Local Criminal Justice Board
planning guidance on confidence and satisfaction
Planning for Confidence

A resource for Local Criminal Justice Boards on improving public confidence

<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>The five planning stages</td>
<td>4</td>
</tr>
<tr>
<td>The four key stakeholder groups</td>
<td>5</td>
</tr>
<tr>
<td>A. Staff</td>
<td>6</td>
</tr>
<tr>
<td>B. Service Users</td>
<td>13</td>
</tr>
<tr>
<td>C. Local Communities</td>
<td>21</td>
</tr>
<tr>
<td>D. General Public</td>
<td>28</td>
</tr>
<tr>
<td>Annex A: The new Reassurance and Confidence PSA target</td>
<td>35</td>
</tr>
<tr>
<td>Annex B: Confidence research publication list</td>
<td>38</td>
</tr>
</tbody>
</table>

What's new

This is version 1.0 of Planning for Confidence and was last amended on 20/01/05. In future versions the following table will highlight particular changes:

<table>
<thead>
<tr>
<th>Section revised and details</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The next scheduled update is planned for 01/04/05, but changes may be introduced earlier, particularly to reflect the availability of new data, or new learning. If you are reading a hard copy, please check CJS Online – www.cjsonline.gov.uk/secure/localboards/guidance.html – to ensure you have the latest version. The secure section of CJS online is password protected. If you do not have a password please contact william.garner@homeoffice.gsi.gov.uk.

This document is designed to be accessed online at www.cjsonline.gov.uk/secure/localboards/guidance.html

It has active hyperlinks – making it easy to navigate – and connecting it to other resources available on the web. We intend to update it regularly and use your feedback to further develop it to better meet the needs of local boards. If you have any suggestions for improving the document or have ideas of other things you would like it to cover please email nahid.khan@homeoffice.gsi.gov.uk.
Introduction

This document aims to assist Local Boards in planning to improving public satisfaction and confidence in the CJS – by offering a systematic framework for planning and drawing together into one document sources of performance data and of knowledge about how to improve. It builds on *Increasing Public Satisfaction and Confidence in the Criminal Justice System* issued in July 2003 and links together more recent documents such as the *Victim and Witness Delivery Plan*.

There are no instructions or requirements in this document relating to how Local Boards should plan. Our intention is to provide a document for Boards to draw on in developing their plans for improving confidence and satisfaction. It provides a framework for organising and prioritising actions and links to a range of other existing information and support. This document outlines the best of what we know about how to improve confidence and satisfaction. Boards are not being asked to adopt a particular set of activities, instead this framework invites you to target your efforts where planning for confidence is most needed. The keys to this approach are:

The four key ‘stakeholder groups’

This document is structured around four key ‘stakeholders groups’ on which confidence planning can be focussed.

A. Staff
B. Service users
C. Local communities
D. Wider public

This document provides a framework for prioritising local actions to improve the confidence of both the general public and people from BME backgrounds.

The five planning stages

Each of the stakeholders group sections sets out five basic planning steps:

1. Being clear about what you are trying to achieve
2. Working out where you need to do better
3. Establishing what action you need to take to improve performance
4. Finding out where to go to get help
5. Reviewing whether what you are doing is working
The new reassurance and confidence PSA Target

The document also explains the implications of the new PSA target on 'reassurance and confidence' which was set as part of the 2004 Spending Review. The new target takes effect from April 2005 and must be achieved by 2007/08. As such it overlaps by one year (2005/06) with the current PSA target period which was set in 2002.

The new target makes some limited changes to the existing PSA target. There is no change to the overall indicator – improving confidence in bringing offenders to justice. The indicators on victim and witness satisfaction are merged into an aggregate figure of victim and witness satisfaction. There is a shift of focus on improving BME confidence: rather than measuring this in the same way as we do for the general public, we must improve the perceptions of how fairly BME people feel they will be treated by the CJS agencies.

The new PSA target also contains measures on fear of crime, concern about anti-social behaviour, and confidence in local police. We will not be asking LCJBs to set local targets for these elements as primary responsibility for their local delivery lies with Crime and Disorder Reduction Partnerships (CDRPs) and the police. But local data on these measures will be available and we encourage local boards to use it to monitor performance and to consider how, in their work on tackling public confidence in the criminal justice system, they can also contribute to reducing the fear of crime and concern about anti-social behaviour, and improving confidence in local police. More detail on the target is provided at Annex A.
The Five Planning Stages

Each section of this document is structured around five basic planning stages that form a cycle.

1. What are you trying to achieve?
   - Decide what success looks like in relation to each of the four stakeholder groups, including in respect of people from BME backgrounds. Checklists of suggested criteria are set out for each group in the pages that follow.

2. Where do you need to do better?
   - Gauge how well you are currently doing in relation to the success criteria that you have decided to focus on.
   - To help you do that, the following sections set out information on national CJS performance and indicate where local CJS performance information might be found. The aim is to assist local boards to prioritise areas for concentrated and/or continued effort.

3. What action do you need to take to improve?
   - Decide what actions you need to take to achieve the success criteria.
   - To assist Boards in deciding what actions to plan we set out in the following sections:
     - key national strategies and developments that you may wish to be aware of
     - our best understanding of what constitutes good practice.

4. Where do you go to get help?
   - This stage provides links to sources of detailed advice, support and other resources to support implementation.

5. Is it working?
   - Evaluate what has or hasn’t worked. The aim is to look at performance data against actions taken to determine their impact and to revisit ‘stage 1’ to examine whether priorities have changed and/or how further actions can deliver further progress.
The Four Key Stakeholder Groups

In working to improve confidence you may wish to think in terms of improving the perceptions and experience of four key stakeholder groups (shown below). Achieving lasting improvements in confidence will require progress with each group. You may also wish to prioritise between the groups, as well as within them.

<table>
<thead>
<tr>
<th>A: Staff</th>
<th>Four hundred thousand people work in the CJS. Their confidence in the CJS and their understanding of CJS reform is critical to improving services and public confidence. Their behaviours and attitudes – in both their professional and personal capacities – have a strong impact on public perceptions of the criminal justice system, both in terms of the general public and those from BME backgrounds. Staff who are positive about the CJS and the process of reform are more likely to impart confidence and satisfaction to the public.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B: Service Users</td>
<td>The quality of the experience people have when they come into contact with the CJS is clearly central to improving public satisfaction. But it is also a key driver of public confidence. People’s experience bears on how professional the CJS is perceived to be – and the extent to which it is seen as upholding the interests of law-abiding citizens and acting fairly to all communities. People are very likely to share their experience of the CJS with friends and family, so each contact or experience can have a substantial impact on the perceptions of many people.</td>
</tr>
<tr>
<td>C: Local Communities</td>
<td>Beyond the experience of services users, the confidence of local people is influenced by the extent to which they are engaged with local agencies. If they see local CJS agencies recognising and responding to their concerns, they are more likely to believe the CJS has the law abiding person at its heart. Also members of local communities who are involved with the delivery of services – for instance through volunteering – will have better understanding and appreciation of the CJS.</td>
</tr>
<tr>
<td>D: General Public</td>
<td>Finally, more widely, peoples’ views of the criminal justice system can be strongly influenced by the quality and accuracy of more general information they receive about the performance and activities of the CJS. This can be from the media – particularly the local media – or directly from local criminal justice agencies</td>
</tr>
</tbody>
</table>

Achieving improved confidence: Planning for each Key Stakeholder Group
Engaging Staff in CJS Reform

Why staff engagement is important

Four hundred thousand people work in the CJS. Their confidence in the CJS and their understanding of CJS reform is critical to improving services and public confidence. Their behaviours and attitudes – in both their professional and personal capacities – have a strong impact on public perceptions of the criminal justice system, both in terms of the general public and those from BME backgrounds. Staff who are positive about the CJS and the process of reform are more likely to impart confidence and satisfaction to the public.

STAGE 1: What are you trying to achieve?

