2007-08
- Feedback and evaluation on Race for Justice Guidance
Lead Responsibility: Diversity Contact Manager. When: 2007-08
- Dedicated Drug Court project
Lead Responsibility: Head of DDC branch. When: 2007-08
- Evaluate feedback from Chartermark Questionnaires and independent assessor on Sentencing Advisory Panel and identify future actions
Lead Responsibility: Head of Criminal Business Branch 1. When 2007-08

- Obtain customer feedback with revised oath taking in Crown and Magistrates Courts
Lead Responsibility: Head of Victim and Witness Branch. When 2007-08
- Evaluate and analyse results of piloted DVD in different languages to all witnesses prior to them attending court to give evidence
Lead Responsibility: Head of Victim and Witness Branch. When: 2007-08
- Evaluate and analyse customer feedback on guidance on Information Provision to Witnesses at Court published
Lead Responsibility: Head of Victim and Witness Branch. When: 2007-08
- Evaluate and analyse customer feedback on introduction of Witness Liaison Officers in all Magistrates Courts
Lead Responsibility: Head of Victim and Witness Branch. When: 2007-08

Impact assess:

- Information leaflets for witnesses
Lead Responsibility: Head of Victim and Witness Branch. When: 2007-08
- Dedicated Drug Court project
Lead Responsibility: Head of DDC Branch. When: initial DIA by January 2007, full DIA by July 2007

HMCS Estates

Directorate/Division: Estates Directorate

Function:

- To produce and manage Estates strategy, ensuring all courts are accessible and are compliant with legislation

Key Priorities, Policies/Services:

Relevance to Race Equality: High (Procurement of services for people – widening supplier base)

- Monitor, report, challenge and support maintenance HMCS estates
- Deliver the Decency Agency in concert with HMPS (Prison) and NOMS
- Ensure Court buildings are fit for purpose
- Letting and managing (overseeing) the agents contracts for Estates maintenance
- Produce guidelines on court design

Relevance to Race Equality: Low

- Implement and monitor Health and Safety policy

Desired/Planned Outcomes:

- Improved satisfaction levels from victims, witnesses and jurors
- Increased court user satisfaction rates
- Contracts are let in accordance with Equality and Diversity policy

Priority Actions for 2007-08

- Review Procedures to ensure compliance with European Union Contract Regulations and OGC Policy Guidelines which govern Equality and Diversity Policy in contract matters
Lead Responsibility: HMCS Departmental Quantity Surveyor. When: April 2007

HMCS Resources

Directorate/Division: Resources Directorate

Function: Management accounts

- To provide the HMCS Board, the DCA and other central government departments with accurate and timely financial information during the current financial and planning year
- To provide support to Regional Heads of finance on policy and budgetary issues and in preparation of regional in-year accounts

Function: Financial Accounting

- To produce external financial reporting to lay before parliament and for public information
- To provide support to HMCS Estates on accounting treatment of business cases

Function: Corporate Governance

- To provide assistance, advice and guidance to management on organising and managing the DCA

Function: Strategy and Planning

- To provide Business Planning in the mean term to medium term for HMCS
- To provide strategic framework and financial analysis for business with HMCS Directorate
- To produce CSR submission, medium financial term planning, efficiency and other associated business projects

Key Priorities, Policies/Services:

Relevance to Race Equality: Low (purely financial, little bearing on race equality)

- Develop financial systems management of capital expenditure

HMCS Regions

Directorate/Division: HMCS Regions

Function (overall):

The following apply to all the regions which HMCS covers:

- To provide access to justice to all citizens according to their different needs whether victims of crime, defendants accused of crimes, consumers in debt, children in need of care or business people in commercial disputes

- To provide remedies for injustices suffered and provide alternative ways of resolving disputes

Key Priorities, Policies/Services (overall):

Relevance to Race Equality: High

- All policies are set centrally which courts are required to implement as part of court business
- All Areas are required to have a race equality action plan which sets out how they are/ will meet the duties under the RRAA 2000

Desired/Planned Outcomes (overall):

- Public have improved trust and confidence in the Criminal Justice System
- Improved services and value for public money
- Court users/ potential users have access to information on the courts
- Vulnerable users feel protected
- Staff are confident and competent to deliver services to a diverse community

Actions Taken:

See below for initiatives/practices within each region of HMCS

Directorate/Division: London Region

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Developing race equality initiatives to improve customer service
- Administering survey to ascertain levels of satisfaction with and confidence in the system
- Raising knowledge and awareness that different minority ethnic groups have of HMCS London Region and its functions
- Handling of complaints
- Providing an effective service to customers who attend court

Civil Appeals:

- Digital audio recording of proceedings in the Court of Appeal (Civil Division)
- Electronic filing of appellants notices and on line payment
- Public access terminals to Court of Appeal (Civil Division) website

Actions Taken:

- Majority of courts are involved in visits to local schools and colleges; they also participate in work experience and work placement schemes
- All but five courts now have at least one court officer trained in carrying out Diversity Impact assessments
- More than 70% of courts have a permanent prayer room; of the remainder most are able to make a room available on request
- All London Courts are working towards Charter Mark accreditation the criteria includes improvement in customer information and services and face-to-face engagement with local communities

- Open days held to raise awareness of justice system as follows:
 - Southwark Crown Court 2003 – 300 visitors
2006 – 600 visitors
 - Central Criminal Court
2006 - had stand at Southwark Crown Court open day
 - Croydon Crown Court
2002 and 2006
 - Wood Green Crown Court 2004
- Haringey Magistrates Court – outreach through Operation Black Vote
- Inner London FPC – Justices Community Link project, visiting schools, colleges, local authorities
- Inner London Sessions – ethnic minority liaison judge, Deputy Court Manager and Customer Service Officer discussed issues with inmates at Brixton Prison
- High Court Group, RCJ – links developed with the London Civil Forum (focus on young people and those from BME communities)
- Regional Diversity Manager appointed
- Regional Race Action Plan developed
- Electronic Filing System established October 2006
- Customer access to Civil Appeals website established September 2006

