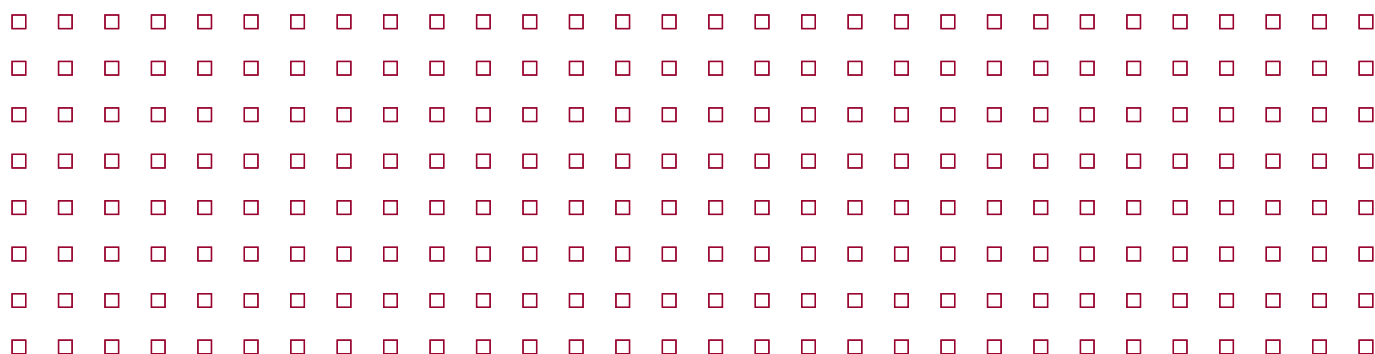




Gender Equality Scheme

2008-2011

March 2008



Gender Equality Scheme

**Ministry of
Justice**

2008-2011

March 2008

Contents

Foreword by the Lord Chancellor and Secretary of State for Justice, and the Minister of State	4
Introduction by the Permanent Secretary.....	5
Section 1 – Introduction to the Scheme.....	6
1.1 Introduction.....	6
1.2 Ministry of Justice’s Strategic Priorities	6
1.3 Legal Responsibilities.....	6
1.4 The General Duty	7
1.5 The Specific Duties	7
1.6 Accountability	8
Section 2 – Meeting the General and Specific Duties	10
2.1 Equality Impact Assessment (EIA)	10
2.2 Assessing the Functions and Policies for Relevance to Gender Equality	11
2.3 Consultation and involvement	11
2.4 Staff Survey.....	12
2.5 Collecting Evidence.....	12
Section 3 - Meeting the Employment Duty	15
3.1 Outcomes	15
3.2 Training	15
3.3 Staff Profile.....	15
3.4 Gender Profile	16
3.5 Applications for Employment.....	16
3.6 The Staff Opinion and Pulse Surveys - what can we learn?.....	16
3.7 Key Priorities for Internal Policy.....	17
3.8 Key Internal Priority One – Staff Development.....	18
3.9 Performance Management.....	20
3.10 Key Internal Priority Two – Equal Pay	21
3.11 Reduced hours, flexible working and caring responsibilities.....	22
3.12 Key Internal Priority Three – Occupational Segregation.....	24
3.13 Maternity Leave.....	24
3.14 Gender-based violence	25
3.15 Transgender staff	26
3.16 Eliminating sexual discrimination and harassment.....	27
3.17 Grievance and disciplinary procedures	29
3.18 Staff turnover.....	29
3.19 Redundancy and redeployment.....	30
3.20 Retirement.....	30
Section 4 - Setting Key Priorities for the Scheme.....	30
4.1 Priorities	30
4.2 Key External Priority One : Women in the Criminal Justice System	31
4.3 Key External Priority Two: Gender-based Violence.....	34
4.4 Gender Based Violence - Hate Crimes	39
4.5 Key External Priority Three: Involving Women in Public Life	39

4.6 Making Parliament more representative	40
4.7 Diversity of the Judiciary and Legal Professions	41
Section 5 – Influencing Outcomes	41
5.1 Procurement.....	41
5.2 Partnerships with external organisations	42
5.3 Public Access to Information	42
Section 6 – Publishing the Scheme and Monitoring the Action Plan	43
6.1 Publication of the Gender Equality Scheme	43
6.2 Monitoring the Action Plan.....	43
Section 7 - Complaints about the Scheme	43
7.1 Staff.....	43
7.2 The Public	44
7.3 Handling Complaints	44
Appendix A: MoJ Minimum Requirement Action Plan	45
Appendix B: List of Gender Stakeholders	48
Appendix C: Agencies, Associated Offices, Non Departmental Public Bodies (NDPBs) and other Bodies, and their Statutory Duties	50

Foreword by the Lord Chancellor and Secretary of State for Justice, and the Minister of State

We are pleased to present the first **Gender Equality Scheme** since the creation of the Ministry of Justice last year.

The Ministry of Justice was created on 9 May 2007; bringing responsibility for the justice system under the leadership of one department.

The Ministry of Justice provides the opportunity to better ensure the justice system works for the public it serves. Its work is wide ranging; from supporting a vigorous democracy to ensuring the efficient and effective delivery of justice; from guaranteeing rights and promoting responsibilities to helping protect the public and reducing re-offending.

The principles set out in the Gender Equality Scheme underpin everything we do as a department, for they ensure fair and equal treatment for all. This Scheme sets out how we intend to make sure we are fully compliant with both the spirit and the letter of the law in the delivery of gender equality for our customers and our staff.

In preparing and implementing the Gender Equality Scheme we have sought to use it as an opportunity to push forward the public service agenda, restating the importance of providing equal access for all to our services. We fully recognise our responsibility to be an example of best practice across Whitehall and to act properly in all we do.

Equality is at the heart of all we deliver as a department and we are committed to embedding the culture of gender equality throughout the Ministry of Justice.

Through this focus we can be certain we are able to better meet the needs of the public we serve.

Rt Hon Jack Straw MP
Secretary of State for Justice

Michael Wills MP
Minister of State

Introduction by the Permanent Secretary

I am delighted to introduce the first Ministry of Justice Gender Equality Scheme, for the period 2008-2011.

Organisations in the public sector are rightly expected to lead the way in diversity and the Ministry of Justice has a crucial role to play in promoting the values and practices of a fair and democratic society. My vision is for MoJ to be one of the most effective Government Departments in Whitehall.

Our Gender Equality Scheme is one of the tools that we are using to achieve this goal by setting out our commitment to tackling unlawful gender discrimination and promoting equality of opportunity. The Scheme complements robust business planning systems through being clear about who is accountable for what, and how performance will be measured and consistently improved in all parts of the Ministry.

I am personally committed to ensuring that gender equality is at the heart of everything we aim to do and how we treat our staff and the public. And I recognise how important this is, both for our staff and for all those who use our services.

The MoJ Corporate Management Board is accountable for achieving the objectives outlined in the Scheme. My Board colleagues and I will formally review the Scheme every 12 months to track the progress on achievements and to ensure that the Scheme remains central to the work of MoJ. But it is also a “living” document that needs to be regularly revised and improved.

There is no place for any form of prejudice or unlawful discrimination in MoJ, especially given the nature of our core business. This Scheme and its action plan will help us all to turn our gender equality objectives into reality as employers, employees, managers, policy-makers and service providers.

My Senior Civil Servant colleagues and I are confident this Scheme will help us to meet our challenges head on.

Suma Chakrabarti
Ministry of Justice

Section 1 – Introduction to the Scheme

1.1 Introduction

1.1.1 This Gender Equality Scheme (GES) is the first since the formation of the new Ministry of Justice (MoJ), and sets out the approach the Department will take to ensure it is fulfilling its statutory obligations to deliver equality for all staff and users of the Ministry's varied services, regardless of gender.

1.1.2 MoJ intends to move beyond simple compliance with these obligations. The Department will seek to improve public confidence and trust through delivering high quality services which produce equitable outcomes for all its users. MoJ is committed to ensuring that staff have confidence and trust in the organisation and that they are able to participate equally in the delivery of its services and receive equal development opportunities.

1.2 Ministry of Justice's Strategic Priorities

1.2.1 Gender equality will be integrated into MoJ's strategic priorities, and the action plan sets out how this will be achieved.

Our key priorities are:

- To support a vigorous democracy in which everyone can influence decisions which affect their lives.
- To support the efficient and effective delivery of justice.
- To help to protect the public and reduce re-offending.
- To work to create a culture of rights and responsibilities so both can be delivered effectively.
- To help to avoid and resolve civil and family disputes.

1.3 Legal Responsibilities

1.3.1 As a public authority, MoJ has a number of gender equality duties arising from the Sex Discrimination Act 1975, as amended by the Equality Act 2006.

1.3.2 The Equal Opportunities Commission (EOC) (an independent, non-departmental public body, which worked to eliminate sex discrimination in Britain), issued a Code of Practice entitled 'Gender Equality Duty Code of Practice for England and Wales', along with non-statutory guidance and a 'Code of Practice on Equal Pay'. This Scheme takes account of the guidance set out in these Codes.

1.3.3 On 1 October 2007, the Equality and Human Rights Commission (EHRC) replaced the Equal Opportunities Commission, (along with the Disability Rights Commission and Commission for Race Equality). The EHRC inherited from the three former Commissions the responsibility for ensuring the statutory duties are met.

1.4 The General Duty

1.4.1 The gender equality duty in section 76A(1) of the Sex Discrimination Act – the ‘general duty’ – states that a body subject to the general duty:

“shall, in carrying out its functions, have due regard to the need –
(a) to eliminate unlawful discrimination and harassment; and
(b) to promote equality of opportunity between men and women¹.”

1.4.2 To meet this MoJ is working to mainstream gender equality into all business areas, decisions and activities.

1.5 The Specific Duties

1.5.1 To support MoJ (and other public authorities) in meeting the general duty, specific statutory requirements (duties) have been set out in the Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006. At the core of these requirements is the Gender Equality Scheme.

1.5.2 The MoJ Scheme must show how it intends to fulfil the general and specific duties and set out its gender equality objectives.

1.5.3 The specific duties state that;

In preparing a Scheme, the public authority should:

- consult stakeholders (in other words employees, service users and others, including trade unions);
- take into account any information it has gathered or considers relevant as to how its policies and practices affect gender equality in the workplace and in the delivery of its services; and
- in formulating its overall gender equality objectives, consider the need to include objectives to address the causes of any gender pay gap.

¹ This includes transsexual men and women. The term ‘transsexual’ has a fairly narrow definition in law, and we wish to extend protection to all transgender people. We have used the term ‘transsexual’ when referring specifically to legal compliance and ‘transgender’ otherwise.

1.5.4 In addition, the Scheme must set out the actions taken or planned to:

- gather information on the effect of its policies and practices on men and women, in employment, services and performance of its functions;
- use the information to review the implementation of the Scheme objectives;
- assess the impact of its current and future policies and practices on gender equality;
- consult relevant employees, service users and others (including staff networks and trade unions); and
- ensure implementation of the Scheme objectives.

1.5.5 Finally, the specific duties also require MoJ to:

- implement the Scheme and its actions for gathering and using information within three years of its publication, unless it is unreasonable or impracticable to do so;
- review and revise the Scheme at least every three years; and
- report on progress annually.

1.5.6 MoJ is, through this Gender Equality Scheme, working towards a situation in which there is no significant difference in:

- the confidence and trust that women and men have in the justice system;
- the satisfaction of women and men who use our services, and with the way they have access to them;
- the satisfaction of women and men with the information about our services;
- satisfaction with access to career development for all members of staff irrespective of gender; or in
- pay and reward for work of equal value between members of staff irrespective of gender.
- the confidence and trust transsexual men and women have in the Justice System and the services we provide and ensure information about our services is relevant and inclusive of their needs

1.5.7 These outcomes will be measured via Court User Surveys, Staff Opinion Surveys and Equal Pay Audits throughout the life of the Scheme.

1.6 Accountability

1.6.1 MoJ's Permanent Secretary has approved this Scheme, and has overall accountability for ensuring it is implemented, monitored and reviewed regularly. The Permanent Secretary and Corporate Management Board are responsible for ensuring that the necessary expertise and resources are made available within the organisation for the successful operation of the Scheme.

1.6.2 The Board is supported in this by the Equality Diversity and Human Rights Division who work closely with the business areas to provide advice and assistance and in monitoring progress against the activity in the Action Plan. In addition strategic direction is provided by a new group, the Equality Strategic Heads, which is made up of Senior Civil Servants from across MoJ who hold responsibility for considering equality and diversity issues, and they will help ensure a consistent approach across the new Department.

1.6.3 The Board will review progress of the Scheme on an annual basis, against the relevant actions and indicators. A full review of the Scheme, detailing progress and identifying key areas for action across MoJ and its Associated Offices will be undertaken and presented to the Board for approval and publication on a three yearly basis, as required by the Regulations².