Below are two tables which, in the first column, outline a series of suggested success criteria for engaging staff. These are intended to assist you in clarifying what it is you are seeking to achieve. These are the sorts of outcomes that will contribute to and define increasing staff confidence and engagement. NB Measures relating to improving the quality of service the CJS provides are covered in Part B of this document.

STAGE 2: Where do you need to do better?

The second column of each table outlines trends from national data – where this is available – on how well we are doing nationally. The third column contains information on sources of local data or advice on how to obtain it. The aim is to help boards in prioritising areas for action.

There are two sets of tables: The first concerns outcomes related to increasing the confidence of the general public; the second concerns increasing the confidence of BME people.
### Stage 1: Success Criteria

Below are a series of outcomes we would expect to see if staff understand and are confident about CJS reform:

- Staff have a good understanding of the principles and process of CJS Reform
- Staff have a good understanding of the functions of other agencies in the CJS
- Staff have an opportunity to contribute to CJS reform locally
- Staff speak highly of their organisation and the CJS
- Staff are increasingly confident that the CJS provides a good service to the public

### Stage 2: The National Picture

The data below is drawn from the response to a selection of question in the latest CJS Staff Survey (Sept-Oct 04). See contacts section below for more information on the survey.

- 13% feel very well informed of wider changes across CJS, 46% fairly well informed (59% overall). Prison staff felt least well informed, crown court staff best.
- Overall the police is the best understood agency (21% feel they know a lot and 53% a fair amount) and the worst are Youth Offending Teams (8% feel they know a lot and 30% a fair amount). The rest knew either not much or nothing at all.
- This outcome is not directly covered in CJS Public Services Staff Survey, but in an OPSR survey, which interviewed police staff, 69% of officers stated that they are not currently involved in developing policies for customers, but 75% want to be.
- Only 5% of all CJS staff would speak highly of the CJS without being asked and only 15% when asked. Prisons and police staff were least positive, crown court staff most positive.
- 36% are very satisfied and 47% fairly satisfied (83% overall), that they are able to provide a good service to the public. Prison staff most satisfied, probation staff least satisfied.

### Stage 2: The Local Picture

Below is some guidance on establishing what areas to prioritise locally.

The CJS staff confidence survey is not statistically significant at LCJB level. But national data is likely to be indicative of what is the case locally and may be helpful in setting priorities.

- For instance engaging staff from police, prisons and probation may be a priority for action.
- There may be locally generated or agency specific surveys that give accurate information on the local picture. We recommend talking to Human Resources leads in each agency to see what information is available.
- If the LCJB or any agencies locally are considering developing a staff survey, or amending an existing one, you may wish to consider using some of the questions from the CJS Staff Survey.
### BME Confidence

#### Stage 1: Success Criteria

Below are outcomes we would expect to see if staff understand and are engaged in tackling disproportionality in the CJS.

- **Staff, particularly BME staff, feel increasingly confident that the CJS treats people fairly regardless of race:**
  - All staff: 37% very confident and 48% fairly confident (86% overall).
  - BME staff: 19% very confident and 43% fairly confident (63% overall)

- **Staff are satisfied that their organisation’s practices and polices prevent discrimination:**
  - All staff: 48% very satisfied and 38% fairly satisfied (86% overall).
  - BME staff: 36% very satisfied and 38% fairly satisfied (74% overall)

- **Staff are satisfied that reports of discrimination would be dealt with effectively by their organisation:**

#### Stage 2: The National Picture

Most data below comes from the latest CJS Staff Survey (Sept-Oct 04). See contacts section below for more information on the survey.

- **Staff confident that CJS treats people fairly regardless of race:**
  - All staff: 37% very confident and 48% fairly confident (86% overall).
  - BME staff: 19% very confident and 43% fairly confident (63% overall)

- **Staff confident that their organisation’s practices and polices prevent discrimination:**
  - All staff: 48% very satisfied and 38% fairly satisfied (86% overall)
  - BME staff: 36% very satisfied and 38% fairly satisfied (74% overall)

- **Staff confident that reports of discrimination would be dealt with effectively:**
  - All staff: 47% very confident and 40% fairly confident (87% overall)
  - BME staff: 31% very confident 39% fairly confident (70% overall)

#### Stage 2: The Local Picture

Below is some guidance on establishing what areas to prioritise locally.

- The information opposite is not available at LCJB level. There may be locally generated or agency specific surveys that give information on the local picture. We recommend talking to Human Resources leads in each agency to see what information is available.

- If the LCJB or any agencies locally are considering developing a staff survey or amending an existing one you may wish to consider using some of the question from the Staff Survey.
### Stage 1: Success Criteria

Other possible measures of success:
- Staff understand:
  - importance of tackling disproportional treatment
  - how discrimination is being tackled
  - ways local engagement is achieved and improved
  - what the local diversity demographics are
  - what local BME concerns are

Increasing proportions of staff from BME backgrounds, including in senior positions.

### Stage 2: The National Picture

[Not currently measured but may be included in future staff surveys]

### Stage 2: The Local Picture

Around 3% of police, 5% prison staff are from BME backgrounds. This compares with around 11% in probation, 13% in the CPS, 11% in YOTs. The DCA data is broken down separately and currently have 7% magistrates, 5% district judges, 3% Recorders, 7% magistrates courts staff and approx. 5% Crown Court staff. These figures compare to an overall figure of 9% in the general population.

We recommend talking to Human Resources leads in each agency leads for local data on BME staffing.
**STAGE 3: What action do you need to take to improve?**

This section is aimed to assist you in deciding what actions to take – once you are clearer (under Stage 2) about where you need to improve. Outlined below are details of what national initiatives are forthcoming or in train that you may need to take account of; and what our current evidence suggests are key principles of good practice in improving staff engagement.

**National Strategies & Developments:**

- A national programme of CJS staff engagement activity – led by OCJR – has been underway for 18 months. It aims to actively involve frontline staff in shaping the reform agenda and to communicate a clear overall picture of CJS reform to staff. Key features include:
  - CJS Now magazine: issued quarterly for front-line staff (includes BME issues);
  - A series of round-table discussion events between Ministers and front-line staff on CJS reform issues, including Race and Community Engagement;
  - CJS Staff Survey: focusing on confidence (run by MORI), showing staff attitudes across the Criminal Justice System;
  - A new bi-monthly stakeholder bulletin – CJS in Brief – showing progress on key CJS priorities
  - A yearly awards scheme entitled Justice Awards, held for the first time in October 2004, in recognition of outstanding achievement. (including in relation to BME communities). These will be run again in 2005.
  - Articles relating to the wider CJS are also included in corporate Police Reform channels: the fortnightly Police Reform E-Bulletin to all forces and stakeholder bodies, bi-monthly Police Briefing, and the dedicated police reform website. For more information on these please see web links and contacts section below.

**Key Principles of Good Practice:**

- General
  - The LCJB adopts and visibly backs a joint commitment to increase staff confidence in the CJS – aimed at engaging staff in the wider process of CJS reform.
  - Opportunities are identified and taken to increase the visibility of the LCJB (and 'unified leadership') amongst frontline staff.
  - The LCJB has a cross-agency internal communication strategy in place with focus on increasing understanding of the CJS and different agencies involved; improvements that reform is bringing; and where staff fit in the bigger picture.
  - Cross-agency joint training opportunities are identified with aim of improving customer service.
  - Effective feedback mechanisms are in place, to enable staff to feedback suggestions and concerns and for resulting actions to be tracked.

- BME
  - Staff are encouraged to become involved in community consultation events.
  - Staff encouraged to undertake voluntary work within BME communities
  - BME staff are supported and encouraged to act as ambassadors of agencies and establish links within wider BME communities
# STAGE 4: Where do you go to get help?

Having decided on your priorities this section links you to key information and resources that may be of assistance in deciding what action to take to address them.

