

SECTION 10

WEST MERCIA PROBATION TRUST: SINGLE EQUALITY SCHEME ACTION PLANS

This plan is in two parts starting with objectives that are common to all the six equality strands and then moves to objectives specific to each equality strand. This approach ensures a comprehensive outlook as well as specific focus on distinct responsibilities under the Race, Disability, Gender equalities and wider equality issues under Age, Sexual Orientation and Religion/Belief

SECTION 1 – SES COMMON OBJECTIVES

Objective 1: Leadership and Governance

Objective 2: Equality Impact Assessment

Objective 3: Staff Training and Development

Objective 4: Employment Duties

Objective 5: Service Delivery

Objective 6: Procurement/Commissioning/Contracts

Objective 7: Publication and Review

SECTION 2 – ACTIONS SPECIFIC TO RACE, DISABILITY, GENDER, SEXUAL ORIENTATION, AGE AND RELIGION AND BELIEF EQUALITIES

Key to Abbreviations:

ACO	Assistant Chief Officer
ACO – OM	Assistant Chief Officer Offender Management
ACO – BS	Assistant Chief Officer Business Services
AM	Area Managers
DSG	Diversity Strategy Group
DSG	Disability Issues Group
AT	Assistive Technology
EIA	Equality Impact Assessment
ET	Executive Team
HC	Home Curfew
HRC	Human Resource Committee
LD	Learning Disability
LGBT:	Lesbian, Gay, Bisexual and Transgender
MH:	Mental Health
NOMS:	National Offenders Management Service
OASys:	Offender Assessment Systems
REM:	Race Equality Monitoring
RMO:	Racially motivated offenders
SES:	Single Equality Scheme
SMT:	Senior Management Team
T&DM	Training and Development Manager

SECTION ONE: SES COMMON OBJECTIVES

OBJECTIVE 1: LEADERSHIP AND GOVERNANCE

WMPT leadership and governance approach meets the spirit and letter of equality and related legislation

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
1. Active commitment and leadership demonstrated by WMPT Board and leaders	1. 1 Prepare and publish and implement SES	CE	March 09	1-12	Board
	1.2 Work/consult with local partners, CJS, Voluntary, community, DSG, Unions, staff associations relevant stakeholders to review SES objectives and revise in the light of received feedback	Board	April 2010	1-12	Board/DSG
	1.3 Promote and improve an understanding of and positive attitudes towards equality and diversity issues and legislation across all members of WMPT and with local statutory and voluntary sector partners	Board	On-going	1-12	Board/DSG
	1.4 Develop and sustain a mechanism for involvement of offenders, victims and external stakeholders in WMPT equality agenda	Board	On-going	1-12	Board/DSG
	1.5 Review the diversity champions role with a view to improved visibility and contribution to WMPT equality programme	ACO -HR	April 2010	1-12	HRC/DSG/ET

2. Culture of equality is developed in which all staff believe that they are being treated equally well	2.1 Board Chair and Members, Executive Team and Managers are responsive to staff and service users feedback and model commitment to Equality and Diversity	Board	On-going	1-12	Board/ET/DSG
	2.2 Create an organisation in which equality and diversity related issues are discussed and solved without prejudice or fear of discrimination	Board	January 2010	1-12	Board/DSG
3. Board demonstrates its effective governance of and adherence to the SES and maintains full compliance with legislative requirements	3.1. Board members understand the SES legislative duties	Board	April 2010	1-12	Board
	3.2. Board receives bi-monthly updates on equalities monitoring from ET, half yearly reports on SES progress from DSG	HR ACO	November 09	1-12	Board
	3.3. Board anticipates monitoring and reporting arrangements for both current and future legal duties	Board	April 2010	1-12	Board/DSG
	3.4. Board reviews all Board administrative processes to ensure that the conduct of Board business is fully compliant with equalities legislation and that EIAs are appropriately completed	Board	April 2010	1-12	Board
	3.5 Provide the Trust Board, HR Strategy Committee, Diversity Strategy Advisory	HR ACO	April 2010	1-12	Board/CE