1.6.4 Addendum 1 gives the Yearly Review of the former DCA GES and parts of the Home Office GES related to the work of the new MoJ (in the form of an Annual Report) and represents the progress on gender equality made during the past year.

1.6.5 Addendum 2 is the forward look, three-yearly Action Plan for MoJ business areas that builds on both the Annual Report and the key findings in the main body of the GES. It contains the detail about how the GES will be delivered over the next three years.

1.6.6 MoJ has also established a minimum requirement action plan, outlining more generically what is required of all its constituent business areas. Each area has responsibility for ensuring that it is taking account of the equalities duties and for providing the appropriate information to reflect this. In many cases the individual business action plans (in Addendum 2) will exceed these minimum requirements however. (See Appendix A).

1.6.7 Directors and Heads of Division are responsible for implementing the actions outlined in the action plans found in Addendum 2.

² Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006.

Section 2 – Meeting the General and Specific Duties

This section sets out what we have been doing to promote gender equality and eliminate unlawful discrimination and harassment. It describes how we are meeting the general duty as well as how the specific duties support the general duty and how we are meeting these.

We have gathered and used information in a number of ways, including focus groups analysis of staff survey results and through identifying relevant research or data collection

2.1 Equality Impact Assessment (EIA)

2.1.1 In order to ensure that the issues relating to gender (and other diversity strands) equality are enshrined in legislation, policy and service development, all new policies and functions must be equality impact assessed.

2.1.2 MoJ are currently developing a consistent Equality Impact Assessment (EIA) framework for use across the business that will ensure EIAs are undertaken effectively and systematically.

2.1.3 Existing EIA 'toolkits' used by former DCA, and by the National Offender Management Service (NOMS) and the Office of Criminal Justice Reform (OCJR) (the Home Office toolkit), and separately the Prison Service toolkit continue to be used until the new MoJ version is implemented.

2.1.4 MoJ will also impact assess all its existing functions and policies by 2010 and Equality, Diversity and Human Rights Division (EDHRD) are working with business areas to draw up an implementation timetable.

2.1.5 Senior managers have responsibility for ensuring EIAs are completed, and must sign off the necessary EIA before new or amended legislation, policies, projects or services can be implemented. Similarly, new business critical projects and programmes cannot be lodged with the central MoJ programme office until an initial EIA is completed.

2.1.6 Since December 2007, MoJ has published summaries of all former DCA EIAs and MoJ EIAs on its website, with alternative formats available on request. The most up to date list of completed equality impact assessments please can be found at

<http://www.justice.gov.uk/publications/corporateinformation-2007.htm>.

Additionally EIAs for Her Majesty's Prison Service can be found at <http://www.hmprisonservice.gov.uk/>.

2.2 Assessing the Functions and Policies for Relevance to Gender Equality

2.2.1 From December 2006 to February 2007, an audit of all the former DCA's functions, services and policies was carried out. Audit forms were sent to all the business areas, requesting details of current responsibilities, an assessment of relevance of all functions and policies to gender equality, and identification of actions taken and planned to contribute to achieving gender equality. Business areas were also asked to provide details of all impact assessments completed and planned.

2.2.2 The purpose of the audit was to assess the former DCA's public functions, services and policies for relevance to gender equality, and in doing so the following questions were considered:

- For whom is the policy or service intended?
- What are the planned or intended outcomes?
- Is there any current evidence that the public or staff are satisfied with the way the outcomes are being achieved?
- Is there any evidence of dissatisfaction? If yes, where are the gaps?
- Are there any indicators that a new (or change to) policy may produce unsatisfactory outcomes for the target stakeholders?
- Is there any anecdotal evidence that non-priority areas of work may not be delivering equality of outcomes?

2.2.3 Having completed this exercise, MoJ has determined which of its priority policies and functions are relevant to gender equality. A list of these functions and policies can be found in the Action Plans at Addendum 2. These plans outline the Ministry's detailed approach to ensuring that it meets its duties in delivering this Gender Equality Scheme.

2.3 Consultation and involvement

2.3.1 In reviewing the Scheme, MoJ has consulted with all Directorates internally and has used feedback from the public. Data has been gathered from various sources including from court user and staff surveys, from the Network for Caring survey (2006), and of a gender equality survey (2007) sent to staff by the EDHRD team specifically for the purpose of the Scheme.

2.3.2 An initial external consultation with gender interest groups, transgender interest groups and other parts of the justice system was carried out to identify key areas of relevance to gender equality in 2006, and throughout the drafting of this Scheme there was liaison with a number of these groups. This draft Scheme was then subject to internal and external consultation.

2.3.3 MoJ has an internal consultation process which involves the staff networks (including the Women's Issues Network, Network for Caring and the Rainbow Network) and the Trade Union Side (the staff trade union). Externally, all local offices – courts and tribunals for example – have user

groups and contacts in the local community which helps determine how their services are delivered locally.

2.3.4 Sections of the Scheme were also reviewed by a Ministerial reference group comprising a range of equalities interest groups such as the Gender Trust and the Fawcett Society, as well as Press for Change and a:gender. Formed in early 2007, this group will, going forward, feed back on the customer-focused aspects of the various equality Schemes, and advise on implementation and consider progress on action plans.

2.3.5 The various stakeholders involved in the development of this Scheme will continue to be involved in the future development of the GES through participation in the process of monitoring and reviewing the Action Plan.

2.4 Staff Survey

2.4.1 As part of gauging employee satisfaction and monitoring attitudes within its workforce, the former DCA carried out an extensive survey (DCA Pulse Survey 2006) which included questions about internal communication, employee contentment, training and development opportunities and line management. In total 3,539 survey responses were received, providing a very useful set of data for the former DCA business areas of the MoJ.

2.4.2 The full staff survey will be carried out every two years, with the Pulse survey run in the intervening years.

2.4.3 In addition the Prison Service carried out a Staff Survey at the end of 2007, and had an emphasis on encouraging officers and Operational Support Grades (OSG's) to complete it, to get a better understanding of their experiences and views.

2.5 Collecting Evidence

2.5.1 In addition to internal staff surveys, information and data to aid better understanding of gender equality across the business and to help develop better policy making is gathered in various ways. Using external research and analysis is part of this, and a number of useful recent publications and key relevant findings are included here, to highlight some important issues.

Making the Grade? The Second Annual Independent Analysis of Government Initiatives on Violence Against Women – by End Violence Against Women

<http://www.endviolenceagainstwomen.org.uk/publications.asp>

2.5.2 This report, published in November 2006, included a range of data and analysis about women's experiences of violence against them.

2.5.3 According to United Nations statistics quoted by the report, almost half of all adult women in England and Wales have experienced domestic violence, sexual assault or stalking.

2.5.4 Convictions for gender related crime remain very low. In England and Wales, the rate of conviction for reported rape, after trial, decreased from 1 in 3 cases reported (33%) in 1977 to 1 in 13 (7.5%) in 1999. By 2004, only 1 in 8 (12%) reported cases currently reached trial and in 2004, 5.3% ended in conviction.

2.5.5 The report included a grading exercise in which government departments were scored on 20 topics including:

- Does the Department recognise violence against women (VAW) as a gender equality issue?
- Does the Department have a high level lead for Violence Against Women work?
- Does the Department collate statistics on Violence Against Women that are relevant to its work?

2.5.6 The former DCA was graded at 5/10, up from 2.5/10 in the previous year, and was ranked third out of the central government departments.

2.5.7 The Report makes clear recommendations for the criminal justice system's work in reducing violence against women. These included the need to reduce re-offending by perpetrators, with suggested targets of a 5% reduction year on year.

2.5.8 The report notes that "It is clear the [former] DCA understands the gendered nature of violence against women, despite framing legislation in a gender-neutral way. We note the seeds of an integrated approach in [former] DCA work, which has a commendable focus on domestic violence and sexual violence, making links between them, as well as on women in prison and social exclusion." This is something that the MoJ will look to build upon over the course of this Scheme.

"Gender and Political Participation" - The Electoral Commission

2.5.9 The Electoral Commission funded research on levels of political participation, and whether there was a variance by gender.

2.5.10 The research noted that "The level of men and women's activism in the UK differs according to the type of political activity. There is no gender gap in voter turnout at national, regional or local elections and women are more likely to be involved in cause-orientated activities such as signing a petition or boycotting products."

2.5.11 In the 1997 General Election "a reported 80.1% of women voted compared with 76.9% of men. However, the gap in 2001 (at the General Election) was statistically insignificant. Despite the reduction in the overall

voting gap between men and women, reported turnout in 2001 suggests that ethnic minority women were significantly less likely to vote than their male counterparts. Also, while in 1997 there was no voting gap by gender in Asian populations, by comparison turnout among black women was 8% less than among black men”.

2.5.12 The report suggests that economic and social status impacts strongly on political participation, with those in employment far more likely to be active. There is a strong relationship between female turnout in general elections and the numbers of women representatives. Seats which elected a female MP in 2001 had 4% higher female than male turnout.

2.5.13 The report suggests that political parties will need to modernise the culture and practices of their organisations to attract more women.

2.5.14 It also suggests that women are more interested in local rather than national politics, so local campaigns may motivate women to become more politically involved generally.

2.5.15 Finally, it suggests that making voting more accessible through the expansion of all-postal voting, the provision of more conveniently located polling stations and the simplification of the registration process – could also boost participation, particularly among women.

2.5.16 Again this will provide important data and analysis to build upon in this area over the coming three years.

Section 3 - Meeting the Employment Duty

3.1 Outcomes

3.1.1 MoJ runs the courts, tribunals, prisons, and related services in England and Wales – as well as a number of tribunals in Scotland, and a limited number in Northern Ireland – and has responsibility for the Wales Office, the Scotland Office and a number of associated offices (see Appendix B). The staff of all these offices come under MoJ's jurisdiction. In order to provide the most effective services for its customers, MoJ recognises that its staff must reflect the population it serves. We are committed to ensuring that:

- There are no significant differences in staff confidence and satisfaction between different groups.
- Staff feel fairly treated in relation to employment opportunity, terms and conditions, training and development and promotion.
- MoJ is seen as an environment that is attractive as a choice for employment by people of all genders.

3.1.2 The **Civil Service Diversity 10 Point Plan** sets out the targets for a more representative and diverse Civil Service and the Ministry has produced a tailored programme of action in support of the national plan. A copy of the national plan can be found at

http://www.civilservice.gov.uk/diversity/publications/pdf/10_point_plan.pdf.

3.2 Training

3.2.1 MoJ recognises that to meet the duty to promote equality of opportunity and eliminate discrimination, it is essential for staff to be trained and made aware of their responsibilities. The depth of training required will depend on the business area and the particular roles of staff.

3.2.2 Gender awareness training is already provided for all new staff joining MoJ as part of a programme of mandatory equality and diversity training courses for new staff and managers. The induction course covers the legal background to gender equality duties (and other duties), while many other courses have been adapted to include different aspects of diversity and equality, including customer focussed training.

3.3 Staff Profile

3.3.1 The number of permanent MoJ staff in post from the former DCA and the Home Office as at 30th September 2007 was 26,481. MoJ staff in the Prison Service, numbered 49,455 as of 28th February 2007³. Work is underway to

³ Prison statistics taken from HM Prison Service - Single Staff Diversity and Equality Scheme (2007)

produce accurate corporate statistics for the whole of and it is anticipated that a strategy for this work will be in place by April 2008.

3.4 Gender Profile

3.4.1 Figures for gender headcount in the former DCA areas vary markedly between business areas. As at 30th September 07, 56.43% of former DCA HQ staff were female, compared to 69.53% of Courts Service staff, and 45% of the Scotland Office (though in the context of a staff complement of only 51 people). The Office of the Advocate General for Scotland has 62.50% women (from a staff charge of 32.) Total figures for former DCA areas show 67.48% of staff are female, or 18,588 out of 27,546.

3.4.2 There is a strong relationship between age and gender in the former DCA areas. Of staff aged between 41 and 45, 74.15% are female, which falls to 40.19% of staff aged over 60.

3.4.3 In the former DCA areas the number of women exceeds that of men at all levels of responsibility up to and including the feeder grade for the Senior Civil Service.

3.4.4 Statistics for the Prison Service are not currently available either in a comparable format or as individual indicators. It is intended that this will be rectified over the course of this Scheme.

3.5 Applications for Employment

3.5.1 The 2005 former DCA Workforce Composition Report suggested that female applicants do slightly better in the application process. 60% of applications for employment received were from women, resulting in 62% of interviewees and 65% of successful candidates being female.

3.6 The Staff Opinion and Pulse Surveys - what can we learn?

3.6.1 The results of Departmental Staff Opinion and Pulse surveys provide useful indicators of staff perception of many areas of MoJ. However, they must be considered in the light of the limited size of the Pulse survey, difficulties in weighting adequately for demography, and methodological difficulties common to all sampling exercises aimed at establishing the opinions of a minority group. In many instances, differences in responses from people from minority groups and the wider sample were negligible and as such should be read carefully as indicators rather than evidence of clear, actionable trends.