<table>
<thead>
<tr>
<th>Websites</th>
<th>and on-line support</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Working Together for Justice booklet: aimed at giving staff an overview of the CJS process. Options to tailor this to local area needs. This is available as a PDF document from the CJSOnline site at <a href="http://www.cjsonline.gov.uk/the_cjs/departments_of_the_cjs">www.cjsonline.gov.uk/the_cjs/departments_of_the_cjs</a></td>
<td></td>
</tr>
<tr>
<td>&gt; Induction pack: an introduction to the CJS for new members of staff <a href="http://www.cjsonline.gov.uk/secure/localboards/communication.html">www.cjsonline.gov.uk/secure/localboards/communication.html</a></td>
<td></td>
</tr>
<tr>
<td>&gt; Staff engagement pack for Local Criminal Justice Boards: good practice ideas for staff engagement. This is available as a PDF document from the CJSOnline site at <a href="http://www.cjsonline.gov.uk/secure/localboards/communication.html">www.cjsonline.gov.uk/secure/localboards/communication.html</a></td>
<td></td>
</tr>
<tr>
<td>&gt; How to hold a CJS customer walkthrough booklet <a href="http://www.cjsonline.gov.uk/secure/localboards/communication.html">www.cjsonline.gov.uk/secure/localboards/communication.html</a></td>
<td></td>
</tr>
<tr>
<td>&gt; CJS Now magazine – is distributed in hard copy locally and has a current circulation of around to 80 000 frontline staff. The document can also be requested via email: <a href="mailto:cjsnow@cjsgsi.gov.uk">cjsnow@cjsgsi.gov.uk</a>.</td>
<td></td>
</tr>
<tr>
<td>&gt; Inside Justice leaflet: aimed at giving junior/new members of staff and the public an overview of the CJS process. This is available as a PDF document in both English and Welsh versions. (<a href="http://www.cjsonline.gov.uk/the_cjs/how_it_works/">www.cjsonline.gov.uk/the_cjs/how_it_works/</a>)</td>
<td></td>
</tr>
<tr>
<td>&gt; Justice Awards: <a href="http://www.cjsonline.gov.uk/justiceawards">www.cjsonline.gov.uk/justiceawards</a></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other points</th>
<th>of contact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General</strong></td>
<td>OCJR Communications Unit:</td>
</tr>
<tr>
<td></td>
<td>CJS Staff engagement: Veema Shah: 020 7273 3612</td>
</tr>
<tr>
<td></td>
<td>email <a href="mailto:veema.shah@homeoffice.gsi.gov.uk">veema.shah@homeoffice.gsi.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>CJS Staff Survey: Brigid Overmars 020 7273 3469</td>
</tr>
<tr>
<td></td>
<td>email <a href="mailto:brigid.overmars@homeoffice.gsi.gov.uk">brigid.overmars@homeoffice.gsi.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>CPS: Head of HR Information and Employee Well Being Mary Moore on 020 7710 6049</td>
</tr>
<tr>
<td></td>
<td>DCA: Sophie Woods, Editor of Direct Brief (business journal of court service) 020 7189 2727</td>
</tr>
<tr>
<td></td>
<td>Home Office (police): Melenie Francis 020 7273 2900</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>BME</strong></th>
<th>OCJR CJS Race Unit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BME employment across the CJS: Bridget Ogden 020 7273 4088</td>
</tr>
<tr>
<td></td>
<td>email <a href="mailto:bridget.ogden@homeoffice.gsi.gov.uk">bridget.ogden@homeoffice.gsi.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>BME Staff Networks</td>
</tr>
<tr>
<td></td>
<td>Home Office: The Network – 020 7273 2319</td>
</tr>
<tr>
<td></td>
<td>Police: National Black Police Association 020 7035 5152</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.nationalbpa.com">www.nationalbpa.com</a></td>
</tr>
<tr>
<td></td>
<td>CPS: Equality and Diversity Unit – 020 7796 8790</td>
</tr>
<tr>
<td></td>
<td>Prisons: RESPECT 020 7217 5370</td>
</tr>
<tr>
<td></td>
<td>DCA: Proud, 020 7210 8211/2617</td>
</tr>
<tr>
<td></td>
<td>Probation: National Black Probation Association 020 7740 8537</td>
</tr>
</tbody>
</table>
A. Staff

STAGE 4: Where do you go to get help? continued

Other support

OCJR Communications Unit provides ongoing advice and support on external communications and staff engagement in the shape of training events, telephone advice, materials for LCJB communication managers that can be tailored locally and well as face-to-face support. Please contact the unit if there are any other forms of support you would find useful.

STAGE 5: Is it working?

This stage is about planning to review at key points whether actions taken have been successful in achieving the success criteria. The aim is to look at performance data against actions to determine impact and to revisit ‘stage 1’ to examine whether priorities have changed and/or how further actions can deliver further progress.
Improving the experience of service users

Why user experience is important

The quality of the experience people have when they come into contact with the CJS is clearly central to improving public satisfaction. But it is also a key driver of public confidence. People’s experience bears on how professional the CJS is perceived to be – and the extent to which it is seen as upholding the interests of law-abiding citizens and acting fairly to all communities. People are very likely to share their experience of the CJS with friends and family, so each contact or experience can have a substantial impact on the perceptions of many people, particularly if it was unsatisfactory.

STAGE 1: What are you trying to achieve?

Below are tables which in the first column outline a series of suggested success criteria for user experience. These are intended to assist you in clarifying what it is you are seeking to achieve in relation to users. These are the sorts of outcomes that will contribute to and define increasing user satisfaction.

STAGE 2: Where do you need to do better?

The second column in the tables outlines trends from national data – where this is available – on how well we are doing nationally. The third column contains information on sources of local data or advice on how to obtain it. The aim is to help boards in prioritising areas for action.

There are two sets of tables: The first concerns outcomes related to increasing the confidence of the general public; the second concerns increasing the confidence of BME people.
Stage 1: Success Criteria

The main success criterion here in relation to the PSA target is to improve the proportion of victims and witnesses who are very or fairly satisfied with the service they receive.

The Victim and Witness Delivery Plan (see link below) outlines seven key outcome related priorities:

1. Providing quality information;
2. Providing a quality service;
3. Support provided through referrals to relevant organisations;
4. Views are sought and taken into account throughout the CJS process;
5. Vulnerable or intimidated witnesses’ needs are met;
6. Victims and witnesses feel safe in courts;
7. Victims of domestic violence are protected from repeat victimisation.

Stage 2: The National Picture

The British Crime Survey shows that around 60% of all victims and witnesses who have contact with a CJS agency (usually the police) are very or fairly satisfied.

The Victim and Witness Delivery Plan outlines national data in relation to outcomes associated with the seven key priorities provided opposite. Rather than repeat the contents of the Delivery Plan here – we recommend you refer to pages 8-9 of the Plan www.cjsonline.gov.uk/secure/localboards/guidance.html.

Information on jurors will be included in future versions of this document.

Stage 2: The Local Picture

Consistent local data is not yet available – but during 2005/06 data on performance at LCJB level – post charge – will become available from the new Witness and Victims Experience Survey (WAVES). Detailed information and guidance for LCBS on WAVES is available at www.cjsonline.gov.uk/secure/localboards/guidance.html. Queries can be emailed to vwsurvey@cjs.gsi.gov.uk

Data on police performance will be available under the Policing Performance Assessment Framework (PPAF), a set of national measures of policing performance and an associated assessment system. This programme will eventually capture and assess all of the important areas of policing activity. The full assessment framework is on schedule to be in place by April 2005. More information is available at www.policereform.gov.uk/psu/performance_monitors.html.