	<p>Group and Executive Team with staff information and analysis, by equality group, including statistics on staff in post, recruitment, training and development, turnover and exits</p> <p>3.6. Board receives EIA reports routinely as part of policy/business cases/business reviews/plans proposals and applications</p> <p>3.7 Review and re-launch the Equality and Diversity Strategy Group to ensure it is fit to provide appropriate scrutiny and advice.</p>	<p>HR ACO</p> <p>CE</p>	<p>April 2010</p> <p>April 2010</p>	<p>1-12</p> <p>1-12</p>	<p>CE/DSG</p> <p>Board/DSG</p>
4. Take actions specifically to promote Race (including ethnicity and nationality) equality	4.1 Meet and if possible improve upon REM national targets relating to the level and quality of ethnicity information in PSRs and other court reports	Board	December 09	1-12	Board/ET
5. Board is satisfied it has done everything possible, within the constraints of the NOMS national property strategy, to	5.1 Consider any outstanding non DDA compliance in WMPT buildings and press NOMS for change	Board	November 09	4-9	Board/DIG/DSG

ensure compliance with the provisions of the DDA					
6. Evidence of equality and diversity being an integral part of the general practice of staff	6.1 Area managers are held to account for delivery of SES objectives.	All ACOs	December 09	1-12	CE/HRC/DSG
	6.2 Equality and diversity objectives present in all Team Plans	All team leaders	December 09	1-12	All ACO/senior managers
	6.3 Equality and diversity objectives present in all personal objectives	All managers	December 09	1-12	All middle managers/supervisors

OBJECTIVE 2: EQUALTY IMPACT ASSESSMENT

Screen and impact assess WMPT policies and functions for relevance to all equality strands

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
7. Policies, functions, strategies, plans, guidelines and procedures are impact assessed, up-to-date and WMPT is compliant with statutory requirement	7.1 Conduct EIA on existing and new policies and functions	ET	December 09	1-12	CE/Board
	7.2 Assess policies and functions for their relevance to equality strands rating them as 'High', 'Medium', 'Low'	ET	December 09	1-12	CE/Board/DSG
	7.3 Annually review and update the list of policies and functions and incorporate relevant changes	ET	December	1-12	CE//Board/DSG

8. Results of EIA, Consultation and monitoring are published and accessible to the public.	8.1 Publish outcomes of consultations, results of assessments and monitoring on WMPT Website and intranet	ACO Business	December 09	1-12	Board/DSG
9. Staff are able to influence development and implementation of policies and procedures as stakeholders	9.1 Review the process of obtaining feedback from EIA panel	ET	December 09	1-12	HRC/DSG
	9.2 Review the EIA flow chart with a view to clarity and rigour	HR ACO	On-going	1-12	ET/DSG
	9.3 Establish a panel of EIA assessors to meet quarterly to impact assess relevant policies/functions and to reassure on the effectiveness of the EIA process.	ET/HR ACO	On-going	1-12	ET/DSG
	9.4 Review the pool annually to ensure it remains fit for purpose both in terms of representative membership, competence, numbers and quality of outputs	ET/HR ACO	On-going	1-12	ET/DSG/HRC
10. Staff are competent and confident to carry out EIA	10.1 Provide EIA tailored training for all managers, all staff who develop policies and if possible all WMPT staff	HR ACO	On-going	1-12	ET/DSG
	10.2 Build on the current pool of EIA trained staff (8 currently) aim for 15 – 20 assessors	HR ACO	December 2010 – 2011	1-12	ET/DSG/DIG
	10.3 Review the EIA training annually to	HR ACO	December	1-12	HRC/DSG

	ensure it is current, robust and suitable taking into account staff feedback and legislative development				
	10.4 Continue process of area wide staff consultation through staff diversity forums, staff networks and focus groups and continue a proactive and visible support to the groups to increase their motivation to engage	HR ACO	On-going	1-12	ET/HRC/DSG
11. Appropriate and nationally agreed tools and template used for EIA, consistency achieved	11.1 Disseminate and promote the use of EIA templates and processes across all WMPT	ACO Business	December 09	1-12	ET/DSG

OBJECTIVE 3: TRAINING AND STAFF DEVELOPMENT

To ensure WMPT are equipped with the relevant knowledge, skill and attitude necessary to carry out their responsibilities and implement the SES requirements