3.6.2 Also the Opinion and Pulse surveys do not provide a breakdown in respect of all areas relevant to gender, such as declared sexuality or transgender response rates and concerns. A statistical breakdown is simply

provided by male and female response rates. Whilst the Staff Opinion Survey covered MoJ staff in the former DCA business areas only, the surveys have highlighted some key areas which are in need of action.

3.6.3 Female respondents were more likely (57% compared to 50%) to believe that the organisation does a good job in keeping them informed of changes which affect them, and were marginally more likely to feel that their manager is an effective leader (65% compared to 64%).

3.6.4 Female respondents were generally more likely to respond positively to a question, with most questions having a larger female positive response rate than male.

3.6.5 An area where female respondents reported less positively than men is in relation to flexible working and job share. Women were 4 points more likely than men to have not decided to apply for posts because they were unsuitable for flexible working or jobshare. However, both respondent sexes were broadly positive on this issue, with 95% of males and 91% to females not having been put off applying for posts on this basis.

3.6.6 Female respondents were considerably more likely to be satisfied with their pay and benefits (25% to 31%), and more likely to recommend the organisation as a positive place to work (43% to 36%).

3.6.7 The 2006 Prison Service Staff Survey had an improved overall response rate. However the 42% of staff who completed the survey is still below the public sector average of 60%. Also only 20% of Operational Support Grades and 30% of Prison Officers responded, meaning the largest part of the workforce was not well represented. Frontline staff were therefore being encouraged to share their views to ensure a fully accurate picture of the attitude of all staff is captured by the 2007 survey.

3.7 Key Priorities for Internal Policy

3.7.1 Following consultation with staff networks, Departmental Trade Union and Human Resources, three key gender priorities have emerged for internal employment policy regarding staff. These priorities are:

- **Staff Development**
- **Equal Pay**
- **Occupational Segregation**

3.7.2 These are likely to be linked, with for example, staff development having an impact on the gender pay gap. It is recognised that enhanced data gathering and analysis of these issues will be needed to inform effective policy making.

3.8 Key Internal Priority One – Staff Development

3.8.1 Access to work-based learning and development opportunities

3.8.2 MoJ is committed to developing the appropriate skills, knowledge and competencies that staff need to support them in the delivery of high quality services. The over-riding principle is that managers should guide and support their staff in their development, coaching and mentoring them to continuously improve their performance. Training interventions are increasingly taking a blended approach, combining on-the-job training, with coaching by managers, open learning, formal training etc. A benefit of this approach is that training and career development become more accessible to those who might otherwise find it hard to attend courses.

3.8.3 The Department is clear that no individual will be excluded from learning and development activities on the basis of gender, race, disability, gender identity, religion or belief, age, marital status, caring responsibilities or sexuality. Similarly, staff with different working patterns will be given the same development opportunities as those in full-time employment. In response to concerns raised by the Network for Caring, the Learning and Development team have significantly reduced the number of residential courses, and all the residential courses remaining have a non-residential option. In addition, courses must give due consideration to appropriate start and finish times. Line-managers and staff are expected to work together to ensure that arrangements are tailored to meet individual needs.

3.8.4 Analysis of the available statistics on the uptake of training shows that the percentage of women being trained and developed by grade largely mirrors the percentage of women represented in each grade.

3.8.5 Gender awareness training is provided to all new entrants to MoJ as part of the general diversity training. A Diversity Awareness course is held as part of the wider induction process, and around 1100 former DCA new entrants attended this course in 2006/7.

3.8.6 The Department is committed to ensuring that diversity issues are fully incorporated into all learning and development activities, so that they become embedded in everything that we do. In support of this, external training providers are assessed on their ability to promote policies and support the development of an environment that values diversity, before being admitted to the Department's Approved List of Training Providers. All training provided and all training materials are similarly assessed.

3.6.5 A Capacity and Capability Review of Learning and Development is underway and high level proposals for a new structure are being discussed with the business. Once the project is complete, MoJ will be in a position to produce a revised strategy. As part of the review MoJ is considering implementing a Learning Management System which will capture all the relevant training monitoring statistics on equality and diversity, including Gender.

3.8.8 An equality and diversity e-learning training package will be in place by the summer 2008 aimed at ensuring MoJ staff understand their responsibilities under the equalities legislation and issues around gender will be included as one of the diversity strands.

3.8.9 In October 2007, Learning and Development awarded a contract for an external provider to deliver regular and on-going face-to-face Equality Impact Assessment training to middle and senior managers across the Ministry, i.e. those responsible for introducing new policies and procedures.

An example of Training and Career Development Schemes in MoJ

The following courses and training programmes are available to MoJ staff:

The Leaders Unltd Scheme is designed specifically for talented people in groups currently under-represented in the Senior Civil Service. It is open to Band A (SCS feeder grades) UK civil servants who are either women, or who have a disability, or are from minority ethnic backgrounds. The Scheme seeks to equip participants with the leadership skills they need to prepare for entry to the SCS, and make the most of their leadership talent.

The Future Leaders Scheme is a MoJ programme for Bands B-D or equivalent). It is a Talent Management Programme aimed at those with the potential to be the future leaders both in MoJ and in the wider civil service. It is not specifically aimed at under represented groups but seeks to identify people who are keen to develop the necessary knowledge, skills and experience to competently perform future leadership roles at senior levels.

The departmental mentoring Scheme is open to all staff, and we particularly encourage applicants from under represented groups. The aim of the Scheme is to support mentees' career development by having a mentor from outside their management chain over a six to nine month period.

The Network for Caring has recently piloted a **Personal Development Course for Carers** (both men and women). This focuses on improving skills needed to move towards career progression and development. We are currently working on adapting this in order for it to be run on a regular "in house" basis.

Manager's awareness sessions are used to increase managers' understanding of the needs carers might have both long and short term, and managers are encouraged to favourably consider requests for flexible or reduced hours working .

A **return to work from maternity leave** course has been introduced which focuses on the difficulties women may experience when returning from maternity leave.

The Women's Issues Network

One of the functions of the Women's Issues Network (WIN) is to help promote and develop women in MoJ. Currently 92% of WIN members from within the Ministry are women and 4% are men. The remaining membership consists of external stakeholders who support the membership. We would like to target more men to join the network and we are currently looking at ways to encourage more support from men.

WIN helped MoJ to receive recognition from Opportunity Now as an exemplar employer on women's issues. As well as the co-coaching initiative (see below), WIN is in the process of implementing the WIN Skills Audit which is aimed at all grades. The audit has identified skills and knowledge within the network with the aim of sharing expertise and assisting members in their career progression.

WIN Co-Coaching MoJ, in partnership with Price Waterhouse Cooper (PWC) developed a private/public co-coaching initiative and piloted it with 20 women from the former DCA and PWC during 2006. MoJ is now rolling out an expanded co-coaching scheme involving 60 women across the public & private sectors. 12 feeder grade women from the former DCA will be matched with women from PWC, the Department for International Development, MOD, BT or SERCO. MoJ has secured trainers from each of these organisations to work in partnership to initiate a launch event, develop an initial matching up session, follow up meetings, and provide support throughout the 9 months duration of the Co-Coaching Scheme. There will also be a consultation at the end of the programme.

3.9 Performance Management

3.9.1 MoJ staff performance is reviewed and assessed on a regular basis as an integral part of our people management strategies. Performance is assessed against work and development objectives/standards agreed at the beginning of the performance year. Any performance issues are dealt with as they arise and appropriate support made available to encourage an improvement. MoJ staff from the former DCA receive an end of year performance rating according to how they have performed during the year which is agreed between the individual and line manager.

3.9.2 During the recent major Pay and Grading Review, the former DCA was not able to analyse performance ratings by gender. However, it is planned that this information will be available for future performance years.

3.10 Key Internal Priority Two – Equal Pay

3.10.1 Gender Pay Gap

3.10.2 According to the (former) Department for Trade and Industry's Women and Equality Unit, the gender pay gap (defined as the difference between men and women's median full-time hourly earnings) stands at 12.6% nationally, as at November 2007. No figures exist at present to identify whether there is an overall gender pay gap in the former DCA and wider MoJ. As a result this has been identified as a key priority for action.

3.10.3 A number of factors are generally considered to be at play: direct differences in pay; occupational and workplace segregation; and disadvantages associated with caring responsibilities. This section outlines the significance of each of these for MoJ, and the work to be undertaken to investigate this.

3.10.4 MoJ is committed to ensuring that work of equal value is rewarded by equal pay. An equal pay audit for the former DCA was last conducted in 2005, following the 2004 pay award. The number of significant⁴ pay gaps within former DCA pay ranges had decreased since the previous pay audit. Only three of 23 former DCA spans showed a significant gap between men and women's pay, and the small numbers of staff involved in these cases rendered the averages unlikely to be statistically significant.

3.10.5 Since then the business areas of MoJ have undergone major changes. The former DCA doubled in size in 2005 when nearly 13,000 people from 41 separate Magistrates' Courts Committees and the Greater London Magistrates' Courts Authority merged with the former Court Service to create HM Court Service. The Department grew further in 2006 with the creation of the Tribunals Service, which saw 1,800 staff from five other parent departments join to sit alongside the former DCA's centre, its associated organisations and its other agencies.

3.10.6 The creation of the Ministry of Justice, taking on this enlarged DCA, NOMS, OCJR and the Prison Service complicates matters further, and the organisation currently has 50 different sets of terms and conditions of service, including different rates of pay and pay bands. Because of previous mergers in the Magistrates' Courts Service there are also a significant number of people who remain on even older legacy terms and conditions. This wide variety of terms and conditions represents a risk, and makes it very difficult to assess at this stage if the aim of equal pay is being achieved.

3.10.7 The organisation's Pay and Grading project started to address this issue from August 2007. All staff in the former DCA (excluding the SCS and fast-streamers, whose terms and conditions are set centrally by the Cabinet Office) have completed the pay options exercise. Staff had to decide, on an individual basis, whether to move onto the former DCA Deal (a new set of

⁴ A significant gap is defined by ACAS as a difference of over 5% of the higher salary.

standard terms and conditions of service including pay scales) or to remain on their current terms and conditions.

3.10.8 Following the completion of the Pay and Grading Project, the next equal pay audit will be carried out during 2008. Thereafter audits will be carried out annually. This will allow a more accurate assessment of equal pay in the Department than is possible at present. Any pay inequalities identified at that point will be addressed in a future revision of the Gender Equality Scheme.

3.11 Reduced hours, flexible working and caring responsibilities

3.11.1 This may be closely linked to the gender pay gap issues because women tend to be the primary carers (and therefore more work reduced hours, take maternity leave, career breaks etc). MoJ recognises that a range of benefits accrue from supporting carers and promoting flexible working. These include maintaining a skilled, happy and productive workforce, better reflecting the society MoJ serves, projecting a responsible corporate image and endorsing the Government's National Carer's strategy.

3.11.2 As of December 2006 a total of 6,351 permanent staff were working a reduced-hours pattern in the former DCA. Of these, 5,326 were women, which represents 83.9%. The working patterns of MoJ staff are agreed locally and, it is not currently possible to monitor other flexible working patterns (such as home working or compressed hours) or to analyse these by gender. However it is planned that the phased introduction of the new computerised Human Resources management system (CHRIMSON) from 2007-08 will enable this.

3.11.3 The former DCA has a champion at Management Board level for all parents and carers. In 2004, the former DCA won the Carers UK Carers in Employment Award and was a finalist in the Working Families Public Sector Award for its work life balance policies in 2007. The Network for Caring played a major role in this success.

3.11.4 Evidence collected however, by the Network for Caring survey⁵ conducted in 2007 shows that 46% of members felt that they did not have the same opportunities for career development as a non-carer. Of this figure, 34% stated that they had been prevented from or put off from applying for a vacancy because it was advertised as full-time only. 71% of the respondents to this survey were female, consistent with the anecdotal evidence that women are still the primary carers.

3.11.5 MoJ recruitment policy states that all posts must be open to reduced hours or job-share working unless there are genuine business reasons for not doing so. However some jobs are still advertised as not being suitable for

⁵ There were 603 respondents to this survey from a Network membership of around 1300. While we recognise that this represents a small proportion of the total number of former DCA staff, we believe these concerns should be taken seriously.

reduced hours or job-share, which is a barrier to those who do not work full time – predominantly women. The Recruitment Account Managers (RAMS) and the Network for Caring monitors job advertisements and challenges those where the need for full-time work is not fully justified.