In the mean time we suggest you refer to any local or agency specific surveys of user satisfaction that have been carried out.
## BME Confidence

<table>
<thead>
<tr>
<th>Stage 1: Success Criteria</th>
<th>Stage 2: The National Picture</th>
<th>Stage 2: The Local Picture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reductions in disproportionality in incidents of stop and search</td>
<td>The 2003 Section 95 figures show that nationally Black people are six times more likely to stopped and searched than white people. The Policing Performance Assessment Framework (PPAF) provides measures of satisfaction and overall trust and confidence in the police. It also provides national and local stop and search measures which are used to assess the fairness and equality of policing services.</td>
<td>Section 95 figures demonstrate that disproportionality in Stop and Search varies considerably at local level. The data provides local knowledge of patterns of disparity and general patterns of ‘justice by geography’. See <a href="http://www.homeoffice.gov.uk/rds/pdfs04/s95race2003.pdf">www.homeoffice.gov.uk/rds/pdfs04/s95race2003.pdf</a> Following Recommendation 61 of the Stephen Lawrence Inquiry, police forces are required to record all stops and searches. This includes data on ethnicity.</td>
</tr>
<tr>
<td>BME victims feel service offered meets their needs</td>
<td>During 2005/06, data from WAVES questions on satisfaction with treatment (post-charge) will be available for a national sample of people from BME backgrounds</td>
<td>Sample sizes will be too small to provide local data on BME victims and witnesses from WAVES. However we are hoping to carry out booster sampling in the six LCJBs with the highest BME populations. Any such data is unlikely to be available before Autumn 2005. For more information please refer to the section on BME boosting in the WAVES guidance on CJS online, or contact <a href="mailto:vwsurvey@cjs.gsi.gov.uk">vwsurvey@cjs.gsi.gov.uk</a></td>
</tr>
</tbody>
</table>
## BME Confidence continued

### Stage 1: Success Criteria

BME suspects, defendants and prisoners feel they are treated fairly and equally by CJS agencies.

### Stage 2: The National Picture

Not directly measured nationally. But the Home Office Citizenship Survey (HOC’s) measures the perceptions of BME people generally on how they feel they would be treated by the different CJS agencies. This shows that around half of BME people feel they would be treated the same as a white person by each of the agencies: prison service worst and courts best. Data from the 2001 survey is available at [www.homeoffice.gov.uk/rds/citizensurvey.html](http://www.homeoffice.gov.uk/rds/citizensurvey.html). Data from the 2003 survey will be available later in the year.

### Stage 2: The Local Picture

There is currently no standard tool for measuring BME community confidence at a local level. We are currently developing ways to measure and compare local performance to ensure the success of the new PSA. However the six LCJBs with the highest BME populations received funding from OCJR during 2004/05 to support local monitoring of BME confidence. These are London, West Midlands, Thames Valley, Leicester, West Yorkshire and Greater Manchester. This work will be evaluated and good practice shared.
**STAGE 3: What action do you need to take to improve?**

This section is aimed to assist you in deciding what actions to take – once you are clearer (under Stage 2) about where you need to improve. Outlined below are details of what national initiatives are forthcoming or in train that you may need to take account of; and what our current evidence suggests are key principles of good practice in improving user experience.

**Victims and Witnesses**
- Victims and Witnesses Delivery Plan for LCJBs sets out priorities for LCJBs on improving services for victims and witnesses – see link below
- No Witness, No Justice is supporting the establishment of new witness care units to meet new standards of care for prosecution witnesses under a national programme led locally by CPS and ACPO – see link below
- The Quality of Service Commitment is a set of national service standards that will set out for the public the quality of service they can expect when in contact with the police. All Forces will be required to implement the standards by November 2006, and are already preparing local implementation plans.– see link below

**Jurors**
- The Jury Video is being updated to make it shorter, easier to watch and update it since changes to the law on jury service. This is intended to improve juror’s awareness of what is expected of them. Final video to be ready by April 05
- DCA Customer Strategy directorate is also undertaking some research about jurors, including
  - Reviewing our current understanding of the juror experience. Status: almost complete
  - Identifying key drivers of satisfaction and the degree to expectations are currently met on each of those drivers

**BME service users**
- CJS Race Unit led Stop and Search Action Team (SSAT) work on research, practice orientated package and manual, providing practical guidance and good examples across forces.
- Sentencing Research – looking at disproportionality in sentencing decisions
- Mode of Remand project – identifying how remand decisions affect different black and minority ethnic groups
- Managing race statistics to drive change across the CJS – S95 review and implementation
STAGE 3: What action do you need to take to improve? continued

Key Principles of Good Practice: core things we would expect to be in place in an area with effective arrangements for improving user experience

Victims and Witnesses
The Victims and Witnesses Delivery Plan sets out seven national priorities to increase victims’ and witnesses’ satisfaction with the CJS. See below for online link’. The priorities are a “condensed” version of the Victims Code of Practice and will help local areas ensure they are on track to meet the obligations due to come into force in November 2005. (see link in section below).

BME service users
> LCJB Race Sub-Groups used to identify the specific needs of BME service users and take forward action for improvement.
> Comprehensive collection of Section 95 data to identify areas of disproportionality to drive local performance on race equality
> Effective local monitoring of recruitment, retention and progression of BME staff
> Effective collection of ethnicity data on sentencing by facilitating information flow across agencies
> Effective tracking and data collection in relation to mode of remand
> Stop and Search as a police power used as fairly and effectively as possible in the prevention and detection of crime
> Effective engagement with BME service users to develop and improve service provision
STAGE 4: Where do you go to get help?

Having decided what actions you wish to take, this section links you to key resources that may be of assistance.

**Victims and Witnesses**

- *Victim and Witness Delivery Plan* sets out how OCJR will work with and assist local boards and agencies to increase victim and witness satisfaction and provide improved services. Available on [www.cjsonline.gov.uk/secure/localboards/guidance.html](http://www.cjsonline.gov.uk/secure/localboards/guidance.html)

- Email queries to victimsandconfidence@homeoffice.gsi.gov.uk

- *Victim and Witness Delivery Toolkits* help for staff at the frontline on best practice in delivering better services. Will be available on [www.cjsonline.gov.uk/secure/localboards/guidance.html](http://www.cjsonline.gov.uk/secure/localboards/guidance.html)

- Code of practice: The Domestic Violence and Victims Act – which received Royal Assent in November 2004 – provides for a Victims Code of Contact, that will establish obligations which criminal justice agencies will be required to provide to victims. The 7 priorities of the Victim and Witness Delivery Plan are a condensed version of the Code of Conduct.

- *No Witness, No Justice* ‘starter pack’ materials have been released directly to local victims and witness champions and local Senior Responsible Officers, nominated by each LCJB as the key point of contact for local witness care unit projects. A video, DVD and promotional posters are also available from the central No Witness, No Justice team. (see link below)

- Police Reform website provides access to the National Reform White Paper, National Policing Plan and links to projects coming under the overarching Police Reform programme: [www.policereform.gov.uk](http://www.policereform.gov.uk)

**BME service users**


- Annual Section 95 statistics overview publication – providing context and narrative to the statistical information available at [www.homeoffice.gov.uk/rds/](http://www.homeoffice.gov.uk/rds/).
**B. Service Users**