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
12. All staff understand their roles, objectives and responsibilities under the SES and they are confident in their knowledge of the work	12.1 Develop and implement an equality and diversity training strategy/plan to include a variety of learning opportunities for staff	T&D Manager	Dec 09 – Dec 2012	1-12	HR ACO/HRC /DSG
	12.2 Provide mandatory training to all members of WMPT to cover awareness of the SES and to	T&D Manager	December 2011	1-12	HR ACO/HRC

<p>WMPT and competent in delivering its duties and training and development programmes are established.</p>	<p>support the delivery of the SES</p>				/DSG
	<p>12.3 Provide training on EIA for all policy developers and those with responsibility in this area including ET, senior managers and Board members.</p>	<p>T& D Manager</p>	<p>December 2010</p>	<p>1-12</p>	<p>HR ACO/HRC /DSG</p>
	<p>12.4 Provide specific training on equality and corporate responsibility for all leaders of WMPT including Board members, ET and senior managers</p>	<p>T&D Manager</p>	<p>Dec 2011</p>	<p>1-12</p>	<p>HR ACO/HRC /DSG</p>
	<p>12.5 Review all the WMPT training programme delivered by HR and ensure that equality and diversity elements are integrated and relevant in all modules.</p>	<p>HR ACO</p>	<p>December 2010</p>	<p>1-12</p>	<p>ET/DSG/HRC</p>
	<p>12.6 Monitor and evaluate access to training by staff across all the equality groups. Set improvement measures if required</p>	<p>ET</p>	<p>December 2011</p>	<p>1-12</p>	<p>ET/HRC</p>
	<p>12.7 Measure progress against attendance/access measures quarterly and review and refresh training to ensure it reflects changes in the equality legislation.</p>	<p>T &D Manager</p>	<p>On-going</p>	<p>1-12</p>	<p>HR ACO/HRC/ET</p>

OBJECTIVE FOUR 4: EMPLOYMENT DUTIES OBJECTIVES

To meet WMPT Specific Employment Duties

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
13. WMPT is compliant with statutory requirement, achieves and maintains a workforce representing the diversity within its community and equal opportunity is experienced by all staff	13.1 HR policies, procedures and advice does not discriminate on grounds of diversity	ET	April 2010	1 -12	Board/ET
	13.2 Effective equal opportunity practices are in place and regularly reviewed (e.g. incidence of complaints and grievances on the grounds of diversity related issues)	All ACOs	April 2010	1-12	Board/ET
	13.3 Progress strategy of recruiting a workforce (both direct and via commissioning) that reflects the communities we serve	All ACOs	On-going	1-12	HRC/ET
	13.4 The experience of staff is positive (e.g. supervision, opportunities for development and career progression, general feelings regarding treatment etc)	All ACO	April 2010	1-12	HRC/ET/ DSG
	13.5 Provide required training for all staff covering all equality strands and duties	T& D Manager	December 2010	1-12	ET/HRC
	13. 6 Provide in depth training specific to	T & D	December	1-12	ET/HRC

	individual diversity strands for selected staff	Manager	2010		
	13.7 Develop an awareness training programme for staff including further development in all equality duties	T&D Manager	December 2010	1-12	ET/HRC
	13.8 Provision for specific training on equality and corporate responsibility for Trust Board Members through specialist legal provider	HR ACO	December 2010	1-12	Board/HR C
	13.9 Diversity training and development programme tailored and targeted for different levels of staff	T&D Manager	December 2010	1-12	ET/HRC
	13.10 Review all training delivered by Learning and Development to ensure all equality issues are included and relevant in all modules	All ACOs	December 2010	1-12	HRC/DSG
	13.11 Progress strategy recruiting a workforce (both direct and via commissioning) that reflects the communities WMPT serves	All ACOs	On-going	1-12	HRC/ET
14 WMPT demonstrates a problem solving, learning and innovative approach to its equality and diversity agenda and promotes a culture of respect and empowerment across the whole organisation	14. 1 Establish processes which encourage continuous improvement by capturing, sharing and mainstreaming of diversity related good practice	All ACOs	December 09 - 2011	1-12	ET/Board
	14.2 Roll out harassment and bullying policy and develop a mechanism for measuring its effectiveness	HR ACO	April 2010	1-12	ET/HRC

	14.3 Develop a more practical set of value statements, owned by all members of WMPT to give clarity about expectations regarding standards of behaviour and to assist with benchmarking.	CE	April 2011	1-12	Board/DS G
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OBJECTIVE 5: SERVICE DELIVERY