3.11.6 The 2005 former DCA staff opinion survey indicated that working patterns can be a cause for concern, particularly where reduced hours are worked or where staff have caring responsibilities. 70% of respondents felt that they were able to achieve a balance between work and their lives outside but only 58% agreed that they could meet the requirements of the job without working long hours. Only 53% of respondents agreed that the former DCA supported staff who have caring responsibilities. Staff further indicated in the survey that the most common reason for being discriminated against was their working hours (12% of those who work reduced hours). It is also of concern that 3% of staff feel that they had been discriminated against as a result of their age/caring responsibilities.

An example of Staff Networks - The Network for Caring membership

The Network for Caring has updated its member database to accurately reflect the gender of its members. Its 2007 survey showed that 71% of respondents were female and only 14% male (15% not answered). This is a concern for the Network, as, according to statistics from Carers UK, 42% of carers in England and Wales are men.

The Network is looking at ways in which it can specifically target male carers in the former DCA as well as women. Caring is often associated as being a “typically female role”. In order to address this, the Network for Caring regularly uses male case studies in network publications and at events, and is considering an increased advertising campaign aimed at men. A workshop aimed at new fathers has recently been introduced.

An example of flexible working at senior levels

The Executive Directors (Chief Executives) of the Judicial Studies Board, the organisation that trains the judiciary began job-sharing in 1988 while working part-time as Government lawyers in the Criminal Appeal Office.

The Department has always supported the job-sharing arrangement and both achieved promotion to the SCS together. They currently work three days a week each, overlapping on Wednesdays. They decide, once in post, how the job-share will operate and although each job is different, some areas, such as strategy, leadership and management issues are always done jointly.

Maggy Piggott, one of the Executive Directors, says of the arrangement: “We believe that trust in your partner, flexibility, supportive line managers and staff, good communications, commitment and team working have all been essential to making our job-sharing a success. Job-sharing has enabled us to combine being at home for four days a week whilst bringing up our children with pursuing an exciting and challenging career.”

3.12 Key Internal Priority Three – Occupational Segregation

3.12.1 Occupational segregation refers to the tendency for men and women to be employed in different occupations from each other, and to the separation of the two sexes across occupations. During the course of this Scheme, MoJ will be investigating the reasons behind the concentration of women within particular grades in the organisation.

3.12.2 Whilst women make up the majority of the former DCA areas of MoJ's workforce,⁶ in terms of proportions of men and women working for MoJ by grade, the employment profile for one is the inverse of the other. Women constitute a higher proportion of lower grades, whilst men make up a higher proportion of the management grades.

3.12.3 For HM Prison Service however, the nature of the business has had men strongly outnumbering women. 65% of HMPS staff are male, which rises to 77% of Prison Officers.

3.12.4 For the Department overall, this pattern is exacerbated by the fact that women make up a higher proportion of the workforce in the courts and tribunals, where more administrative jobs are found. As a consequence it is expected that the average pay for a woman in the Department will be lower than that for a man, though the figures are not available at present.

3.12.5 The reasons for this concentration will, over the course of the Scheme, be examined and suitable measures considered for addressing the situation. For instance, will continue to explore ways not only to help women successfully apply for promotion to the senior grades, but also seek to encourage men and women to apply for the whole range of roles that MoJ offers. It will also examine why men are less likely to apply for, or be recruited into MoJ as a whole, and particularly the administrative grades.

3.13 Maternity Leave

3.13.1 In addition to the provision of departmental maternity Schemes, the Ministry has a range of both paid and unpaid special leave provisions which are available to staff and go beyond statutory requirements. These include: adoption leave; parental leave; childbirth (unforeseen difficulties); career breaks; paternity/maternity support; and breakdown of care arrangements.

3.13.2 All of these types of leave are available on a pro-rata basis to reduced hours staff. MoJ is developing a new special leave policy and consideration of is being to how special leave provisions for IVF and gender reassignment can be covered. MoJ maternity policy ensures that returning women always return

⁶ As of 30th September 2007, the former DCA HQ had a gender split of 56.43% female, compared to 69.53% female in the Courts Service and 63.29% female in the Tribunals Service.

at the same level of responsibility and level of pay, reflecting statutory requirements.

3.13.3 Annual leave is managed locally and managers are encouraged to take into account the needs of staff when agreeing leave requests, taking particular account of those with caring or parental responsibilities.

3.13.4 When women (or men) return after a career break a calculation is used on their return to make sure that they are not disadvantaged in terms of pay progression because of their absence from the workplace. Career break returners would also return to the same grade that they occupied when they went on their career break.

3.13.5 Staff on maternity leave or a career break are eligible to apply for job vacancies, including promotion. Details of MoJ's 'Keep in Touch' policy are included in sick absence and maternity leave booklets.

3.13.6 The Network for Caring has recently introduced two new workshops, a return to work course for new mothers and a separate one for new fathers. Both workshops look at the difficulties that new mothers and fathers face upon returning to work after they become a parent or carer of a child.

3.14 Gender-based violence

3.14.1 MoJ is committed to offering support for its staff who are victims of gender-based violence. In particular, MoJ has taken steps to provide support for victims of domestic violence. The Ministry published **Domestic Violence – A Guide for Employees** in December 2007.

3.14.2 The Human Resources Directorate Workplace Support team collates statistics on domestic violence. Due to the small numbers involved, however, these cannot be published. It has undertaken to highlight domestic violence in its 'roadshow' events and use the Guide as an example of the kind of services available.

3.14.3 It has also worked with the Domestic Violence Policy Unit and the staff magazine, to produce a well-received article. The purpose of the article was to raise awareness on domestic violence issues, for staff and also provide a wider perspective of experiences of domestic violence.

3.14.4 All Workplace Support team members have received training in handling domestic violence issues as part of their basic welfare training. In addition, some have been on 'Relate' courses to gain greater insight into handling relationship issues.

3.14.5 The former DCA signed up to the Corporate Alliance against Domestic Violence in 2006. Policies and processes are in place in each of the component parts of MoJ, and, in addition, a corporate booklet outlining the

support available for all staff experiencing domestic violence has been developed.

An Example of Addressing Domestic Violence – White Ribbon Day

The White Ribbon Campaign is an educational organisation, which encourages participation by women groups, provides educational work in schools, workplaces and communities and actively seeks the support of men in eradicating violence against women.

White Ribbon Day takes place each year worldwide on 25 November, the International Day for the Eradication of Violence Against Women. Men are urged to wear the white ribbon for two weeks around this date. The spirit of White Ribbon Day is one of international collaboration, bringing together men and women from many different communities and backgrounds to raise awareness and acting as an educational tool to encourage reflection and discussion. It provides an opportunity for agencies, organisations and individuals to focus on a problem that affects all of us, wherever we live. It is a symbol of hope. It is a personal pledge to challenge the acceptability of violence against women and to show support to bring an end to it.

The Ministry of Justice Women's Issues Network hosted an event on 27th November 2007 entitled "Hands Up All those Against Domestic Violence" to raise awareness of these issues. The event featured a diverse and stimulating range of speakers from those working with or affected by domestic violence and provided an opportunity to disseminate information, raise awareness about White Ribbon Day and generate discussion on the issues surrounding domestic violence. The Men's Coalition participated in this event to show their support. The event also provided an opportunity for the Ministry of Justice to launch its Staff Policy on domestic violence and to announce the implementation of the Forced Marriage (Civil Protection) Act 2007.

3.15 Transgender staff

3.15.1 MoJ seeks to be at the forefront of raising awareness of transgender issues and promoting equality of opportunity. Whilst all our policies apply equally to transgender people, we recognise that there are specific issues concerning transgender people which merit further attention (see box below). We also recognise that discrimination on the grounds of sex includes discrimination on the grounds of gender reassignment in employment and vocational training.

3.15.2 The MoJ Equality and Diversity Policy specifically commits us to ensuring that no one will receive less favourable treatment on the grounds of gender reassignment, or identifying as transgender or intersex. Detailed practical guidance to assist individuals, who may be considering gender reassignment, and their managers, was launched in November 2007. MoJ will continue to ensure that, from the point an employee declares their intention to undergo gender reassignment, or are undergoing gender reassignment or

have undergone gender reassignment they will be managed sensitively and supported. We will also extend protection from discrimination and harassment to those who identify as transgender or intersex but may not fit the legal definition of transsexual.

3.15.3 Monitoring workforce data on gender identity presents difficulties due to the small numbers of people involved and the issue of confidentiality. However, we will look at practical ways of carrying this out (see box below).

An Example of Consultation - Recommendations to improve the experience of transgender staff

The Equality Diversity and Human Rights Division organised a focus group involving the Gender Trust, a:gender (the support network for Government staff who identify as transsexual, transgender and intersex) and MoJ's Rainbow Network to discuss how the Scheme could address transgender issues. We also took advice from some other organisations such as Press for Change through our consultation. A number of recommendations relating to staff emerged, and we plan to take the following forward:

- Improved awareness and understanding throughout MoJ of issues affecting transgender staff, not just those undergoing transition.
- Detailed practical guidance to assist individuals who may be considering gender reassignment.
- A new special leave policy covering absence during gender reassignment is being drafted.
- Awareness-raising of the Gender Recognition Act, particularly regarding confidentiality and disclosure of a person's gender history under section 22 should be reviewed.
- Protection should be extended to staff who may identify as transgender or transsexual but do not have a Gender Recognition Certificate.
- Liaise with a:gender to ensure any monitoring is conducted in a sensitive manner.

3.16 Eliminating sexual discrimination and harassment

3.16.1 MoJ's Equality and Diversity policy applies to the conduct of all our staff in carrying out their duties and responsibilities and there is a zero-tolerance approach to bullying, harassment and discrimination. The Equality Diversity and Human Rights Division has established a Harassment, Bullying and Ten Point Plan Implementation Committee whose brief encompasses ongoing examination of the issues of harassment and bullying in the context of diversity and operation of the Department's 'zero-tolerance' policy. All interested parties have representation on this Committee.

3.16.2 The former DCA 2005 staff opinion survey asked respondents to indicate whether they had experienced discrimination on the basis of any personal characteristics, and if so, whether they had reported this and felt it had been dealt with effectively. 2% of respondents indicated they had been

discriminated against on the basis of gender, 29% of whom reported it and felt that it had been dealt with effectively. Staff indicated that the most common reason for being discriminated against was their working hours (6%). The survey also asked staff whether they had been subjected to harassment or bullying. 11% of respondents indicated they had, 50% reported it and 35% felt it had been dealt with effectively.

3.16.3 Men are less likely to report incidents of discrimination relating to gender, ethnicity, religion and sexual orientation but seem happier than female staff to speak up about discrimination relating to caring responsibilities and working hours. Men appear to be more concerned than women that speaking up about discrimination or harassment would have a negative impact on them. In most cases, where discrimination was reported, female staff were considerably more satisfied with the way in which their complaint was handled.

3.16.4 It is not intended to develop a separate harassment policy specifically on transgender issues because the Department's equality and diversity policy already contains an overarching commitment to promote equality of opportunity and guard against discrimination. However as indicated by responses to our Gender Equality Survey and our consultation, we recognise that transgender awareness is an area for development and have made this one of our areas for action.

3.16.5 In the Prison Service, women are still a minority of staff with few at more senior levels. Black and minority ethnic people are an even smaller minority at senior levels.

3.16.6 In order to tackle allegations of sexual harassment and bullying of women and minority ethnic staff the Prison Service Management Board is in the process of issuing an action plan covering the period December 2007 to 2009 entitled 'Tackling and preventing Sexual Harassment in the Prison Service. The overall intended outcomes will be:

- To demonstrate a strong and clear stance against unacceptable behaviour, including sexual harassment within the Service.
- Increased confidence amongst staff that the Service is working to increase decency and respect amongst staff by reducing and preventing sexual harassment.
- Increased staff confidence in the complaints and investigations system
- To increase the speed, transparency and consistency in the complaints and investigations process.

3.16.7 NOMS will ensure that as well as delivering a strategy to promote equality in its outward facing role, this is mirrored in promotion of equality for all staff in terms and conditions of employment, support and development and by taking positive action measures as appropriate to encourage more women, black and minority ethnic and disabled people to reach more senior levels in the organisation.

3.17 Grievance and disciplinary procedures

3.17.1 The number of grievance and discipline cases which have resulted in formal action (employment tribunal) is monitored. In the last four years, there have been ten cases involving discrimination and sexual harassment, of which five were upheld or partly upheld.

3.17.2 Reported grievances which are based upon equality issues (including gender-related grievances) currently always go to the Human Resources Directorate's Dispute Resolution Team. Complainants have the option of different forms of dispute resolution, including mediation where appropriate. The Trade Union Side are available to provide advice, support and representation for staff on request. Representatives from the staff networks are also available to provide specialist advice and support in resolving disputes, for example, those involving issues relating to discrimination and harassment on the grounds of gender reassignment might be referred to the Rainbow Network.

