



WEST MERCIA PROBATION TRUST

SINGLE EQUALITY SCHEME

2009 - 2012

CONTENTS	PAGE
Foreword James Kelly, Board Chair and David Chantler, Chief Executive	4
Statement of Commitment, Our Vision and Our Values	
Section 1. Introduction to Our Scheme and Us Background Who we are What we do and how we do it Our staff Our Governance	6
Section 2. WMPT Business Strategy: Equality and Diversity Business objectives 2009 – 2013 Leadership	8
Section 3. Our Functions: The details Support Services Court Services Offender Management Interventions	10
Section 4. What the Law says – General and Specific Duties Race Equality: General and Specific Duties Employment Monitoring Service Delivery	18
Disability Equality: General and Specific Duties Employment Monitoring Service Delivery Involvement of Disabled People Partnerships/Procurement/Resources	21
Gender Equality: The Duties Employment Monitoring Service Delivery Pay and Gender Flexible Working	26
Sexual Orientation Equality Employment and Service Delivery	29
Age Equality Employment and Service Delivery	29
Religion and Belief Equality Employment and Service Delivery	31
Section 5. Equality Impact Assessment	31

Section 6. Organisational Culture	33
Bullying and Harassment	
Working with Racially Motivated Offenders	
Section 7. Developing our Scheme	34
Consultation	
Section 8. Communication	35
Feedback and Complaints	
Section 9. What Happens Next?	35
Section 10. Single Equality Scheme Action Plan	37
Section 11. Appendices	
Appendix A: Glossary	
Appendix B: Relevant assessments of our functions and policies	

FOREWORD

This Single Equality Scheme sets out how West Mercia Probation Trust will meet its duties under the Race Relations Amendment Act 2000, the Disability Discrimination Act 2005, and the Equality Act 2006. It meets the requirement in each piece of legislation to develop a specific Single Equality Scheme, bringing the three areas together without losing focus on the specific equality strands.

Though West Mercia Probation Trust is only required by law at this time to publish a scheme relating to race, disability and gender, our commitment to equality is wider than this, as described in our Diversity Strategy (Positive about Diversity). It also encompasses religion and belief, sexual orientation and age. The scheme will embody West Mercia's Policy Statement making it explicit that:

"The West Mercia Probation Trust Board recognises the probation service's duty to play a key role in promoting equality and embracing diversity in the wider criminal justice system. The Trust Board will ensure that policies, procedures and practices for staff and service users support and encourage the elimination of discrimination and the promotion of equality of opportunity for all."

Promoting equality and respecting and valuing people's differences is at the core of an open, impartial and trusted Probation Service. West Mercia Probation Trust has a crucial role to play in building the confidence of the diverse communities it serves within its wide area. But promoting equality is more than just a statement of how the Trust will meet its statutory requirements. It must be an integral part of the way we conduct our business. This scheme encourages us to think beyond those constraints and barriers that we will find in our way and, consistent with the overall approach of the Trust, challenge ourselves to find new ways of working. We are committed to delivering real and sustainable change for the offenders we supervise, in the places in which they live and within the communities of which they are a part, as well as applying the principles with equal commitment to our own staff and the ways in which we organise our own work.

Progress against the Scheme will be reported annually, aligned to the Trust's business planning cycle.

James Kelly
Trust Board Chair

David Chantler
Chief Executive

31st March 2009

STATEMENT OF COMMITMENT, OUR VISION AND OUR VALUES

OUR COMMITMENT

WMPT has an explicit commitment to working to eliminate discrimination and promote equality throughout every aspect of activity in which it is engaged, in particular in relation to:

- The workforce
- The delivery of services
- Working with partner organisations
- Engaging with local communities and stakeholders
- Commissioning and contracting services from external organisations

OUR VISION

To protect the public, to reduce re-offending, to punish and rehabilitate offenders, to build confidence for communities, courts and victims

OUR VALUES

- Treating people fairly, openly and with respect
- An uncompromising stance against harm caused by crime
- A strong belief in the capacity of people to change
- The importance of taking personal responsibility for behaviour
- The necessity of learning from experience
- Local communities are at the heart of our work

SECTION 1. INTRODUCTION TO OUR SCHEME AND US

BACKGROUND

Since we produced our first Scheme there have been a number of changes that affect the way we work. Under equality legislation and European directives we have demonstrated how we must embed equality into our culture and made sure that we do not discriminate when providing services and employing people.

In 2002 our equality scheme included our duties under the Race Relations (Amendment) Act 2000. We reviewed the scheme in 2005 and 2006, and in 2007 expanded it to produce a Single Equality Scheme to include our duties under the Disability Discrimination Act 2005 and Equality Act 2006. Our current Single Equality Scheme incorporates our duties under Race, Disability and Gender and embraces our commitment to Sexual Orientation, Age, Religion and Belief.

WHO WE ARE

The Criminal Justice and Court Services Act, which came into effect on 1st April 2001, established West Mercia Probation Trust as one of the forty-two (42) areas of the National Probation Service in England and Wales. After being selected as one of six probation areas in the first wave of 'pathfinder' Trusts under the Offender Management Act (2007) the new West Mercia Probation Trust was officially launched on 1st April 2008.

It serves a mixture of urban and rural communities in Worcestershire, Herefordshire, Shropshire and Telford and Wrekin. The population recorded in the 2001 census was 1,158,476.

It is a forward-looking, innovative service with staff based at local delivery centres in Worcester, Redditch, Kidderminster, Hereford, Shrewsbury and Telford. In addition some staff are seconded to:

- The 4 Prisons in West Mercia: Hewell, Shrewsbury, Long Lartin and Stoke Heath Young Offenders Institution
- The Youth Offending Services
- Drug Interventions Programme Teams
- Partner agencies, including not for profit organisations such as Youth Support Service

WHAT WE DO AND HOW WE DO IT

We are a law enforcement agency delivering community sentences, supervising and working with offenders according to the terms set by Courts and the Parole Board. We work directly with offenders and provide information to victims on the sentences served by violent and dangerous offenders.

Our aims are:

- To protect and manage risk to the public

- To reduce re-offending by changing behaviours of offenders
- To deliver proper punishment of offenders
- To secure the rehabilitation of offenders
- To ensure offenders' understanding of the impact of crime on victims and the public

OUR STAFF

The table below shows our staff statistics as at 31st March 2009. We have a total of 446 staff made up as follows:

Gender	Ethnicity	Disability (DDA)	Age groupings
289 Female	401 White British	346 No	16 – 24 4
156 Male	5 Asian British (Indian)	55 Yes	25 – 34 100
1 preferred not to say	5 Asian British (Pakistani)	7 Prefer not to say	35 – 44 109
	4 Black British (African)	38 Not yet completed	45 – 54 126
	6 Black British (Caribbean)		55 – 64 90
	3 Black British (Other)		65+ 17
	2 Mixed (White/Black Caribbean)		
	1 Mixed (Other)		
	1 Other Ethnic Group		
	4 White Irish		
	11 White Other		
	3 Refused		

OUR GOVERNANCE

A Board of thirteen (13) members including the Chief Executive governs West Mercia Probation Trust. The non-Executive members are chosen by competitive interview following an open recruitment process and represent a wide range of interests and areas within West Mercia. They are advised by a Senior Judge and appoint a Board Secretary and Board Treasurer.

The Trust is governed by Acts of Parliament, mainly the Offender Management Act (2007) and regulations made under the Act, as well as by its contract with the National Offender Management Service. The Board, through open and challenging discussion, internally and with partners, sets the strategic direction for the Trust, provides leadership and a clear focus on priorities. The Board monitors the processes by which the organisation delivers the strategy and ensures high standards of ethics, legal compliance and probity.

The Board meets in open sessions once every two months and delegates certain defined activities to committees – Human Resources, Performance and Resources and Audit and Scrutiny. The Board receives an annual progress report on the Equality Schemes.