To monitor in respect of service delivery (offenders and victims)

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
15. WMPT is compliant with statutory responsibilities	15.1 Develop and implement consistent monitoring in respect of service delivery	ACO - BS/ACO - I	December 2009	1-12	CE/ET/DSG
	15. 2. Implement robust processes for capturing evidence of integration of equality and diversity in the assessment of offenders through e.g. OASys, Crams and other relevant/associated systems	ACO – BS/ACO - I	December 2009	1-12	CE/ET/DSG
	15.3. Implement NOMS directive on the monitoring of offenders and victims in relation to disability	ACO – BS/ACO - I	December 2009	4- 9	CE/ET/DSG/DIS
16. Offender management services are fair, achieve proportional outcomes for all offenders and the	16. 1 Monitor the diversity of service users, and demonstrate how the analysis of that data informs service delivery	ACO – OM/All - AMs	April 2010	1-12	ET/DSG
	16.2 Audit and take remedial action where identified as necessary in respect of:	ACO OM/All -	April 2010	1-12	ET/DSG

Offender Management model takes full account of equality and diversity issues.	a) the application of OASys b) court reports and proposals c) sentence planning and case management d) the application of processes for compliance and enforcement	AMs			
	16.3 Review practice in relation to Foreign Nationals, taking account of both local and national developments	ACO – OM/All - AMs ACO-OM	April 2010	1-12	ET/DSG
	16. 4 Issue good practice guidance when identified as necessary by monitoring and involvement of stakeholders and as informed by consultation with stakeholders	ACO -OM	April 2010	1-12	ET/HRC/DSG DIS
	16.5 Meet and if possible improve upon REM national targets relating to the level and quality of ethnicity information in PSRs and other court reports	Board	December 2009	1-12	Board/ET/DSG
	16.6. Review current gate-keeping criteria to ensure it captures evidence of any potential/actual unjustifiable disproportionality adequately. Revise in the light of outcome.	ACO -OM	April 2010	1-12	ET/DSG
	16.7. If gaps discovered, develop and implement improvement actions	ACO-OM	December 2010	1-12	ET/DSG
	16.8. Audit and where necessary take remedial action to ensure equitable access to and outcomes in the		December 2010	1-12	Board/ET/DSG /DIG

	<p>following specific areas:</p> <ul style="list-style-type: none"> a) approved premises b) offender behaviour (group) programme c) unpaid work/Payback d) drug and alcohol services e) ETE 	ACO - OM			
17. The risk of harm posed by perpetrators of hate crime and domestic violence is reduced	17. 1. Hate crime policy is developed and implemented	ACO -OM	April 2010	1-12	ET/DSG
	17.2 Deploy relevant training materials to all offender managers to support our Hate Crime Strategy and its associated practice guidance	ACO -OM	April 2010	1-12	ET/DSG
	17.3 Hate crime guidance is incorporated into Land D plan	ACO -OM	December 2010	1-12	ET/DSG
	17.4 All relevant staff are trained in understanding and addressing racially motivated offenders	ACO –OM	December 2010	1-12	ET/DSG
	17.5 Extend approach taken in respect of hate crime to include all six equality strands	ACO – OM	December 2010	1-12	ET/DSG
	17.6 Implement and monitor effectiveness of WMPT domestic violence policy	ACO - OM	December 2010	1-12	ET/DSG
18 Improve service user consultation	18.1 Develop and implement action plan which increases the consultation and engagement of offenders and victims and takes account of equality and diversity	All ACOs	April 2010	1-12	ET/DSG

	18.2 Collate service user and victim consultation results (to include current diversity review of service user surveys.	ACO – I/ACO –BD	December 2010	1-12	ET/DSG
	18.3 Ensure equality and diversity is fully integrated into offender/service user/victims audits and surveys to gauge their perceptions on equality and diversity service delivery practices.	ACO –I /ACO -BD	December 2010		ET/DSG
19. All offenders are provided with information regarding services they need in an accessible format	19.1 All offender information leaflets to be refreshed and republished to ensure accessibility.	All AMs	April 2010	1-12	ACO – I/ACO -BD
20. There is no disproportional outcome in the take-up of victim contact across all groups	20.1 Develop and implement a monitoring system which will facilitate regular comparison of take-up rates	ACO – I/ AMs	April 2010	1-12	ET/Board
	20. 2 Provide a service that is sensitive to the possibility that a victim may have been targeted because of their race, religion, disability, sexual orientation etc i.e. a victim of hate crime	ACO –I /All AMs	April 2010	1-12	ET/Board
	20. 3. Ensure that communications with victims are available in a variety of paper and electronic formats and makes consideration of the need for translation and interpretation services to suit individual requirements	ACO – I/All AMs	April 2010	1-12	ET/Board

