



HMI Probation Equality Action Plan 2011-14

FOREWORD

by Andrew Bridges HM Chief Inspector of Probation

I am pleased to introduce HMI Probation's Single Equalities Scheme detailing our objectives which are intended to address race, disability and gender equality within our own organisation and with the work of those we inspect.

We have set ourselves an overarching objective of working to remove discrimination in the criminal justice system. In our core inspection programmes we examine quality of service delivery. We assess how well Probation and Youth Offending practice takes into account the diverse needs of adults and young people who have offended. Reports on the aggregated findings from our core inspection programmes include analyses by race, gender, age and disability.

Within our own organisation we have previously developed a wide ranging approach to promoting diversity through our Diversity Action Plan which was published on our website. Measures included staff training, positive action to recruit black and minority ethnic inspection staff and recruitment of Welsh speaking inspectors. Through induction, training and the appraisal process all HMI Probation staff continue to be encouraged to promote diversity across all areas of their work.

This Plan for the next three years, now an Equality action plan, builds on our practice to date. We trust that it will prove a useful guide to making further progress between now and 2014.

Context

HMI Probation is an independent Inspectorate, funded by the Ministry of Justice (MoJ) and reporting directly to the Justice Secretary.

The MoJ is the Department responsible for prisons, probation services, courts and tribunals. Its main policy responsibilities are constitutional reform, criminal and civil law, administrative justice, legal aid, human rights, democratic engagement and information rights.

Our approach both to inspection and how we manage ourselves has always been to consider diversity from an all-inclusive perspective. Our overarching objective is to work towards removing discrimination in the criminal justice system and we make our contribution in the role of a statutory independent Inspectorate as described below. The Chief Inspector reports directly to the Justice Secretary on this and other matters.

HMI Probation's Statement of Purpose

. Our purpose is to:

- report to the Secretary of State on the effectiveness of work with individual offenders, children and young people aimed at reducing reoffending and protecting the public, whoever undertakes this work under the auspices of the National Offender Management Service or the Youth Justice Board
- report on the effectiveness of the arrangements for this work, working with other Inspectorates as necessary
- contribute to improved performance by the organisations we inspect
- contribute to sound policy and effective service delivery, especially in public protection, by providing advice and disseminating good practice, based on inspection findings, to Ministers, officials, managers and practitioners
- actively promote race equality and wider diversity issues, especially in the organisations we inspect
- contribute to the overall effectiveness of the criminal justice system, particularly through joint work with other inspectorates.

Our Annual Plan sets out our work for the year. It is agreed between the Justice Secretary and HM Chief Inspector and is published on our website.

HMI Probation Code of Practice

While carrying out our work we aim in particular to follow the *Ten Principles of Inspection in the Public Sector*, namely that inspection should:

- have the purpose of improving the service inspected
- focus on outcomes
- have a user perspective
- be proportionate to risk
- encourage rigorous self-assessment by the managers of the service inspected
- use impartial evidence
- disclose the criteria used to form judgements
- show openness about inspection processes
- have regard to value for money
- continually learn from experience.

To achieve our purposes and meet these principles, we aim to:

- work in an honest, professional, fair and polite way
- report and publish inspection findings and recommendations for improvement in good time and to a good standard
- promote race equality and wider attention to diversity in all aspects of our work, including within our own employment practices and organisational processes
- minimise the amount of extra work arising for probation trusts or Youth Offending Teams as a result of the inspection process.

While carrying out our work we are mindful of Ministerial priorities and the Strategic Plan for the criminal justice system. We work closely with other criminal justice Inspectorates through the Criminal Justice Chief Inspectors Group and also with inspectorates involved with work with children and young people.

Developing the Scheme

We are a small organisation numbering a total of just 50 salaried staff.

Staff are employed under different arrangements and therefore subject to different conditions. These include a number on secondment from probation trusts and youth offending teams. Each is subject to their parent organisation's conditions. Others are recruited directly using MoJ procedures and are thereafter subject to mainstream civil service conditions.