Priority Actions for 2007-08

Note: London Region has developed a Regional Race Action Plan – some of the key priorities are listed below. For full details of all the action points, please contact Louise Chambers at Louise.Chambers@dca.gsi.gov.uk

- Feedback and evaluation on outreach work and work placements
Lead Responsibility: Regional Director. When: 2007-08
- Training in DIAs for remaining 5 courts (September 2006)
Lead Responsibility: Regional Director. When: 2007-08
- Lack of resources for all courts to run open days – RDM to work with Area Directors to agree most effective means of achieving this
Lead Responsibility: Regional Director. When: 2007-08
- More extensive outreach work – RDM to work with regional and area directors on outreach strategy
Lead Responsibility: Regional Director. When: 2007-08
- Lack of ethnicity data in relation to defendants charged with indictable and ‘either way’ offences (Performance data re S95 of Criminal Justice Act 1991) – RDM to work with Performance Unit, regional IT business partner and Metropolitan Police to improve quality of information
Lead Responsibility: Regional Director. When: 2007-08
- Evaluate success of open days and feedback on Justice System
Lead Responsibility: Regional Director. When: 2007-08

Civil Appeals

- Evaluation of systems
Lead Responsibility: Regional Director. When: 2007-08

- Check results of consultation
Lead Responsibility: Regional Director. When: 2007-08
- Analyse statistics on successful appeals for BME groups compared to white groups
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Digital Audio Recording
- Electronic Filing System
- Access to website

Directorate/Division: Midlands Region

Key Priorities, Policies/Services:

Relevance to Race Equality: High

Actions Taken:

- Regional Race Action Plan developed

Derbyshire

- Communication and strategy policy
- National and area service delivery standards
- Improve the quality and accuracy of the information the public receives about the Criminal Justice System to demonstrate why the public can have confidence
- Improve levels of CJS staff confidence and understanding of their own agency and the wider CJS. Ensure staff display positive behaviour and attitude to victims and witnesses, the general public and other agency staff
- Secure positive engagement with local communities and use consultation to incorporate their contributions to shape priority actions
- Customer Service Strategy and Plan

Actions Taken:

- Customer Service Strategy developed
- Review of services already offered on public advice and levels of correct sign-posting
- Review of information provided at public counters
- Communication Strategy developed
- Links forged with stakeholder and partner agencies e.g. HMCS representation at BME cluster event within Derbyshire which has identified useful contacts for communicating with diverse groups and has helped to raise court profile; links developed with Derby Millennium Network (BME Group)
- Customer Service Training including diversity delivered to frontline staff
- Derbyshire Diversity Steering Group established to provide central point to discuss and co-ordinate diversity work and feed into the regional group
- Successful launch of victims code of practice resulting in better service to all diverse court users
- Publication of trend analysis reports has led to better publication of lessons learned for public helping to increase confidence in the system

- Joint Local Criminal Justice Board event on citizenship and Magistrates in the Community events has helped forge links with local schools and colleges and raised HMCS profile
- Ad Hoc Magistrates Shadowing schemes (national) to help improve diverse representation within magistrates appointments reflecting society make up
- Open days conducted bi-yearly in the south of the county, including participation of local schools through mock trials competition has helped to reduce 'fear factor' of attending court and has helped to raise HMCS profile

Lincolnshire

Actions Taken:

- Membership of two sub groups of Lincolnshire Criminal Justice Board: Community Engagement and Diversity Group; and Staff Engagement and Diversity Group
- Working party set up to consider future actions on race equality
- Joined up working with police on Positive Action awareness raising events in order to promote career opportunities in the CJS
- Statistics collected for Magistrates' Courts on use of Holy Books, use of interpreters and use of language line to obtain information on diverse customer base

Northamptonshire

Actions Taken:

- Balloon Festival event contributed to raised levels of understanding of the CJS within the community. This success has led to presence of LCJB at the Balloon Festival this year. The result of this has been a steady improvement in public confidence levels, i.e. 10% increase since December 2004
- Extended information service implemented following suggestions/ comments cards which was taken forward by Customer Service Group resulting in better access to court services for all court users
- Review of services to victims and witnesses in partnership with HMICA. Waiting time for witnesses was reduced. Witness and Diversity champions fully involved in ensuring all aspects of the review are implemented. HMICA praised the area for progress made and for focusing on diversity as a mainstream aspect of the business
- Magistrates in the Community – recruitment material makes clear that magistracy is open to whole of the community
- Promotion of mediation scheme to staff public and judiciary (national initiative) during mediation week 2005 – pilot scheme in process of development and backed by University and local practitioners
- National Outreach Forum set up, membership of regional equality and diversity steering group, member of LCJB equality and diversity groups and local community equality and diversity network which has led to increased awareness of diversity issues in the area
- Joined up working with LCJB and Independent Advisory Group (ethnically diverse groups from the community with linkages to hard to reach groups)

Impact assessments:

- Extended information service

Nottinghamshire

Actions Taken:

- Customer groups/ community profile identified to raise court awareness of local neighbourhoods and structure outreach to match profile

- Gap areas identified through communication strategy and remedial action taken to address specific needs
- Courts standards visits – service delivery mechanisms tested and improvement areas identified
- Positive action identified to encourage greater representation from BME communities e.g. promotion of Black History season to encourage wider representation from BME groups. With recent spate of gang crime in Nottingham, localised events held to positively promote people from whose cultural heritage lies within BME community as ambassadors for other BME communities – also working with community engagement specialist to improve outreach
- Visits to the Pakistani community centre for direct discussions, visits to the St Ann's community centre and return visits from community support workers to look at community outreach and interaction, consultation with BME figureheads and community specialists