OBJECTIVE 6: PROCUREMENT/COMMISSIONING/CONTRACT

To establish and achieve procurement and commissioning practices and outcomes that are effective in meeting our equality and diversity responsibilities and ensure that organisations providing us with goods and services adhere to good practices as defined by equality legislation.

Outcome	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
21 WMPT commissioning and procurement processes result in a diverse range of suppliers and an effective equality and diversity framework governs our contracts.	21.1 Establish and implement a mechanism for monitoring diversity of suppliers.	ACO –BS	January 2010	1-12	ET/Board /DSG
	21.2 If there are gaps in diversity of suppliers, develop and implement an improvement action plan.	ACO – BS	April 2010	1-12	ET/DSG
	21.3 Ensure that: a) contractors and partners will be clear regarding their need to comply with the equality duties when delivering public functions on behalf of West Mercia b) action is taken at each stage of the contract process to build in equality considerations c) partner organisations are informed of West Mercia’s equality duties and agreements arrived at on their implications for jointly delivered services	ACO – BS	January 2010	1-12	ET/Board /DSG
22. Area frequently consults with partners regarding their approach to diversity	22.1. Review diversity advice, support and consultation relationships and contracts	ACO - BS	December 2009	1-12	ET/DSG

23. Service delivery by external partners mirrors West Mercia's commitment and practices in respect of equality and diversity	23. 1 Review and revise if necessary existing commissioning and procurement strategy and standard contract clauses to ensure compatibility with West Mercia's policy and practice in respect of equality and diversity	ACO – BS	December 2009	1-12	ET/DSG
24. Commissioned services reflect fully the assessed needs of offenders	24.1 Develop a three year commissioning strategy to ensure that the services we commission reflect the full range of offender need		January 2010	1-12	ET/DSG
25. Extend and enhance partnership working with community organisations and other statutory agencies	25.1. Identify and establish partnerships (working relationships or formal contracts) with relevant local community groups and organisations, particularly those with the capacity or potential to engage with tackling offending 25. 2 Work in partnership with Criminal Justice Agencies and other Statutory Agencies as appropriate		January 2010 January 2010	1-12	ET/DSG

OBJECTIVE SEVEN: PUBLICATION AND REVIEWS

To ensure WMPT publishes and reviews its SES as required.

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
26. Partners and contractors are fully aware of our Single Equality Scheme	26.1 Partners and the wider general public understand the organisation's commitment to: <ul style="list-style-type: none"> a) valuing diversity b) service delivery that is fair and equal c) recruiting, developing and retaining diverse, competent, high-performing individuals 	All ACOs	December 2010	1 – 12	ET/Board
	26. 2 Internal and external stakeholders have adequate access to information about West Mercia Probation Trust and the services we provide	All ACOs	December 2010		ET/HRC/DSG
27. Availability of Single Equality Scheme and related information is clearly communicated	27.1 Display of information in areas such as reception notice boards, office interview rooms etc.	ACO - BS	December 2010	1 – 12	ET
	27. 2 Single Equality Scheme with Action Plans are posted on West Mercia Probation's intranet and website				ET
28. Leverage existing engagement approaches, and consider (and implement) new approaches	28.15 Improve the existing Stakeholder Plan and consider the possibility of: <ul style="list-style-type: none"> a) Routine communication of Community Order effectiveness at a local level, which positively reflect engagement from within diversity strands 	ACO -BS	December 2010	1 – 12	ET

