

Fairness and Equality in the CJS

Toolkit to help Local Criminal Justice Boards increase the confidence of the Black and Minority Ethnic (BME) communities they serve

December 2005

Fairness and Equality in the CJS

Toolkit to help Local Criminal Justice Boards increase the confidence of the Black and Minority Ethnic (BME) communities they serve

December 2005

Contents

| | Page |
|---|-----------|
| 1. Introduction | 3 |
| The purpose of this toolkit | 3 |
| 2. Local delivery | 5 |
| A) Community Knowledge and Engagement | 5 |
| B) Delivering Fair Services | 7 |
| C) Employment | 10 |
| D) Data and Performance Management | 11 |
| E) Communications | 12 |
| F) Governance | 13 |
| 3. OCJR Support | 15 |
| 4. Appendices | |
| Annex I Sources of Information about Local Communities | 16 |
| Annex II Possible objectives of Community Engagement activity | 18 |

CHAPTER I

Introduction

In recent years the Criminal Justice System (CJS) has become more effective in delivering equitable services, however research shows that those from Black and other Minority Ethnic (BME) communities continue to:

- be disproportionately represented at each stage of the criminal justice process from initial contact to sentencing;¹
- believe they would be treated worse than people from other races by the CJS, particularly the police;²
- have less confidence that the CJS respects the rights of defendants;³ and
- as victims, are less satisfied with the police response.⁴

The Government's commitment to the delivery of fair services for BME communities is set out in its strategy "Improving Opportunity, Strengthening Society" and reflected in Public Service Agreement Target 2e which requires that **the percentage of people from black and minority communities who think that one or more CJS agencies would treat them worse than people of other races is lower than in the baseline year (2001).**

THE PURPOSE OF THIS TOOLKIT

Although the Government's target is not measured locally⁵ it will only be achieved if services that are fair, and seen to be fair, are delivered at national and local level. The Government has made clear in the past that Boards should work to deliver greater BME confidence. However, so far, detailed advice has not been provided on what that might include. The purpose of this document is to assist Boards by setting out a range of activity they can pursue to deliver in this area. The CJS Race Unit is keen to work with Boards and is happy to provide further assistance and support. In particular we would welcome comments on this document and any information about lessons you have learned in implementing initiatives in this important area.⁶

1 Section 95 Statistics on Race and the CJS

2 Home Office Citizenship Survey 2003

3 S Nicholas and A Walker (2004) Crime in England and Wales 2002/3: Supplementary Volume 2.

4 Police Performance Assessments 2004/5

5 The baseline year for the biannual measurement of the BME confidence element is the 2001 Home Office Citizenship Survey

6 CJSRACE@homeoffice.gsi.gov.uk Criminal Justice System Race Unit, Office for Criminal Justice Reform Fry Building, 2 Marsham Street, London, SW1P 4DF 020 7035 8591/8589

Evidence suggests the following are likely to drive confidence:

- The **nature and quality of personal experience** of the CJS, particularly the police, as contact is associated with perceptions of discrimination. The particular emphasis on the police reflects the fact that people are more likely to hold some view about the police. This probably reflects greater contact with the police.
- Perception and attention of **media**.
- Creating a dialogue by the **provision of information**, by and on the CJS to develop **community engagement**. It is known that the provision of information and increased knowledge of the CJS improves perceptions of satisfaction and competence. We therefore assume that it should also have an effect on perceptions of fairness, particularly when linked with greater engagement.
- **Employment levels** in CJS agencies to be representative of the BME population as a measure to increase confidence.

All criminal justice agencies have a statutory general duty towards eliminating unlawful discrimination, and to promote race equality and good race relations under the Race Relations (Amendment) Act 2000 through individual agencies' Race Equality Schemes⁷ and are undertaking measures to address these drivers. There is though no *one size fits all* approach and it is essential that services are tailored in a way which meets local needs. There is also a danger that individual initiatives can duplicate efforts that might sensibly be undertaken in partnership. This toolkit suggests how, by working in partnership, LCJBs can have an essential role in providing a strategic, coordinated approach to delivering services that both treat local BME communities fairly and are seen to do so.

⁷ More details on what this means for criminal justice agencies (including performance guidelines) can be found at <http://www.cre.gov.uk/duty/grr/cj.html>.