SECTION 2. WMPT BUSINESS STRATEGY: EQUALITY AND DIVERSITY

We have demonstrated, in our Strategic Plan 2009 – 2013, our recognition of some of the issues we need to take account of if we are to meet our vision of equitable, accessible services for offenders and victims regardless of their race, ethnicity, disability, sexual orientation, age, gender, religion or belief and identified the objectives to be achieved. Across West Mercia 2.3% of the population are members of minority groups, however 8% of victims are drawn from minority groups. Ethnicity also varies geographically across West Mercia, with the ethnic minority population of Telford and Wrekin being 5.2% and Herefordshire 0.9%.

There is also considerable diversity across the area in terms of a rural/urban split with Shropshire and Herefordshire in amongst the least densely populated counties in the county, and parts of North East Worcestershire and Telford and Wrekin being significant urban areas with much in common with the industrial West Midlands. We are committed to developing and providing services that are responsive to the needs of local communities and the diverse offenders and victims whom we serve.

WMPT welcomes the move towards a single equalities approach; we have always held that equal opportunities and treating people with respect were an indivisible commitment and we will maintain that commitment to everyone receiving an equitable service and being treated with respect, no matter what they may have done; this will remain at the heart of our values.

Included in our long-term objectives is the following:

“We will be a knowledge based, quality management organisation operating with highly trained, committed and disciplined staff.”

This includes:

“Our organisation will reflect the diversity of the environment within which we operate, to ensure our effectiveness across our offender base and our constituency.”

Our fourth Strategic Objective is:

“Building organisational capacity by developing our staff”

and the elements include:

- “4.1 Maximise the potential of all staff in order to create our future leaders***
- 4.5 Enhance our approach to diversity: Implement the Single Equality Scheme”***

Our fifth Strategic Objective is:

“Maximising partnerships and commissioning opportunities”

and the elements include:

- “5.5 Prioritise use of community payback to meet needs of local communities, to involve local communities and to respond to the effects of crime and anti-social behaviour***
- 5.6 Services to women offenders”***

The above shows how we have incorporated diversity within our strategic plans and the activities we anticipate to deliver between 2011 and 2013.

LEADERSHIP

We recognise that in order to embed equality into everything we do there has to be a clear message from the Board, Chief Executive and the Executive Team. The Board is determined to promote both the spirit and the letter of equality and on behalf of the Board, the Chief Executive will take responsibility for the strategic oversight of the Single Equality Scheme compliance. The Human Resource Assistant Chief Officer with management responsibility will take the lead for diversity. In addition the Chief Executive chairs the Diversity Strategy Advisory Group which meets quarterly and comprises external members of the community representing race, religion, faith, disability, Lesbian Gay Bisexual and Transgender, Trade Union and diversity representatives.

We are in the process of reviewing this set up and are working towards a framework that focuses more on integrating diversity and equality within the overarching performance framework. This will mean that objectives will be smart, measurable and delivered within agreed timescales. Accountability will be core to the new performance management system.

SECTION 3. OUR FUNCTIONS: The details

West Mercia Probation Trust functions are divided into 4 broad areas:

1. Support Services

- A. Human Resources
- B. Finance
- C. Staff Development and Training
- D. Information Technology
- E. Estates and Facilities/Health and Safety
- F. Partnerships and Contracts
- G. Commissioning, Procurement of Goods, Facilities and Services
- H. Performance and Information
- I. Strategy and Policy

2. Court Services

3. Offender Management

4. Interventions

- A. Approved Premises
- B. Accredited Programmes
- C. Community Payback
- D. Employment, Training and Education (ETE)
- E. Employment, Training and Education Strategy
- F. Specified Activities
 - i. Attendance Centres
 - ii. Alcohol Treatment Requirements
 - iii. Drug Rehabilitation Requirement
- G. Working with Victims

1. SUPPORT SERVICES

A. Human Resources

The responsibilities include planning the workforce of the organisation, recruiting and selecting staff, dealing with terms and conditions of employment, and developing employment policies, procedures and guidelines. The collection, analysis and publication of employment monitoring data are key deliverables in this area. Although we have the mechanism for doing this we now begin to collect and analyse the required data, report and publish consistently.

Priorities include:

- Quarterly production for the DSG and Board of training and HR employment data
- Publication of employment and training data
- Analysis of the data to identify emerging issues, potential/actual disproportional outcomes and develop and implement remedial plans

- Assist managers and staff to challenge discriminatory practice and practice problem-solving approaches
- Roll out the Harassment and Bullying policy
- Develop and roll out equal opportunities policy
- Conduct the 2009 staff survey, identify areas of concern regarding the 6 equality strands, advise the DSG and Board, and develop and implement remedial actions.

B. Finance

This ensures the finances of the organisation are properly accounted for, including payment of staff and suppliers, and it covers all financial aspects of WMPT work including commissioning, financial reporting, management, control, budget monitoring and probity. We need to take into account the delivery of WMPT equality outcomes as part of the financial planning process and work with LDU managers to ensure the commissioning practices and allocation of resources enable WMPT to achieve inclusion of minority groups in procuring and commissioning.

Priorities here include:

- Checking the current procurement/commissioning template to ensure it is 'fit for purpose' regarding the delivery of equality and diversity outcomes
- Work with LDU managers as commissioners/procurers of services to clarify current practices/provisions, understand what, if any, gaps exist and develop and implement improvement plans

C. Staff Development and Training

This includes staff training and development, commissioning and ensuring that all employees' training needs are met and they are well equipped and competent to deliver the required services. They ensure that employees continue to develop in role and support attainment of NVQs by staff. They also have responsibility for Trainee Probation Officers and for inducting new employees into WMPT. Equality is a relevant issue. WMPT induction programme has a module on diversity. We actively promote the National Probation Directorate's "Accelerate" scheme which is designed to develop aspiring middle managers who have a disability or self identify as BME. One of our managers completed this scheme in 2006. During 2006 we commissioned core awareness and skills training for all our staff on 'Diversity, Disability and Discrimination'. 116 staff and managers attended. We run regular training events for working with racially motivated offenders and require all of our practitioner staff and managers to attend this when they have completed diversity awareness training.

Other Diversity training offered to staff during 2008 included:

- Mental Health
- Domestic Violence
- Autism Awareness
- Dyslexia
- Neurodiversity

- Transgender Awareness

We currently monitor and publish data on recipients of training by pay band but we have systems in place to monitor recipients by ethnicity, gender, disability and age.

Our priorities include:

- Developing and implementing a diversity and equality strategy
- Delivering required training to support the SES
 - ~ Understanding the WMPT legal requirements
 - ~ What does it mean for the organisation?
 - ~ What does it mean to each member of staff in their specific role to meet the duties?
- Delivery of EIA training for policy developers
- Delivery of training to managers on 'managing diversity effectively'.

D. Information Technology Services

This section ensures that Information Technology equipment and systems are operating to support the organisation and that the individual assistive technology requirements are met. All employees need to have adequate and up to date business systems and software. A key equality issue here is the need to eliminate or reduce potential or actual adverse effect on disabled people due to lack of access to assistive technology.

Priorities here include:

- Ensuring reasonable adjustments for employees and offenders are responded to in a timely, appropriate and effective way.

E. Estates and Facilities/Health and Safety

This ensures that the buildings and working environments are appropriate for the services to be delivered. It also ensures that WMPT meets its statutory responsibilities under Health and Safety Regulations, working in line with HSG65, the recognised approach to health and safety working.

F. Partnerships/Contracts

WMPT works closely with 5 local authority areas in West Mercia on shared agreements which work to deliver on public service objectives. There is an explicit and intrinsic shared duty to promote equality in carrying out our joint and individual responsibilities. We are primary partners in the following:

- Multi Agency Public Protection Arrangements (MAPPA)
- Drug Action Teams
- Youth Offending Teams
- Children Strategic Partnerships
- Safeguarding Children Partnerships
- Multi Agency Risk Assessment Conferences (to protect victims of domestic abuse).

The general equality duties have implications for the way WMPT carries out its procurement function. If we contract external organisations to carry out some work for us, regardless of who is carrying out some of our functions, we remain obliged to ensure that equality requirements are met.