Impact assessments:

- Community engagement strategy

Staffordshire

Actions Taken:

- Area Diversity Officer appointed to raise profile of diversity agenda
- Mystery shopper exercises to monitor standards
- Victims and witnesses action plan implemented. HMICA recognised it has improved its service

Impact assessments:

- Communication strategy
- Consultation strategy
- Customer service policy
- Information strategy
- Develop specialist family court

West Mercia

Actions Taken:

- Community engagement plan developed. Examples:
 - Mock trials and open days
 - Local justice week in partnership with LCJB 2004
 - Magistrates in the community

This has resulted in a better understanding of the justice system and improved liaison with the community

- Protocol for interpreters developed to ensure all races are supported in court
- Racial Harassment Hotline established (2002) in partnership with the police (monitored by the police)
- Diversity Strategy Committee established – interagency black staff group raised staff awareness of race equality issues

- Race Forum (MCC) – multi agency group dealing with race equality – needs analysis and provision of information e.g. presentation on traveller issues relevant to the area

Impact assessments:

- Community engagement plan

Priority Actions for 2007-08

Note: Midlands Region has developed a Regional Race Action Plan – some of the key priorities are listed below. For full details of all the action points, please contact Lou Titterton at Lou.Titterton2@hmcourts-service.gsi.gov.uk

Derbyshire and Nottinghamshire

- Evaluate success of Black History Season initiatives
Lead Responsibility: Regional Director. When: 2007-08
- Implement improvement areas identified through courts standards visits
Lead Responsibility: Regional Director. When: 2007-08
- Open day planned for North of County
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Customer service plan
Lead Responsibility: Regional Director. When: 2007-08
- Local standards
Lead Responsibility: Regional Director. When: 2007-08
- Review of court opening hours
Lead Responsibility: Regional Director. When: 2007-08

Leicestershire, Lincolnshire and Northamptonshire

- Extend statistics to cover crown and county courts
Lead Responsibility: Regional Director. When: 2007-08
- Feedback and evaluation from LCJB study on BME defendants tracked from arrest to sentence to discover if there are any race issues
Lead Responsibility: Regional Director. When: 2007-08
- Develop strategy for community engagement
Lead Responsibility: Regional Director. When: 2007-08
- Feedback from court users on extended information service not broken down by ethnicity
Lead Responsibility: Regional Director. When: 2007-08
- Use IAG to further inform on impact of policies/practices and areas for improvement
Lead Responsibility: Regional Director. When: 2007-08
- Evaluate pilot on mediation scheme
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Mediation pilot and implementation
Lead Responsibility: Regional Director. When: 2007-08

Staffordshire and West Mercia

- Completion of Family work consultation paper and take actions resulting from the paper
Lead Responsibility: Regional Director. When: 2007-08

- Inside Justice week planned for Nov 2006
Lead Responsibility: Regional Director. When: 2007-08
- Evaluation of surveys
Lead Responsibility: Regional Director. When: 2007-08
- Develop community involvement strategy
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Protocol to support victims code of practice
Lead Responsibility: Regional Director. When: 2007-08
- Victims/ witnesses improvement plan
Lead Responsibility: Regional Director. When: 2007-08
- Community Involvement Strategy

Directorate/Division: North East Region

Actions Taken:

- Leeds – Chaplain scheme – improved customer service
- West Yorkshire and Durham – translated forms into different languages
- West Yorkshire implemented an initiative for non English speaking court users
- Northumbria participated in the Business Ambassadors scheme demonstrating support to the community
- Durham issues a stamp out racism card to all staff
- Durham joint training with LCJB – feedback demonstrated that staff had better understanding of equality
- Outreach work across all areas
- Durham – Independent Advisory Group enables direct contact with minority groups with all CJS partners – feedback demonstrates improved links with minority communities
- Durham – case progression conference resulting in action plan – LCJB to monitor results
- All areas participated in open days – feedback demonstrates improved links and confidence data
- Scheduled meetings with witness support – issues identified at earlier stage resulting in reduced number of complaints from witnesses
- Creation of sensitive case courts – feedback including LCJB demonstrates improved and speedier service
- Staff LCJB participated in Dragon Boat Race organised by Sheffield Chinese Community – help forge better links with minority ethnic communities
- Magistrates recruitment event targeted at BME community (2005) to encourage more applications from minority groups – resulted in forging links with local businesses who are willing to display promotional material
- South Yorkshire – ‘Who’s living on my patch?’ – pilot information pack providing profiles on BME communities living and working in the area together with information on housing, employment education, employment, unemployment, religious details and support for local communities – issued to Court Customer Service managers to help raise awareness
- Attended ‘Working for the Community Fair’ organised with Sheffield and Sheffield Hallam

Universities to raise profile of HMCS and reach out to minority ethnic students – interest expressed in HMCS as an equal opportunities employer

- Work experience placements offered at all court sites to pupils from multi-racial schools in co-ordination with Business and Education South Yorkshire – feedback demonstrates that students had a better understanding of how the courts work
- Visits to observe court sessions arranged for minority and vulnerable groups – feedback suggests that these events help to promote greater confidence in the Criminal Justice System
- Magistrates give presentations to community organisations including multi-racial schools, colleges, universities, employers and adult community groups e.g. Rotherham Unity Centre to promote awareness and understanding of CJS and role of magistrates
- Court Managers conduct mock interviews for students at a multi-cultural Sheffield School – feedback demonstrated that this had been useful and helped forge useful link to the local community
- Multi-faith Courts Chaplain appointed to support people of all faiths and beliefs
- Doncaster Magistrates Court – ‘Prison! Me? No way!’ – initiative to reduce crime – Court room provided for police and prison officers to enact for young offenders the reality of prison life
- Sheffield Combined Court – manager attended multi-cultural school (50% from minority ethnic background) for ‘What’s my line?’ event to help pupils gain insight into court procedure and opportunities open to them
- Information leaflets available in different languages at all court sites
- National interpreters helpline is available at court sites – has facilitated contact with the customer e.g. 3 way telephone conversation between staff, customer and interpreter