CHAPTER 2

Local delivery

A) COMMUNITY KNOWLEDGE AND ENGAGEMENT

Local Criminal Justice Boards to ensure that they have knowledge of and insight into the BME communities they serve

Why is this important?

- Boards must have a clear understanding of the communities they serve to ensure that needs and concerns are identified.
- BME communities are not a homogenous group and have a varied socio-demographic profile. There are wide differences between the attitudes and perceptions of individual ethnic groups within the BME population which will need to be identified and taken into account to enable Board activity to be prioritised. Understanding of ethnic groups, newcomers, languages, gender, age and faith will allow Boards to plan effective engagement with the relevant communities.

What can Boards do?

- It is likely that individual agencies will have information on the communities they serve. A useful first step may be for Boards to audit the information already collated.
- Outside of the information held by CJS agencies the best source about ethnic minority representation in areas is census data. To assist boards, a local population breakdown of ethnicity for all LCJBs is available from the CJS Race Unit. To break this data down beyond LCJB level you can access the census data at www.neighbourhood.statistics.gov.uk. There are a range of other sources of data which are set out in Annex I.
- It is essential that Boards learn about the ethnicity, religion, language and culture of the communities that use their services in order to be aware of any particular needs they might have when using services.
- Boards could find out about the key local community organisations both to assist in understanding these issues and to identify appropriate groups and individuals to engage with. Again individual agencies will be able to share and pool knowledge on this. A list of possible contacts is attached at Annex I.

Having understood the communities they serve, CJS agencies should consult, involve and inform BME communities in the justice process, and develop policies and practices based on identified community needs and concerns.

Why is this important?

- It is a key underlying principle for the improvement of public services that confidence generally increases following meaningful engagement with frontline services (i.e. productive dialogue between communities and agencies about the delivery of services rather than just routine contact) and if services subsequently reflect community needs.
- Effective engagement enables the delivery of appropriate services for BME communities and will contribute to increasing their confidence that the CJS will treat them fairly and equally.

What can Boards do?

Detailed guidance on consulting BME communities can be found at <http://www.cabinetoffice.gov.uk/regulation/consultation-guidance>. Some of the key points Boards should consider in engaging with BME communities are:

- Engagement should be undertaken at the outset of Board planning processes. The process of engagement will identify gaps in current service delivery, work with communities to develop priorities and develop partnerships within communities to deliver priorities.
- A range of engagement with local communities will already be in place at individual agency level⁸ as well as by other local partnerships, particularly Crime and Disorder Reduction Partnerships (CDRPs) and other public service providers. A useful first step might be to establish what else is being done to engage BME communities locally.
- Board activity should not undermine individual agency activity, but in some areas there may be scope to join up work and utilise the range of existing contacts and resources in a coherent and strategic way rather than duplicating effort. In areas with smaller BME communities this is particularly important as it will ensure that consultation overload does not occur.
- Effective engagement with BME communities should take place at a number of different levels (informing, consulting, involving and empowering). When embarking on community engagement Boards should be clear about the objectives of their work. Some examples of the objectives Boards may look to deliver are set out at Annex II.
- The Board will need to consider what form of engagement is used. This will depend on the objectives they have set and the nature of the group it is engaging, but might include:
 - Standing consultation panels
 - Public meetings
 - Open days
 - Seminars
 - Focus groups
 - Face-to-face interviews
 - Postal surveys/questionnaires
 - Telephone

⁸ The website www.communityengagement.police.uk sets out a range of tools currently being used by the police

- It is **essential that there is clear evaluation of any activity** which measures and assesses the impact it will have on the development and delivery of local CJS services, as well as the impact on the community itself. The evaluation process needs to be built into the initial design of any engagement activity to enable its success to be effectively measured and determined. This could include:
 - Use of evaluation forms and questionnaires
 - Revisiting engagement participants in the future to further understand perceptions
 - Analysis of engagement outcomes against initial objectives
- It is important that Boards are able to demonstrate to those they consult that their views have been taken account of. The more engagement takes place at the empowering end of the scale the more likely it is to improve confidence.

Check List

- Do you have an understanding of the communities you serve?
- Do you have a strategy to engage with those communities based on clearly defined outcomes (including improved service provision and greater confidence)?
- Do you have mechanisms to monitor the effectiveness of those initiatives and to feedback to communities?