We are mindful of the duties under the Gender and Disability Equality Schemes and are committed to building relevant equality considerations into our procurement process, hence our priority includes:

- Reviewing the current procurement/commissioning template to ensure equality and diversity is integrated within it.
- Ensure a diversity-proof procurement/commissioning process.

G. Commissioning, Procurement of goods, facilities and Services

Commissioning ensures that services are commissioned and that they represent good value for public money. The expectation is that commissioned services will demonstrate their commitment to diversity.

In terms of equality and diversity in procurement, WMPT will work towards the following outcomes:

- That all businesses, including voluntary organisations, have equal opportunity to bid for and win contracts for goods and services
- That all contractors understand that WMPT operates to standards on equality and diversity in the delivery of services and that they will be expected to do likewise
- That all contractors meet minimum standards in terms of equal employment opportunities
- That contractors will work on a voluntary basis to promote equality of opportunity beyond the scope of the contract.

We undertook a review of our contracting and tendering arrangements during 2008 and are currently working with an independent consultant to implement changes in the way we tender and contract services. We anticipate this work will be completed during the course of 2009.

Our priorities in this area include:

- Determining the minimum equality standards in terms of equal employment opportunities
- Identifying minority individuals/groups from the six equality strands and making sure they have access to information about WMPT business opportunities
- Raising awareness and understanding of WMPT business and processes in order to facilitate their participation and inclusion.

H. Performance and Information

This ensures that the organisation meets its performance targets and that management information and information security issues are met.

I. Strategy and Policy

WMPT has included the SES in its four-year strategic plan. WMPT also sees leadership and accountability as key elements of its equality agenda. We have in place a Diversity Strategy Group which takes responsibility for effective delivery of our equality programme. An Assistant Chief Officer has lead responsibility for equality and diversity. The Diversity Strategy Group is set up to oversee the equality agenda, monitor progress and assist the Board and SMT in their determination to make quantifiable progress. The Chief Executive is the chair of the DSG and its members are made up of some WMPT staff, board members and external partners. We are currently reviewing the DSG framework and are working on a framework which would have accountability and performance management as the key elements. Its membership will be broader than currently and include staff representing the six equality strands as well as administrative, union and class issues.

2. COURT SERVICES

This is potentially a critical point with regards to issues of equality as it is the point of first contact between an offender and the Probation Service. A number of key activities take place here. They include the provision of Pre-Sentence Reports (PSRs) for the Courts. These could be “oral reports” which are presented on the day, “fast delivery reports” which are produced in between one and five days, or “full reports” produced within fifteen days. An offender manager writes a PSR. The offender manager meets and interviews the offender, assesses the risk he/she poses to the community and makes a proposal to the court to assist them with sentencing. The offender manager also considers what personal or special additional needs a person may have in order for them to comply with the court’s sentence.

In considering those needs the individual’s circumstances are examined to identify issues such as language barrier, (for example someone whose first language may not be English may need an interpreter), disability access, childcare, religion, cultural etc. Our focus is on ensuring that the necessary discussion and agreement is in place to ensure we meet the cost of translators/interpreters at a level which will prevent potential or actual deflection of offenders from minority groups from certain programmes such as Unpaid Work and Sex Offender programme.

There is national research data/information indicating that there are disproportional outcomes for BME people in this area.

We use gate keeping forms to quality assess the content of fast and standard reports. All ethnic minority reports are gate kept. We agreed set criteria for gate keeping twelve months ago and we would be checking the criteria to ensure that they are being used consistently and are effective. Previous statistical evidence indicated that proposals were avoiding one to one interventions with ethnic minority offenders for fear of getting things wrong. We need new data to update us on the current position. If there is any evidence of disproportional outcomes we will develop and implement improvement activities.

Priorities are:

- Monitor and analyse service delivery data to identify any evidence of potential/actual disproportionality
- Review current gate keeping criteria to ensure it captures potential/actual disproportionality
- If non-justifiable disproportionality exists, explore and understand causes and develop/implement remedial plan

3. OFFENDER MANAGEMENT

WMPT delivers an offender management service to the districts of Hereford, Worcester, Telford and Wrekin and Shropshire. Offender management must meet the requirements of the courts for appropriate punishment, restriction or rehabilitation. Offender Managers assess the diverse needs of offenders to protect the public, reduce re-offending, to reintegrate the offender into the community and to improve public confidence in the criminal justice system.

Each district identifies the differing needs of the offender communities, enabling equality of access to offender management and work towards achieving fairness and equality of outcomes for all. Our commitment is to gather and analyse data and information consistently to ensure this is achieved and the risk of unjustifiable disproportional outcomes relating to the six equality strands are eliminated.

The court may sentence an offender to a community or custodial sentence. Offenders are allocated to an offender manager. Offender Managers supervise offenders. The Offender Manager is responsible for assessing and managing the risk that the offender may pose to the community as well as the risk of failure to comply with court orders and completing their sentences, ensuring agreed interventions are provided and enforcing non-compliance should the situation arise.

OASys risk assessments reflect a full understanding of the factors particularly associated with re-offending and that access to service provision is appropriate to needs at whatever tier offenders are located within the offender management model.

E-OASys: Focus work on the risk of harm and likelihood of re-offending posed by the offender should identify the appropriate level of interventions and services that meet the diverse needs of offenders.

4 INTERVENTIONS

The full range of nationally accredited offending behaviour programmes are available to be included as a requirement in a Community Order or a condition of licences for released prisoners. We provide brief interventions for substance misuse either as part of a supervision requirement or as a drug rehabilitation/alcohol treatment requirement. This is delivered through joint arrangements with partner agencies in local Drug and Alcohol Action Teams.

The level of intervention and access to service is appropriate to the needs of the offender wherever they are located in the tiers of offender management. A key issue is to identify where BME and other minority offender groups are located within the tiering system to ensure there is fairness and equity and no disproportionality in tiering outcomes.

A. Approved Premises:

WMPT provides approved premises which accommodate offenders who require a high level of supervision. We offer accommodation in the Braley House Hostel. We have made adaptations to meet the needs of residents with mobility issues, including wheelchair users. The 2008 premises audit highlighted that more needs to be done to improve facilities for disabled residents.

We do not currently routinely collect and analyse data/information on ethnicity, race, gender, disability and other equality strands regarding access to accommodation and we are therefore not in a position to determine whether disproportional outcomes occur between BME and white offenders. This is a new area for development.

B. Accredited Programmes

The court may require an offender to attend an accredited group work programme as part of a Community Order. Accredited programmes have been developed nationally and are designed to work with the offender to address his or her entrenched offending behaviour.

C. Community Payback (Unpaid Work)

The court may sentence an offender to carry out between 40-300 hours of Community Payback (previously known as Community Punishment or Unpaid Work) in the community. We have a wide range of projects for Community Payback whereby offenders complete unpaid work in the community as a requirement of their sentence. In WMPT as a whole, over 133,000 hours of compulsory unpaid work was carried out by offenders in 2008. We encourage all members of our local communities to contact us if they have a suggestion or an idea for work projects in their area.

WMPT does not hold or publish data on beneficiaries' race, ethnicity, disability, age, gender etc. We do not currently collate data to enable us to identify whether certain groups are prejudiced against in terms of placement or beneficiaries. This is an area for development.

D. Employment, Training and Education (ETE)

This programme aims to support offenders into sustainable employment. Offender managers work with the offenders to begin a process of re-integration through attendance at training with a view to developing skills that would make the offender more employable. Training could be basic day-to-day activities such as turning up on time, or skills for life such as learning basic literacy and numeracy skills. We have arrangements for offenders to access learning, training and employment opportunities and we work in partnership with other agencies and training providers.

The issue of relevance to equality here is to ensure that there is no disproportional outcome, particularly with regards to access to ETE initiatives, across all groups of offenders looking at race, ethnicity, age, disability, gender, sexual orientation and religion.

