

Cheshire Probation Single Equality Scheme

Action Plan 2009-12



	Narrative Objective	Numerical Target
	Objective in jeopardy	Significantly below target
	Progressing - objective likely to be met	Within 5% of target
	Objective met	Target met
	Objective not being pursued	

Year 2: 2010-11, Quarter 4 Review, January - March 2011

Objective 1: Strategy and Policy				
Outcome	Actions	By when	By whom	RAG Status
1.1 All staff are informed and understand the SES action plan for 2010-11 and how it links to advancing equality in service delivery and employment practice	<ul style="list-style-type: none"> Develop summary leaflet. Use team brief via AMT. Continue to monitor, analyse, address and report on issues of disproportionality. 	August 2010	Diversity Manager SMT	<ul style="list-style-type: none"> Summary paper developed. Managers updated at AMT in June 2010. First quarter review meeting held in June 2010.
1.2 All actions in SES Action Plan achieved by 31 March 2011	<ul style="list-style-type: none"> Review quarterly SES Action Plan at EDAG and Diversity Panel. Review annual progress and report to SMT. 	31 March 2011 30 June 2011	ACE (Interventions, Equality & Diversity) Diversity Manager	<ul style="list-style-type: none"> SES Action Plan reviewed each quarter. Process in place to progress outcomes and identify where there are barriers to achieving actions. In Action Plan 2011/12.
1.3 Cheshire Probation is abreast of any changes to legislation and implications for staff development and employment practice arising from Equality Act 2010	<ul style="list-style-type: none"> Paper to SMT with recommendations once Government has made implications clear. 	November 2010	Diversity Manager	<ul style="list-style-type: none"> Diversity Manager attended legal seminar of Government intentions for details of implementation of the new Act. Report was provided to SMT to highlight the implications and make it clear how to comply with legislation. The action plan was agreed. The practical implications were discussed in depth at EDAG and

	<ul style="list-style-type: none"> Actions added to 2010-11 action plan and progressed at EDAG. 	By January 2011	Diversity Manager	<p>Diversity Panel. The action plan has been incorporated as action 2.15. Leaflet was provided to staff about implications.</p> <ul style="list-style-type: none"> SES updated with actions relating to implications from Equality Act 2010 (see new action 2.15 which will carry forward to 2011/12).
1.4 Cheshire Probation is clear about how and where the Human Rights Act relates to both employment practice and staff development	<ul style="list-style-type: none"> Paper to SMT with recommendations. Any identified gaps to be addressed via an action plan to EDAG. Action plan monitored quarterly at EDAG. 	March 2011	Diversity Manager	<ul style="list-style-type: none"> This work has not been completed. It will carry forward into the Action Plan 2011/12.
1.5 Cheshire Probation Diversity Structures are fit for purpose and effective in advancing Equality and Diversity across the organisation	<ul style="list-style-type: none"> Internal diversity audit receives green/amber rating. 	By 31 March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> Internal Audit received green rating with no recommendations.
1.6 Revised EIA process is finalised, launched and working effectively for all new policies and existing policies under review	<ul style="list-style-type: none"> Agree process at SMT. Launch new process with accompanying briefing / training. 	31 July 2010 March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> EIA process agreed and Report presented to SMT 13/07/10. Template amended to reflect Equality Act 2010. Briefing/training to carry forward into 2011/12.

1.7 Policy development includes BME consultation where appropriate	<ul style="list-style-type: none"> Minimum of one consultation panel event annually using the CHAWREC Consultation Panel. 	31 March 2011	Diversity Manager	<ul style="list-style-type: none"> A consultation event was held 23rd March 2011 to develop actions for year 3 of the Single Equality Scheme.
<p>1.8 Cheshire Probation is able to identify and address disproportionality through the use of surveys</p> <p>Surveys and audits reflect outcomes across diverse groups</p>	<ul style="list-style-type: none"> Surveys and audits are revised at development stage to ensure critical questions are included to enable monitoring across ethnicity, gender, disability, age and where possible, faith and sexual orientation. Survey and audit data is used as part of the EIA process. 	31 March 2011	Diversity Manager	<ul style="list-style-type: none"> Diversity Manager was consulted on the development of the Offender Survey 2010 and Staff Survey 2011. Outcomes are analysed by diversity strands and action plans will be developed in EDAG 2011. Survey and audit data has been used in EIAs on Community Payback, Accredited Programmes and others to understand the impact of our work and any relevant barriers that need to be addressed. Process now firmly embedded whereby all surveys and audits consider how outcomes can assist the Trust to understand better where there may be barriers for different groups and how these can then be addressed.
1.9 The organisation is able to provide effective support for Trans staff and service users and those transitioning	<ul style="list-style-type: none"> EIA developed to identify concerns and issues. Policy developed and launched. 	<p>1 September 2010</p> <p>31 March 2011</p>	<p>Diversity Manager</p> <p>Diversity Manager</p>	<ul style="list-style-type: none"> An EIA was written highlighting a number of relevant practice issues, including around custody for Trans women. A policy/practice instruction has been drafted to address how the issues can be taken forward and ensure that effective