	b) Routine collation and communication of 'good news' stories for communication to courts				
29. Accessibility by staff and public to information and services	29. 1 Publish results of Equality Impact Assessments in ways and in formats that are most appropriate and accessible to those affected by the results	ACO – BS	March 2010	1 – 12	ET/DSG
	29. 2 Ensure West Mercia Probation's Internet website continues to provide effective access to information about services and in particular information related to equality and diversity	ACO – BS	March 2010	1-12	ET/DSG
	29.3 Process feasibility of developing the following services <ul style="list-style-type: none"> a) maintaining and renewing materials in translation, Braille or other accessible formats b) making this scheme and other public access information available in a range of accessible formats c) conduct research into the nature of individual's needs for information and the extent to which they are being met 	ACO - BS	March 2010	1-12	ET/DSG
30. SES is implemented, monitored and findings published annually.	31.1 Review and progress report quarterly to ET, DSG, HR Committee	HR ACO	2009 – 2012	1-12	CE/All ACOs/HRC/DSG
	31.2 (A) Produce annual report on SES (B) Produce annual report on Disability Equality to	ACO –BS ACO- HR	December December	1-12 4-9	Board Board

Compliance with Disability Equality duties	<p>include a summary of:</p> <ul style="list-style-type: none"> • Steps taken towards fulfilling the general duty to promote disability equality • Results of the information gathered as part of the specific duties • How the information gathered has been used in fulfilling the duties 				
	<p>31.3 Include SES progress report in WMPT Annual Report</p> <p>30. 4 SES to be reviewed and republished within three years</p>	<p>ACO – BS</p> <p>CE</p>	<p>December</p> <p>2009 – 2012</p>	<p>1-12</p> <p>1-12</p>	<p>Board</p> <p>Board</p>

SECTION 2: ACTIONS SPECIFIC TO PARTICULAR EQUALITY STRANDS

(1) RACE EQUALITY: Take actions to promote race equality and ensure no unjustifiable disproportional outcome in employment and service delivery in respect of race, ethnicity or nationality

Outcome	Action	Owner	Timescale	Scrutiny
31. Ensure a representative WMPT in terms of race and ethnicity and that there is equality of outcomes in the experiences of	31.1 Monitor ethnicity in all required areas	ACO – HR	December 2009	Board/ET/HRC/DSG
	32.2 Identify gaps in performance and implement improvement actions.	ACO – HR	April 2010	ET/HRC
	31.3 Train diversity champions (to include	ACO – HR	December	ET/HRC

BME and white staff in all areas of employment practice.	representatives on race and ethnicity) to diversity proof and assist with recruitment/selection processes 31.4 Develop and action plan to improve take up of exit interviews, analyse results and implement improvement action as necessary.	ACO HR	2010 On-going	ET/HRC /DSG
Service Delivery				
32. Ensure there is no disproportional outcomes in service provisions and service delivery practices for offenders, victims on the basis of race, ethnicity or nationality	32.1 Monitor and analyse data and information on race and ethnicity in offender management and interventions with a specific focus on the top tiers and as required and identified.	ACO – OM	December 2009	Board/ET
	32. 2 Analyse results, develop and implement improvement actions where necessary	ACO-OM	December 2009	ET/DSG
	32.3 Monitor by race and ethnicity complaints and offenders surveys to ensure negative perspectives and experiences are captured and addressed	ACO-BS	December 2009	ET/DSG
	32.4 Train relevant staff in working with interpreters	ACO-I	December 2010	ET/DSG
	32.5 Deliver services effectively to speakers of other languages through the use of plain English, translations and the employment of good interpreting services	ACO –BS/ ACO OM	December 2009	ET/DSG
	32.6 Make adequate provision for financing/resourcing 23.5	ACO - Finance	December 2009	Board/ET

(2) DISABILITY EQUALITY: Take actions to promote disability equality and ensure no unjustifiable disproportional outcome in employment and service delivery in respect of Disability

Outcome	Action	Owner	Timescale	Scrutiny
33. Employment figures across staff groups show no unjustifiable disproportionality with regards to disability Reduced rate of 'unknown' in monitoring returns	33.1 Monitor disability as required and identified and take improvement actions where there are gaps	HR ACO	December 2009	Board/ET/HRC/DSG
	33.2. Develop and implement a campaign programme to promote monitoring of disability in employment	HR ACO	April 2010	ET/DSG/DIG
	33.3 Take positive action to support staff who work through assistive technology and feed into the development process for information and other technology to make it accessible to all staff.	HR ACO	April 2010	HRC/ET/DIG
	33.4 Develop a specific action plan to maximum the opportunity presented in exit interview to address gaps regarding disability in employment including the current high 'unknown' returns.	HR ACO	December 2009	ET/HRC DSG
	33.5 Train staff in managing disability issues	HR ACO	December 2009	ET/DSG DIG
	33.6 Retain the Two Ticks Positive About Disability' award	CE	On-going	Board/HRC
	33.7 Implement the disability premises audit	Board	December 2009	ET/Board