Our approach to equality and diversity has been developed internally. We publish our Diversity Action Plan on the HMI Probation website. However, our main activities are carried out within the organisations we inspect and we consult widely with them about our inspection criteria and methodologies. We also ask for and obtain feedback during every inspection.

One of HM Inspectors has time dedicated to diversity and leads on this on behalf of the Chief Inspector. Work is directed by a multi-grade Diversity Working Group chaired by an Assistant Chief Inspector. It is also reported on or developed at a regular session at the bi-monthly staff meeting.

Equality Approach

Our plan focuses on five key linked themes, identified in the MoJ Equality Plan, designed to help us drive the agenda over the next five years and mainstream equality and diversity across our business.

The key themes are:

- **Changing behaviour** to create an inclusive culture, confident in its own diversity. Underpinned by:
 - **Strong leadership** - down to first line management level - and clear, transparent accountability for delivering the equality duties and managing diversity
- **Developing staff** to enable everyone to realise their potential and accelerate the rate at which we bring in and bring on people from all backgrounds in society. Resulting in:
 - **A diverse workforce at all levels** - measured against workforce targets to reach over the next few years, for women in the senior civil service, women in top management posts and people from minority backgrounds and disabled people in the Senior Civil Service and ultimately at other levels, that drive progress towards our aspiration to reflect the society we serve by 2020
- **Service delivery** which recognises the different needs of the communities we serve and seeks to ensure that all our policies, legislation and services are designed with diversity and equality in mind. We will continue to develop and publish data which allows us to monitor and demonstrate the degree of our success.

Monitoring and Evaluation

We assess the quality of work (by whoever undertakes it) to address the diverse needs of adult offenders and children and young people to prevent reoffending and promote effective management of *Risk of Harm to others* and Safeguarding. Our methodologies emphasise the need to assess and plan for difference as an essential element of quality work in the supervision of offenders and children and young people.

We report on the quality of work in an area and require improvement plans to be prepared four weeks from publication to address any shortfall. Agencies have a duty to report on progress through regional management structures and ultimately to Ministers.

From time to time we publish analysis of national performance against inspection criteria relating to diversity which is intended to assist those seeking to improve their performance. This can be found on our website.

Internally we review achievement against our Action Plan on a bi-monthly basis and take remedial action if necessary.

We report on our internal achievements in our Annual Report published in July of each year. The following sections set out our plans.

Behaviour and Culture Change

Where we need to be:

We seek to be an inclusive organisation, respectful of difference, both in our inspection work and internally.

Where we are:

Diversity and equality continues to form an integral part of our induction programme for all new staff who, in addition to meeting with the diversity lead within four weeks of taking up appointment, are also required to undertake diversity awareness training within their first 12 months with HMI Probation. Although the feedback from these events was overwhelmingly positive, a review of the training days undertaken in 2010/2011 revealed the need for some changes. These changes are to be addressed during the forthcoming year.

What we will do:

We will inform, empower and encourage our staff to support the MoJ's equality and diversity aims.		
How	By When	Lead responsibility
<p>We will ensure that:</p> <ul style="list-style-type: none"> ▪ the staff induction module on diversity is revised ▪ all new staff undertake diversity awareness training ▪ all staff meet the MoJ requirement to undertake an equality and diversity e-learning package to enable them to understand their responsibilities in relation to equality and diversity. 	<ul style="list-style-type: none"> ▪ March 2012 ▪ Within one year of appointment ▪ March 2012 	<p>Les Smith and Diversity Group</p>
<p>We will recognise and reinforce work by HMI Probation staff that supports equality and diversity through the ASPR process:</p> <ul style="list-style-type: none"> ▪ each member of staff's ASPR to include a diversity objective ▪ diversity objectives to be monitored and reviewed as part of the line management process. 	<ul style="list-style-type: none"> ▪ June 2011 ▪ Immediate - ongoing 	<p>All line managers</p>