E. ETE Strategy

We are committed to exploring, with our various partners, areas where potential or actual disproportional outcomes could occur, understanding what the causes might be and putting in place preventive or elimination action plans. A key starting point is developing and implementing a consistent monitoring system, collating and analysing data and information.

F. Specified Activities

The court may require an offender to attend/participate in

- i. Attendance Centres
- ii. Alcohol Treatment Requirement
- iii. Drug Rehabilitation Requirement

as a condition in an offender's order. The requirement for treatment may be with low, medium or high intensity intervention depending on the assessment of the need of the offender. Offenders are able to access structured day care programmes and they include a range of interventions such as testing, counselling, harm reduction, relapse prevention and alternative therapies. The Drug Rehabilitation Requirement frequently forms a key part of the package for Prolific and Priority Offenders.

Specified activities are very relevant to equality in that access to the provision across all groups needs to be open and proportional. Monitoring is the key.

G. Working with victims

WMPT has a statutory obligation to contact victims of sexual or violent offences where the offender is sentenced to 12 months or more, to keep victims informed of the various key stages of the prisoner's sentence and to seek their views on the impact of the offence on them. We are focusing on BME victims given the data suggesting an over-representation of this group within the victims' category.

A key equality issue here is the monitoring of victim contact. An analysis of current data will be looked at to ascertain if there is proportionality in the levels of contacts and if there is evidence of low contact from Black and Minority Ethnic, disabled, gay/lesbian, women, young people or elderly then the barriers to contact could be addressed.

SECTION 4. WHAT THE LAW SAYS - GENERAL AND SPECIFIC DUTIES

RACE EQUALITY

The Race Relations (Amendment) Act 2000 places a duty on public authorities to promote race equality in policy-making, service delivery, regulation and employment.

The General Duty:

1. Eliminate unlawful racial discrimination
2. Promote equality of opportunity
3. Promote good race relations between people of different racial groups

Specific Duties:

The specific duties require WMPT to publish a Race Equality Scheme by 31 May 2002. This should be reviewed at least every three years. The key elements of the Race Equality Scheme should include:

- A list of the functions and policies (including the proposed policies) that are relevant to their performance of the general duty to promote race equality
- Arrangements for assessing and consulting on the likely impact of proposed policies on the promotion of race equality
- Arrangements for monitoring policies for any adverse impact on the promotions of race equality
- Arrangements for publishing the results of assessments, consultations and monitoring undertaken to identify any adverse impact on race equality
- Arrangements for ensuring public access to information and services
- Arrangements for training staff in connection with the general duty to promote race equality and any specific duties
- Arrangements for meeting the employment duty

Specific Duties: The Employment Duty

WMPT is required to meet the Specific Duty on employment. WMPT is required to monitor the numbers of staff by reference to the racial groups to which they belong by:

- Staff in post
- Applicants for employment, training and promotion

WMPT, as an organisation with 150 or more full-time staff, is also required to monitor the numbers of staff by reference to the racial groups to which they belong who:

- Receive training
- Benefit or suffer detriment as a result of its performance assessment procedures
- Are involved in grievance procedures
- Are the subject of disciplinary procedures
- Cease employment

In addition to collecting ethnic monitoring data, WMPT should:

- Analyse the data to find any patterns of inequality
- Take any necessary action to remove barriers and promote equality of opportunity
- Publish the results of the monitoring each year

Employment Monitoring: Staff Ethnicity

Information from 2001 Census indicates that the area has a total minority ethnic population of 26,646 which comprises 2.3% of the total population. WMPT monitors the ethnicity of all staff and applicants using the 2001 census.

The following is taken from the 2001 census of population; within the Herefordshire, Shropshire, Telford and Worcestershire areas the combined total for each area is 1,158,450. (ethnicity break down of staff)

Ethnicity	2001 Census %	West Mercia Probation
White (British)	95.59	89.91
White (Irish)	0.64	0.90
White (Other)	1.14	2.47
Asian British (Indian)	0.41	1.12
Asian British (Pakistani)	0.40	1.12
Black British (Caribbean)	0.16	1.35
Black British (African)	0.07	0.90
Black British (Other)	0.02	0.67
Mixed (White/Black Caribbean)	0.28	0.45
Mixed (Other)	1.14	0.22
Other Ethnic Group	0.15	0.22
Refused	-	0.67

In 2008 we had a total of 28 (6.3%) staff who self identified as being black or of minority ethnic origin.

Training data for the period 1 April to 31 March 2009 showed that 5.06% BME undertook training against a staff profile of 6.3

In 2008 (January – December) we received 141 applications for employment. Of these 9 (6.4%) were from BME candidates. 3 were short-listed but none were recruited.

It would appear there is some evidence of disproportional outcomes for BME. We will therefore be examining our selection and recruitment processes to identify whether there is any justifiable reason for this differential outcome and put in place remedial actions to address the situation if there are no justifiable causes.

The numbers of staff having an appraisal in the last 12 months grew from 48% returns in 2007 to 91% in 2008. As part of the Investors In People (IIP) initiative regular auditing of supervision sessions takes place across a cross section of

staff, i.e. grade, location and three strands of diversity. This looks at quality issues such as workload, training, support etc. However we have no data on appraisals and ethnicity.

Between 1 April 2008 and 31 March 2009, of the 28 (6.3%) BME staff, 20% of the 39 leavers were BME. This information signals a need for exploring potential or actual disproportionality in outcome between BME and white staff.

Priorities

- Monitoring of ethnicity in all required areas of employment duty
- Exploring areas where there are potential or actual indicators of disproportionality in outcomes between BME and white staff, develop and implement improvement action plans
- Train WMPT Diversity Champions to support diversity proofing initiatives in recruitment and selection processes
- Develop action plan to improve the uptake of exit interviews
- Explore the potential to use exit interview processes and information as learning tools with regards to reasons why BME people leave WMPT

Service Delivery Monitoring: Ethnicity

Information from 2001 Census indicates that the area has a total minority ethnic population of 26,646 which comprises 2.3% of the total population. An understanding of the population profile is important in reaching out and meeting equality and diversity needs.

LDU	White %	Total Minority Ethnic Population %	Mixed %	Asian %	Black %	Chinese/Other %
Worcestershire	97.5	2.5	0.7	1.1	0.3	0.4
Herefordshire	99.1	0.9	0.4	0.2	0.1	0.2
Shropshire	98.8	1.2	0.4	0.3	0.1	0.4
Telford and Wrekin	94.8	5.2	1.1	2.9	0.6	0.7
Total West Mercia	97.7	2.3	0.6	1.0	0.3	0.4

Out of a total caseload of 4,200 at the end of February 2009, only 253 (6%) relate to BME offenders. This represents a rise of almost 1% on the same figure for the caseload at the end of February 2008. The rise in the proportion of BME offenders is due mainly to a rise in the number of offenders who describe themselves as being ‘Asian’ or British Asia’. The largest individual ethnic group, at 92%, is those who describe themselves as ‘White British’, whilst the largest BME group is those who would describe themselves as being ‘Pakistani’ or ‘British Pakistani’, at only 1%.

Available national evidence suggests that BME people are over-represented in the criminal justice system.

We also recognise that whilst across West Mercia 2.3% of the population are members of the BME group, 8% of victims are from that group.

WMPT has commissioned contracted partnership arrangements to meet the needs of BME offenders, e.g. interpreter and translation service, and to utilise the resources of BME community/organisations appropriately. On the use of interpreters, regular monitoring and quality assessments of the provision of the interpreting service should be undertaken.

Priorities here include:

- Collection and analysis of race and ethnicity data and information across all service delivery areas to identify any evidence of potential or actual disproportional outcomes for BME offenders, develop and implement improvement plans where necessary
- Monitor by race and ethnicity complaints and offender surveys to ensure that BME offenders concerns are heard and taken into account
- Provision of training for staff in working with interpreters
- Monitoring of the tiering system data and information to ensure there is no unjustifiable disproportional representation of BME at the top tiers.