	33.8 Review the disability Issues Group and develop a more robust and integrated structure.	HR ACO	On-going	ET/DSG
	33.9 Implement the DDA Compliance plan	ACO – BS	December 2009	Board/ET /DIS DSG
	33.10 Membership of DSG to include disabled people	ACO HR	December 2010	
	33.11 EIA group to include disabled people	ACO HR	December 2009	DSG
Service delivery				
40 Ensure there is no disproportional outcomes in service provision and service delivery in respect of disability	40.1 Develop and implement monitoring campaign to increase disability monitoring returns	ACO – I/OM	December 2009	Board/ET/D SG/DIG
	40.2 Implement robust ‘Reasonable Adjustment’ plans to ensure effective accessibility and engagement	ACOs – I/OM	December 2009	ET’DSG
	40.3 Provide effective, consistent and timely translation and technological assistance services	ACO – I/All AMs	December 2009	ET/DSG /DIG
	40.4 Make adequate provision for financing/resourcing 25.3	ACO – Finance	December 2009	Board/ET
	40.5 Ensure disabled service users are actively engaged in shaping service planning.	All ACOs /Managers	December 2009	ET/DSG
41. Effective services for mentally impaired offenders and those with	41.1 Ensure that arrangements for managing mentally impaired offenders are fit for purpose and result in the maximum possible reduction of risk to mentally	ACO – HR/ACO BS	April 2010	Board/HRC ET/DSG

learning difficulties.	impaired offenders and the potential risk to staff and public			
	41.2 Research and improve services to offenders with learning difficulties	ACO HR/ACO BS	December 2010	Board/HRC ET/DSG

(3) GENDER EQUALITY: Take actions to promote gender equality and ensure no unjustifiable disproportional outcome in employment and service delivery in respect of Gender

Outcomes	Actions	Owner	Timescale	Scrutiny
42. Employment data shows no disproportional outcome based on gender and relevant actions taken to promote gender equality	42.1 Ensure consistent monitoring (excluding Transgender), analysis and development of improvement actions to address gender gaps	ACO HR	December 2009	Board/ET/DSG
43. Ensure proportional representation in respect of gender within the workforce	43.1 Examine current exit, capability, grievance data to understand what appears to be disproportional outcome in respect of gender and the low representation of men in the workforce	ACO HR	April 2010	HRC/ET/DSG
	43.2 Where disproportional outcome is unjustifiable, develop and implement an action plan to address gap	ACO HR	December 2010	HRC/ET/DSG
	43.3 Continue consistent monitoring in respect of flexible working to maintain equality of outcomes in respect of take up.	ACO HR	On-going	HRC/ET/DSG

Service Delivery				
44. No disproportional outcomes in service provision and service delivery practices on the basis of gender (including transgender)	44.1 Ensure that the NPS 'Good Practice Guide for Women Offenders' Action Plan is implemented locally	ACO –OM	December 2010	Board/ET/DSG
	44.2 Deliver an enhanced service provision to women offenders, drawing upon the recommendations of the Corston Report	ACO – OM	December 2010	Board/ET/DSG
	44.3 Take steps to ensure that domestic violence is identified and addressed in assessments and sentence planning	ACO - OM	December 2010	ET/DSG
	44. 4 Adopt outcome targets for reduction in the numbers of women offenders remanded in or sentenced to custody	Board	December 2011	Board/ET

(4) SEXUAL ORIENTATION EQUALITY: Take actions to promote sexual orientation and ensure no unjustifiable disproportional outcome in employment and service delivery in respect of Sexual Orientation