We will find out more about what is really happening to staff.		
How	By When	Who
We will analyse the results of the annual staff engagement survey, including the equality strands, by April each year and produce an action plan detailing our response.	September 2011 and ongoing	Andy Bonny and all managers
We will obtain feedback from staff who have left HMI Probation between April 2011 and October 2011 on their experience of working for us and use it to inform our internal processes and future practice.	March 2012	Diversity Group
We will tackle behaviour that fails to support the MoJ's equality and diversity aims.		
How	By When	Who
We will address issues raised by staff and/or inspected bodies about staff behaviour through the staff forum, complaints and grievance procedures or the line management process and take action as appropriate.	Immediate - ongoing	All managers
We will ensure that all staff are informed of the MoJ Workplace Support Services and that their work is promoted to staff as a way of obtaining confidential advice and support.	Immediate - ongoing	Diversity Group
Any instances of behaviour by HMI Probation staff or our representatives which are perceived as inappropriate (even if not a complaint) are raised with the line manager or lead inspector so that the issues can be resolved quickly and effectively.	Current - ongoing	All staff

Strong Leadership and Accountability

Where we need to be:

Active, visible leadership of every aspect of equality and diversity in the MoJ and successful delivery of this plan, driven by clear and effective lines of accountability.

Where we are:

HMI Probation has continued to comply with the equality legislation; the Single Equality Scheme has been reviewed and the Welsh Language Scheme revised and approved by the Welsh Language Board. Race equality and diversity issues have formed an integral part of all inspections and remain as a standing item on all HMI Probation meetings. We have collated and published the diversity findings for our two performance inspection programmes and have also completed fieldwork on work with women offenders; the report on this inspection was published in 2011.

What we will do:

We will put equality and diversity at the heart of our business		
How	By When	Who
We will comply with the requirements of the Single Equalities Act 2010.	Current – ongoing.	Liz Calderbank, Les Smith and Diversity Group
The lead manager will ensure that the implementation of the Single Equalities Scheme is reviewed bi-annually and a report submitted to HMI Probation management group.	By November 2011 and March 2012	Liz Calderbank, Les Smith and Diversity Group
We will monitor our performance in meeting the commitments made in the Welsh Language Scheme and record the demand for Welsh language services, including any demand for services that go beyond the commitments we have made. We will produce an annual review on our performance which will include information on:	Current – ongoing March 2012	Julie Fox and Helen Davies Julie Fox and Helen Davies
<ul style="list-style-type: none"> ▪ service planning and delivery 		

<ul style="list-style-type: none"> ▪ the organisation's public image ▪ wider communications ▪ staff training and development ▪ future arrangements. <p>A copy of the review will be sent to the Welsh Language Board.</p>	<p>March 2012</p>	<p>Julie Fox, and Helen Davies</p>
<p>We will ensure that our leaders' commitment to diversity is clearly communicated</p>		
<p>How</p>	<p>By When</p>	<p>Who</p>
<p>We will continue to raise awareness, both internally and externally, about the impact of discrimination within the criminal justice system by:</p> <ul style="list-style-type: none"> ▪ diversity and equality remaining a standard item on each HMI Probation meeting agenda ▪ giving appropriate priority to diversity and equality in speeches and other events. 	<ul style="list-style-type: none"> ▪ Current – ongoing ▪ Current - ongoing 	<p>Managers</p> <p>All staff</p>
<p>We will recognise and reinforce work that supports equality and diversity by those we inspect by promoting inspection findings on diversity issues by:</p> <ul style="list-style-type: none"> ▪ CCI and OMI2 findings being collated regionally by diversity criteria, e.g. gender and ethnicity ▪ sharing good practice examples. 	<ul style="list-style-type: none"> ▪ Throughout year, at regional briefings ▪ Through inspection process 	<p>Peter Ramell, Liz Calderbank, Sally Lester and Julie Fox</p> <p>Lead inspectors</p>

We will role model equality and diversity best practice at all levels		
How	By When	Who
All HMI Probation staff will, at all times, behave in a way consistent with the Single Equalities Scheme and our own <i>Code of Practice</i> and model best practice both in how we deliver our work and our interactions with staff from the inspected bodies and other stakeholders.	Current - Ongoing	All staff

Developing staff

Where we need to be:

We will recognise and use the skills of the whole staff group so that staff can develop to their full potential.