B) DELIVERING FAIR SERVICES

LCJBs should consider whether the services they provide are fair

Why is this important?

- Evidence indicates that the quality of personal experience of CJS agencies has a significant impact on BME community perceptions that they are more likely to be treated worse by CJS agencies than people of other races. This is particularly true at the initial stages of the system process where there is low BME confidence in the fairness and integrity of the CJS.
- People from BME groups are disproportionately represented at each stage of the criminal justice process from initial contact to sentencing.
- People are more likely to expect discrimination from CJS agencies if they have had a personal experience of them.

What can Boards do?

- All criminal justice agencies have a statutory general duty to work towards eliminating unlawful racial discrimination, and to promote race equality and good race relations. The duty is not optional and agencies must meet it even if the ethnic minority populations they serve are very small.
- Boards can use the knowledge they have gained through the types of engagement set out in Section A to think about what it reveals about whether the services the CJS as a whole and individual agencies are providing are fair. Additionally, all CJS agencies collect a range of local information at a LCJB level on BME groups' experiences of the CJS which is published under Section 95 of the Criminal Justice Act 1991 (see section D for more detail). This information can potentially help Boards to:
 - broaden their understanding of BME groups' experiences of the CJS in their area; and
 - develop and co-ordinate policies at the local level more effectively

- Boards can ask critical questions to establish the reasons for disproportionality across the CJS and consider developing coordinated strategies at all stages of the process, looking specifically at 'pinch points' and the cumulative effect on BME communities across the system.
- There is evidence to show that there is low awareness of measures taken to tackle unfair treatment in the CJS.⁹ If there are effective initiatives undertaken, Boards should consider how these are communicated to the communities they serve.
- Some Boards have developed information to assist their staff in the delivery of fair services and provide material on the ethnicity, religion, language and culture of the communities that use their services so that they are more aware of any particular needs they might have when using that service.¹⁰

Check List

- Do you have a process for scrutinising whether the services you provide are fair?
- Do you have strategies to address any issues raised through community engagement or revealed in performance data?

LCJBs should consider how the services they provide to BME Victims and Witnesses meet the needs of BME communities

Why is this important?

- BME groups experience much higher levels of victimisation and the higher risk of being the victim of a racist incident than White people
- Surveys indicate Black people had poorer expectations than White people of being treated seriously as a victim of crime
- There is also evidence to suggest that people from BME communities are more likely to fear crime and more likely to fear reprisals from the perpetrator if they report a crime.
- Qualitative research suggests that for young Black men, negative experiences of reporting a crime as a victim deters further reporting and can be interpreted as evidence of police racism¹¹
- Discussions with community groups suggest that some communities have a very limited knowledge about how the criminal justice system works which can prevent them from reporting crime. They are also concerned that their particular cultural needs might not be taken into account if they did attend court (e.g. whether appropriate food was available and whether they have to swear on the bible etc)
- Practical and emotional help after a crime is needed to ensure the well-being of an individual. Evidence suggests that BME communities turn to family and friends for support, but would like support from other organisations.

What can Boards do?

- As part of the National Victims and Witness Strategy, Boards and individual agencies have been tasked with identifying gaps in delivery against the Victims Code of Practice and Victim and Witness Delivery Plan and developing a strategy to address these gaps.¹²

⁹ Stone, V & Tuffin, R(2000) Attitudes of People from Minority Ethnic Communities Towards a Career in the Police Service

¹⁰ The CJS Race Unit can provide further detail.

¹¹ Yarrow S (2005), *The experiences of young Black men as victims of crime*, Office for Criminal Justice Reform

¹² To access the Victim & Witness delivery plan and toolkits electronically go to <http://www.cjsonline.gov.uk/secure/localboards/guidance.html> (password required)

- The Plan sets out seven priorities for areas, covering the basic minimum standards which victims & witnesses should be able to expect from the CJS. Seven toolkits are there to help LCJBs deliver these priorities, offering practical help and good practice models. However, LCJBs need to understand how best to apply the toolkits when dealing with BME communities. This may include:

Knowledge

- Using local demographic information to develop understanding of the different BME communities in the area – where they live, their age, their places of worship etc. and using that information to develop an understanding of the services that victims from those communities might need.
- Considering what ethnic minority languages material on services available to victims should be translated into. Consideration needs to be given to appropriate formats – it should not be assumed that written material is the best option.
- The Victim Personal Statement (VPS) was introduced in October 2001, to provide victims with the opportunity to have their views taken into account. LCJBs might consider ways of ensuring that the VPS can be used to overcome any cultural barriers when engaging with BME victims and witnesses. LCJBs should also consider how to identify whether BME victims & witnesses are vulnerable or intimidated.