**STAGE 4: Where do you go to get help? continued**

<table>
<thead>
<tr>
<th>Other points of contact</th>
<th>Victims and Witnesses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Victims and Witnesses Delivery pack contains a Delivery Annex detailing existing and planned sources of help and information and OCJR contact points. It will be updated periodically. They can also be found at: <a href="http://www.cjsonline.gov.uk/secure/localboards/guidance.html">www.cjsonline.gov.uk/secure/localboards/guidance.html</a></td>
</tr>
<tr>
<td></td>
<td>General email enquiries can be sent to <a href="mailto:victimsandconfidence@homeoffice.gsi.gov.uk">victimsandconfidence@homeoffice.gsi.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>No Witness, No Justice Project Office, CPS HQ York United House, Piccadilly, York YO1 9PQ. Tel: 01904 545477 <a href="mailto:witnesses@cps.gsi.gov.uk">witnesses@cps.gsi.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Quality of Service Commitment: More information can be obtained from <a href="mailto:Karen.Hives@lancashire.pnn.police.uk">Karen.Hives@lancashire.pnn.police.uk</a></td>
</tr>
<tr>
<td></td>
<td>DCA Jurors contact: Kash Thompson <a href="mailto:kash.thompson@dca.gsi.gov.uk">kash.thompson@dca.gsi.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Citizen focused policing: Yasmin Caplin 020 7273 3588 <a href="mailto:yasmin.caplin@homeoffice.gsi.gov.uk">yasmin.caplin@homeoffice.gsi.gov.uk</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BME service users</th>
<th>The CJS Race Unit works to get beneath the surface of race issues across the CJS and provides ongoing support and advice to Boards and CJS agencies on increasing race performance. Race unit contacts:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nicola Perkins, Local Race Performance, BME community engagement – 020 7273 2389</td>
</tr>
<tr>
<td></td>
<td>Tony Apperley, Local Performance, Sentencing, Bail 020 7273 3482</td>
</tr>
<tr>
<td></td>
<td>Victor Olisa/ Mike Ainsworth, Stop and Search 020 7273 8063/2770</td>
</tr>
<tr>
<td></td>
<td>Local BME voluntary and community organisations can provide additional support and advice on meeting the needs of BME communities and service users.</td>
</tr>
<tr>
<td></td>
<td>Local Race Equality Councils</td>
</tr>
<tr>
<td></td>
<td>Local Authority Race Equality contacts</td>
</tr>
</tbody>
</table>

| Other support | Cabinet Office guidance on how to conduct user-satisfaction surveys: [www.cabinetoffice.gov.uk/opsr/public_service_reform/customer_focus/](http://www.cabinetoffice.gov.uk/opsr/public_service_reform/customer_focus/) |

**STAGE 5: Is it working?**

This stage is about planning to review at key points whether actions taken have been successful in achieving the success criteria. The aim is to look at performance data against actions to determine impact and to revisit ‘stage 1’ to examine whether priorities have changed and/or how further actions can deliver further progress.
Improving community engagement

Why community engagement is important

Members of local communities who see CJS agencies taking notice of and responding to their concerns are more likely to believe the CJS has the law abiding person at its heart. Also members of local communities who become more involved with the delivery of services will have better understanding and appreciation of the CJS. Both aspects will contribute to improving public confidence.

STAGE 1: What are you trying to achieve?

Below are tables which in the first column outline a series of suggested success criteria for improving community engagement. These are intended to assist you in clarifying what it is you are seeking to achieve in relation to local communities. These are the sorts of outcomes that will contribute to and define increasing community engagement.

STAGE 2: Where do you need to do better?

The second column in the tables outlines trends from national data – where this is available – on how well we are doing nationally. The third column contains information on sources of local data or advice on how to obtain it. The aim is to help boards in prioritising areas for action.

There are two sets of tables: the first concerns outcomes related to increasing the confidence of the general public; the second concerns increasing the confidence of BME people.
## C. Local Communities

### General Confidence

<table>
<thead>
<tr>
<th>Stage 1: Success Criteria</th>
<th>Stage 2: The National Picture</th>
<th>Stage 2: The Local Picture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fear of crime and concern about anti-social behaviour is reducing</td>
<td>Current BCS for data on fear of crime and concern about ASB are useful proxies for how well services are responding to local concerns.</td>
<td>This information can be produced at LCJB level. We hope to make this information available to local boards in the near future.</td>
</tr>
<tr>
<td>Communities recognise that services and priorities reflect their needs and concerns</td>
<td>Nationally the proportion of people who are very concerned about being a victim of crime are as follows</td>
<td>Data from new BCS questions will be available at LCJB level from December 2005. We intend to make this available on JPIT.</td>
</tr>
<tr>
<td>Local people increasingly involved in the delivery of services</td>
<td>Violent crime – 16%, vehicle crime – 14%, burglary – 12%</td>
<td>Please contact the Human Resources link in the relevant agency for local data on participation.</td>
</tr>
<tr>
<td>Offenders contribute and seen to contribute back to community</td>
<td>Also 16% have a high level of concern about anti-social behaviour</td>
<td>Please contact relevant Human Resources link for local data</td>
</tr>
</tbody>
</table>

Nationally, over 5 million hours of compulsory unpaid work a year was carried out by offenders in 2003/04.

By December 2005 new data will become available from the British Crime Survey (BCS) in relation to a detailed set of questions on local community engagement with the police.

The DCA is aiming to almost double the number of new magistrates appointed each year over the next three years, from 1,500 to 2,500. Other Departments and agencies are aiming to increase participation – eg in respect of special constables, Probation Board volunteers, Independent Monitoring Board members and Youth Referral Panel volunteers. We aim to include further details on this in future revisions.

Please contact relevant Human Resources link for local data.
### BME Confidence

#### Stage 1: Success Criteria

| Local BME Communities recognise that services and priorities reflect their needs and concerns |
| BME communities feel that CJS agencies treat people all of races fairly and equally |
| Local BME people increasingly involved in the delivery of services |

#### Stage 2: The National Picture

- By December 2005 new data will become available from the BCS on a detailed set of questions on police community engagement. This will be analysed in relation to BME public on a national basis.
- The Home Office Citizenship Survey (HOC’s) measures perceptions of BME people generally as to how they feel they would be treated by the different CJS agencies. This shows that around half of BME people feel they would be treated the same as a white person by each of the agencies: prison service worst and courts best. Data from the 2001 survey is available at [www.homeoffice.gov.uk/rds/citizensurvey.html](http://www.homeoffice.gov.uk/rds/citizensurvey.html). Data from the 2003 survey will be available later in the year.

#### Stage 2: The Local Picture

- The six LCJBs with the highest BME populations received funding from OCJR during 2004/05 to support local monitoring of BME confidence. These are London, West Midlands, Thames Valley, Leicester, West Yorkshire and Greater Manchester. This work will be evaluated and good practice shared among all LCJBs.
- See above. Also boards may wish to draw on local initiatives – roundtables, community engagement activity, survey’s, community panels, etc.
- Please contact the Human Resources link in the relevant agency for local data on participation.
C. Local Communities

STAGE 3: What action do you need to take to improve?

This section is aimed to assist you in deciding what actions to take – once you are clearer (under Stage 2) about where you need to improve. Outlined below are details of what national initiatives are forthcoming or in train that you may need to take account of; and what our current evidence suggests are ‘key principles of good practice’ in improving community engagement.

National Strategies & Developments: key initiatives under way that local boards should be aware of

- The Government is committed to increasing community engagement in the development and delivery of all public services. Community engagement will bring the following benefits:
  - Public services reflecting the views and concerns of local people;
  - The public having a greater sense of ownership in public action; and
  - Public solutions sustained by the active involvement of the affected communities.
- Together We Can – a Government Action Plan on Civil Renewal will be published in early 2005. This will outline the wide range of action across public services.
- OCJR plan to issue Community Engagement Guidance for LCJBs early in 2005. This will provide general principles and good practice examples of engaging diverse communities.
- CPS have a Community Engagement Strategy and Framework – defining a way forward for the CPS, whereby community engagement becomes an integral part of management, planning and decision-making.
- The NOMS Communities & Civil Renewal Strategy ‘Together We Can Reduce Re-offending and Increase Confidence’ will go out for consultation in February 2005. It highlights the need to engage with local people in offender management and suggests five key areas for further support and development (public protection; unpaid & reparative work; volunteers, mentors & governance; victims & restorative justice; and the transition to ex-offender).
- DCA is engaged in a major programme to assist magistrates to provide justice – this has a strong theme of community engagement. [www.dca.gov.uk/magist/support/support.pdf](http://www.dca.gov.uk/magist/support/support.pdf)
- ODPM has published a ten year Local Vision on the future of local government. It seeks to identify how government can improve citizen engagement and participation. More details on this, Local Area Agreements and Local Public Service Agreements on [www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/divisionhomepage/029981.hcsp](http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/divisionhomepage/029981.hcsp)
- The Local Government Association is publishing a report Reducing Reoffending in Local Communities in early February. This highlights the contribution Local Authorities make to the CJS. The LGA places a strong emphasis on community engagement.
STAGE 3: What action do you need to take to improve? continued

- Government has committed to a programme to roll-out of a neighbourhood policing approach to all forces by 2008. Engagement with local communities, together with an emphasis on local problem solving is a key element of the neighbourhood policing approach: the ambition is for every citizen to know who is responsible for policing their neighbourhood and to have the opportunity to influence how their neighbourhood is policed.