DISABILITY EQUALITY

The Disability Discrimination Act 2005 places a duty on West Mercia Probation Trust to promote disability equality in policy-making, service delivery, regulation and employment.

The General Duty:

4. Eliminate unlawful disability discrimination
5. Eliminate unlawful disability harassment
6. Promote equality of opportunity between disabled persons and other persons
7. Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons
8. Promote positive attitudes towards disabled people
9. Encourage participation by disabled people in public life

Specific Duties:

The specific duties require WMPT to publish a Disability Equality Scheme by 4 December 2006. This should be reviewed at least every three years. The key elements of the Disability Equality Scheme should include:

- A statement of how people with disabilities have been involved in the scheme's development
- Arrangements for assessing the impact of its policies and practices, or the likely impact of its proposed policies and practices, on equality for disabled people

- A statement of the proposed steps to take towards fulfilling the general duty to promote disability equality within the period of time covered by the scheme
- Arrangements for gathering information to assess the impact of its policies and practices on people with disabilities, in particular:
 - ~ The recruitment, development and retention of disabled employees
 - ~ The regulations on educational opportunities available to, and the achievements of, disabled pupils and students
 - ~ The extent to which functions and services take accounts of the needs of disabled persons
- Arrangements to use information gathered in fulfilling the duties, in particular:
 - ~ Arrangements for reviewing, on a regular basis, the effectiveness of steps taken towards fulfilling the general duty to promote disability equality
 - ~ Arrangements for preparing subsequent Disability Equality Schemes

Annual Reporting

The specific duties require WMPT to publish an Annual Report by no later than one year after the publication of the first Disability Equality Scheme and every year thereafter. The report should contain a summary of:

- 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

Employment Monitoring: Disability

WMPT is required to collect statistical information on the numbers of disabled people who are:

- Applicants for employment
- Staff in post
- Employees who leave employment

WMPT is required to collect statistical information on the number of disabled staff who:

- Receive training
- Benefit or suffer detriment as a result of performance assessment procedures
- Are involved in grievance procedures
- Are subject to disciplinary procedures

In addition to collecting statistical information, WMPT should:

- Analyse the data and consider any differential area between disabled and non-disabled staff
- Investigate the reasons for this
- Take action to remedy it

Disability Equality in Procurement

WMPT must ensure that all its functions meet the requirements of the Disability Discrimination Act regardless of who is carrying them out.

Employment Monitoring

We have achieved the 'Positive about Disability' Two Ticks Award which reflects the systems and structures we have in place for recruitment of staff with disabilities. Our new monitoring system was introduced in July 2008. In 2008 we had 49 (13.8%) staff who self identified as having a disability as defined by the Disability Discrimination Act 1995. 20% of staff still need to supply us with this information

Training data for the period 1st April 2008 to 31 March 2009 indicated that 12% of disabled people undertook training. The staff profile was 12.3%. 11% are 'unknown'.

2 out of 46 leavers declared they are disabled. 28 recorded 'blank'.

Regarding flexible working, working/life balance, 23% were unknown with regards to disability. Disability was not factored into the analysis as no application for flexible/work balance was turned down, however the concern remains the high figure of unknown.

In relation to promotion the returns indicated that 9% declared DDA and 9% were 'unknown'.

We also note, in the 2008 staff survey responses, that the 14% 'preferred not to say' in disability group have issues about motivation.

The high proportion of unknowns in disability monitoring is a key issue that we will address. It makes it more challenging to determine whether there are potential or actual disproportional outcomes between disabled people and other groups.

Priorities here include:

- A campaign programme to promote monitoring of disability in employment and with a view to increasing the declaration rate. Particular focus will be on areas such as work life balance/flexible working requests where 23% were 'unknown' with regards to Disability, and training where 11% were 'unknown'.
- Analysis of data/information to identify potential or actual disproportional outcomes, determine if justifiable and if not take action to remedy.
- Targeted exit surveys to capture disability issues
- Training staff to address disability issues and managers to manage diversity effectively.

Service Delivery Monitoring

Disability monitoring takes place at the point of contact for pre-sentence report preparation and as part of case management. 490 out of a grand total of 4262 offenders on the WMPT caseload described themselves as disabled. These include:

Nature of Disability	Number of persons on caseload
Mental Illness	102
“Other”	102
Dyslexia	93
Learning Difficulties	56
Reduced Mobility	35
Hearing Difficulties	31
Reduced Physical Capacity	25
Visual Impairment	22
Progressive Condition	19

2349 (55%) were ‘Not Stated’.

There is demonstrable evidence of disproportionately high incidence of mentally vulnerable offenders. The report, “The Incidence of Hidden Disabilities in the Prison Population” by the Dyslexia Institute in March 2005 found that 52% of prisoners have limited literacy skills which will seriously hamper their learning and work opportunities.

WMPT priorities here include:

- Disability monitoring campaign to reduce the level of ‘Not Stated’ returns
- Implementing WMPT strategy on working with offenders with mental health and learning disability issues
- Exploration of disability issues under the ‘Other’ category given that over 100 offenders come under this group.
- Robust ‘Reasonable Adjustment’ plans are developed and implemented to ensure effective accessibility to, and engagement with, intervention programmes.
- Specific focus on access to translation services and technological assistance
- Disabled service users actively involved in shaping service planning

Involvement of Disabled People

The involvement of disabled people in the development and delivery of the Disability Equality Scheme is a legislative requirement and is critical to its success.

A Disabled Issues Group was set up and was instrumental in assisting the organisation to draw up the disability equality action plan. At the initial phase of our Single Equality Scheme, WMPT had a diversity manager which enabled a focus on getting real engagement and involvement of disabled people. The Disability Issues Group will remain a key player in supporting our Single Equality Scheme with the key objective of enabling those working within, and those coming in contact with, WMPT a voice and support in respect of disability access and capability matters.

We have also been working with a consultant to move our disability agenda forward. This has included a more proactive approach to involve and engage disabled staff in developing this scheme and taking forward the equality programme. This has led to the review of our equality impact assessment framework and the views of disabled staff have been taken into account. We have now developed and delivered some training in equality impact assessment with specific involvement of disabled staff.

Future action plan includes strengthening the Disability Issues Group so as to improve communication and engagement of disabled staff and other stakeholders.

The current Single Equality Scheme was also reviewed with disabled staff. Involvement has been in the form of meetings between the disabled staff network and the Human Resource Assistant Chief Officer, sessions with the disability consultant and one to one meetings with disabled staff representatives. The feedback on what disabled people consider to be gaps and barriers to progress include the following:

- Concern that equality impact assessment is robust and consistently done and policy developers receive training in EIA.
- Concern that disabled people are involved in equality impact assessment
- Concern that more people are not declaring their disability. Whilst there is no hard evidence to suggest that disabled people may not be declaring because of anxiety that their disability may be used against them or they may be labelled these are, however, considered as potential reasons.
- Concern about accessibility to documents including the current Single Equality Scheme. The SES should be available in accessible formats.
- The disability staff network appears to have become ineffective due to lack of disabled staff participation. Membership has decreased from the initial twenty-five plus to barely four and the quarterly meetings are becoming real challenges. A more pro-active and visible network is necessary in order to get real focus on disability issues and move forward effectively.
- Disabled staff need to feel appreciated and valued for the contribution they can make to the organisation and the disability should not get in the way.
- Staff should be trained in understanding disability issues

These concerns and feedback have been taken into account and the priorities on disability equality strand now include the following:

- Training for staff on understanding and working with disability issues
- Including disabled staff in delivering training on equality impact assessment and carrying out equality impact assessments of WMPT policies and functions.
- Retaining the 'Two Ticks Positive About Disability' Award
- On-going implementation of disability premises audit
- Reviewing the Disability Issues Group and creating a new structural framework to make it more formal and influential. This will include new Terms of Reference to give it more visible advisory and pro-active input.