3.17.3 A review of how statistics are collected in this area is presently underway and procedures will be developed for reporting centrally;

- on harassment and discrimination complaints and other grievances by gender of complainants and outcome;
- employees who have formal disciplinary proceedings taken against them by gender and outcome.

3.17.4 The launch of the new IT HR system (PHOENIX) for the Prison Service will allow the recording and analysis of data on local level grievance claims. A first analysis will be completed as part of the Diversity Review after the roll out of the system, which is scheduled for completion by June 2008.

3.18 Staff turnover

3.18.1 The 2005 Workforce Composition Statistics indicate significant differences in the former DCA in respect of the reasons for leaving the organisation, by gender, mirroring the issues raised with regard to performance management. While men made up 30.9% of those who resigned their posts, they represent 47.2% of those dismissed, indicating a clear discrepancy between the genders.

3.18.2 When staff leave the organisation the process of investigating why they are leaving is managed locally, but if they chose, voluntarily, to complete a form detailing their reasons for leaving, this is forwarded to Human Resources. The new CHRIMSON database will be able to collect statistics indicating if there are any issues that may relate to gender.

3.19 Redundancy and redeployment

3.19.1 There is recognition that with the creation of the Ministry of Justice, there may be changes to the way we deliver our business and that this could impact on staffing structures. Accordingly, there is a clear change management process in place underpinned by the Managing Organisational Change framework. The impact of each change in the planning and subsequent stages of implementation will be monitored, and data on staff being redeployed or made redundant reviewed.

3.20 Retirement

3.20.1 The normal retirement age for staff in MoJ is 60 for both genders (65 for new entrants). All staff are entitled to apply year-on-year to stay on at work once they reach retirement age. If existing staff want to work beyond 60, they need to make a request to do so. This will normally be agreed to (although there is no automatic right) as long as they meet the normal standards of health, efficiency, conduct, performance and attendance. The Ministry will seek to ensure that all requests are reviewed consistently, and objectively, to guard against discriminatory practices in the approval process.

Section 4 - Setting Key Priorities for the Scheme

4.1 Priorities

4.1.1 MoJ delivers a wide range of services to the public and ensuring gender equality is considered and promoted effectively and consistently through these services is an important aim of this Scheme and the Action Plans at Addendum 2.

4.1.2 MoJ recognises the importance of consulting with key stakeholders when setting key priorities to ensure that both the issues themselves around gender equality and their significance are properly understood and taken account of. Following consultation and discussion with different business areas, internal and external stakeholders, and using feedback from the previous Schemes; 3 key priority areas for the Scheme were identified;

- **Women in the criminal justice system (including the availability and accessibility of services);**
- **Gender-based violence;**
- **Involvement of women in public life.**

4.2 Key External Priority One: Women in the Criminal Justice System

4.2.1 Baroness Corston's Report of a Review of Women with Particular Vulnerabilities in the Criminal Justice System was published on 13 March 2007 www.homeoffice.gov.uk/documents/corston-report. The Review was commissioned to examine women's pathways through the criminal justice process and the interventions and services available at each stage, which can help women with vulnerabilities avoid ending up in prison. The Report contains forty-three wide ranging recommendations aimed at improving the approaches, services and interventions for women offenders and those at risk of offending. The recommendations fall to a number of different departments and agencies as they reflect the need for a co-ordinated cross-government response to address the complex and multiple needs of women, including health, housing, drugs, victim support, childcare, training, skills and employment as well as criminal justice interventions.

4.2.2. The proposals build on the work of the Women's Offending Reduction Programme and the Together Women Programme which is testing out a more integrated community based approach to tackling the multiple needs of women and reduce the use of custody for those women who do not present a significant risk and do not need to be held in prison.

4.2.3. Baroness Corston's Report contains a number of over-arching recommendations for high level governance and cross-departmental working on issues relating to women offenders and women at risk of offending. It also recognises the importance of the Gender Equality Duty in supporting this agenda.

4.2.4 The Government Response to Baroness Corston's Report, published on 6 December 2007 www.justice.gov.uk/publications/gov-resp-corston-review.htm , sets out the commitments that have been made across departments to take forward the recommendations. These include:

4.2.5 Governance

4.2.6 The **Reducing Re-offending Inter-Ministerial Group** will provide governance to drive forward the response to the Corston Report and will ensure cross-departmental commitment at ministerial level to the actions required.

4.2.7 Establishment of a new **cross-departmental unit** responsible for women and criminal justice, headed by a senior civil servant, to co-ordinate, drive forward and monitor the work on behalf of Ministers. It will consist of a core team of Ministry of Justice officials, with representatives from the other key departments which will include the Department of Health and the Government Equalities Office.

4.2.8 A Ministerial '**champion**' for women in the criminal justice system will ensure that the actions to address issues for women are given the

necessary priority and that commitments are delivered. The Champion will be Maria Eagle, Parliamentary Under-Secretary-of-State at the Ministry of Justice, reporting to David Hanson, the Minister of State.

4.2.9 Sentencing

4.2.10 The use of the **Community Order will be maximised** by re-emphasising to the courts how intensive packages of requirements (coupled with supportive interventions) can be more effective at responding to women's needs and reducing their re-offending.

4.2.11 As part of publicity initiatives to **promote the appropriateness and benefits of community sentences**, there will be a focus on the use of community sentences for women.

4.2.12 **Sentencers will be better informed** about community provision for women, what is available in their areas and how it can address women's needs more effectively than custody – for example through formal liaison arrangements between Regional Offender Managers (ROMS) and sentencers.

Community Provision

4.2.13 The main recommendations on community provision relate to the development of one-stop-shop community centre provision, including the extension of the Together Women Programme, and making use of existing centres to provide a wider network of women's centres to which women offenders and those at risk of offending can be referred. The report suggests that such centres should be used as part of a package of measures to support court and police diversions and community sentences.

In response to these proposals:

4.2.14 The **Together Women Programme (TWP)** is testing out how a co-ordinated multi-agency one-stop-shop approach in the community can be more effective for women and avoid the use of custody wherever possible. An evaluation of the outcomes will be undertaken when the programme comes to an end in 2009 and the full impact of the projects on the women going through them can be assessed. However, ahead of that, lessons learnt along the way on providing effective multi-agency wrap-around services for women with multiple complex needs will be disseminated so that other areas can consider whether elements of the TWP approach might help them to deliver better community services and interventions for women.

4.2.15 A **National Service Framework for women** will be developed by April 2008 which will set out the national policy for commissioning services for women and contain specific actions for commissioners to ensure that locally commissioned services address the identified needs of women. This will include appropriate linkages and co-ordination with other commissioning frameworks (e.g. on health, drugs, communities) and secure input from local

and regional commissioning partnerships. The Framework will be implemented across all regions through a national notice of change from June 2008.

4.2.16 A revised guide to replace the National Probation Service **Good Practice Guide on 'Delivering Effective Services for Women Offenders in the Community'** will be produced by April 2008. This will be a practical guide, supported and implemented through the National Service Framework for women which will ensure that the necessary changes are made to improve interventions and services for women in the community.

4.2.17 A cross-departmental project will examine the extent and nature of current **women's centre provision** and develop proposals for building on existing services and support which can be accessed by women offenders and women at risk of offending. The project will explore the benefits that women's centres could deliver to meet a range of government objectives, not just relating to tackling offending – e.g. improving women's education and training, health, housing, finance etc – and will therefore look as well at the scope for departments and agencies to jointly contribute to the development of such provision.

4.2.18 Funding has been provided to help take forward one of the recommendations by contributing to the set up costs of a demonstrator project for women offenders in Wales. The **'Turnaround' project** will provide a women-centric support service focusing on the needs of women offenders and their children, and women in the community who are at risk of offending.

4.2.19 Funding has also been allocated to the South West Region to develop a specification and commissioning model for **accommodation services for women offenders** (to be launched in Spring 2008 and to the South East Region to develop a commissioning model for appropriate and effective **end-to-end offender management of women offenders**).

4.2.20 Prison

4.2.21 Baroness Corston's most significant recommendation in relation to women in prison is that existing women's prisons should be replaced with suitable, geographically dispersed, small, multi-functional custodial centres, and that these should be phased in over a period of 10 years.

In response to this the government will:

4.2.22 Set up a short project, with specified timescales, chaired at Director level, to consider the **future of the women's custodial estate** and explore how Baroness Corston's recommendation could be taken forward. It will examine the scope, aims and objectives of the proposed new units, as well as taking into consideration issues in respect of physical size and factors around resettlement such as closeness to home. The project will look at the merits of establishing a pilot unit to test out how this might work for women prisoners.

4.2.23 In relation to Baroness Corston's other recommendations regarding women prisoners, one of the most significant areas of progress will be the implementation of **Gender Specific Standards for women in prison** which will be published in April 2008. Governors and Directors of contracted-out prisons will be required to produce, by October 2008, plans to implement these standards by April 2009. Greater detail can be found in the box headed 'Women Prisoners. These standards will cover the full range of issues for women prisoners and will provide the over-arching framework for taking forward the group of prison recommendations. They will also provide a mechanism for monitoring progress.

An Example of Reducing Re-offending

In addition to the seven reducing re-offending pathways, domestic violence, sexual abuse and prostitution will be embedded in the National Framework for Women Offenders which will be published in 2008.

The National Offender Management Service (NOMS) undertake to do the following:

- Equality Impact Assessments completed on all pathways and alliances.
- Women specifically considered as part of the consultation on the revised Reducing Re-Offending Strategic Plan due to be launched in late Spring 2008.
- In developing commissioning priorities for the open and resettlement estate, consideration will be given to the particular needs of women prisoners, such as support for victims of domestic violence and those involved in prostitution.
- In revising the NOMS Third Sector Action Plan, have engaged women's organisations to develop policies and plans, and included the needs of these organisations into the plan.
- In taking forward the Faith Consultation Paper and resulting Action Plan, engaged with women's organisations to develop policies and plans, and included the needs of these organisations as part of the plan.
- NOMS are working with the Department of Innovation, Universities and Skills to ensure that the issue of self employment for offenders as part of Next Steps takes account of the needs of women offenders.
- Ensure that a framework and provider toolkit for improving support for children and families includes a chapter on issues for women within the pathway, including those who have been abused or involved in prostitution.
- NOMS will develop commissioning priorities and a specification for the children and families pathway which addresses the specific needs of women offenders, including those who have been abused or involved in prostitution.

4.3 Key External Priority Two: GENDER-BASED VIOLENCE

4.3.1 Gender-based violence – comprising domestic violence⁷ and sexual assault – is both a cause and a consequence of gender inequality. In keeping

⁷ Domestic abuse can go beyond actual physical violence. It can also involve emotional abuse, the destruction of property, isolation from friends, family or other potential sources

with our wider responsibilities of justice for all, both criminal and family legislation is gender neutral and we aim to deliver the same level of service to all our customers.

4.3.2 Domestic violence is the leading cause of mortality for British women aged 19-44, ahead of cancer and road accidents. 89% of the victims who suffer sustained domestic violence are female. Related issues such as forced marriage, so-called 'honour crimes' and 'harmful traditional practices' such as female genital mutilation are also of concern to the black and minority ethnic community.

4.3.3 The British Crime Survey 2005-06 shows that 23% of women and 3% of men experience sexual assault as an adult. In 2005-06, 14,449 offences of rape were recorded by the police – 92% of the victims were women.

4.3.4 The Ministry of Justice, as one of the key departments on the Domestic Violence and Sexual Offences Inter-Ministerial Groups, is working in concert with a number of other government departments to tackle these areas of concern. This co-operation is reflected in the fact that a number of the departments involved have also included these issues in their Schemes as key priorities.

4.3.5 The Ministry of Justice recognises that there are strong links – as well as considerable overlap – between domestic violence and sexual assault. Membership of the two inter-ministerial groups is vested in the same Minister to ensure consistency on cross-departmental issues and commitments, and this coming year will see a greater merging of the two agendas. Bringing these work streams closer together will provide a more strategic framework for addressing gender-based violence as a whole.

4.3.6 A major concern is that individuals do not always come forward to seek redress or assistance. Although there are estimated to be some 500,000 domestic violence related calls to the police, only around 7,000 incidents result in a prosecution. Similarly, only 15% of serious sexual offences against people over 16 are reported to the police and of the rape offences that are reported, fewer than 6% result in an offender being convicted of this offence. There are a variety of reasons outside of HMCS's control that contribute to such high attrition rates – such as the assault not being reported to the police or the case being dropped due to lack of evidence – though there is anecdotal evidence that service users often find courts to be intimidating, confusing, male dominated places. This could potentially make it especially difficult for female victims who have to recount their ordeal in such an environment.

of support, control over access to money, personal items, food, transportation and the telephone, and stalking. It is acknowledged that domestic violence and abuse can also manifest itself through the actions of immediate and extended family members through the perpetration of illegal activities such as forced marriage, so-called 'honour crimes' and female genital mutilation. Extended family members may condone or even share in the pattern of abuse.