- The Government is conducting a formal review of the partnership provisions of the Crime and Disorder Act 1998, to ensure that the framework for partnership working is fit for the purpose of crime reduction in today’s environment. This review will be complete in January 2005, involving stakeholders and practitioners through a series of regional workshops. www.crimereduction.gov.uk/partnerships60.htm

- 2005 is the Year of the Volunteer – see www.homeoffice.gov.uk/comrace/active/item.asp?ID=84 for details. See also reference to Year of the Volunteer under section D. General Public (National Strategies and Developments).

Key Principles of Good Practice:
core things we would expect to be in place in an area with effective engagement of local communities

- Identifying and responding to public’s biggest concerns
  - LCJB planning draws on and takes account of key issues of public concern in relation to CJS – in particular through links with CDRPs and Local Authorities and the consultation/engagement work they do
  - Shared commitment to embedding Community Engagement principles across the CJS agencies
  - Arrangements/plans in place for co-operation where more than one agency has an interest in engagement on a particular issue or aspect of the CJS process
  - Arrangements for open dialogue and feedback with public on cross CJS issues – a sense of public accountability embedded – linking existing networks where appropriate
  - Training for staff in handling open/meetings/more general engagement.

BME
- Effective response to race hate crime
- Establishing (where necessary) BME community panels or advisory groups to inform local policy and service development
- Good understanding of local demographics and diversity issues
- Established fora for dialogue and engagement with BME communities on cross CJS issues
Planning for Confidence v1.0 January 2005

C. Local Communities

STAGE 3: What action do you need to take to improve? continued

Key Principles of Good Practice:
core things we would expect to be in place in an area with effective engagement of local communities

Involving communities in delivery of justice
> Increasing public participation rates in voluntary activity in CJS – eg magistracy, working with offenders
> Increasing amounts of activity by offenders that meets the expressed concerns of local communities – both community punishments orders and unpaid work by prisoners – and this work publicised to local people.
> Local community and voluntary groups mapped for potential engagement with CJS

BME
> Engaging wider community representatives, not limited to consultation of established community leaders
> Community leaders recognised and engaged across CJS agencies
> Shared commitment and effective practices in place to ensure that CJS agencies have a strong engagement with BME communities on issues of concern
> Good shared appreciation of local BME confidence initiatives and their impact
> Shared commitment across the CJS to improving BME confidence and joining-up practice
C. Local Communities

STAGE 4: Where do you go to get help?

Having decided what actions you wish to take, this section links you to key resources that may be of assistance.

Websites and on-line support

- Some key links are set out under National Developments above. In addition:
  - The Active Citizenship Centre is a virtual site created to promote research that demonstrates the impact of community engagement and inform policy making. The website www.active-citizen.org.uk provides a range of links to community engagement research, guidance and organisations.
  - The Community Development Foundation is a non-departmental public body which promotes, researches and pioneers community development and through its ‘hands on’ experience of working with communities, it can provide guidance and expertise for policy makers and practitioners. www.cdf.org.uk
  - Crimereduction.gov.uk provides information and resources for people working to reduce local crime. This includes publications on working with local people and toolkits on consultation. See Facilitating community involvement: practical guidance for practitioners and policy makers in particular: www.crimereduction.gov.uk/activecommunities74.htm
  - www.volunteering.org.uk/ (Volunteering England) and their related site: www.do-it.org.uk which may be of help in terms of advertising for volunteers etc.  
  - Information on Police Reform, including citizen focussed policing, is available at www.policereform.gov.uk

Other points of contact

- OCJR: Nicola Perkins/ Tony Apperley – For advice and support on engaging local BME communities – 020 7273 2389/3482
- CPS: Jay Modhwadia – For advice on engaging local communities, including BME communities – 020 7796 8790 jay.modhwadia@cps.gsi.gov.uk
- DCA supporting Magistrates to delivery justice: david.liddemore@dca.gsi.gov.uk 020 7218 2874
- Home Office: Citizen Focused Policing: Yasmin Caplin 020 7273 3588 yasmin.caplin@homeoffice.gsi.gov.uk

Other support

- Local Race Equality Councils, Local Authorities

STAGE 5: Is it working?

This stage is about planning to review at key points whether actions taken have been successful in achieving the success criteria. The aim is to look at performance data against actions to determine impact and to revisit ‘stage 1’ to examine whether priorities have changed and/or how further actions can deliver further progress.
Improving understanding and appreciation

Why Communication with the general public is important

The quality and accuracy of information the public receives about the CJS – particularly from the local media – or directly from local agencies – has a strong bearing on their confidence in the CJS.

STAGE 1: What are you trying to achieve?

Below are tables which in the first column outline a series of suggested success criteria for increasing public understanding and appreciation. These are intended to assist you in clarifying what it is you are seeking to achieve in this respect. These are the sorts of outcomes that will contribute to and define increasing wider public understanding and appreciation.

STAGE 2: Where do you need to do better?

The second column in the tables outlines trends from national data – where this is available – on how well we are doing nationally. The third column contains information on sources of local data or advice on how to obtain it. The aim is to help boards in prioritising areas for action.

There are two sets of tables: The first concerns outcomes related to increasing the confidence of the general public; the second concerns increasing the confidence of BME people.
### General Confidence

<table>
<thead>
<tr>
<th>Stage 1: Success Criteria</th>
<th>Stage 2: The National Picture</th>
<th>Stage 2: The Local Picture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing public confidence in CJS's ability to reduce crime, deal effectively with young people, deal with cases promptly efficiently, treat witnesses and victims well</td>
<td>The BCS shows that confidence across this set of indicators has risen by around 3-5% since 2002/03. Latest data shows 26% confident about how CJS deals with young people, 34% confident about reducing crime, 37% confident about how CJS meets the needs of victims, and 39% confident about how CJS deals with cases promptly and efficiently.</td>
<td>Figures at LCJB level are forwarded to LCJBs quarterly and are available on JPIT.</td>
</tr>
<tr>
<td>Realistic perceptions of trends in crime rates</td>
<td>The BCS shows that proportion of people who think crime has increased has fallen from 73% in 02/03 to 65% in 03/04. Figure still remains high.</td>
<td>This data not available locally.</td>
</tr>
<tr>
<td>Increases in proportion of positive reporting in media</td>
<td>The media company Echo produce a monthly report for the Home Office on media coverage of crime related issues. The latest data shows that in the regional press around 50% of coverage of the CJS is favourable, 20% unfavourable and 30% neutral.</td>
<td>The ECHO report referenced opposite breaks the data down between regions in England and Wales. It is available at <a href="http://www.cjsonline.gov.uk/secure/localboards/communication.html">www.cjsonline.gov.uk/secure/localboards/communication.html</a>. Pl contact Kathleen Rawlinson in the OCJR Communications Unit on 7273 2365 if you have questions about this.</td>
</tr>
</tbody>
</table>
## BME Confidence

### Stage 1: Success Criteria

| Increasing BME communities perceptions of being treated equally by CJS agencies |

### Stage 2: The National Picture

- The Home Office Citizenship Survey (HOCS) measures perceptions of BME people as to how they feel they would be treated by the different CJS agencies. This shows that around half of BME people feel they would be treated the same as a white person by each of the agencies: prison service worst and courts best. Data from the 2001 survey is available at [www.homeoffice.gov.uk/rds/citizensurvey.html](http://www.homeoffice.gov.uk/rds/citizensurvey.html). Data from the 2003 survey will be available later in the year.