Awareness-raising

- LCJBs to work with Witness Care Units to develop strategies in building relationships with families and friends of those victims and witnesses who have come forward to ensure that they both attend court and give evidence, and also that the system is interested.
- As part of implementation of the Code of Practice, LCJBs should consider using regular engagement with BME communities to raise awareness of victim and witness services that are available as a way of combating the negative impression of CJS agencies held by BME victims and witnesses.
- The development of targeted strategies for involving specific community leaders to encourage more BME victims and witnesses to report crime and use the services available to them will again drive up confidence in the CJS.

Multi-agency work and sharing good practice

- Agencies should share good practice both within local areas, and with other areas.
- Appropriate targeting of services including considering working with BME voluntary sector organisations to provide support BME victims. Regular engagement with community organisations who are in touch with victims and witnesses of crime should be considered.
- Developing cross-agency approaches to support victims of race-hate crime.
- Consideration of cross-agency training specifically to:
 - Ensure CJS strategies for training include work on how to assist people from BME communities.
 - Training and making use of staff with appropriate language skills.
 - Training to assist with the sensitivity surrounding race crime.
 - Assessing the impact of training on services.

Checklist

- In assessing the needs of victims in your area have you thought about whether the services you provide are accessible to all communities?
- In providing services to victims have you ensured they meet the needs of people from all the communities you service?

C) EMPLOYMENT

Boards should consider how they can work together to improve the recruitment, retention and progression of BME employees

Why is this important?

- Evidence suggests there is a general acceptance by BME communities that more BME employees within CJS agencies may help to improve perceptions of fairness (Calverley et al, MORI).
- All CJS agencies have specific duties in relation to employment under the Race Relations (Amendment) Act 2000 to monitor by racial groups, publish annually the results, and set targets to ensure agencies are representative of the communities that they serve, particularly at senior level.
- At national level, work is currently being undertaken to promulgate good practice on the recruitment, retention and progression of people from BME communities, in order to assist CJS agencies to become more representative.

What can Boards do?

- As Boards will often be looking to recruit from the same areas there may be good local practice and knowledge that might be shared at Board level. There may also be opportunities for pooling efforts to drive up recruitment from particular communities (e.g. joint presence at career fairs etc)
- All agencies provide training on the Race Relations Act 1976 and on how to prevent discrimination and encourage respect for people from different backgrounds. Boards may want to consider whether there is any benefit in running cross-CJS diversity training for all staff.
- Boards should also consider:
 - developing cross-CJS approaches to BME staff recruitment, development and progression through the review of agencies' Race Equality Schemes and sharing good practice.
 - facilitation of joint working between BME staff networks or developing ways for BME staff to address shared concerns on employment.
 - some Boards have developed material to assist their staff in managing a diverse workforce by providing details on the ethnicity, religion, language and culture of different communities.
 - CJS employees are all also members of the communities they serve. Boards should consider strategies to ensure their views are taken into account and that they are used as ambassadors for the CJS in the wider community.

Check List

- Have you identified opportunities to work together to improve recruitment, retention and progression of BME employees?
- Have you examined what you can do to share resources in managing a diverse work force?

D) DATA AND PERFORMANCE MANAGEMENT

Local race statistics are a powerful tool in improving performance and tackling discrimination in the CJS

Why is it important?

- Statistics on Race and the CJS are published annually under Section 95 of the Criminal Justice Act 1991.¹³ The aim of the publication is to assist those involved in the administration of justice to avoid discrimination on the grounds of race. The statistics provide information on which assessments of the national CJS picture are made but are in essence local figures collated into a national picture.
- They are potentially a powerful tool in improving performance on race issues in the CJS and help agencies to fulfil their race equality responsibilities, understand the experience of the CJS by BME groups, and ensure any inequalities are eradicated.