				structures are in place to reduce and remove potential for unfair outcomes for Trans offenders. Further work required to be completed 2011/12.
1.10 Staff have increased confidence to challenge discrimination	<ul style="list-style-type: none"> AMT workshop to follow up the rollout of the Challenging Discrimination Training. 	September 2010	ACE (Interventions, Equality & Diversity) / Diversity Manager	<ul style="list-style-type: none"> The workshop took place at the Area Management Team meeting (all managers across Cheshire Probation) on 15th September 2010. At this meeting managers were given the opportunity to consider training feedback from all the staff and the trainer and suggest ways to address the key issues coming out of this. These were: providing forums for staff to discuss these issues, providing information about what EDAG and Diversity Panel do and what impact this has on practice. A diversity themed newsletter for all staff has been developed to address these issues.

Objective 2: Improving performance, increasing access and advancing equality across service delivery and employment practice

Outcome	Actions	By when	By whom	RAG Status
<p>2.1 Diversity Grid (see page 22 of SES) continues to be a mechanism to identify and address inequalities and advances equality in service delivery in relation to race, gender, disability and age</p>	<ul style="list-style-type: none"> ▪ Proposals and results on FDRs (Fast Delivery Reports 70% of court reports) are incorporated into diversity grid. ▪ Diversity Grid is reviewed at each EDAG meeting. 	<p>June 2010</p> <p>Quarterly</p>	<p>ISU</p> <p>EDAG</p>	<ul style="list-style-type: none"> ▪ The data for proposals and results for FDRs is now integrated into the Diversity Grid and was reviewed for the first time in June at EDAG. This now gives the Trust ability to review all court report proposals and results and so understand the outcomes of this work. ▪ 27/09 Review of all aspects of Diversity Grid in relation to gender: <ul style="list-style-type: none"> - women make up approximately 12% of the total number of offenders that we work with; - higher proportions of women successfully complete Community Payback with a continual overall increase for men and women over the last few years; - fewer number of women get sentenced to custody and this has reduced. ▪ This relates to the fact that their offences are usually much less serious. This also reflects the work the Trust has done to ensure that where offences are not serious enough for custody that custody is not proposed. Short-term custody is shown not to address the causes of offending and especially with women

				<p>can lead to loss of accommodation and children, making it harder to address causes of offending and working to reduce re-offending.</p> <p>24/11 - new half-year edition of Diversity Grid was discussed. Decision made to look at custody rates at different courts to better understand sentencing data and possible disproportionality.</p> <p>02/02/11 - The focus was on ethnicity. The numbers of BME and WME (White Minority Ethnic Groups) so it is difficult to determine whether data is significant. Proportionally more BME offenders get proposed to custody compared to the other groups, but this figure has reduced. However (during April - September 2010-11) there are 33 BME offenders and 20 WME offenders compared to 1022 White British offenders (W1). 9 BME offenders were proposed to custody and 19 were sentenced to custody; and 98 W1 offenders were proposed and 390 went to custody. EDAG will continue to review these figures and in 2011/12 further analysis will be undertaken to understand if there is a link between offences, proposals made in PSRs and sentences given.</p>
<p>2.2 Offenders with ADHD are given effective support to comply with Community Orders and Licence periods</p>	<ul style="list-style-type: none"> ▪ Examine feasibility of delivery of cognitive behavioural programme for offenders with ADHD. ▪ Explore pathways to treatment via GPs. 	<p>By 31 March 2011</p> <p>By December</p>	<p>Public Protection Manager</p> <p>Diversity Manager</p>	<ul style="list-style-type: none"> ▪ This work is being explored with a National ADHD group in the first instance, this is a long-term goal and thus a local pathway is also being developed for the interim. ▪ Report on proposal currently under