### Stage 2: The Local Picture

- The BCS shows that BME people generally have higher confidence than the general public – with the exception of how the system is perceived as treating people accused of crime (73% compared with 78% for the general public). See HOSB 02/04 (2004) at [www.homeoffice.gov.uk/rds/pdfs2/hosb0204.pdf](http://www.homeoffice.gov.uk/rds/pdfs2/hosb0204.pdf)

- HOCS data is not available at LCJB level. The six LCJBs with the highest BME populations received funding from OCJR during 2004/05 to support local monitoring of BME confidence. These are London, West Midlands, Thames Valley, Leicester, West Yorkshire and Greater Manchester. This work will be evaluated and good practice shared.
STAGE 3: What action do you need to take to improve?

This section is aimed to assist you in deciding what actions to take – once you are clearer (under Stage 2) about where you need to improve. Outlined below are details of what national initiatives are forthcoming or in train that you may need to take account of; and what our current evidence suggests are key principles of good practice in improving public understanding and appreciation.

A national programme of external communications activity led by OCJR has been underway for 18 months. It aims to increase public awareness and understanding of the Criminal Justice System and the reform agenda. Key features include:

> **Inside Justice Week 2005.** This major national and local initiative aims to open the CJS up to the public, publicise improvements to the service and encourage public engagement with, and participation in, the CJS. Activities will include local events such as schools mock trials and court open days which will be supported to generate widespread media coverage. Details of IJ Week 2005 will be available early in 2005. For further information contact Nicola Murray on 020 7273 3906 or nicola.murray@homeoffice.gsi.gov.uk.

> **Media.** The external communications team lead on generating positive national coverage about the CJS and the reform agenda. It aims to achieve more accurate, informed and balanced coverage and to communicate service improvements which will change public perception, increase confidence and encourage more people to engage with the system. National announcements and positive outcomes of the reform agenda will be communicated to LCJBs in the form of a Media Alert, providing local areas with the information, tools and guidance they need to generate localised publicity. For further information contact Richard Fowler on 020 7273 2143 or richard.fowler@homeoffice.gsi.gov.uk.

> **Year of the Volunteer 2005.** Justice month will be held in April 2005 with 4 key activities being funded by Community Service Volunteers (CSV). The aim is to celebrate and recognise the valuable work of volunteers working in the CJS, and encourage public engagement in the form of volunteering. This provides an excellent opportunity to encourage community involvement by publicising volunteering options in your local area. For further information contact Nicola Murray on 020 7273 3906 or nicola.murray@homeoffice.gsi.gov.uk.

> **CJS Online.** Redeveloped and relaunched in October 2004, www.cjsonline.gov.uk is the public face of the CJS on the internet. The site is a vital source of simple, accessible information designed to guide individuals who engage with the CJS (victims, witnesses, defendants, jurors and offenders) step-by-step through the justice process. Links are provided to organisations who can offer support and advice. Each section also contains links to local information presented through LCJB ‘microsites’. The corporate section of the site explains the role, function and aims of the CJS and is the vehicle for communicating the reform agenda. A programme of marketing activity is underway to increase awareness of the site internally and externally, with a particular focus on encouraging practitioners to recommend the site to individuals who come into contact with the CJS. For further information contact William Garner on 020 7273 3803 or william.garner@homeoffice.gsi.gov.uk.
STAGE 3: What action do you need to take to improve? continued

Key Principles of Good Practice:
core things we would expect to be in place in an area with effective arrangements for improving public understanding and appreciation

General
- LCJB communications Officer – experience from LCJBs suggests that the appointment of a (preferably full-time) communications officer reporting directly to the Board makes a key difference to communications with the general public
- Identify key groups within your general public and tailor your communications.
- Be ruthless in assessing whether your communications are really of relevance and interest in the busy day to day lives of the people you are trying to reach.
- Cross CJS communication strategy in place, which agrees key messages, priority areas, resource allocation and, most importantly, deliverables
- Effective LCJB sub-committee structure in which communications is given a key cross-cutting role. Sometimes comms is ignored completely or there is a communications sub-committee which finds it difficult to liaise effectively with other sub-committees.
- Link to and work with other local networks, particularly CDRPs
- Branding. Establishing a strong and recognisable visual identity which is consistently applied to local and national communications activity will contribute to raising awareness of the Criminal Justice System. Local Criminal Justice Board branding has already been developed and is widely used. Branding guidelines are available at www.cjsonline.gov.uk/secure/localboards/communication.html. For further information contact William Garner on 020 7273 3803 or william.garner@homeoffice.gsi.gov.uk

BME
- Shared commitment across the CJS to improving BME confidence and joining-up practice
- Good appreciation and utilisation of other influential channels of communication, including BME press
- Identification of BME audiences and development of specific communications mechanisms
- Effective utilisation of community media channels including BME radio stations, TV channels, newsletters and websites
- Establishing effective feedback mechanisms for BME communities to ensure a two-way process of engagement
- Effective timing of communications activity taking into account religious and cultural festivals
Key Principles of Good Practice: 
core things we would expect to be in place in an area with effective arrangements for improving public understanding and appreciation

**Promoting more positive messages in the local media**
- Pro-active relationship building between the LCJB and local journalists. This would mainly be done by the LCJB communications officer but it is also important to Board members to build relationships with the main journalists at key publications
- Transparent reporting mechanism for media coverage. For example at each board meeting the communication officer could present board members with a pack of press releases issued and clippings of the coverage achieved.
- Effective liaison with other local CJS communications professionals (eg between CPS and/or the Police) agreed through regular meetings or a media protocol. This is particularly important for ensuring that the LCJB gives a joined up response to negative issues/stories.
- Local Criminal Justice Board microsites. The microsites [www.lcjb.cjsonline.gov.uk](http://www.lcjb.cjsonline.gov.uk) were set up to provide each Local Criminal Justice Board with an online public communications channel. The national CJS website contains ‘In your area’ links to the LCJB sites to enable the public to find local information and support services. For information and advice on populating and customising your LCJB microsite contact William Garner on 020 7273 3803 or william.garner@homeoffice.gsi.gov.uk

**Engaging with key local opinion formers**
- LCJBs should identify other key non-media opinion formers in their local areas and draw up plans to keeping them informed of developments and getting feedback from them – Nothing beats face-to-face contact with key opinion formers.

**Education**
- Common strategy for improving public understanding of the CJS
- Links made with schools citizenship curriculum
- Programme of cross CJS open days

**BME**
- CJS Communications material can be produced and published in languages other than English
- Utilising a combination of face to face written and electronic communications to ensure accessibility by BME groups
STAGE 4: Where do you go to get help?

Having decided what actions you wish to take, this section links you to key resources that may be of assistance.

**Websites and on-line support**

A range of communications guidance and support is available on CJS Online at [www.cjsonline.gov.uk/secure/localboards/communication.html](http://www.cjsonline.gov.uk/secure/localboards/communication.html). To access what is available from the secure site, practitioners from CJS Departments or agencies should email William.garner@homeoffice.gsi.gov.uk to request the username and password. This will provide access to support including:

- communications branding guidelines
- a publications catalogue
- LCJB Communications Pack

CPS: [www.cps.gov.uk](http://www.cps.gov.uk) has a range of information, both nationally and locally about the objectives and work of the CPS.

DCA: [www.dca.gov.uk](http://www.dca.gov.uk) has a range of information, both nationally and locally about the objectives and work of the DCA.

Information on Police Reform, including citizen focussed policing, is available at [www.policereform.gov.uk](http://www.policereform.gov.uk)

**Other points of contact**

- **OCJR**
  - General external communications advice – Nicola Murray – External Communication manager, OCJR Communications Unit
  - Media and speeches – Richard Fowler – External Communications Officer, OCJR Communications Unit
  - Publications, CJS Online – Will Garner – External Communications Officer, OCJR Communications Unit
  - LCJB communications Kathleen/Henry
  - CJS Race Unit – General inquiries, CJSRace@homeoffice.gsi.gov.uk

- **DCA**: Pending further development of HM Court Service please contact Alan Hutchings in DCA on 7210 2838

- Citizen Focused Policing: Yasmin Caplin 020 7273 3588 yasmin.caplin@homeoffice.gsi.gov.uk

STAGE 5: Is it working?