What does this mean for Boards?

Boards should be considering some of the following when developing plans to address PSA 2(e):

- Identifying what data is currently collected including recording methods and classifications.
- Identifying current gaps in data sets and determining what the barriers are in agency provision of ethnicity data. Is the LCJB able to coordinate cross agency flow of information?
- Identifying how agencies use their ethnicity data to perform Race Impact Assessments and how effectively this information is shared across agencies.
- Analysing what the data says about changes and trends? – is disproportionality increasing, decreasing or remaining static? What policies/service changes have contributed to these changes?
- Identifying whether the data forms part of agency or LCJB community engagement? What do BME communities think of the data? How would they like to see things change?

To help this process in November 2005 OCJR circulated Race Information Packs (RIPs) to assist Boards in understanding the experience of BME people, identify where it is different from White people and begin to explore the reasons for this. The information in the RIPS is based on pulling together, at LCJB level, some of the S95 Race and the CJS statistics produced by individual agencies. In time, information will be routinely incorporated in Performance Information Packs (PIPs). OCJR is keen to work with agencies on this and would welcome views on which information they would find it helpful to receive routinely.

The CJS Race Unit will look to provide Boards with further technical guidance in future which sets out in detail the approaches they can take to improve the completeness and timeliness of ethnicity data and the uses they can put it to.

Boards will be engaged with Performance Assessment Review (PAR)

Boards' performance on confidence will be considered each quarter by OCJR, using the data issued to areas every month in the Performance Information Packs (PIPs), as well as qualitative information provided by Performance Advisers, Delivery Managers and others in close contact with areas. Based on this consideration, areas whose performance is giving rise to concern will be asked to provide reassurance and information to OCJR about actions being taken to affect improvements. Depending

¹³ To access the Section 95 publication please go to <http://www.homeoffice.gov.uk/rds/section951.html>

on the outcome of these enquiries, support from the Performance Action Team (PAT)¹⁴ may be agreed. Areas will be asked to provide information about their strategies for improving BME confidence if there are concerns about this area of the target.

Check List

- Have you identified what data you collect on ethnicity, where there are gaps, why there are gaps and developed strategies to address these?
- Are you making the most of data available to you in terms of understanding the experience BME people have of CJS services in your area?

E) COMMUNICATIONS

Effective Communications with BME communities can improve perceptions of fair treatment and increase confidence

Why is this important?

- There is some evidence that giving people information about the CJS can improve confidence in its effectiveness.¹⁵
- There is a clear correlation between how much people know about the different constituent agencies of the CJS and their perceived effectiveness.¹⁶
- Better communications and information about the CJS can improve perceptions of fair treatment across the system and there is considerable value in BME communities learning more about the CJS.
- Effective Board communications enable staff, key stakeholders and the wider community to be kept informed of work and developments, particularly, good news stories and effective service delivery across the CJS.
- Boards have previously been asked to develop local communications plans to give communities a voice in improving the criminal justice system, as well as keep them informed of the local support and services available to them including improvements being made to the CJS in their area.¹⁷

What does this mean for Boards?

Boards will need to consider specific, targeted communications for BME communities as part of the overall communications strategy. This should include:

- Development and delivery of effective communications plans and activity to ensure that BME communities are appropriately informed of the steps being taken by the CJS to tackle racism and disproportionality, and to enable them to engage effectively with the system. BME communities should be consulted on how they would like to receive information but this could include:
 - Production of specific literature on the work of the CJS – work on community engagement will have identified the range of languages required for translation
 - Specifically targeted workshops and open days
 - Dissemination of good news stories across community networks

¹⁴ Link to PAT area of CJSOnline

¹⁵ Salisbury, H & Upson A(2004) – Ethnicity,Victimisation and Crime: findings from the 2001/2 &2002/3 British Crime Survey

¹⁶ Page et al(2004) – Public Confidence in the CJS

¹⁷ The LCJB Communication Pack can be found at http://www.cjsonline.gov.uk/secure/localboards/documents/18902_cjs_toolkit_aw.pdf (password required)

- Ensuring that measures to demonstrate that unfair treatment within the CJS is currently being dealt with
- Providing feedback mechanisms so that communities feel they can make comments, offer insights on the services being provided and raise issues of concern with CJS agencies.
- Use of local mainstream and BME media, BME community newsletters etc. including use of positive stories that reflect good practice of positive community activity.
- Building internal communications into planning processes. Staff need to be aware of the BME confidence agenda and how their work impacts on the delivery of fair and equal services. CJS staffs are both the ambassadors of organisations and internal representatives of their local communities. It is therefore essential they are motivated, engaged and equipped to undertake their roles effectively.
- Evaluation of success in communicating with communities is essential. Making sure that the communications sent reach the target audience, and are understood, is critical, as well as identifying what would be improved by re-working the communications.