Partnerships/Procurement/Resources

We are committed to ensuring that all our functions meet the requirements of the Disability Discrimination Act regardless of who is carrying them out. To this extent we have developed the DDA compliance plan and a Case Conference approach to AT reviews. Our expectation is that all external contractors will provide information on DDA compliance

Priorities here include:

- Implementation of the DDA Compliance plan
- Regular reviews of functionality/other issues for AT users
- Monitoring of external contractors DDA compliance

GENDER EQUALITY

Under the Sex Discrimination Act (SDA) 1975, as amended by the Equality Act 2006, West Mercia Probation Trust is required to produce a Gender Equality Scheme. WMPT, in carrying out its functions, is required to have due regard for the need to:

10. Eliminate unlawful sex discrimination and harassment that is unlawful under the Sex Discrimination Act 1975 (SDA) and in relation to employment and vocational training, eliminate discrimination and harassment against transsexual individuals
11. Eliminate discrimination that is unlawful under the Equal Pay Act 1970
12. Promote equality of opportunity between women and men

Employment issues: Gender Equality

In common with other probation areas, we have a higher percentage of females in our workforce; of 450 staff we employ, 64% are female. We recognise that we need to attract male applicants to the organisation and will actively promote this requirement.

An example of pro-active steps to address this gap was our response to the historically low number of male applicants for clerical positions. We changed some clerical titles from clerical assistant to administrator and it now appears that we are receiving more male applicants as indicated in the Case Administrator position (35%) compared to the receptionist (3%).

Training data between 1 April 08 and 31 March 09 showed that 66% (staff profile 64.8%) of women and 34% (staff profile 35%) received training. There is therefore no indication of disproportional outcomes here.

Regarding promotion, 59% females and 41% males were promoted in the period 1 April 08 and 31 March 09.

As of March 2009:

- Disciplinary - Out of 7 cases, 4 were male and 3 female.
- Capability – all 4 cases were male
- Grievance – Out of 7 cases, 5 were male and 2 were female.

The indications are that there are some disproportional outcomes for males in disciplinary, capability and grievance.

26% of the 39 leavers between 1 April 08 and 31 March 09 were males. Considering the commitment of the organisation to increasing the numbers of males such a figure raises our concern and our commitment to action on retention.

We also note from the 2008 staff survey information that 16 -19% of staff feel that the disciplinary and grievance policies are not consistently applied across WMPT and male staff are less satisfied than their female counterparts in WMPT as a place of work. We will be focusing on these areas as we develop a programme of cultural change and empowerment as part of this SES action plan.

Priorities here are:

- Regarding data evidence on disciplinary, capability and grievance, continue consistent data monitoring and analysis to identify whether this is a 'one off' or emerging trend.
- Determine if disproportionality is justifiable and show rationale and if unjustifiable, develop and implement action to rectify.

Service Delivery

WMPT monitors, by gender:

- MAPPA cases. Out of a total of 204, 5 are female
- PPO cases. 97 males, 3 females
- Caseload by Team/Order Type as of 31 October 09. Area total 4262. 3775 (89%) males and 487 (11%) females.

These figures are identical to those at the end of February 2008.

WMPT has a number of initiatives for provision to women offenders. Currently there are partnership arrangements with Asha, 'Here4Women' provisions in Worcester and Hereford. Future plans include similar provisions in Telford and Shropshire.

WMPT is developing an action plan to implement the national service framework "Improving Services to Women Offenders" in 2008 and the NOMS' "Offender Management Guide to Working with Women Offenders" in May 2008. The national frameworks have been developed as a response to Baroness Corston's report into women with particular vulnerabilities in the criminal justice system. Baroness Corston's report highlighted the differences between experiences of women and men in the criminal justice system and highlights why women need

particular approaches. She provided substantive evidence in support of the following:

- Women have different criminogenic needs than men.
- Prison is likely to have more detrimental impact on women than men
- Women offenders are likely to be disadvantaged by such factors as being primary carers before coming into prison, been victim of domestic violence, lack of access to women specific programmes in prisons as prison set-up and programmes are geared towards catering for men.

In addition there is national data to further support potential or actual disproportional experiences/outcomes for women and men:

- a 144% increase in sentenced female prison receptions between 1992 and 2002, compared with a 31% increase of men
- 54% of women convicted of an offence in 1998 had no previous convictions and only 7% had been convicted on ten or more previous occasions, compared with 37% and 18% of men
- an estimated 8000 children a year have their living arrangements affected because of the mother's imprisonment; only 25% of mothers said their children were being cared for by the children's father compared with 92% of fathers between April 2006 and March 2007
- with only five prisons for women nationally, women are likely to be sent to prison far away from their homes.

WMPT priority here is:

- Developing and implementing the Corston Report's action plans.

Pay and Gender

WMPT has data and information on pay and gender. There is a national job evaluation scheme against which all roles in West Mercia Probation Trust are scored. The scheme is evaluated at national level and there has been no indication of bias in terms of gender. WMPT will continue to work with trade unions and monitor available data to capture any change in trend and report appropriately.

Flexible working

WMPT monitors, but does not publish, data on Work life Balance/Flexible working requests. Of 13 requests 85% were females, 15% males. No request was turned down and therefore there is no indication of disproportional outcome for any group.

Priority

- continue to monitor and analyse data returns to ensure proportional take-up of flexible working initiatives by all genders within the workforce.

SEXUAL ORIENTATION

Employment and Service Delivery

WMPT does not currently monitor or hold information on the sexual orientation of its employees. This is a new area of business focus. Like many of the 42 areas of Probation, WMPT supports the national association of Lesbian, Gay and Transgender in Probation (LAGIP) and supports its employees' membership.

There is a new determination to move the sexual orientation agenda forward and to this extent the Human Resource Assistant Chief Officer in charge of equality and diversity has invited Stonewall, the national organisation working on this area, to come and assist the development and implementation of a change programme. This activity is in its early days but it is considered a priority project, progress of which will be expected to be reported to the Diversity Strategy Group.

Priorities include:

- Development and implementation of an action plan to move the sexual orientation agenda forward
- Monitoring and data analysis covering employment and service delivery
- Support for staff
- Inclusion of Gay, Lesbian and Transgender staff in carrying out equality impact assessment
- Inclusion of a representative on the Diversity Strategy Group

AGE EQUALITY

Employment and Service Delivery

WMPT monitors the age of employees and those leaving the organisation. However these figures are not routinely reported to Board, or published.

Recruitment/Selection

Out of a total of 65 applications in the last 12 months:

Age Range	Number of applicants
16 – 24	19
25 – 34	14
35 – 44	12
45 – 54	13
55 – 64	5

Out of 13 short listed candidates:

Age Range	Number of Short listed candidates
16 – 24	3
25 – 34	5
45 – 54	5

Out of 2 appointed candidates, 1 was aged 25 – 34 and the other aged 45 – 54.

There were 39 leavers between 1 April 08 and 31 March 09.

Age Range	Number of leavers
16 – 24	1
25 – 34	14
35 – 44	5
45 – 54	9
55 – 64	8
65+	2

36% of leavers were within the categories 25 – 34 (36%). The current percentage of staff within WMPT within the same age category of 25 – 34 is 22.5%. This could indicate some disproportionality and therefore require some further exploration. If this is evidence of disproportionality is it justifiable? For instance 50% of staff within this age category are being promoted internally. The group records the highest promotion rate amongst all age groups. Exit interviews will be used to explore what is behind the high percentage of this age group exiting the organisation and remedial actions taken if necessary.

Service Delivery

Out of a total of 97 PPO cases on WMPT offender caseload:

- 34 (35%) are aged 18 – 24
- 34 (35%) are aged 25 – 30
- 29 (30%) are 31+

Out of 209 MAPPA cases:

- 31 (15%) are aged 18 – 24
- 38 (18%) are aged 25 – 30
- 140 (67%) are 31+

Caseload by Team, Order Type, out of a total of 4262:

- 7 are under 18
- 1306 (31%) are aged 18 – 24
- 925 (22%) are aged 25 – 30
- 2024 (47%) are aged 31+

Priorities here include:

- Increased focus on age related data and information, analysis to identify relevant issues across employment and service delivery, develop and implement actions to achieve improvement
- Include age issues in equality training.