Where we are:

A number of events have been held during the year, led by individual members of staff, to celebrate and promote diversity. Diversity issues are discussed with all members of staff as part of the supervision process, as are opportunities for training and career development. All staff are informed of the staff support organisations as part of the induction process and of the support available across the MoJ.

What we will do:

We will actively identify, encourage and inspire staff		
How	By When	Who
We will encourage staff to develop and implement ideas to promote and celebrate diversity.	Current - ongoing	All staff
As part of the routine line management process, all staff will be encouraged and assisted in undertaking relevant training (including NSG courses).	Current - ongoing	All managers

We will ensure that all staff are aware of the support available for those undertaking voluntary work.	Current - ongoing	All managers
We will actively promote opportunities for shadowing colleagues from other units/departments.	Current - ongoing	All managers
Managers will explore equality and diversity issues with individual members of their team as part of their regular meetings.	Current - ongoing	All managers
We will arrange training events as an introduction to the Welsh language for all staff that are likely to be undertaking work in Wales. Such training will include our duty under the Welsh Language Act 1993, basic everyday greetings and how to pronounce Welsh names.	May 2012 and thereafter as required by the inspection programme	Sally Lester, Julie Fox and Helen Davies

Representation

Where we need to be:

HMI Probation employs a diverse group of staff, which is representative of the agencies whose work we inspect and where difference is represented at all levels.

Where we are:

We monitor the diversity characteristics of our staff annually and publish the results in our Annual Report. The statistics for 2010 showed that:

- 47% of the staff group were female and 53% male
- 95% were white and 5% BME
- 3% had a disability
- 7% were lesbian, gay or bisexual and 93% were heterosexual.

We also monitor the diversity characteristics of those working with us as local assessors. The statistics for 2010 showed that:

- 63% were female and 37% male
- 94% were white and 6% BME
- 2% had a disability
- 98% were heterosexual.

We have actively sought to recruit Welsh language speakers to the inspectorate and now have one salaried inspector and three associate inspectors who are Welsh language speakers.

What we will do:

We will develop a clear picture of representation across HMI Probation		
How	By When	Who
We will continue to monitor staff's diversity status and publicise the collated statistical returns in our Annual Report (JPG Priority 2).	July 2011	Peter Ramell
We will continue to monitor the diversity status of all staff who work with HMI Probation or who have any significant contact with us e.g. local assessors and applicants for jobs, to assess the effectiveness of our procedures in promoting diversity and to inform our future action.	Current - ongoing	Peter Ramell
<p>We will:</p> <ul style="list-style-type: none"> ▪ refresh the internal databases annually ▪ make statistical returns available annually. 	<ul style="list-style-type: none"> ▪ January 2012 - ongoing ▪ April 2012 - ongoing 	
We will constantly strive to improve representation across all levels		
How	By When	Who
We will make every effort to recruit suitably qualified and experienced inspectors from diverse backgrounds, including those with the ability to communicate in Welsh.	Current - ongoing	Management group
We will proactively encourage those from diverse backgrounds to work with us as local assessors or on the performance improvement programme including, when working in Wales, those with the ability to communicate in Welsh.	Current - ongoing	Managers and lead inspectors
HMI Probation will offer placements to interested BME applicants and/or those with a disability through the <i>Accelerate 2</i> programme or any other similar such initiative.	Current - ongoing	Management group.

We ensure that HMI Probation procedures and processes are responsive to difference		
How	By When	Who
Where it is known that Welsh is the preferred language, we will ensure that one of our Welsh speaking inspectors is in attendance or make available the services of an interpreter.	Current – ongoing	Liz Calderbank, Sally Lester and Julie Fox
As far as is reasonably possible, we will provide information leaflets in languages other than English for service users and stakeholders on request.	Current - ongoing	Liz Calderbank, Sally Lester and Julie Fox
We will proactively encourage all local assessors to raise any diversity needs relevant to their work with HMI Probation and ensure that these are addressed.	Current - ongoing	All lead inspectors

Service Delivery

Where we need to be:

We will continue to promote race equality and diversity through our inspections.