Check List

- Do you have strategies to ensure communications reach all the communities you serve?
- Do you have the mechanisms to evaluate the effectiveness of those strategies?

F) GOVERNANCE

Effective governance arrangements to deliver PSA2(e) are essential to set and manage direction and ensure buy-in to the delivery agenda

Why is this important?

- A number of Boards have successfully established Race Delivery Sub-Groups to assist them in developing and delivering their Race strategy and this is something that can be considered to actively manage and monitor delivery against plans.
- Wherever possible, Boards should make use of existing structures but ensure that they are adequately resourced to look at BME confidence issues effectively and develop appropriate actions as part of the LCJB Single Delivery Plan.

What does this mean for Boards?

- Boards have different governance arrangements and some of the areas of responsibility outlined below may already be allocated within existing structures. In some instances, this may require new structures. All agencies should identify a representative who will be part of the governance structure and ensure delivery of the BME confidence agenda.
- In developing and reviewing governance arrangements, Boards will need to identify appropriate resources and personnel and should ensure that all arrangements are able to address the following criteria. [We do not expect governance arrangements to change but should reflect the areas below even if they have different names or broader remits]

- **Nominating a LCJB Lead (Senior Responsible Owner) who has overall responsibility for PSA2(e) delivery and sets strategic direction**

This role should be at board level and have a good understanding of the BME confidence agenda and set priorities for the sub-group (could also chair the group). The lead would ensure the LCJB sets strategic direction on BME confidence, that all agencies are committed to the agenda, supports the race lead (where applicable) and raises issues on behalf of the race sub-group directly to the Board.

- **Nominating a Race Lead to manage day-to-day delivery**

This role could be the overall LCJB lead or a senior operational member of staff who would chair the Race Sub-group (or appropriate multi-agency group). The race lead would manage the development and day-to-day delivery of the PSA 2(e) group and would provide regular updates to the LCJB lead for report to the Board. The lead should be experienced and knowledgeable about the BME confidence agenda and most importantly be empowered to take action.

- **Developing a Race multi-agency group to actively manage and monitor delivery against plans**

The Group should have clear terms of reference and representation for each CJS agency. The group should have overall responsibility for the development and delivery of the PSA2(e) plan on BME confidence and could also include co-opted representatives from BME communities, voluntary organisations as well as other partnerships such as CDRPs where there will be overlapping agendas. The Group should monitor performance against plans, meet regularly to ensure progress and in the longer term monitor progress against the agreed local performance measures.

- **Nominating a Race representative from each CJS agency to sit on the multi-agency subgroup**

All agencies should be involved in the delivery of the BME Confidence agenda. There should be an identified lead from each agency who sits on the group who is sufficiently empowered to make decisions and implement changes on behalf of the agency locally. The lead should also have sufficient knowledge and experience of the BME Confidence agenda to drive through change.

Check List

- Do you have the appropriate governance to allow you to oversee activity to increase BME confidence, ensure this is co-ordinated and effective across all CJS agencies and deliver the target?

CHAPTER 3

OCJR Support

There is a range of support and tools within OCJR to support Boards in delivering on BME confidence. These include:

- **CJS Race Unit – Local Delivery Team**

The CJS Race Unit has established a local delivery team to provide support to LCJBs to deliver the BME Confidence target. The team are currently working in conjunction with NACRO to support Boards in developing plans and activities. NACRO are currently represented on over twenty Boards and provide invaluable expertise on delivering race equality. The team will also work to performance manage Boards against their plans, as well as against the basket of local measures which will be introduced in the longer term.

