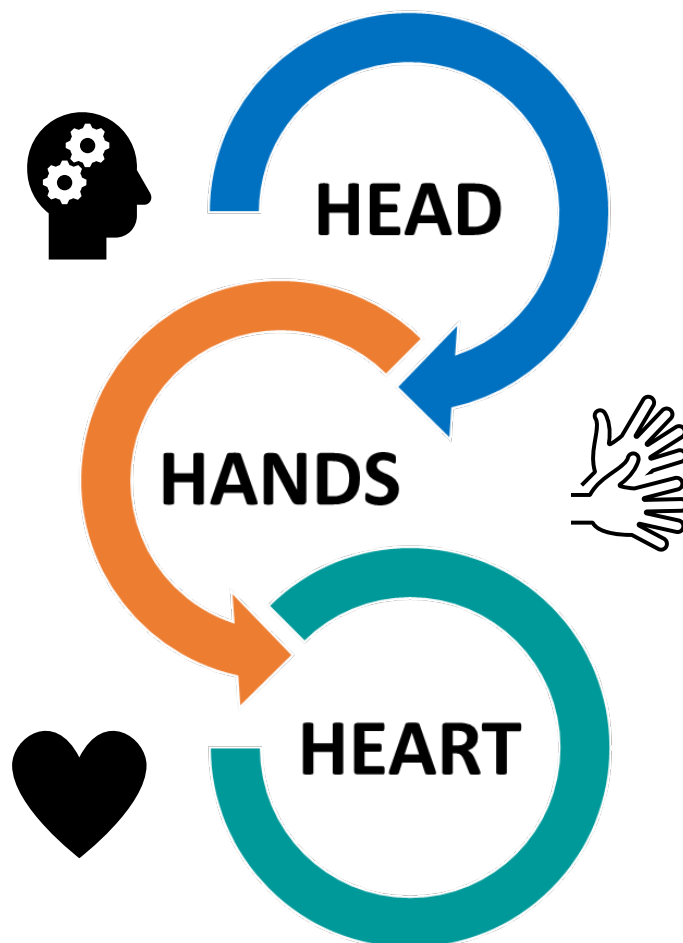




HM Inspectorate  
of Probation

# HM Inspectorate of Probation Diversity and Inclusion Strategy 2023 – 2024



## Foreword

At the Inspectorate we are committed to ensuring that we promote a fully inclusive and diverse workforce and probation service. We want to make diversity and inclusion a central focus and a commitment for everyone, all the time.

This two year strategy sets out our objectives for improving diversity and inclusion. Our strategy also outlines the role and vision of the Inspectorate's Diversity and Inclusion Group, along with our mission for the Inspectorate.

Under the [Public Sector Equality Duty](#), the Inspectorate will have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between individuals who share a relevant protected characteristic and those who do not share it. We will ensure that our organisation has a strong focus on safeguarding protected characteristics under section 4 of the Equality Act 2010, to eliminate both direct and indirect discrimination.

At our 2022 All Staff Conference, we had a dedicated space for diversity and inclusion where we heard individual testimonies from colleagues, and we were joined by guest speakers. We also created our own personal pledges, which we have shared in this strategy. We want to ensure that we continue to put diversity and inclusion in the spotlight and dedicate the time and space that is needed to improve diversity and inclusion in the Inspectorate and the wider service.

Going forward, we will continue to promote and encourage training for all staff in the areas of diversity and inclusion. All new Assistant Inspectors and HM Inspectors joining us undertake professionalisation training, including a module on diversity and inclusion. We will have a dedicated slot for diversity and inclusion in our All Staff Conference.

As part of our strategy, we will have a strong focus on recruitment and we will be reviving our shadowing scheme for ethnic minority staff in probation and youth justice who might be interested in becoming inspectors, as well as offering mentoring and support through the recruitment process. We will continue to drive improvement through inspection and we will also be considering how we can influence the bodies that we inspect to have a strong focus on diversity and inclusion, including all of the protected characteristics.