RELIGION AND BELIEF EQUALITY

Employment and Service Delivery

WMPT does not currently collect or hold data on religion, belief or faith of its staff, offenders and victims, however there is an acknowledgement of the potential for discrimination in this basis. In organising training events the learning and development section routinely asks for special religious needs and takes the necessary action to meet those needs. There is no formalised mechanism for collecting, storing and analysing such data or indeed reporting them for business improvement. This is an area for development.

There is a commitment to ensure a representative on religion and belief is included in the membership of the proposed reconstituted Diversity Strategy Group.

Priorities here are:

- Monitoring of religion and belief, both in employment and service delivery
- Collating and analysing data to inform service and employment practice improvement
- Develop a systematic approach to addressing religion and belief issues such as regular performance reporting to SMT/Board
- Include religion and belief issues in equality training
- Provide appropriate resources and support to employees and to assist effective service delivery

SECTION 5. EQUALITY IMPACT ASSESSMENT

Equality impact assessment (EIA) is a process designed to identify positive or negative impact of an organisation's functions, policies and procedures on a particular group or an individual belonging to that group. These groups currently include the following:

- Race: Black and Minority Ethnic (BME) people including gypsies and travellers
- Disability: People with a disability as defined by the Disability Discrimination Act (DDA) 1995
- Gender: Women, men and transgender
- Religion/faith: Any religion or faith but not a political belief. This includes non-believers
- Sexual orientation: Heterosexual, lesbian, gay and bisexual
- Age: All ages including children

It is also important to consider, in a probation setting, the diversity of people we work with and serve beyond the list above, not least their caring and safeguarding responsibilities.

We have an EIA panel in place. Membership is made up of members of the Diversity Champions Group and is chaired by an ACO or Area Manager. Policies are reviewed at least every three years.

WMPT provided initial training to develop some staff to carry out EIA. We have taken a further step of training 8 members of staff, including BME and disabled employees, in EIA and the individuals will now be involved in WMPT EIA processes.

In the past year our EIA process has been revised to clarify the order of flow of policies through the EIA panel and JNCC. It was agreed, and has now been reinforced, that policy developers/owners would accompany their policies to all the appropriate consultations including the EIA panels and JNCC in order to track and act on feedback, comments and recommendations.

All policies will go through the initial screening to assess the potential/actual negative impact on individuals or groups. A full assessment would be carried out involving consultation with internal and external stakeholders (ensuring members of the group likely to be impacted upon are represented on the consultation list), staff representatives and community groups/partners, along with gathering local, regional and national data and information.

The training which has recently been delivered has taken into account the additional three strands of equality and is in the context of our adoption of the new NOMS' assessment template.

WMPT has assessed its functions, policies and procedures for their relevance to race equality, disability and gender (See Appendix B). The assessment of relevance was carried out in small groups including staff representing the staff diversity network, senior managers, practice development managers, practitioners and specific business portfolio leads such as procurement and commissioning, community payback, organisational and business development, estates management, health and safety, human resource and equality and human rights consultant.

Assessment of policies and functions will remain an ongoing exercise as we improve our practice in this area.

The process we are committed to is as follows:

The EIA panel will continue to conduct EIA assessment and make recommendations to policy/function/business case developers. Policy developers will be expected to include results of consultations and EIA in their submissions for policy/function/business case approval to SMT/Board. WMPT will continue to use the national EIA template for its assessment of impact of policies and functions.

Priorities here include:

- Expansion of membership of EIA panel particularly to make it representative of people from the six equality strands including staff, offenders, victims and people from communities
- Train policy/function/business case developers in EIA

SECTION 6. ORGANISATIONAL CULTURE

We want to ensure that all members of WMPT feel valued and respected and operate in an empowering environment. We will be exploring the development of a set of standards to guide staff behaviours to drive a culture of respect and assist them to better promote a positive culture.

Bullying and Harassment

We have introduced a new bullying and harassment policy to ensure that all members of WMPT are clear about the position of the organisation on this issue. The message is that bullying and harassment will not be tolerated. As this is a new policy we are not yet in a position to assess how it is working on the ground. We do not currently routinely collect data on bullying and harassment however the following information came from the 2008 staff survey.

- Out of a population of 470 staff, 272 responses were received; a response rate of 57%. The survey got responses from six different job roles, both able and disabled individuals, male and female and four broad categories of ethnic origin, staff with less than two years' service, two to ten years' service and more than ten years.

We were encouraged to note that the second highest positive score was on the subject of bullying and harassment. To the question, *"During the last twelve months I have neither been bullied or harassed by a member of staff within WMPS"* the mean score was 4.75 (A mean score above 3.50 is considered positive and a score below that should be considered negative).

However we note other not so positive responses from the survey such as: *Between 7 – 16% non-managers believed may have been victims of bullying and harassment.*

We are keeping a close watch on this particular issue as we do the 2009 staff survey.

We are, however, committed to working on developing an empowering culture and reinforce the values of WMPT across all members of the organisation so that we can achieve better engagement and a culture where everyone feels respected and treated with dignity.

Priorities here include:

- Roll out and implementation of the new bullying and harassment policy
- Development of a WMPT Vision and Value Equality Statement

- Training on culture change
- Development and implementation of an Equal Opportunities Policy

Working with racially motivated offenders

WMPT contributes to inter-agency response to hate crime and domestic abuse. We have a policy and procedure on dealing with racially motivated offenders and we are now working to extend this to include all hate crime. We are developing a new policy on domestic abuse focusing on employees.

Priorities here include:

- Develop a hate crime policy and procedure
- Roll out the domestic abuse policy

SECTION 7. DEVELOPING OUR SCHEME

Gathering information for our Single Equality Scheme

We have relied on a variety of sources for the data and information that informed the development of this scheme and the action plans. Such data included national statistics from the criminal justice system, local data, our staff and offender surveys, internal audits, Investors In People feedback and relevant others.

We do not currently have in place full systems for monitoring all the requirements for all the six equality strands however we have relied on what is currently on our system. We also do not collate and analyse the data currently available on our systems nor publish them. We are in the process of commencing this important task as a priority action.

Consultation

Within the West Mercia region we work closely with our partners on diversity issues. This is particularly helpful at times of consultation when wishing to reach high levels of involvement from outside the organisation. We have involved the following:

Internal staff support groups who were invited to contribute:

- Black Staff Group
- Disability Awareness Network, including assistive technology users
- Lesbian, Gay, Bisexual and Transgender group
- Diversity Champions Group

External groups involved in the scheme to date:

- Worcester Race Equality Council
- Telford Race Equality Diversity Group
- Hereford Diversity Leads
- Shropshire Equalities Group
- Festival Housing Group

- Asha – services to women offenders
- Waterhouse Consulting Group

Prior to publication the draft was taken to:

- Executive Team meeting
- HR Strategy Committee
- Diversity Strategy Advisory Group
- Joint Negotiating and Consultancy Committee
- Trust Board meeting

The review of objectives and priorities involved staff representatives, Executive Team, senior managers, the Board and the Diversity Strategy Group.

We will continue to build on our list of internal and external stakeholders in order to broaden our consultation base and reach as many people as possible, especially individuals and groups from all the equality strands.

SECTION 8. COMMUNICATION

This Single Equality Scheme and its action plan will be published on our website and available to download. The Freedom of Information Act encourages public organisations to publish more information and promote a greater culture of openness. However, there are also a number of exemptions covering information that can be withheld under the Data Protection Act 1998.

Information to staff is made available via the shared drive on the intranet, team briefings and internal communications. We continue to look at ways to improve accessibility to communication media and keep in touch with our staff who are away from the organisation on secondment, career breaks, maternity/paternity/adoption leave and long term sick.

Feedback and Complaints

We welcome views and feedback at all times from staff, service users, partners, stakeholders and other interested parties. We have a complaints policy in place.