4.3.7 The Ministry of Justice has been working closely with the Home Office and the Crown Prosecution Service to find ways to address these kind of issues arising from such crimes, and to put the victims at the heart of the judicial process. April 2007 saw the number of accredited specialist domestic violence courts rise to 64. In addition, the Ministry of Justice is giving priority to its work on extending independent domestic violence adviser services in all the court areas and making links with the Home Office on its independent sexual violence advisers across all Sexual Assault Referral Centres. A pilot integrated domestic violence court is currently being run in Croydon. The evaluation report is expected in spring 2008. The Department's work with the Family-Criminal Interface Committee and Multi-agency Risk Assessment Conferences (MARACs) continues.

4.3.8 Gender Based Violence - Access to justice

4.3.9 A major concern highlighted during the information-gathering exercise is that some members of the public may not be able to fully engage in the legal process due to a number of issues which put women at a disadvantage. The Ministry of Justice is committed to minimising the number of people who feel forced out of the legal process for such reasons.

An Example of Access to Justice - Safety in court

One concern is that witnesses (including victims) might refrain from giving evidence in court due to fear of retaliation or distress about testifying. Though in most cases intimidated witnesses⁸ are equally likely to be men or women, the fact that victims of gender-based violence are overwhelmingly female makes this issue particularly relevant to gender equality in access to justice.

Since 2002, intimidated witnesses can apply for special measures which include: screens; giving evidence by live television link; excluding people from the courtroom to provide a more private setting; and allowing as witnesses' main evidence, a video-recorded interview with the witness. (Family courts have similar protective measures including videolinks.) The recent unification of the Magistrates' and Crown Courts facilities should further extend the availability of these measures.

A 2005 Home Office report found that overall the Criminal Justice System (CJS) agencies believed that intimidated witnesses were, and felt, better assisted than prior to 2002. Information on the availability of special measures can be found on both the HMCS and CJS websites. HMCS is also producing a DVD on what to expect at court, and new local information leaflets are also being developed for both prosecution and defence witnesses. These are now available.

⁸ Intimidated witnesses include people whose quality of evidence is likely to be affected by their fear or distress at giving evidence in the proceedings. Complainants in sexual offences are eligible automatically for special measures unless they do not want them.

Caring responsibilities

Another concern is that practicalities relating to caring responsibilities may deter some members of the public from engaging in the legal process. In particular, the lack of childcare facilities (nurseries, child-minders, baby-changing rooms, etc.) might disproportionately affect female court users, since women form the majority of carers in the UK.

The Ministry of Justice believes that children should not be exposed to the intimidating atmosphere of a courtroom – with the exception of cases where the child is involved in the legal process. In criminal courts, witnesses and jurors can claim expenses for childcare. In some family courts, voluntary agencies offer some services such as crèches. HMCS has produced an outline leaflet indicating what facilities courts provide. These are expected to be included in communications from courts in relation to attendance at hearings. Local courts will be responsible for producing the leaflets and distribution will be managed on a local basis.

4.3.10 Gender-based violence - Black and Minority Ethnic Community

4.3.11 Gender-based violence occurs in every society and every social grouping. There is little evidence to suggest greater prevalence in black and ethnic minority communities, however not reporting or under-reporting abuse can be affected by cultural issues. Under the ambit of the Domestic Violence and Sexual Offences Inter-Ministerial Groups, the Ministry of Justice works across government to address this. For example, the Resource Manual for the specialist domestic violence courts includes information for court staff on overcoming barriers and six pages of contact details of services which specialise with particular groups of victims. HMCS also produces guidance for users in its publication '**Domestic Violence: A Guide to Civil Remedies and Criminal Sanctions**' www.dca.gov.uk/family/dvguide04.pdf. We will extend the number of languages it is published in from English, Welsh, Bengali, Urdu, Punjabi, Somali and Chinese to include Arabic, Gujarati and Polish. In addition, HMCS piloted a DVD for witnesses who have been asked to attend court in Nottingham, available in English and Hindi.

4.3.12 Gender-based violence - against men

4.3.13 Although the majority of victims of gender-based violence are women, the Ministry of Justice recognises the need to provide its services in ways that are appropriate to men's different needs. In particular, one in six men will be a victim of domestic violence in their lifetime, compared to one in four women. The share of men who take domestic violence cases to court do not reflect these numbers. Research has indicated that men are often reluctant to access social care services. Gender stereotypes (for both victims and professionals) can make it difficult to think of men as 'victims'. There is a lack of specialist agencies dealing with male victims for incidents such as domestic violence or rape. In some areas of the country there are dedicated services for male victims of domestic violence. These specialist services are small both

in numbers and capacity, but details are also included in the specialist courts resource manual.⁹

An Example of Improving Services for Women - Women Prisoners

Following the recommendation in the Corston Report and widespread consultation with managers, staff and prisoners in establishments, HMPS and NOMS groups and external stakeholders with special interest in women prisoners. Work is in progress on the development of Gender Specific Standards for women prisoners.

It is important to establish appropriate consistent standards for the treatment of women prisoners, for implementation across the country.

A list of gender specific operational standards have been produced by the Prison Service to ensure the different needs of women are consistently addressed across the estate as well as the generic standards which are also applicable in male prisons.

It is important to note that although some aspects of how imprisonment affects a woman is clearly gender specific and will only apply to her and not a male prisoner (an example would be facilities for pregnant women) other elements of imprisonment are likely to impact differently or to a significantly different degree and therefore it is appropriate to set a different standard.

Some Statistical and Research Information about Women Prisoners shows that:

- There was a 196% increase in the number of women remanded into custody between 1992 and 2002 compared to a 52% increase for men. Since that date the population appears to have stabilised at around 4,500.
- Women more frequently than men are the main carers of children. They are often single parents. 2/3 of women prisoners are mothers. Only ¼ of children of women prisoners live with their biological or current fathers. Only 5% of children stay in their own homes after mother's imprisonment.
- Women in prison bring with them a considerable amount of vulnerability; one in 10 will have attempted suicide, half say they have experienced

⁹ In last year's report, the Domestic Violence Inter-Ministerial Group identified that "there was a pressing need to engage with men in a coherent and co-ordinated way not just as victims or perpetrators of domestic violence, but as a powerful lobby to challenge the culture and behaviour of other men that colludes with this destructive behaviour. Recently [it] merged the two men's phone lines: RESPECT for male perpetrators and Men's Advice Line and Enquiries (MALE) for those men who find themselves in abusive relationships. This collaboration has also joined with the Men's Health Forum, to consider the formation of a coalition of organisations who deal with men's health and men's behaviours in order to lend a powerful male voice to tackling domestic violence." In addition, the Centre for Public Innovation was funded by the Home Office to host two seminars on changing men's behaviour in 2006-07. This is ongoing activity working toward the development of the national men's coalition.

domestic violence and a third sexual assault. Now ½ of all incidents of self-harm in prisons will be committed by a woman even though women represent only 6% of the total prison population.

- Around 1/3 of women prisoners report having experienced sexual abuse in childhood. A survey for Her Majesty's Chief Inspectorate of Prisons (HMCIP) in 1997 found 49% of young women said that they had experienced sexual abuse, compared with 17% of young men interviewed.

The gender specific requirements contained within Prison Service Order (PSO 4800) Gender Specific Standards for Women Prisoners, to be published in April 2008, take into account the particular nature of the women's prisoner population which is disproportionately likely to have suffered domestic and sexual abuse, mental health problems and self-harm which both impacts upon their offending behaviour and their ability to cope within custody and after release.

4.4 Gender Based Violence - Hate Crimes

4.4.1 Over the past few years, the role of the probation service has expanded to work more closely with victims. This includes victims of race, homophobic transphobic hate crime and development of multi-agency work with victims of domestic violence. Some probation areas have also developed programmes to work with the perpetrators of race and hate crime.

4.5 Key External Priority Three: Involving Women in Public Life

4.5.1 MoJ has responsibility for strengthening the engagement of all parts of society with the democratic process and looking at issues around participating in public life for different groups, including by gender is part of this.

4.5.2 One important area for helping to address this is around the administration of the electoral system. This would include the reform of electoral legislation aimed at improving access, engagement and confidence in the system, extending openness and transparency, and maintaining the professional delivery of elections and registration procedures.

4.5.3 The Government's MoJ-led Green Paper, *The Governance of Britain* published on 3rd July 2007, www.justice.gov.uk/publications/governanceofbritain.htm for example indicates that the intention is to consult with local authorities and others on the merits of moving the voting day for general and/or local elections from Thursday to the weekend. This could potentially have a positive impact on those who juggle employment with caring responsibilities, often women.

4.5.4 It also sets out the intention to consult with relevant groups (e.g. refuge groups) on anonymous registration, and looking at evidence to identify if gender issues are relevant to registration, voting and wider engagement.

4.5.5 The Government introduced Anonymous Registration, to allow victims of domestic violence, stalking and harassment the ability to register and participate fully in democracy. It also allows those who register for anonymous registration the ability to gain credit and financial services, where they could not previously.

4.5.6 Anonymous Registration was designed to protect vulnerable people in society whose safety could be at risk if their details appeared on a public register. There had been situations where criminals could use the electoral register to trace victim's addresses and pursue them using this information.

4.5.7 There was extensive consultation before the necessary regulations were put in place, and the support gained of various groups such as Victim Support, Network for Surviving Stalking and Rights of Women.

4.5.8 The take up of anonymous registration continues to be monitored, and the numbers of applicants has increased recently and continues to rise. Presently there are no statistics available with regard to the gender breakdown of those who have registered.

4.5.9 We are also working with the Association of Chief Police Officers and the Local Authority Directors of both Adult and Child Services to ensure there is supporting guidance in place. This will help victims of domestic violence and others who need to remain anonymous if they are to be able to vote in local and general elections.

4.6 Making Parliament more representative

4.6.1 All women shortlists - the Sex Discrimination (Electoral Candidates) Act 2002 allows registered political parties to select candidates for election using all women shortlists, if they are adopted for the purpose of reducing inequality in the numbers of men and women elected to be Members of Parliament. The Act provides for this arrangement to end in 2015, unless Parliament extends that end date.

4.6.2 The Equalities Review (led by EHRC Chair Trevor Phillips), published in February 2007¹⁰, recognised the decision to allow political parties to adopt all-women shortlists for a temporary period had a “substantial and beneficial, impact on the gender balance of the House of Commons, which would not otherwise have occurred”, though there remains some way to go in balancing the gender mix.

¹⁰ The Equalities Review, Fairness and Freedom: The Final Report of the Equalities Review, Cabinet Office, February 2007.

4.6.3 The Government is committed to reducing gender inequality, and in the recent consultation paper on proposals for a Single Equality Bill, 'A Framework for Fairness'¹¹, there is a commitment to keeping the law under review, and will look at extending the provisions allowing all-women shortlists to continue to be used, beyond 2015.

4.7 Diversity of the Judiciary and Legal Professions

4.7.1 A judicial diversity strategy was agreed in May 2006 between the Lord Chancellor, the Lord Chief Justice, the Chairman of the Judicial Appointments Commission, which looks to improve the diversity (including gender diversity) of the judiciary at all levels.

4.7.2 Progress is being made on a number of fronts: legislative changes to widen the pool of potential applicants who are eligible for judicial appointment; making the judicial appointments system more open and transparent; and supporting judges in creating a more flexible working environment.

4.7.3 Examples of initiatives which should help support an increase in the number of women appointed to the judiciary include;

4.7.4 A judicial Work Shadowing Scheme, to provide opportunities for lawyers (male and female) to experience at first hand the working life of a judge both in and out of court;

4.7.5 Salaried part time working for judicial office holders, which from April 2005 was expanded to include all judiciary below High Court level, with more than one hundred judges now having taken up the option.

4.7.6 In addition, MoJ is working with a range of stakeholders including the Law Society and the Bar Council, to support initiatives aimed at increasing the diversity of the legal professions, which will increase the diversity of the pool from which judges are appointed.

Section 5 – Influencing Outcomes

5.1 Procurement

5.1.1 The gender equality duty applies equally to functions which are carried out through external providers as those carried out directly by the Ministry. MoJ will ensure that all responsibilities, requirements and obligations pertaining to the Sex Discrimination Act and other relevant legislation are met when setting out the initial requirements and in drawing up the contract conditions at the beginning of the procurement process.

¹¹ Discrimination Law Review: A Framework for Fairness: Proposals for a Single Equality Bill for Great Britain – A consultation paper, Department for Communities and Local Government, June 2007.

5.1.2 This includes contracting out to private sector organisations who will need to deliver their gender equality responsibilities.