**Justin Russell**

HM Chief Inspector of Probation

# Diversity and Inclusion Group

## Role

Our Diversity and Inclusion Group consists of members from across the Inspectorate and reports to our Senior Management Team. We have adopted a three step approach to improve diversity and inclusion: (1) **Head** – strategy (2) **Hands** – delivery (3) **Heart** – relationships.

This strategy sets out the mission of the Diversity and Inclusion Group, along with our vision for the Inspectorate. In order to achieve our vision, mission and purpose we must implement actions that will lead to meaningful change (delivery). These actions have been set out in our objectives below. Over the next two years, we will deliver on these commitments, along with other actions that we identify. The third principle we have adopted is to use our hearts, meaning that we will focus on the relationships that we have with our colleagues and how we can work together to make sure that the Inspectorate is a truly inclusive place to work.



## Mission of the Diversity and Inclusion Group

*Driving forward positive change in diversity and inclusion – for everyone, all the time.*

## Vision for diversity and inclusion in the Inspectorate

*A diverse and fully inclusive organisation which provides a safe culture, where everyone has a voice and all lived experiences are valued. Our goal is to fully integrate diversity and inclusion into all aspects of the Inspectorate's work, evolving with the times and influencing those we inspect to do the same.*

## Our personal pledges

At our All Staff Conference in 2022, Inspectorate staff made personal pledges in respect of diversity and inclusion. Individuals at the Inspectorate have pledged to: further learn and develop their knowledge of diversity and inclusion; support our vision; to make diversity and inclusion a priority on a daily basis; to consider diversity and inclusion in all aspects of our work; to value lived experience across the Inspectorate; and importantly to accept everyone and to treat people fairly, with respect, and as individuals.

### Stay educated and informed

Embrace  
training  
and  
learning

Welcome new staff

Be approachable

Support colleagues

Bring a focus on  
diversity

Act as a mentor

Be kind

Don't be afraid to ask

Raise awareness

Treat people fairly

Be myself

Make time for others

Value all lived experiences

Keep the

conversation going

Listen, learn, share, act

Consider other perspectives

Ensure all are heard

Think about the impact on others

Respect others

Represent a minority

Have an open mind

Consider the wider picture

# Our objectives

## Objective 1: Diverse and inclusive workforce

We will aim to create an organisation where difference is positively valued and everyone feels equally involved, supported and recognised, no matter what their role or who they are. We will have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people ([Public Sector Equality Duty, section 149 of the Equality Act 2010](#)) and to safeguard against discrimination involving any of the protected characteristics.

To help achieve this, we have committed to:

- Review and ensure our workforce plan is up-to-date in relation to diversity and inclusion, including reviewing our exit interviews process.
- Work with external experts for diversity and inclusion to strengthen our approach and training, and apply this learning in our daily practice.
- Have a strong focus on increasing diversity and inclusion of staff through our inspector recruitment. We will revive our targeted recruitment scheme, which will include the offer of observations, mentoring and support throughout the recruitment process. We will implement talent spotting from our local assessor pool to encourage local assessors to apply for Assistant Inspector roles. We will also continue to seek to increase the recruitment of Welsh speaking inspectors and target our adverts within services in Wales.
- Work with our Learning and Development Team to offer mentoring, support and individual development plans for our existing staff to improve retention and provide opportunities for career progression – and to include the consideration of diversity needs as a regular feature of line management sessions.
- Consider how we can improve the marketing process for our inspector recruitment.

## Objective 2: Inspecting diversity and inclusion

We will work towards ensuring that inspected bodies have a strong focus on diversity and that we encourage inspected bodies to be more inclusive. We will respect and reflect the importance of diversity and inclusion in all aspects of our inspection activity and work, including within our standards and methodology. We will also present findings for different groups when relevant and feasible. We will proactively seek effective practice which not only recognises diversity and inclusion across the range of protected characteristics but also that which mitigates barriers to support individuals to be the best versions of themselves.

To help achieve this, we have committed to:

- Explore a future diversity standard for future adult inspections.
- Consider diversity in our youth review for our next youth inspection programme.
- Review our thematic inspection findings and the learning from these inspections to assess the Inspectorate against this.
- Ensure all new staff undertake diversity and inclusion induction training. We will also ensure all new Assistant Inspectors and HM Inspectors undertake professionalisation including the module on diversity and inclusion.
- Showcase effective practice which promotes working in an inclusive manner.