Impact assessments:

- West Yorkshire Race Issues Group formed focus group made up of volunteers from BME community who critically evaluate CJS agency policies

Priority Actions for 2007-08

- Evaluate South Yorkshire pilot and consider extending to other areas
Lead Responsibility: Regional Director. When: 2007-08
- Evaluate feedback from magistrates presentations
Lead Responsibility: Regional Director. When: 2007-08
- Contact community leaders using courts chaplaincy to pave way to advertising jobs in minority ethnic community
Lead Responsibility: Regional Director. When: 2007-08
- Monitor results of community initiatives
Lead Responsibility: Regional Director. When: 2007-08

Directorate/Division: North West Region

Key Priorities, Policies/Services:

Relevance to Race Equality: High

Cumbria

- Restructure of area administration to include Lancashire

- Information Strategy
- Charter Mark strategy
- Victim's Code of Practice
- Changes to Remand Court Sitting Venues
- Community Engagement Strategy
- Cumbria Area Estates Strategy (HMCS Estates take lead)
- Cumbria Learning and Development (HRD take lead)
- Cumbria Internal Communication Strategy (HMCS Communications take lead)

Actions Taken:

- Customer consultation strategy developed with other areas in the region – each area has toolkit to help conduct consultation with customers and provide consistency when consulting local communities about service delivery
- Improvement of facilities for victims and witnesses – witness liaison officers trained leading to improved working relationship between court staff and victim support/witness services. More information available to witnesses
- Engagement with local communities via membership of LCJB e.g. activities during Inside Justice Week. As a result Cumbria has the highest confidence rates in England and Wales
- Participation in BME survey in Cumbria to understand views of BME communities within the area and identify potential consultees for further projects. The survey was unsuccessful as questions were not properly targeted to address the issues. Use of literature in other languages was found to be an issue for courts
- Quarterly newsletter for all staff, judiciary and magistracy produced which includes equality and diversity news. Feedback has been positive and it was commended by HMICA

Key Priorities, Policies/Services:

Relevance to Race Equality: High

Greater Manchester

- Charter Mark Strategy
- Consultation Strategy
- Communications Strategy (internal and external)
- Flexible Working Hours
- Community Engagement Strategy

Actions Taken:

- Courts actively seek work experience students from BME backgrounds. But schools are hesitant to avail themselves of facilities
- Representatives from the area attend 'Challenging Stereotypes and Widening Horizons' event at Islamic Schools to raise awareness and foster good relations with minority ethnic groups
- Improved facilities for victims and witnesses. Witness Champion & WLO network established. Surveys undertaken on facilities and treatment

- Outreach work has been undertaken with local communities – which has included visit to mosques. The Area participated in an LCJB staff event intended to raise awareness of communities within GM
- Contact has been established with a member of the Jewish community with a view to providing awareness training to staff
- GM was involved in the piloting of the new HMCS customer survey which involves conducting exit surveys for court users
- Multi-faith calendars have been purchased for all courts and offices within GM
- A new Flexible working scheme has been introduced following consultation with all staff and the Trade Union
- A number of Magistrates' in the Community events have been held across the Area. The Area also hosted the National Mock Trial competition
- Local magistrates have been involved in Operation Black Vote which is aimed at attempting to increase magistrates from BME Groups
- The EFQM Framework with diversity aspect (national input) was used to inform 2006-07 Business Plan

Key Priorities, Policies/Services:

Relevance to Race Equality: High

Lancashire

- Restructure of area administration to include Cumbria
- Lancashire Customer Service Policy
- Lancashire Customer Consultation Strategy
- NW 'Pathfinder' for the National Enforcement Service
- Charter Mark Strategy
- Prioritising the needs of Children, Victims and Witnesses
- Lancashire Flexible Working Hours agreement
- Merger of Magistrates Benches in SW Lancashire
- Investors in People
- LCJB Lancashire Delivery Plan
- Community Engagement Strategy
- Lancashire Area Estates Strategy (HMCS Estates take lead)
- Lancashire Learning and Development (HRD take lead)
- Lancashire Communication Strategy (HMCS Communications take lead)

Actions Taken:

- Customer Service Area Policy was developed together with customers and stakeholders. As a result staff and the public are aware of policy and standards of service
- Exit surveys taking place in all courts – consultation undertaken for witness care in Lancashire with partner agencies. Witness Liaison officers developed jointly by Lancashire and the witness service. As a result there is consistency when consulting local communities about service delivery

- Lancashire Diversity and Equality Network established – court facilities and the service provided have been assessed and users consulted. This has resulted in staff developing a better understanding of their local communities
- Local protocol developed in consultation with other agencies regarding facilities for children, victims and witnesses – Witness Liaison Officers trained. Results have been: greater comfort provided for witnesses and children; improvement to working relationship between court staff and victim support/witness service; more information available to witnesses
- Outreach work with local communities e.g. visits to Mosques, schools temples to explain business. Feedback was provided to Diversity and Equality steering group – awareness about different cultures improved and confidence in Justice System increased
- Work with LCJB to increase confidence, provide equality of opportunity and eliminate discrimination e.g. participation in open days, melas, faith forums
- New Flexible Working Hours contract introduced in consultation with managers staff and TUS
- Community Survey conducted

Impact assessments:

- Merger of Magistrates Benches
- Flexible Working Hours contract

Key Priorities, Policies/Services:

Relevance to Race Equality: High

Merseyside

- Flexible Working Hours Scheme
- Developing multi-agency Race/ Faith Hate Crime Strategy Introduction of Prayer mats at all sites
- Outlook programme mentoring BME/ Disabled students