SECTION 9. WHAT HAPPENS NEXT?

Our Scheme is a living document and your comments and suggestions will help us to continuously make the necessary improvements.

We will be implementing the action plans as timetabled and reporting progress to the Board quarterly. The Scheme action plan will be reviewed annually and further information published on our website.

www.westmerciaprobation.org.uk

If you require a copy of our Scheme in any other format or language, or you wish to give a view on the Scheme, please contact:

Karen Simmonds
Head Office Business Manager
Stourbank House
90 Mill Street
Kidderminster DY11 6XA
Telephone: 01562 748375

SECTION 10. WEST MERCIA PROBATION TRUST: SINGLE EQUALITY SCHEME ACTION PLAN

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

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

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

Key to Abbreviations:

ACO	Assistant Chief Officer
ACO BS	Assistant Chief Officer Business Services
ACO HR	Assistant Chief Officer Human Resources
ACO I	Assistant Chief Office Interventions
ACO OM	Assistant Chief Officer Offender Management
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

1. 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, publish and implement SES	CE	March 09	1-12	Board
	1.2 Work/consult with local partners, CJS, Voluntary, community, DSG, Unions, staff associations and 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

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
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 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	HR ACO	April 2010	1-12	Board/CE

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
	3.6 Board receives EIA reports routinely as part of policy/business cases/business reviews/plans proposals and applications	HR ACO	April 2010	1-12	CE/DSG
	3.7 Review and re-launch the Equality and Diversity Strategy Group to ensure it is fit to provide appropriate scrutiny and advice.	CE	April 2010	1-12	Board/DSG
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 ensure compliance with the provisions of the DDA	5.1 Consider any outstanding non DDA compliance in WMPT buildings and press NOMS for change	Board	November 09	4-9	Board/DIG/DSG
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	ET/HR ACO	On-going	1-12	ET/DSG/HRC

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
	outputs				
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 ensure it is current, robust and suitable taking into account staff feedback and legislative development	HR ACO	December	1-12	HRC/DSG
	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 staff are equipped with the relevant knowledge, skills 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 WMPT and competent in delivering its duties and training and development programmes are established.	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 support the delivery of the SES	T&D Manager	December 2011	1-12	HR ACO/HRC /DSG
	12.3 Provide training on EIA for all policy developers and those with responsibility in this area including ET, senior managers and Board members.	T & D Manager	December 2010	1-12	HR ACO/HRC /DSG
	12.4 Provide specific training on equality and corporate responsibility for all leaders of WMPT including Board members, ET and senior managers	T&D Manager	Dec 2011	1-12	HR ACO/HRC /DSG
	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.	HR ACO	December 2010	1-12	ET/DSG/HRC
	12.6 Monitor and evaluate access to training by staff across all the equality groups. Set improvement measures if required	ET	December 2011	1-12	ET/HRC
	12.7 Measure progress against attendance/access measures quarterly and review and refresh training to ensure it reflects changes in the equality legislation.	T & D Manager	On-going	1-12	HR ACO/HRC/ET

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	Ongoing	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 ACOs	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 individual diversity strands for selected staff	T&D Manager	December 2010	1-12	ET/HRC

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
	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 13.9 Diversity training and development programme tailored and targeted for different levels of staff	HR ACO	December 2010	1-12	Board/HRC
	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	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	CE	April 2011	1-12	Board/DSG

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
empowerment across the whole organisation	WMPT to give clarity about expectations regarding standards of behaviour and to assist with benchmarking.				

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

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
16. Offender management services are fair, achieve proportional outcomes for all offenders and the Offender Management model takes full account of equality and diversity issues.	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: 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	ACO OM All AMs	April 2010	1-12	ET/DSG
	16.3 Review practice in relation to Foreign Nationals, taking account of both local and national developments	ACO OM All - AMs	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	ACO OM	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.	Board	April 2010	1-12	ET/DSG
	16.7 If gaps discovered, develop and implement improvement actions	ACO OM	December 2010	1-12	ET/DSG

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
	16.8 Audit and where necessary take remedial action to ensure equitable access to and outcomes in the following specific areas: a) approved premises b) offender behaviour (group) programme c) unpaid work/Payback d) drug and alcohol services e) ETE	ACO OM	December 2010	1-12	Board/ET/DSG /DIG
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	ACO I	December	1-12	ET/DSG

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
	consultation results (to include current diversity review of service user surveys. 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 BD ACO I ACO BD	2010 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 All 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.

Outcomes	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

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
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: 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	28.1 Improve the existing Stakeholder Plan and consider the possibility of: a) Routine communication of Community Order effectiveness at a local level, which positively reflect engagement from within diversity strands b) Routine collation and communication of 'good news' stories for communication to	ACO -BS	December 2010	1-12	ET

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
	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: 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. Compliance with Disability Equality duties	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 include a summary of: • Steps taken towards fulfilling the general duty to promote disability equality • Results of the information	ACO BS ACO HR	December December	1-12 4-9	Board Board

Outcomes	Actions	Owner	Timescale	General Duty Relevance	Scrutiny
	<p style="text-align: center;">gathered as part of the specific duties</p> <ul style="list-style-type: none"> • How the information gathered has been used in fulfilling the duties <p>31.3 Include SES progress report in WMPT Annual Report</p> <p>31.4 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 BME and white staff in all areas of employment practice.	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 representatives on race and ethnicity) to diversity proof and assist with recruitment/selection processes	ACO HR	December 2010	ET/HRC
	31.4 Develop and action plan to improve take up of exit interviews, analyse results and implement improvement action as necessary.	ACO HR	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

Outcome	Action	Owner	Timescale	Scrutiny
	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	ACO BS	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	ACO HR	December 2009	Board/ET/HRC/DSG
	33.2 Develop and implement a campaign programme to promote monitoring of disability in employment	ACO HR	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.	ACO HR	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.	ACO HR	December 2009	ET/HRCDSG
	33.5 Train staff in managing disability issues	ACO HR	December 2009	ET/DSGDIG
	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	HR ACO	On-going	ET/DSG

Outcome	Action	Owner	Timescale	Scrutiny
	more robust and integrated structure.			
	33.9 Implement the DDA Compliance plan	ACO BS	December 2009	Board/ET/DIS
	33.10 Membership of DSG to include disabled people	ACO HR	December 2010	DSG
	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	ACOs I/OM	December 2009	Board/ET/DSG/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 learning difficulties.	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 impaired offenders and the potential risk to staff and public	ACO HR/ ACO BS	April 2010	Board/HRC/ET/DSG
	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				

Outcomes	Actions	Owner	Timescale	Scrutiny
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 orientation	45.1 Develop a robust monitoring framework to capture relevant and appropriate data on sexual orientation	ACO HR	December 2010	ET/HRC/DSG
	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 equal and fair in respect of sexual orientation	46.1	Establish practice guidelines in respect of relevant Probation Circulars and other directives	All ACOs	April 2010	ET/DSG
	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

(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	Ongoing	ET/HRC/DSG

Outcomes	Actions	Owner	Timescale	Scrutiny
	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 representative in respect of age.	ACO HR	April 2010	ET/DSG
	47.6 Ensure EIA group includes people in respect of age	ACO HR	April 2010	ET/DSG
Service Delivery				
48. 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 ACO BS	Ongoing	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 representation on religion and belief	ACO HR	April 2010	ET/DSG
	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 ACO 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

APPENDIX A

Glossary

ACO	Assistant Chief Officer
AT	Assistive Technology
BME	Black and Minority Ethnic
CJA	Criminal Justice Act
HR	Human Resource
DES	Disability Equality Scheme
DDA	Disability Discrimination Act
EIA	Equality Impact Assessment
ETE	Employment, training and education
GES	Gender Equality Scheme
LAGIP	Lesbian Gay in Probation
OASys	Offender Assessment System (computerised)
RES	Race Equality Scheme
RRAA	Race Relations (Amendment) Act
SES	Single Equality Scheme
WMPT	West Mercia Probation Trust