### Objective 3: Inclusive culture

We will create, promote and embed an inclusive culture within the organisation, making diversity and inclusion everybody's responsibility and a priority all of the time. We want to ingrain diversity and inclusion into our organisational culture and ensure that everyone feels empowered in the work that they do, including having confidence and a safe space to challenge.

To help achieve this, we have committed to:

- Develop and deliver a baseline survey, which is repeated annually, in order to update our diversity and inclusion plan with relevant actions. We will consider how this fits alongside the annual Civil Service People Survey.
- Promote diversity and inclusion training opportunities for all staff.
- Introduce reflection and inclusion moments in team meetings (see **Appendix A**).

## Outcomes and monitoring

In order to monitor progress against our action plan (**Appendix B**), the Diversity and Inclusion Group meet once a month. Within this timeframe, action owners from across the Inspectorate are expected to take forward actions from the plan. We also have Diversity and Inclusion Group 'monitors' for each action. Their role is to monitor the progress of the action owners to ensure that actions are being taken forward, to get regular updates on progress and also to assist where required.

In December 2023, the Diversity and Inclusion Group will have a first year review point in which we will review the overall progress made against our strategy.

## Appendix A

### Reflection and inclusion moments guidance

#### Aim

To provide the opportunity for a short reflection and discussion time at the start of team meetings on topics, issues or experiences that individuals would like to raise.

#### Purpose

To create an inclusive team environment where individuals have a safe space and feel supported to speak, reflect and discuss issues or topics raised. Additionally, to strengthen team working and relationships and to keep diversity and inclusion a central focus in everyday working.

#### Examples

- Something you have read in the news.
- An experience of inclusive or non-inclusive behaviour.
- Sharing good practice, a positive experience or training around diversity and inclusion.
- Reflections on an experience of a piece of work and how it made you feel.
- Reflections from an inspection.
- Reflections on the Inspectorate's work on diversity.

#### Expectations

Contribution is not mandatory – reflection and inclusion moments are an opportunity for colleagues to reflect and discuss on issues if they would like to. It is important that the option and space is provided for these reflections and discussions to take place, even if the slot is not always used.

## Appendix B

### Diversity and Inclusion Group Action Plan

Objective	Action	Progress
<b>Diverse and inclusive workforce</b>	1. Review and update the workforce plan in relation to D&I, including exit interviews, HR policies, and staff data.	In progress
	2. Explore working with a D&I trainer/ facilitator.	In progress
	3. Increase diversity of staff, including inspection team, with a strong focus on recruitment. Revive targeted recruitment scheme (which includes offering observations, mentoring and support through recruitment process). We will also target Welsh speakers as part of this scheme to ensure that our inspections in Wales are more accessible.	Ongoing
	4. Consider how we can improve marketing for HMI recruitment.	Ongoing
	5. Work with our L&D team to offer mentoring, support and individual development plans for our existing staff to improve retention and provide opportunities for career progression.	In progress
<b>Inspecting diversity and inclusion</b>	6. Explore a future diversity standard.	In progress
	7. Review thematics and learning to assess the Inspectorate against this learning.	Work to commence from April 2023
	8. Review inspection data and narratives from reports with regards to D&I.	Ongoing
	9. All new assistant and lead inspectors to undertake professionalisation, including the D&I module.	Ongoing
<b>Inclusive culture</b>	10. Introduce inclusion moments in meetings.	Ongoing
	11. Develop and deliver a baseline survey which is reviewed annually, in order to update the action plan – consider how this will fit alongside the annual People Survey.	In progress
	12. Proactively share and promote materials and D&I training in staff bulletin.	Ongoing
	13. Review external materials and presentations to ensure they are inclusive in language and include aspects of diversity information.	Ongoing
	14. Launch our D&I vision and mission of the D&I group at the all staff conference.	Completed
	15. Update D&I strategy.	Completed