Actions Taken:

- Jointly funded Race Issues Co-ordinator who will drive forward race agenda
- Development of Race/Faith Hate Crime Strategy in partnership with LCJB
- Premium Service of Race/Hate crimes established (September 2006) in consultation with key stakeholders

Priority Actions for 2007-08

Cumbria

- Establish Diversity and Equality Network to provide link with local communities and raise awareness and address issues
Lead Responsibility: Regional Director. When: 2007-08
- Repeat BME survey
Lead Responsibility: Regional Director. When: 2007-08
- Improve availability of literature in other languages - use of interpreter data
Lead Responsibility: Regional Director. When: 2007-08

- Continue to work with LCJB on initiatives to increase confidence, provide equality of opportunity and eliminate discrimination
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Restructuring of administration (October 2006)
Lead Responsibility: Regional Director. When: 2007-08

Greater Manchester

- Establish diversity joint working group
Lead Responsibility: Regional Director. When: 2006-07
- Promote and deliver customer service training
Lead Responsibility: Regional Director. When: 2007-08
- Develop customer service strategy
Lead Responsibility: Regional Director. When: 2006-07
- Develop system to analyse survey results and scrutinise data sources, looking at availability of any other data
Lead Responsibility: Regional Director. When: 2007-08
- Develop community engagement strategy
Lead Responsibility: Regional Director. When: 2007-08
- Set up evaluation system considering outcomes of events
Lead Responsibility: Regional Director. When: 2007-08
- Continue to monitor against HMICA recommendations on victim and witness Action Plan
Lead Responsibility: Regional Director. When: 2007-08
- Set up delivery group tasked with communications (external and internal) and community engagement
Lead Responsibility: Regional Director. When: 2007-08
- Promotion amongst staff of the support networks
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Building of Civil Justice Centre
Lead Responsibility: Regional Director. When: 2007-08
- Diversity and Customer Service Training Strategy
Lead Responsibility: Regional Director. When: 2007-08
- CEO Re-structure
Lead Responsibility: Regional Director. When: 2007-08
- Saturday and Remand Courts
Lead Responsibility: Regional Director. When: 2007-08
- Domestic Violence Court – Manchester
Lead Responsibility: Regional Director. When: 2007-08
- Each aspect of headcount reduction
Lead Responsibility: Regional Director. When: 2007-08
- Wigan co-location
Lead Responsibility: Regional Director. When: 2007-08
- Arrangements around family courts
Lead Responsibility: Regional Director. When: 2007-08

- Local Delivery Plans
Lead Responsibility: Regional Director. When: 2007-08
- IWW Recommendations
Lead Responsibility: Regional Director. When: 2007-08

Lancashire

- Diversity and Equality Network to continue contacting local communities
Lead Responsibility: Regional Director. When: 2007-08
- Continue to develop facilities for children, victims and witnesses – new family centre planned for Preston – awaiting outcome of business case
Lead Responsibility: Regional Director. When: 2007-08
- Feedback and evaluation from events
Lead Responsibility: Regional Director. When: 2007-08
- Action Plan based on results from Community Survey
Lead Responsibility: Regional Director. When: 2007-08
- Improve publicity material for recruitment fairs
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Family Centre
Lead Responsibility: Regional Director. When: 2007-08

Merseyside

- Continued development of Race/Faith Hate Crime Strategy
Lead Responsibility: Regional Director. When: 2007-08

Review use of:

- Mentoring programme
Lead Responsibility: Regional Director. When: 2007-08
- Race/Faith Hate Crime strategy (Nov 2006)
Lead Responsibility: Regional Director. When: 2007-08
- Outcome of review on Race/Hate Crimes
Lead Responsibility: Regional Director. When: 2007-08
- Feedback from open days/recruitment fairs
Lead Responsibility: Regional Director. When: 2007-08
- Take action on results of concerns raised re lack of jurors from BME communities
Lead Responsibility: Regional Director. When: 2007-08
- Evaluate effectiveness of Premium Service of Race/ Hate Crimes
Lead Responsibility: Regional Director. When: 2007-08

Directorate/Division: South East Region

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Regional and Local Estates Policies
- Community Engagement e.g. with LCJB, Family Justice Councils and local users groups
- Customer Service
- Deal sensitively with victims and witnesses
- Recognise rights of defendants

Actions Taken:

- Outreach work with local communities e.g. visits to Mosques, schools temples to explain business. Feedback was provided to Diversity and Equality steering group – awareness about different cultures improved and confidence in Justice System increased
- Work with LCJB to increase confidence, provide equality of opportunity and eliminate discrimination e.g. participation in open days, melas, faith forums
- Named Customer service officers at each site; complaints logged and monitored and trends identified and addressed. The result has been a better service for court users; greater awareness among staff of customer service issues
- Witness liaison officers appointed at each court – strong links with Witness Care Units and Witness Service
- Links with local Domestic Violence Units and groups
- Outreach work with local communities e.g. visits to Mosques, schools temples to explain business. Feedback was provided to Diversity and Equality steering group – awareness about different cultures improved and confidence in Justice System increased
- Work with LCJB to increase confidence, provide equality of opportunity and eliminate discrimination e.g. participation in open days, melas, faith forums
- Introduction of local diversity groups. As a result local policies and practices are better informed and reflect local diversity needs
- Local magistracy involvement in Magistrates in the Community initiative. Result has been that local groups and schools are aware of the role of the magistracy
- Local magistracy involvement in Operation Black Vote Magistrates Shadowing Scheme. This has the potential to increase membership of magistracy from local BME groups
- Area Business Plans published and shared with local stakeholders. This has led to engagement with and greater awareness by local stakeholders of local plans to promote diversity

Bedfordshire

- Membership of Communication and Stakeholders Group – survey commissioned with BME groups to improve communications (funded by Home Office)