5.1.3 MoJ Procurement Division has undertaken to carry out monitoring of supplier diversity for existing contracts as well as new ones. In conjunction with the Equality Schemes Team, they are working to develop a system for monitoring and evaluating existing and new contracts, beginning with two trials followed by a wider roll out. It is intended that this work will form part of the annual contract review process.

5.1.4 MoJ follows the Office of Government Commerce guidelines on procurement. Procurement Division has sought further guidance from the Office on the relevance and proportionality aspect of implementing the above provisions where a public sector duty has been contracted out to the private sector.

5.2 Partnerships with external organisations

5.2.1 MoJ recognises it cannot work in isolation and to deliver effective and informed policies needs to work with a wide range of organisations and groups who understand and have expertise of particular issues, and who use the services the Department delivers. On-going engagement with local and national groups and organisations will continue and increase over the course of this Scheme.

5.2.2 MoJ also works in partnership with other government departments and agencies, and external bodies in the private and Not For Profit Sector. Delivering an effective Criminal Justice System for example, requires the Courts, Prison Service, Probation Service and others to work closely with each other and with colleagues in the Police and the Crown Prosecution Service.

5.3 Public Access to Information

5.3.1 MoJ is committed to providing information about its policies and services through effective communication with the public. Information is provided in several ways: centrally, through the MoJ website for example; through the work of the different agencies and bodies of the Department in respect of the policies and services for which they are responsible; and through the courts, tribunals, prisons or other MoJ offices. In providing information, the aim is to ensure that it is:

- Clear, comprehensive, accurate and relevant.
- Appropriate to the reader or user of the information.
- Proportionate to the subject matter.
- Targeted and timely.

5.3.2 MoJ will make reasonable adjustments to enable people with disabilities access to the information if they can't otherwise access it. As such MoJ will be making this Scheme available in Easy Read and large print versions, with alternative formats considered on request.

Section 6 – Publishing the Scheme and Monitoring the Action Plan

6.1 Publication of the Gender Equality Scheme

6.1.1 This Scheme is the first publication of the GES since the establishment of MoJ in May 2007 as a new organisation incorporating the former functions of the Department for Constitutional Affairs, Office for Criminal Justice Reform (OCJR) and responsibilities of the Home Office related to offender management.

6.1.2 In this new Scheme, MoJ has identified what actions have already been taken to progress gender equality, and where it needs to make further progress on integrating gender equality into its changed priorities. The revised Scheme now reflects the full range of MoJ's functions and policies. MoJ will publish progress on this Scheme annually and will revise the Scheme every three years.

6.2 Monitoring the Action Plan

6.2.1 Monitoring of the Action Plans will be included as part of the MoJ's annual report of its equality and diversity work. Outcomes and progress of these actions will be included within this annual report which will be considered and approved by the Corporate Management Board.

6.2.2 The Scheme includes many specific policies relevant to specific business areas, and each business area will have a responsibility to measure the success of these policies.

6.2.3 Equality, Diversity and Human Rights Division will work closely with business areas to provide advice and assistance and in monitoring progress against the activity in the Action Plan and will produce the annual review of the Scheme

Section 7 - Complaints about the Scheme

Any individual who believes that they have been directly affected by a failure to comply with this Scheme is entitled to complain and should do so in writing. If disability related assistance is needed to assist in making a complaint, it will be made available. Complaints will be handled as follows:

7.1 Staff

- Staff employed by MoJ should submit complaints through the normal internal grievance procedure. This is in MoJ's Employee Manual which is currently being revised to take account of Magistrates' Courts and Tribunals staff and other changes arising from the transition from the former DCA.
- This procedure complies with the Employment Act 2002 (Dispute Resolution) Regulations 2004 and covers all employment related issues including discrimination and equal opportunities. Any member of staff who is a member of a union and who wishes to make a complaint may consult their union representative for help and advice.
- The Director of Human Resources will deal with complaints from members of the public about selection and recruitment. The public do have recourse to the Civil Service Commissioners should the matter not be dealt with satisfactorily. The website is <http://www.civilservicecommissioners.gov.uk>.

7.2 The Public

7.2.1 Individuals and other organisations or bodies – for example businesses from whom MoJ buys goods or services – should contact the relevant MoJ division with whom they usually deal.

7.3 Handling Complaints

7.3.1 All cases will be investigated as speedily as possible and normally within three months of receipt of the complaint. In responding to the complainant, MoJ will explain the procedure for pursuing the complaint further with the EHRC. MoJ will co-operate fully in any subsequent investigation by the EHRC and provide access to any relevant documentation that the EHRC may require. MoJ undertakes to review its complaints procedure in the light of our experiences in the implementation of the Scheme.

7.3.2 The EHRC has the power to enforce the specific duties imposed on listed public authorities. If it is satisfied that a public authority has failed to comply with any of its specific duties, the EHRC may serve a compliance notice. This will require the authority to comply with its specific duties and to inform the EHRC, within 28 days, of the measures it has taken. If after three months the authority has not complied with the EHRC's notice, then the EHRC can ask the courts to order the authority to comply.

7.3.3 It is open to individuals, organisations and others to notify the EHRC if they are concerned that a public authority has failed to comply with its specific duties. However, MoJ would wish that in the first instance, any complaints about its compliance should be raised with MoJ directly.

7.3.4 Details of contacts and procedures for all complaints from the public are on MoJ's website at: <http://www.dca.gov.uk/compleng.htm>

Appendix A: MoJ Minimum Requirement Action Plan

People and Learning

Action:

- Identify any issues relating to Equality and Diversity arising from the Staff Opinion Survey and produce an Action Plan to address them.

When: Within 2 years of publication to enable comparison of results with next survey.

Lead Responsibility: Directors

Outcome: Improve confidence of staff and ensure they are treated equitably and fairly.

Other outcomes:

Actions to follow specific issues re. staff confidence, in relation to issues highlighted in the Opinion Survey

Action:

- Check the training and development register to ensure that all current staff have received appropriate equality and diversity awareness within the last 2 years. And that those who have not, attend necessary training events.
- Reissue statement of Equality and Diversity responsibilities to all staff.

When: Annually

Lead Responsibility: Managers

Outcome: Meets general duty to eliminate unlawful discrimination.

Action:

- Inform all staff of Positive Action training opportunities and equality and diversity events as they arise.

When: Immediately and as events are advertised

Lead Responsibility: Managers

Outcome: Meet general duty to promote equality of opportunity.

Customers and the Community

Action:

- Gather details of diverse make up of customer base and use this information to gather information on customer needs.
- Set in place a process to gather information on the needs of customers (internal and external), evaluate outcomes and agree action to address any identified issues.

When: Annually

Lead Responsibility: Managers

Outcomes:

- Improve delivery of customer service.
- Better informed decision making and consultation.

Action:

- Set up relevant stakeholder groups to facilitate consultation and involvement.

When: Immediately and review annually.

Lead Responsibility: Directors

Outcomes:

- Timely involvement of key stakeholders i.e., at start of a process.
- Fulfils our duty to promote good relations between diverse groups and eliminate unlawful discrimination.

Key Performance Results

Action:

- Set timetable for completion of impact assessments of all new and existing functions and policies.

When: Immediately and review annually.

Lead Responsibility: Directors

Outcome: Equality and diversity is integral to the business planning process.

Improving the way we Work

Action:

- Review all monitoring systems to ensure monitoring is compliant with existing legislation and departmental guidelines, (including consistency of category use with Office of National Statistics Census) and wherever possible broaden monitoring to include ethnicity, gender, disability, age, sexual orientation, gender identity, religion and belief, and caring responsibilities.

When: within two months of publication and review annually.

Lead Responsibility: Directors

Outcome: Provide evidence to show how diverse needs of staff and customers are being met.

Action:

- Identify responsible officer to maintain and monitor equality action plans.

When: Immediately

Lead Responsibility: Director

Outcome: Actions on Equality Schemes are followed through and progress reported on.

Action:

- Evaluate all new policies and functions, both formal and informal, for relevance to each diverse group.

When: immediately - at start of the process

Lead Responsibility: Director

Outcome: Timely and informed decisions made on impact assessments
Relevant groups involved in decision making process.

Action:

- Maintain and update record of all functions and policies and their relevance to each of the diverse groups.

When: Ongoing (minimum of half-yearly reviews)

Lead Responsibility: Director

Outcome: Information readily available for audit and update of the Schemes.

Appendix B: List of Gender Stakeholders

A key element of the Gender Equality Scheme is to ensure that we involve and consult with people who have disabilities. Below are a list of those who were involved and those who were consulted as part of this process.

List of those consulted

MoJ engages with a range of stakeholders on a regular basis. Those who were consulted on the MoJ Gender Equality Scheme included:

A place at the table
Press for Change
Home Office
Civil Justice Council
Family Justice Council
Wales Office
Scotland Office
Bar Council
Law Society
Victim and Witness Support
Association of Chief Police Officers
Probation Service
Magistrates Association
Association of District Judges
The Fawcett Society
Amnesty International Human Rights Action Centre
Access to Justice Alliance
Rights of Women
Justice
Liberty
Women's National Commission
ACAS
Refuge
National Alliance of Women's Organisation (NAWO)
Domestic Violence Intervention Project
Greater London Domestic Violence Project
Asian Women's Centre
Bangladeshi Women's Society
Muslim Council of Britain
Southall Black Sisters
Chinese Women's Support Project
UK Disability Forum Women's Committee
Men's Health Forum
a:gender
Southwark Transgender Group
Opportunity Now
Equality Human Rights Commission
Men's Aid
Gender Equality Network

Equal
Families Need Fathers

Appendix C: Agencies, Associated Offices, Non Departmental Public Bodies (NDPBs) and other Bodies, and their Statutory Duties

The Ministry of Justice is made up of different business areas, some working independently and others working directly, these are called Agencies, Associated Offices And Non-Departmental Public Bodies.

Different business areas have different duties under Sex Discrimination Act 1975 as amended by the Equality Act 2006. This section lists whether each area is individually bound by the general or specific duties. Although each office have a responsibility to contribute to the MoJ specific duty.

Agencies

An Executive Agency is a public institution that delivers government services for the United Kingdom government, Scottish Executive, Welsh Assembly or Northern Ireland Executive. An agency does not set the policy required to carry out its functions - the department that oversees the agency determines these. Chief executives who are personally responsible for day-to-day operations head the agencies. They are normally directly accountable to the responsible minister on policy matters who in turn is accountable to Parliament. On resourcing and administrative matters, they report directly to the Permanent Secretary of the Ministry of Justice.

Name of Organisation	Description	Statutory Duty
HM Courts Service (HMCS)	Executive Agency. Management of Courts Administration in England and Wales.	General
HM Land Registry	Non Ministerial Dept and Trading Fund Executive Agency. The main statutory function of Land Registry is to keep a register of title to freehold and leasehold land throughout England and Wales.	General
HM Prison Service	Executive Agency which keeps in custody those committed by the courts.	General
The National Archives (TNA)	Non Ministerial Dept and Executive Agency. It sets standards and supports innovation in information and records management across the UK.	General
Office of the Public Guardian (OPG)	Executive Agency. The Office promotes and protect the financial and social well-being of people with mental incapacity.	General
Tribunals Service	Executive Agency which provides common administrative support to the main central government tribunals.	General

Associated Offices

An Associated Office is funded by the Ministry of Justice but is run separately of its HQ functions.