Where we are:

We have undertaken Equality Impact Assessments on all inspection processes and made all necessary changes. All inspections include diversity criteria as appropriate. We have sought to quality assure our judgements in assessing diversity issues and the resulting findings have been used either to inform reviews of the relevant findings or to address individual learning needs. We have also examined a number of reports to ensure that sufficient consideration is being given to minority groups and are to take forward the findings from that exercise in 2011/2012.

What we will do:

Equality and diversity are integral to OMI, CCI and thematic inspections.		
How	By When	Who
Equality Impact Assessments (EIA) will be undertaken on all new inspection processes (JPG Priority 3 and HMI Probation QA Action Plan 2011/2012).	Current - ongoing	Liz Calderbank, Sally Lester and Julie Fox
Inspection processes are amended to address issues identified by EIAs.	Current - ongoing	Liz Calderbank, Sally Lester and Julie Fox
EIAs on existing programmes are reviewed as required.	Current - ongoing	Liz Calderbank, Sally Lester and Julie Fox
All new staff are offered training in completing EIAs in order to increase the knowledge and understanding of the process across the wider staff group.	Current - ongoing	Diversity group

Equality and diversity issues are integral to all inspection procedures		
How	By When	Who
Diversity issues are incorporated into inspection processes and criteria.	Current - ongoing	Liz Calderbank, Sally Lester and Julie Fox
The provision of a bilingual service, appropriate to the work being inspected, will be a focus in Wales.	Current - ongoing	Julie Fox, Helen Davies
The selection of inspection samples take account of diversity characteristics (HMI Probation QA Action Plan 2011/2012).	Current - ongoing	Inspection Support Officers
Our Welsh Language Scheme is promoted to the other inspectorates when conducting thematic inspections in Wales.	Current-ongoing	Julie Fox
Engagement with inspected organisations promotes greater understanding about diversity issues relevant to inspection		
How	By When	Who
Diversity is raised as a standard item at all planning meetings.	Current - ongoing	Lead Inspectors
The faith calendar is used by lead inspectors to inform the inspection schedule.	Current - ongoing	Lead Inspectors
Information on diversity issues obtained from offender/case managers in the feedback forms and from inspected organisations in the inspection evaluations forms is collated, analysed and used to inform our future practice.	Current - ongoing	Management group
Inspection findings on diversity issues are promoted to encourage good practice by: <ul style="list-style-type: none"> ▪ the collation and dissemination of OMI 2 and CCI findings in relation to diversity ▪ sharing good practice examples about diversity. 	Current - ongoing	Liz Calderbank, Peter Ramell, Sally Lester and Julie Fox

Action is taken to improve the consistency of judgements about diversity and equality issues, in accordance with the QA Action Plan 2011/2012		
How	By When	Who
<p>A QA training exercise on consistency in judgements to be undertaken in order that:</p> <ul style="list-style-type: none"> ▪ consistency in scoring diversity questions can be assessed ▪ comparisons can be made against the agreed score for diversity issues in the CCI and OMI2 training files to assess inter-rated reliability and feedback given to individuals. 	<p>May 2011</p> <p>March 2012</p>	<p>Liz Calderbank. Tony Rolley, and Les Smith</p> <p>Liz Calderbank. Tony Rolley, and Les Smith</p>
Disproportionality in practice is identified and addressed through inspection		
How	When	Who
All inspection programmes and thematics address diversity issues and highlight disproportionality where identified.	Current - ongoing	Liz Calderbank, Sally Lester and Julie Fox
Reports from a number of different inspections are examined to ensure that sufficient consideration is given to access to services and the treatment of minority groups.	March 2012	Diversity Group
Issues of disproportionality, where they exist, are included in reports.	Current - ongoing	Lead inspectors