Essex

- Variety of open days and conferences

Hertfordshire

- Variety of conferences held to raise profile of court service and engage with local communities

Kent

- Engagement with Community Legal Service Partnerships
- Set up Kent Diversity Review Group to identify potential race issues
- Appointment of Minority Liaison Circuit Judge
- Promotion of court service at county show

Norfolk

- Booklet produced 'Treating People with Respect'

Surrey

- Diversity Lead/ Champion appointed
- Community members of the Courts Boards
- Study into treatment of BME offenders resulted in draft agency action plan
- Variety of open days

Thames Valley

- Meetings with membership of Local Racial Equality Council which led to participation in a Community Ambassadors Leadership Programme
- Open evening for BME groups

Priority Actions for 2007-08

- Analyse feedback from witnesses
Lead Responsibility: Regional Director. When: 2007-08
- Analyse feedback from surveys, attendance at events
Lead Responsibility: Regional Director. When: 2007-08
- Develop action plan resulting from study into treatment of BME offenders
Lead Responsibility: Regional Director. When: 2007-08
- Continue to improve links with Race Equality Councils
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Community Merger of Magistrates Benches

Surrey

- Actions based on study into treatment of BME offenders
Lead Responsibility: Regional Director. When: 2007-08

Directorate/Division: South West Region

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Customers and the Community
- Victims and Witnesses
- Promoting the work of the Networks and their supporting role
- Learn lessons from casework
- Complete the Diversity Excellence Framework for all Areas and Regions

Actions Taken:

- Customer Service Officers appointed, complaints logged and issues addressed. As a result the Region is better at dealing with complaints, service delivery has been improved, and there is a better understanding of the needs and expectations of customers

Devon and Cornwall

- Membership of Diversity Working party and Area Diversity Group; witnesses staggering protocol introduced to better cater for needs of BME witnesses; LCJB part funded two community development worker posts to develop links with local BME communities.

Community engagement has thus helped to identify issues and to increase confidence in the justice system

- 'Welcome to Britain' book distributed to agencies and displayed at open days
- Networks attending meetings. Awareness of their role raised and the support they can provide to Managers
- HR Business Partner engaged in the process of sharing best practice and lessons from casework
- Excellence Framework completed for all areas providing a benchmark from which improvement can be measured

Dorset

- Diversity Group established in partnership with local councils; school visits, mock trials to raise awareness of court service

Gloucestershire

- Events such as Inside Justice Week and open days
- Multi-cultural communications group established

Hampshire and the Isle of Wight

- Court opening times adjusted following customer feedback (Aldershot). The service better suited to customers
- Community engagement project (jointly with LCJB and Crown Prosecution Service) working with schools – workshops to raise awareness of crime and challenge perceptions. This has raised awareness among children with the aim to reduce future crime and promote working within the service

Wiltshire

- HMICA inspection on service to defendants. Positive feedback

Priority Actions for 2007-08

- Feedback from customers
Lead Responsibility: Regional Director. When: 2007-08
- Feedback from witnesses
Lead Responsibility: Regional Director. When: 2007-08
- Examples of actions resulting from diversity groups
Lead Responsibility: Regional Director. When: 2007-08
- Continue to improve engagement/consultation with BME communities
Lead Responsibility: Regional Director. When: 2007-08
- Take forward issues/actions from Diversity Excellence Framework
Lead Responsibility: Regional Director. When: 2007-08
- Equality and Diversity Forum to continue to invite networks to present at quarterly meetings
Lead Responsibility: Regional Director. When: 2007-08
- Senior Managers to champion staff networks
Lead Responsibility: Regional Director. When: 2007-08

Impact assess:

- Centralisation of Family Administration
- New senior management structure
- Warrant Protocol
- Victims and Witnesses Protocol
- Role of Witness care Units
- Flexible working hours
- Witness Staggering Protocol
- Community Penalty Breach Protocol
- Case Progression Officers and Witness Liaison Officers
- Domestic Violence Protocol
- Merger of family teams

Wiltshire

- Produce local leaflets in common languages
Lead Responsibility: Regional Director. When: 2007-08

Directorate/Division: Wales and Cheshire Region

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Complaints
- Dress Code
- Staff Recruitment
- Customer Service initiatives
- Flexible working
- Victim and Witness satisfaction
- Staff Training and Awareness

Actions Taken:

- Diversity Action Plan drafted for Region

Impact assessments:

- Flexible working
- Dress code
- Area Business Plan for Cheshire 2006-07
- Cheshire and North Wales Area Separation
- Proposed Relocation of South Wales Courthouses
- Regional Workforce Restructuring

Cheshire

- Area Diversity Group established

Dyfed Powys

- Race Equality Network established by LCJB with input from HMCS to raise awareness of race issues on the Area in order to assist HMCS and other criminal justice agencies with policies and procedures; careers fairs/events aimed at BME groups; LCJB commissioned research to obtain views of BME people and their perceptions of the Criminal Justice System. Results show that the majority of BME respondents had little or no knowledge of the courts and a third had no confidence in the criminal justice system

Gwent

- Contribute to South East Wales Race Equality Council to work directly within communities who are directly affected by discrimination and harassment; campaigns held to all employers and BME groups across the area. This has led to a significant increase in attracting new magistrates from all backgrounds and promoted BME participation

North Wales

- All Justices have received diversity training and all new magistrates receive diversity training as part of induction

South Wales

- Work with Lamajo Education and training consultant to build positive links with BME communities

Priority Actions for 2007-08

Note: From 1 April 2007, Wales and Cheshire will be split – Cheshire will become part of the North West, while a new Wales Region will come into existence. Both Wales and Cheshire will remain committed to this Action Plan.