Name of Organisation	Description	Statutory Duty
Assessor for Compensation and Miscarriages of Justice	Independent body. Aims to bring about a better balance with the treatment of victims of crime.	General
The Directorate of Judicial Office for England and Wales	Other independent Directorate. Comprises the Judicial Office; Judicial Studies Board; and Judicial Communications Office. The Directorate ensures that the Lord Chief Justice, the Judicial Executive Board, the Judges' Council and the judges are supported in their responsibilities, kept fully advised and informed, their activities co-ordinated and policy is developed and implemented.	General
HM Inspectorate of Court Administration	Independent statutory offices/office holders which inspects and report to the Lord Chancellor on the system that supports the carrying on of the business of the courts and the services provided for those courts.	General
HM Inspectorate for Prisons	Reports on conditions for and treatment of those in prison, young offender institutions and immigration removal centres.	General
HM Inspectorate of Probation	Reporting on the effectiveness of work with individual offenders, children and young people aimed at reducing re-offending and protecting the public.	General
Judicial Appointments and Conduct Ombudsman	Independent statutory offices/office holders. The Judicial Appointments and Conduct Ombudsman investigates complaints about the judicial appointments process and the handling of matters involving judicial discipline or conduct.	General
National Offender Management Service (NOMS)	NOMS HQ is based within the Ministry of Justice. Delivery of prison and probation services is co-ordinated through nine regional areas and throughout Wales. As an associated office it is subject to the general duty.	General

Name of Organisation	Description	Statutory Duty
Office for Criminal Justice Reform (OCJR)	Tri-lateral body that supports all criminal justice agencies in working together to provide an improved service to the public. The OCJR reports to Ministers in the Ministry of Justice, the Home Office and the Office of the Attorney General. As an associated office it is subject to the general duty.	General
Office of the Judicial Committee	The Judicial Committee of the Privy Council is part of MoJ and is the court of final appeal for the UK overseas territories and Crown dependencies, and for those Commonwealth countries that have retained the appeal to Her Majesty in Council or, in the case of Republics, to the Judicial Committee.	Employment Duty only
Office for Judicial Complaints	Other independent offices. The Office for Judicial Complaints has been set up to advise and support the Lord Chancellor and Lord Chief Justice in their responsibilities for the complaints and discipline system.	General
Office of the Judge Advocate General	Independent Office. Main duties are to supply judge advocates for courts-martial and for the Summary Appeal Courts, magistrates for the Standing Civilian Courts and judicial officers to hear custody applications.	General
Office of the Legal Services Complaints Commissioner	Independent Statutory Office. The Office of the Legal Services Complaints Commissioner works with consumers to improve how the Law Society handles complaints about solicitors in England and Wales.	General
Office of the Legal Services Ombudsman	Independent statutory offices/office holders. It oversees the handling of complaints about lawyers in England and Wales	General
The Privy Council Secretariat	Is part of MoJ and is responsible for the arrangements leading to the making of all Royal Proclamations and Orders in Council and for certain formalities connected with Ministerial changes.	Employment Duty only
The Offices of Court Funds, Official Solicitor and Public Trustee	Independent statutory offices/office holders. CFO administers funds paid 'into court' as a result of civil proceedings in courts in England and Wales.	General

Name of Organisation	Description	Statutory Duty
Prisons and Probation Ombudsman	Ombudsman. Investigates complaints from prisoners and those subject to probation supervision, or those upon whom reports have been written.	General
Scotland Office	Office relating to devolved administrations. The MoJ is responsible for the overall management of relations between the UK Government and the devolved administrations in Scotland, Wales and Northern Ireland.	General
Wales Office	Office relating to devolved administrations. The MoJ is responsible for the overall management of relations between the UK Government and the devolved administrations in Scotland, Wales and Northern Ireland.	General

Non-Departmental Public Bodies

A non-departmental public body (NDPB) is a national or regional public body, working independently of ministers to whom they are accountable:

- Executive NDPBs are those with executive, administrative, commercial or regulatory functions. They carry out set functions within a government framework, but the degree of operational independence varies. They employ their own staff and are allocated their own budgets.
- Advisory NDPBs - provide independent and expert advice to ministers on particular topics of interest. They do not usually have staff but are supported by staff from their sponsoring department. They do not usually have their own budget, as costs incurred come within the department's expenditure.
- Tribunal NDPBs - have jurisdiction in a specialised field of law. They are usually supported by staff from their sponsoring department and do not have their own budgets.

Name of Organisation	Description	Statutory Duty
Administrative Justice and Tribunals Council	Advisory NDPB. The Administrative Justice and Tribunals Council keeps under review the administrative justice system as a whole with a view to making it accessible, fair and efficient. Replaced the Council on Tribunals on 1 November 2007.	General

Name of Organisation	Description	Statutory Duty
Advisory Committees on General Commissioners of Income Tax	Advisory NDPB. To select for the Lord Chancellor's consideration candidates with the qualities necessary for appointment as a General Commissioner of Income Tax covering England and Wales.	General
Advisory Committees on General Commissioners of Income Tax (Northern Ireland)	Advisory Non-Departmental Public Body NDPB to Northern Ireland Court Service.	General
Advisory Committees on Justices of the Peace in E & W	Advisory NDPB. To advise the Lord Chancellor on the appointment of Justices of the Peace in England and Wales.	General
Advisory Committees on Justices of the Peace in Lancashire, Greater Manchester and Merseyside	Advisory NDPB. To advise the Chancellor of the Duchy of Lancaster (Chancellor of the Exchequer from 1 April 2005) on the appointment of Justices of the Peace in Lancashire, Greater Manchester and Merseyside.	General
Advisory Council on Historical Manuscripts	Advisory Non-Departmental Public Body NDPB to The National Archives. To advise the Lord Chancellor on matters relating to records and archives in the UK and in particular in England and Wales especially access to historical records and the preservation of records and manuscripts.	General
Advisory Council on National Records and Archives	Advisory Non-Departmental Public Body NDPB to The National Archives.	General
Advisory Council on Public Records	Advisory Non-Departmental Public Body (NDPB) to The National Archives.	General
Advisory Panel on Public Sector Information	Advisory Non-Departmental Public Body (NDPB) to The National Archives.	General
The Boundary Commission, England	Advisory NDPB. To keep under review the representation of England in the House of Commons.	General
The Boundary Commission, Scotland	Advisory NDPB to Scotland Office. To keep under review the Boundaries of Parliamentary Constituencies in Scotland and the boundaries of the constituencies of the Scottish Parliament.	General

Name of Organisation	Description	Statutory Duty
The Boundary Commission, Wales	Advisory NDPB. To keep under review the representation of Wales in the House of Commons and to submit to the Secretary of State reports with recommendations for constituencies and for representation of the regions in the National Assembly for Wales.	General
Civil Justice Council	Advisory NDPB. Reference. To keep the Civil Justice System under review, to consider how to make the system more accessible, fair and efficient and to make recommendations.	General
Civil Procedure Rule Committee	Advisory NDPB. The Civil Procedure Rule Committee was created by virtue of section 2 of the Civil Procedure Act 1997 (as amended by section 83 of the Courts Act 2003) to make rules of court for the Civil Division of the Court of Appeal, the High Court and the County Courts.	Exempt
Correctional Services Accreditation Panel	The Panel considers applications from the Prison and Probation Services for accreditation, guidance or review and provides advice on audit issues brought to it by the two Services.	General
Courts Boards	Advisory NDPB which scrutinises, review and make recommendations about the way in which the courts are being run in their area to consider draft and final business plans.	General
Criminal Cases Review Commission	Executive NDPB. An independent public body set up to review possible miscarriages of justice and decide if they should be referred to an appeal court.	General
Criminal Injuries Compensation Authority	Executive NDPB. The Authority aims to support the victims of violent crime by: providing an efficient and fair service to applicants investigating thoroughly all claims for criminal injuries compensation treating applicants with sensitivity and courtesy at all times.	General
Criminal Procedure Rule Committee	Advisory NDPB. The Criminal Procedure Rule Committee acts as a single forum for the review of criminal court procedures and the development of modern and simply expressed rules.	Exempt

Name of Organisation	Description	Statutory Duty
Crown Court Rule Committee	Advisory NDPB. The Crown Court Rule Committee no longer makes rules for the criminal jurisdiction, as section 69 of the Courts Act 2003 established the Criminal Procedure Rule Committee to make rules for all criminal courts, up to and including the Court of Appeal (Criminal Division). The Crown Court Rule Committee now makes rules of practice and procedure, under section 84(1) of the Supreme Court Act 1981, for the small number of non-criminal matters dealt with in the Crown Court.	Exempt
Family Justice Council	Advisory NDPB. To facilitate the delivery of better and quicker outcomes for families and children who use the family justice system.	General
Family Procedures Rules Committee	Advisory NDPB. Established by the Courts Act 2003, the Family Procedure Rule Committee will seek to produce a single, coherent and simply expressed set of rules governing practice and procedure in family proceedings in the High Court, County Courts and Magistrates Courts. Before making such rules the committee will consult as it thinks appropriate.	Exempt
General Commission on Income Tax	Tribunal NDPB. To determine, postpone or adjourn appeals against tax assessments in relation to a variety of matters including Income Tax, Corporation Tax, Capital Gains Tax, National Insurance contributions, Stamp Duty Land Tax and Statutory Sick Pay.	General
Independent Monitoring Boards	Advisory NDPB. Appointed under the Insolvency Act 1986 for the purpose of being consulted by the Lord Chancellor before making any rules under section company insolvency rules or section individual insolvency rules of the Insolvency Act. The committee consists of members of the legal and accountancy professions.	General
Insolvency Rules Committee	Advisory NDPB. The Committee is appointed under s 413 of the Insolvency Act 1986 so that the Lord Chancellor may consult it before any rules are made under section 411 (company insolvency rules) or section 412 (individual insolvency rules) of the Insolvency Act. The committee consists of members of the legal and accountancy professions.	General

Name of Organisation	Description	Statutory Duty
Judicial Appointments Commission (JAC)	Executive NDPB. The JAC selects candidates for judicial office.	General and Specific
Land Registration Rule Committee	Advisory NDPB. To give advice and assistance to the Lord Chancellor on the making of new or revised rules for the various purposes referred to in sections 102 and 127 of the Land Registration Act 2002. The Committee was reconstituted in December 2002 under the Land Registration Act 2002.	General
Law Commission	Advisory NDPB. To keep the law under review and to make recommendations for reform (Law Commissions Act 1965).	General
Legal Services Commission (LSC)	Executive NDPB. The Commission is responsible, on behalf of the Government, for two Schemes: the Community Legal Service (CLS) funding delivery of civil legal and advice services, identify priority and unmet need, and develop suppliers and innovative services to meet those needs; and the Criminal Defence Service (CDS) funding defence services for people involved in criminal investigations or proceedings.	General and Specific
Legal Services Consultative Panel	Advisory NDPB. The panel assists in the maintenance and development of standards in the education, training and conduct of persons offering legal services and advises the Secretary of State on the provision of legal services.	General
Office of the Information Commissioner	Executive NDPB. To supervise and enforce the Data Protection Act 1998 and the Freedom of Information Act 2000 and the Privacy and Electronic Commercial Regulations 2003.	General
Parliamentary Boundary Commission for England	Advisory NDPB. The Commission is required by the Parliamentary Constituencies Act 1986 to keep the parliamentary constituencies in England under continuous review and every 8 to 12 years conduct a general review of all constituencies in England and submit to the Secretary of State a report showing the constituencies they recommend.	General

Name of Organisation	Description	Statutory Duty
Parole Board	Executive NDPB. The Parole Board protects the public by making risk assessments about prisoners to decide who may safely be released into the community and who must remain in or be returned to custody.	General
Sentencing Advisory Panel	Advisory NDPB. Provides advice to the Sentencing Guidelines Council.	General
Sentencing Guidelines Council	Advisory NDPB. Issues sentencing guidelines to assist all courts in England and Wales, to help encourage consistent sentencing.	General
Strategic Investment Board	Advisory NDPB. Advises on the appointment of external managers to invest the client monies under the care of the Public Guardianship Office, the Official Solicitor and Public Trustee Office and HM Courts Service. The body monitors performance against established industry benchmarks.	General
Victims Advisory Panel	Advisory NDPB. Putting victims at the heart of the Criminal Justice System.	General
Youth Justice Board	<p>Executive NDPB. Oversees the youth justice system in England and Wales to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour.</p> <p>Note: In November 2007, the Youth Justice Unit was created following the machinery of government changes and the creation of the Department for Children, Schools and Families (DCSF). The unit is jointly funded by the MoJ and the new DCSF.</p>	General and Specific

Northern Ireland

Name of Organisation	Description	Statutory Duty
Northern Ireland Court Service (NiCtS)	The Northern Ireland Court Service (the Court Service) was established in 1979, by the Judicature (Northern Ireland) Act 1978, as a separate civil service in Northern Ireland. It is the Lord Chancellor's department in Northern Ireland. Subject to both the general and specific duties.	General and Specific
Northern Ireland Judicial Appointments Commission	Executive NDPB of NiCtS. Commission is an independent public body and was established to bring about a new system for the appointment of members of the judiciary and tribunals.	General and Specific
Northern Ireland Legal Services Commission	promote fair and equal access to justice in Northern Ireland in its provision of publicly funded legal services.	General and Specific

Probation Services

Name of Organisation	Description	Statutory Duty
National Probation Service	NPS is part of NOMS and the individual 42 Probation Area Boards are Bodies Corporate established by statute. Reducing re-offending and protecting the community from harm.	General and Specific

Copies of this Scheme are available from

equalitieschemes@justice.gsi.gov.uk

Copies are available in large print and Easy Read.

Other alternative formats will be considered on request from:

Sheila Morson

Equality, Diversity and Human Rights Division

Pillar 2.21, 2nd Floor

Ministry of Justice

Selborne House

54 Victoria Street

London SW1E 6QW

Telephone 020 7210 8927

Copies of this Scheme are available from equalitieschemes@justice.gsi.gov.uk

Copies are available in large print and Easy Read.

Other alternative formats will be considered on request from:

Sheila Morson

Equality, Diversity and Human Rights Division

Pillar 2.21, 2nd Floor

Ministry of Justice

Selborne House

54 Victoria Street

London SW1E 6QW

Telephone 020 7210 8927

© Crown copyright

Produced by the Ministry of Justice