Outcomes	Actions	Owner	Timescale	Scrutiny
45. Take actions specifically to improve equalities in sexual	45.1 Develop a robust monitoring framework to capture relevant and appropriate data on sexual orientation	ACO HR	December 2010	ET/HRC DSG

orientation	45.2 Promote and monitor cultural awareness in staff and survey the outcomes in the staff attitude survey	ACO HR	April 2010	ET/HRC DSG
	45.3 Establish practice guidelines in respect of relevant Probation Circulars and other directives	All ACOs	April 2010	ET
	45.4 Develop and implement an action plan to achieve a recognisable level of good practice in sexual orientation	ACO HR	April 2011	ET/DSG
	45.5 Continue with current work with Stonewall to progress WMPT sexual Orientation business agenda and report on progress to DSG meetings	ACO HR	On-going	Board/ET/DSG
	45.6 Ensure membership of DSG includes representation of Lesbian, Gay, Transgender staff group	ACO HR	April 2010	ET
	45.7 Ensure EIA group includes representation of Lesbian, Gay, Transgender staff group	ACO HR	April 2010	ET
	45.8 Develop and support an active staff support network	ACO HR/All managers	April 2010	ET/DSG
	Service Delivery			
46. Access to service provision and service delivery practices are	46.1 Establish practice guidelines in respect of relevant Probation Circulars and other directives	All ACOs	April 2010	ET/DSG

equal and fair in respect of sexual orientation	46.2 Ensure WMPT strategy on taking sexual orientation work forward takes full account of monitoring and all aspects of service provision and offender management	All ACOs	April 2010	ET/DSG
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(5) AGE EQUALITY: Take actions to promote Age equality and ensure no unjustifiable disproportional outcome in employment and service delivery in respect of Age

Outcomes	Actions	Owner	Timescale	Scrutiny
47. Take actions specifically to improve equalities in Age	47.1 Maintain a robust monitoring framework to capture relevant data on age, analyse consistently to identify if there are gaps regarding disproportional outcomes, develop and implement improvement plans.	ACO HR	On-going	ET/HRC/DSG
	47.2 Examine current data to understand what lies behind what appears to be disproportional outcomes between 25-34 age group and the rest in terms of exit. If there are unjustifiable reasons, develop and implement improvement plans	ACO HR	April 2010	ET/HC/DSG
	47.3 Promote and monitor cultural awareness in staff and survey the outcomes in the staff attitude survey	ACO	December 2010	Board/ET/DSG
	47.4 Include age issues in equality training	T&DM	April 2010 – 2012	ET/DSG
	47.5 Ensure membership of DSG includes	ACO HR	April 2010	ET/DSG

	representative in respect of age. 47.6 Ensure EIA group includes people in respect of age	ACO HR	April 2010	ET/DSG
48. Service Delivery No unjustifiable disproportional outcomes in service provision and service delivery practices on the basis of age.	48.1 Monitoring of age and on-going analyses and understanding of resultant data/information to improve service provision	ACO – OM/BS	On-going	Board/DSG

(6) RELIGION AND BELIEF EQUALITY: Take actions to promote Religion and belief equality and ensure no unjustifiable disproportional outcome in employment and service delivery in respect of Religion and Belief

Outcomes	Actions	Owner	Timescale	Scrutiny
49. Specific actions taken to promote religion and belief equality and that there is no unjustifiable disproportional outcome in respect of religion and belief	49.1 Develop a monitoring system to capture data/information on religion and belief	ACO HR	December 2010	Board/ET/HRC DSG
	49.2 Analyse data and use result to improve services	ACO HR	April 2011	ET/DSG
	49.3 Promote and monitor cultural awareness in staff and survey outcomes in the staff attitude survey	ACO HR	April 2010	ET/DSG
	49.4 Ensure membership of DSG includes	ACO HR	April 2010	ET/DSG

	representation on religion and belief			
	49.5 Ensure EIA group includes representatives on religion and belief	ACO HR	April 2010	ET/DSG
	49.6 Provide appropriate resources and support to employees and to assist them with service delivery.	All ACOs	April 2010	ET/DSG
Service Delivery				
50. Specific actions taken to ensure there is no unjustifiable disproportional outcomes in service provision and service delivery practices in respect of religion and belief	50.1 Develop a monitoring system to collect and analyse data and to inform service delivery	ACO – OM/BS	December 2010	Board/ET/DSG
	50.2 Include Religion and Belief in equality training	T& DM	April 2010	ET/DSG
	50.3 Provide appropriate support to service users in respect of their religion and belief	All ACOs/AMs	December 2009	ET/DSG