- Remaining justices to receive diversity training
Lead Responsibility: Regional Diversity Manager. When: 2007-08
- Review staff opinion survey for race issues or trends
Lead Responsibility: Regional Diversity Manager. When: 2007-08
- Diversity Action Plan finalised for the Region
Lead Responsibility: Regional Diversity Manager. When: 2007-08
- Establish a training action plan
Lead Responsibility: Regional Diversity Manager. When: 2007-08
- Continue and improve engagement /consultation with BME communities
Lead Responsibility: Regional Diversity Manager. When: 2007-08
- Feedback from events/initiatives
Lead Responsibility: Regional Diversity Manager. When: 2007-08

Impact assess:

- Relocation of Caernarfon Civil Justice Centre
- Relocation of Gwent FPC Admin staff
- Relocation of Regional Office

Dyfed Powys

- Actions as a result of Dyfed Powys Research
Lead Responsibility: Regional Diversity Manager. When: 2007-08

Tribunals Service (TS)

Directorate/Division: Tribunals Service

Function:

- Provide a responsive and efficient tribunals administration
- Contribute to the improvement of the quality of decision-making across government
- Reform the tribunals justice system for the benefit of its customers and the wider public

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Provide customers with choice, where possible, in the way they access services
- Engage with everyone – staff, customers and stakeholders – at each stage of the business
- Make efficient and effective use of resources

Relevance to Race Equality: Low

- Work effectively in partnership with the judiciary and others
- Drive up standards of original decision making
- Use creativity and innovation to transform service delivery

Directorate/Division: Tribunals Development Group (TDG)

Function:

- Support a large and diverse group of tribunal jurisdictions
- Unite all these jurisdictions into a single operational group within the DCA

Key Priorities, Policies/Services:

Relevance to Race Equality: Medium

- Operate independently of government and provide better quality of information to users, consistency of practice and procedures

Relevance to Race Equality: Low

- Rationalise common services
- Maximise resources by sharing Tribunals venues and administration where appropriate

Directorate/Division: Directorate of Reviews and Legislation

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Developing Tribunals, parts of Tribunals, Courts and Enforcement Bill
- Recruitment to Council on Tribunals

Relevance to Race Equality: Medium/High

- Review of non-legal members

Relevance to Race Equality: Medium

- Changes to MHRT as a result of Mental Health Bill

Relevance to Race Equality: Low

- Review of judicial terms and conditions
- Judicial support project
- Tax appeals modernisation

Desired/Planned Outcomes:

- Diverse panel members
- Improved enforcement

Actions Taken:

- Demographic make up of community identified using judicial and NHS statistics
- Functions and policies assessed using judicial and NHS statistics

Directorate/Division: Finance and Resources Directorate

Function:

- Bring together the planning, performance and asset management elements of the Tribunals Service within one unit

Key Priorities, Policies/Services:

Relevance to Race Equality: Medium/Low

- Tribunals Service Design Guide to increase awareness of specific accommodation requirements of different groups (e.g. multi-faith rooms)

Relevance to Race Equality: Low

- Develop a 5-year Corporate Strategy
- Reshaping exercise for finance function to ensure it is fully integrated into the new organisation
- Carry out efficiency review through corporate projects
- Develop medium-term procurement strategy for Tribunals Service
- Develop a medium-term Finance Strategy
- Develop an Estates Strategy

Desired/Planned Outcomes:

- Contractors reflect the community we serve
- Provide equal access to BME contractors

Tribunals

Directorate/Division: Asylum and Immigration Tribunal (AIT)

Function:

- To support an effective immigration system by providing a fast, fair and efficient appeals process

- Working in partnership with the Home Office to take speedy, high quality decisions and reducing significantly unfounded asylum claims

Key Priorities, Policies/Services:

Relevance to Race Equality: Medium/High

- Customer survey to identify areas for improvement

Relevance to Race Equality: Medium

- Process appeals as swiftly and efficiently as possible
- Asylum and Immigration Tribunal Review
- Reduce end to end waiting times for family visit visas and help regulate entry clearance appeals to a steady and manageable state

Relevance to Race Equality: Low

- Carry out legal research and providing library services to centres across the UK. Develop and improve database of Tribunal case law

Desired/Planned Outcomes:

- Decreased number of unfounded asylum claims
- Increased BME panel membership
- Increased number of cases processed within set targets
- Monthly number of removals exceeds number of unfounded applications
- Reduction in number of complaints
- Positive customer feedback

Actions Taken:

- Positive action taken to address under-representation of BME panel members within certain centres
- Customer surveys

Directorate/Division: Criminal Injuries Compensation Appeals Panel (CICAP)

Function:

- Disposal of appeals against decisions taken by the Criminal Injuries Compensation Authority

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Introduction and bedding of new interpreter services

Relevance to Race Equality: High (employment duty)

- Staff survey EFQM report Action plans

Relevance to Race Equality: High (responsibility of Human Resources under employment duty)

- Recruitment of staff and Panel Members

Relevance to Race Equality: Medium/High

- The disposal of appeals:
 - Casework, administration and listing functions to support Panel Members in deciding appeals
 - information and guidance to appellants and their representatives

Relevance to Race Equality: Medium

- Improvement to customer service as result of research report 'Tribunals for Diverse Users'
- Promote cross-jurisdictional clerking opportunities

Relevance to Race Equality: Low

- Improvements in recording and analysis of compliments/ complaints

Desired/Planned Outcomes:

- Customer satisfaction with our service and access to services
- No significant differences (listings, compensation) between cases of a similar nature
- Maintaining and where possible improving our standards of service delivery
- Continuous improvement of staff skills and capabilities to meet the needs of the business and deliver reform
- Increased efficiency and effectiveness in handling appeals

Actions Taken:

- Analysis of research report 'Tribunals for Diverse Users' into the experience of ethnic minority applicants - research indicates no bias.
- Development of action plan from research findings to improve access and customer experience of our users
- Introduction of listings questionnaire
- Equal opportunities recruitment policies
- Staff workgroup set up to analyse complaints and compliments