This stage is about planning to review at key points whether actions taken have been successful in achieving the success criteria. The aim is to look at performance data against actions to determine impact and to revisit ‘stage 1’ to examine whether priorities have changed and/or how further actions can deliver further progress.
## PSA Targets

<table>
<thead>
<tr>
<th>TARGET Overall confidence in the CJS</th>
<th>NATIONAL</th>
<th>LOCAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The outcome of the 2004 Spending Review was that we should aim to continue to improve overall confidence in the criminal justice system – using the same measure as we do at present – through to 2007/08. No particular increase is specified beyond the aim of achieving an increase on the 2002/03 baseline. The National Criminal Justice Board will consider later this year whether to set a specific aspirational target for 2007/08, as we have done for 2005/06 (which is to achieve a 6% point increase on the 2002/03 baseline).</td>
<td>LCJBs have targets that take them up to the end of 2005/06. Most of these follow the national aspirational target – of a 6% point increase. As with the national target, the National Board will consider later this year what local targets for confidence LCJBs should be invited to set for 2007/8.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SR2002</th>
<th>Baseline</th>
<th>Target</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>39%</td>
<td>40%(^1)</td>
<td>45% (aspirational)</td>
<td>39% (average)</td>
<td>45% (average)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SR2004</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>39%</td>
<td>40%(^1) Aspirational target to be considered later this year</td>
<td>39% (average) To be considered later this year</td>
</tr>
</tbody>
</table>

\(^1\) Statistically significant improvement.
### PSA Targets

<table>
<thead>
<tr>
<th><strong>TARGET</strong></th>
<th><strong>NATIONAL</strong></th>
<th><strong>LOCAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Confidence of people from BME backgrounds</strong></td>
<td>SR2004 set out a revised target for increasing the confidence of people from BME backgrounds for 2007/08. We need to continue to achieve the existing target for 2005/06 – which is to increase in confidence in the proportion of BME people who think the CJS is effective in bringing offenders to justice. At the same time we need to focus on the new national target which is to increase the proportion of BME people who feel they would be treated equally by the police, CPS, courts, probation service and prisons. This is measured using the Home Office Citizenship Survey. All new actions relating to BME confidence will be focussed on the new target.</td>
<td>There are no local targets for this element of the target and no plans at present for inviting LCJBs to set them for the new target. This reflects the difficulties in collecting local data. We will continue to expect LCJBs to contribute to the achievement of the existing and new target through a range of actions aimed at improving confidence of BME people.</td>
</tr>
<tr>
<td><strong>Baseline</strong></td>
<td><strong>Target</strong></td>
<td></td>
</tr>
<tr>
<td>Courts</td>
<td>57% (2001)</td>
<td>See note 2</td>
</tr>
<tr>
<td>CPS</td>
<td>52% (2001)</td>
<td>See note 2</td>
</tr>
<tr>
<td>Police</td>
<td>56% (2001)</td>
<td>See note 2</td>
</tr>
<tr>
<td>Prison service</td>
<td>41% (2001)</td>
<td>See note 2</td>
</tr>
<tr>
<td>Probation Service</td>
<td>48% (2001)</td>
<td>See note 2</td>
</tr>
<tr>
<td><strong>SR2002</strong></td>
<td><strong>Baseline</strong></td>
<td><strong>SR2004</strong></td>
</tr>
<tr>
<td>49%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Statistically significant improvement.
2 These measures will be amalgamated into a single target figure.
## PSA Targets

### NATIONAL

The SR2004 carries forward the same aim of increasing victim and witness satisfaction. It retains the same national BCS measures of victim and witnesses but amalgamates them into a single figure.

<table>
<thead>
<tr>
<th>SR2002</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victims</td>
<td>59% (Oct 03-Mar 04)</td>
<td>61%</td>
</tr>
<tr>
<td>Witnesses</td>
<td>57% (Oct 03-Mar 04)</td>
<td>61%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SR2004</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victims and Witnesses</td>
<td>58% (Oct 03-Mar 04)</td>
<td>61%</td>
</tr>
</tbody>
</table>

### Reassurance

SR2004 brought existing measures of **public reassurance** within the same PSA target as the CJS confidence and satisfaction measures. These measures relate to reducing fear of crime, concern about anti-social behaviour and confidence in the local police. These elements are the responsibility of the Home Office – rather than shared responsibility of the three CJS Departments.

<table>
<thead>
<tr>
<th>SR2004</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Fear of Crime</td>
<td></td>
<td></td>
</tr>
<tr>
<td>fear of violent crime</td>
<td>21% (2002-03)</td>
<td>See note 2</td>
</tr>
<tr>
<td>fear of vehicle crime</td>
<td>17% (2002-03)</td>
<td>See note 2</td>
</tr>
<tr>
<td>fear of burglary</td>
<td>15% (2002-03)</td>
<td>See note 2</td>
</tr>
<tr>
<td>b) Concern about ASB</td>
<td>21% (2002-03)</td>
<td>20%</td>
</tr>
<tr>
<td>c) Confidence in local police</td>
<td>47% (2003-04: last 6 mths)</td>
<td>48%</td>
</tr>
</tbody>
</table>

### LOCAL

There are no local targets for this element of the target at present. Once the Witness and Victim Experience Survey (WAVES) is up and running and local baselines have been established, the intention is to invite LCJBs to set themselves targets for improvement.

We will not be asking LCJBs to set local targets for these elements as primary responsibility for their local delivery lies with Crime and Disorder Reduction Partnerships (CDRPs) and the police. But local data on these measures will be available and we encourage local boards to use it to monitor performance and to consider how, in their work on tackling public confidence in the criminal justice system, they can also contribute to reducing the fear of crime and concern about anti-social behaviour, and improving confidence in local police.

---

1 Statistically significant improvement.  
2 These measures will be amalgamated into a single target figure.
## Research into confidence in the CJS

<table>
<thead>
<tr>
<th>Publication ref</th>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>RF221 (2004)</td>
<td>Public Confidence in the Criminal Justice System</td>
<td>Research Findings of a telephone survey carried out of 2,000 adults in England and Wales, asking about the respondents confidence in the CJS and what drives that confidence. <a href="http://www.homeoffice.gov.uk/rds/pdfs04/r243.pdf">www.homeoffice.gov.uk/rds/pdfs04/r243.pdf</a></td>
</tr>
<tr>
<td>Various</td>
<td>Quarterly Updates of Crime Data for England and Wales</td>
<td>Quarterly updates of crime data can be found at the Home Office website. <a href="http://www.homeoffice.gov.uk/rds/hosbpubs1.html">www.homeoffice.gov.uk/rds/hosbpubs1.html</a></td>
</tr>
<tr>
<td>HORS270 (2003)</td>
<td>2001 Home Office Citizenship Survey: people, families and communities</td>
<td>Research Study of the 2001 Home Office Citizenship Survey, including data on whether BME respondents believe they are treated the same as others by the various CJS agencies. <a href="http://www.homeoffice.gov.uk/rds/pdfs2/hors270.pdf">www.homeoffice.gov.uk/rds/pdfs2/hors270.pdf</a></td>
</tr>
</tbody>
</table>
Research into confidence in the CJS

<table>
<thead>
<tr>
<th>Publication ref</th>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
</table>

For more information, please contact Jorgen Lovbakke, Senior Research Officer, Victims and Confidence Unit, Room 361, 50 Queen Anne’s Gate, London SW1H 9AT, telephone 0207 273 3065 email jorgen.lovbakke@homeoffice.gsi.gov.uk. Please click here to provide feedback on this document.