- **Performance Action Team (PAT)**

OCJR PAT provides support to Boards to improve performance. The team consists of Performance Advisors, Consultants and Policy Leads across OCJR. A Steering Group meets on a monthly basis to agree and prioritise area support work for the coming month, taking into account area requests, as well as assessments of the level and urgency of the support needed.

- **Good Practice**

The CJS Race Unit are developing mechanisms to collate, evaluate and disseminate good practice to enable Boards to share information, network and share good practice on BME confidence delivery at local level. This may include interactive forums and regular newsletters.

- **Future Toolkits and Guidance**

Communications – Boards will be provided with more detailed guidance on developing local BME communications strategies

Employment – The National Institute for Economic and Social Research are undertaking case studies in the public, private and voluntary sector to identify good practice in the recruitment, retention and progression of BME staff. A toolkit will be issued to Boards which will pull together this evaluated good practice.

Ethnicity Statistics – Boards will be provided with a toolkit on using ethnicity statistics at local level to enable them to analyse and understand their local statistics and the experience those from BME groups.

ANNEX I

Sources of Information about Local Communities

Data Sources:

- The Labour Force Survey statistics (Office for National Statistics' website <http://www.statistics.gov.uk>) – these are estimates based on sample surveys, so when numbers get very small they are less reliable, but they can give an indication of the composition of your population.
- Local Authority planning or economic development departments – which could have labour market information broken down by ethnicity.
- Data published in journals/magazines of local organisations of local authority departments.
- Data collected by Racial Equality Councils (<http://www.cre.gov.uk/about/recs/html>)
- Surveys conducted by ethnic minority community organisations.
- Neighbourhood Statistics Website (<http://neighbourhood.statistics.gov.uk>)

Organisations able to help find out about local ethnic minority communities.

- Local Racial Equality Councils
- Local Authority Race/Equality Units (contact details in local telephone directory)
- Home Office regional ethnic minority consortia
- Those people you already have contacted (including staff)
- Training and Enterprise Councils
- DETR Task Forces/City Action teams etc can also pass on useful information about accessing organisations and individuals
- Established community groups/council partnership schemes/neighbourhood forums
- Places of local worship
- Local ethnic minority councillors (who may have had contact with less obvious groups)
- Council of Ethnic Minority Voluntary Organisations (CEMVO) (Tel 0207 377 8484)
- UK based High Commissions and Embassies of British ethnic minority communities, as well as other national and regional organisations, can often advise about local organisations to consult and use their links and influence to help build contacts. [Check Directory Enquiries for contact details.]

- Youth workers will be able to help you tap into the local community. [Try the National Youth Agency (<http://www.nya.org.uk>) local education departments of local authorities (contact details will be in the telephone directory), and the Commission for Racial Equality (CRE) (<http://www.cre.gov.uk>), which has a small team concerned with youth work issues.)
- Sports clubs and music venues will also have contact details for regular BME users.

ANNEX II

Possible objectives of Community Engagement activity

Informing

- Providing information to communities about work that is planned or underway, or about what has been achieved
- Developing communities' understanding of CJS issues
- Developing greater community awareness and understanding of the role and work of CJS agencies
- Enabling better understanding of the steps the CJS is taking to tackle racism and disproportionality

Consulting

- Discovering communities needs and views; this might include trying to understand which groups are more or less confident in the services provided by the CJS
- Responding to the information they provide

Involving

- Increasing a community's ability to address issues through greater participation
- Ensuring greater BME community involvement in the justice process
- Establishing relationships with BME communities
- Development and delivery of fair and effective services which accurately reflect community needs
- Developing greater transparency, accountability and responsiveness to BME communities by CJS agencies

Empowering

- Giving communities the power to tackle problems and make decisions
- Developing partnerships and agreements between CJS agencies and community groups to deliver joint services for BME communities
- Identifying mechanisms to enable CJS agencies to become more representative of the communities it serves and be considered as employers of choice by BME communities

In developing engagement activity Boards will need to:

Delivering

- Ensure buy-in at Board level on what it is aiming to achieve
- Be realistic about what it can achieve based on resources and depth of knowledge
- Allow an adequate timescale for engagement to ensure the process effectively informs service development
- Consult with a wide range of BME communities, needs and concerns vary greatly and will need to be reflected within Board plans.



Criminal Justice System: working together for the public