Directorate/Division: Mental Health Review Tribunal (MHRT)

Function:

- Hears applications made by, or on behalf of, patients under the Mental Health Act 1983

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- To hear cases in a fair and speedy manner

Desired/Planned Outcomes:

- Provide equal access to the service
- Improve confidence in system for minority ethnic appellants

Actions Taken:

- Training for staff and Tribunal members to understand and appreciate cultural differences

Directorate/Division: Special Educational Needs and Disability Tribunal (SENDIST)

Function:

- Decide parents' appeals against local authority decisions on children's special educational needs and claims of disability discrimination in schools

Key Priorities, Policies/Services:

Relevance to Race Equality: High

- Information and customer service on how to appeal or claim
- Hearing and deciding cases

Relevance to Race Equality: Medium

- Casework handling

Relevance to Race Equality: Low

- Clerking of hearings

Desired/Planned Outcomes:

- Provide equal access to service
- Provide equal access to all key information
- Judiciary provide equal and fair treatment to all
- Users are confident and satisfied with the process

Actions Taken:

- Ethnic monitoring of cases
- Booklets provided in variety of languages
- Translation and interpreter services provided
- Equal treatment training for judiciary by JSB
- Research into experience of ethnic minority appellants. Results show no bias found
- Two meetings each year with four regional focus groups

Low Relevance to Race Equality Tribunals

Directorate/Division: The Adjudicator to HM Land Registry

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with disputed applications to the Land Registry where no agreement has been reached as well as applications for putting a document right or setting it aside
- Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

Directorate/Division: The Commissioners' Office

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals on a point of law from decisions made by the Appeals Service tribunals in Social Security, Child Support, Tax Credit, Child Trust Fund, Housing Benefit and Council Tax Benefit cases

- To deal with appeals on a point of law from decisions of the Pensions Appeal Tribunals made on or after 6 April 2005
- Commissioners have an originating jurisdiction in cases arising from the Forfeiture Act 1982

Directorate/Division: Financial Services and Markets Tribunal

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To hear references arising from decision notices issued by the Financial Services Authority (FSA)

Directorate/Division: Gender Recognition Panel

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with applications for gender recognition which will allow transsexual people who have lived in their acquired gender for a specified time to apply for Gender Recognition Certificate and gain legal status in that gender

Directorate/Division: General Commissioners of Income Tax

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To hear appeals against decisions made by HM Revenue and Customs on a variety of different tax related matters including Income Tax, Corporation Tax, Capital Gains Tax, National Insurance Contributions, Statutory Maternity Pay, Statutory Sick Pay and Stamp Duty Land Tax

Directorate/Division: Information Tribunal

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals against decisions of the Information Commissioner, in respect of the Data Protection Act 1998 and the Freedom of Information Act 2000

Directorate/Division: Lands Tribunal

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals from Valuation Tribunals and Leasehold Valuation Tribunals, land compensation and discharge and modification of restrictive covenants

Directorate/Division: Pathogens Access Appeal Commission

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To hear appeals against decisions to restrict access to a prescribed set of dangerous pathogens and toxins, and regarding the arrangements for keeping such materials

Directorate/Division: Pensions Appeal Tribunals

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals relating to war pensions

Directorate/Division: Pensions Regulator Tribunal

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals arising from decisions of the Pensions Regulator

Directorate/Division: Special Commissioners of Income Tax

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals arising from decisions of HM Revenue and Customs with regard to Income Tax

Directorate/Division: Transport Tribunal

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals against decisions of traffic commissioners and the Registrar of Approved Driving Instructors
- To oversee the resolution of disputes under the Postal Services Act 2000
- To handle appeals from Transport for London

Directorate/Division: VAT and Duties Tribunals

Function:

Relevance to Race Equality: Low (these tribunals deal with points of the application on the process of law)

- To deal with appeals arising from decisions of HM Revenue and Customs with regard to VAT and customs and excise duties

Priority Actions for 2007-08

Tribunals Service

- Assess customer feedback on satisfaction with access to Tribunal Services
Lead Responsibility: Head of Tribunals. When: 2007-08
- Monitor recruitment to Council on Tribunals
Lead Responsibility: Head of Reviews and Legislation. When: 2007-08

Impact assess:

- Enforcement Bill
Lead Responsibility: Head of Reviews and Legislation. When: 2007-08
- Procurement/policy process
Lead Responsibility: Head of Finance. When: 2007-08

Asylum and Immigration Tribunal (AIT)

- Monitor panel membership
Lead Responsibility: Head of AIT. When: 2007-08
- Surveys to be analysed
Lead Responsibility: Head of AIT. When: 2007-08

Criminal Injuries Compensation Appeals Panel (CICAP)

- Implement action plan arising from the 'Tribunals for Users' research to improve access to CICAP and the experience of our customers
Lead Responsibility: Senior Operations Manager. When: 2007-08
- Monitor appellants by ethnicity
Lead Responsibility: Business Services Manager. When: 2007-08

Impact assess:

- Standardised office opening hours
Lead Responsibility: Senior Operations Manager. When: 2007-08

Mental Health Review Tribunal (MHRT)

- Identify members of BME community to be represented at MHRT National Stakeholder Forum
Lead Responsibility: Head of MHRT. When: 2007-08
- Collect information on applicants to the Tribunal and analyse by ethnicity to assess satisfaction and confidence
Lead Responsibility: Head of MHRT. When: 2007-08

Special Educational Needs and Disability Tribunal (SENDIST)

- Continue monitoring
Lead Responsibility: Head of SENDIST. When: 2007-08
- Improve consultation with BME stakeholders
Lead Responsibility: Head of SENDIST. When: 2007-08
- Identify barriers that may prevent others using the service that is available
Lead Responsibility: Head of SENDIST. When: 2007-08