	<ul style="list-style-type: none"> Explore opportunities to develop a clear sustainable diagnosis and treatment framework and pathway in partnership with UK ADHD Alliance. 	2010 By March 2011	Diversity Manager	consideration at SMT. Any further actions from this will be progressed 2011/12.
2.3 Offenders who are dyslexic are given effective support to comply with Community Orders and Licence periods	<ul style="list-style-type: none"> Explore pathways to effective support via ACHIEVE. 	By 31 March 2011	Diversity Manager	<ul style="list-style-type: none"> This is being progressed but there are significant resource barriers identified. A Dyslexia pathway has been drawn up, consulted on and is being considered by SMT. This identifies resource barriers and how these may be addressed, some in conjunction with the Achieve project. Any further actions on this will be progressed 2011/12.
2.4 Directory of Resources (DoR) proves to be an effective tool to assist staff to work more effectively with offenders	<ul style="list-style-type: none"> DoR launched to staff. 	1 March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> This has been much delayed due to technical difficulties but is now on track for completion and launch September 2011.
2.5 Cheshire Probation communicates effectively with offenders	<ul style="list-style-type: none"> Plain English templated letters uploaded on to the system. 	By March 2011		<ul style="list-style-type: none"> All letters have now been amended and are awaiting upload onto the system. This will take place 2011/12.
2.6 Services are improved for women offenders	<ul style="list-style-type: none"> Focus groups are held with women offenders (see Women Offenders Action Plan). 	By March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> The process and aims have been developed and consultation groups will begin 2011/12.
2.7 Increased awareness across Service and	<ul style="list-style-type: none"> Domestic Abuse Strategy formulated. 	July 2010	ACE (Interventions,	<ul style="list-style-type: none"> The Strategy is completed and launched.

agencies that domestic abuse crosses all diversity strands and appropriate interventions in place to address it	<ul style="list-style-type: none"> Domestic Abuse Policy refreshed. 	April 2011	Equality & Diversity)	<ul style="list-style-type: none"> The policy refresh has been delayed and will be completed 2011/12.
2.8 RMO intervention is available and (Against Human Dignity - AHD) is appropriately specified for offenders convicted of racially aggravated crimes	<ul style="list-style-type: none"> LDU staff trained to deliver new programme. New programme implemented across Cheshire Probation for all new orders. 	September 2010 October 2010	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> Relevant staff were trained 21-24 September 2010 and the new programme was implemented from October 2010. Monitoring has been set up to identify where offenders sentenced of racially motivated crimes are put on the Human Dignity Programme. This will be monitored at EDAG and as other hate crime offenders are convicted they will be monitored too.
2.9 Cheshire Probation can identify and address adverse outcomes for offenders in relation to sexual orientation and faith	<ul style="list-style-type: none"> Amend PREM1 form to include sexual orientation and faith. 	February 2011	Diversity Manager	<ul style="list-style-type: none"> This had been delayed as a court team were reviewing this as part of their work and determining what needed to be asked at court and what is best discussed post-sentence where necessary support to address barriers may be more effective. This will be carried forward into 2011/12. This work has been delayed due to further work required to determine the Court based elements and the post sentence elements. The amended PREM 1 will be finalised 2011/12.

2.10 The proportion of male staff increases from 26%	<ul style="list-style-type: none"> ▪ Review outcomes of research carried out in relation to disproportionate levels of male staff. 	1 October 2010	EDAG	<ul style="list-style-type: none"> ▪ The research outcomes were discussed at EDAG on 27 September and will be issued to inform regional work on the related issue later in the year via the Regional HR Group.
2.11 Cheshire Probation continues to identify and address negative disproportionality across gender, race and disability and begins to monitor around sexual orientation and faith	<ul style="list-style-type: none"> ▪ Bi-annual analysis of employment data. ▪ Introduce monitoring around sexual orientation and faith of staff. 	Bi-annual	EDAG HR	<ul style="list-style-type: none"> ▪ This will be included in the Recruitment & Selection Policy. ▪ A report on employment data was taken to SMT in November. The data is published annually on the web-site and issues of disproportionality identified and action taken to address. ▪ There is now a new table produced showing job role as well as across ethnicity, gender, disability and age. Data from this will be linked to work from Diversity Manager (see 2.12). Work will begin shortly on linking this to staff development, appraisal and succession planning. ▪ Monitoring to identify sexual orientation and faith of staff commenced 2010. This data will be used to inform outcomes and identify any disproportionality to be addressed.
2.12 Increased levels of staff and manager confidence in appraisal and performance review process	<ul style="list-style-type: none"> ▪ Research report to SMT. ▪ Actions identified to take forward. 	1 August 2010 1 September 2010	Diversity Manager SMT / AMT	<ul style="list-style-type: none"> ▪ Summary of research was provided to SMT in December. ▪ Report of MA summary accepted by SMT and outcomes will be incorporated into further work of the Trust re appraisal and succession planning.

<p>2.13 The new reasonable adjustments procedures prove effective in developing managers' confidence to assist and support staff to access reasonable adjustments</p>	<ul style="list-style-type: none"> ▪ Disabled staff consulted and procedures revised. ▪ Reasonable adjustments procedures revised. ▪ Revised procedures approved by SMT. ▪ New procedures launched. ▪ Staff survey to include question identifying whether confidence levels for managers have increased. ▪ Workshops for remaining managers. 	<p>15 July 2010 30 September 2010 1 November 2010 1 December 2010 31 March 2011 End February 2011</p>	<p>Diversity Manager Diversity Manager SMT SMT Diversity Manager / HR</p>	<ul style="list-style-type: none"> ▪ Disabled staff were consulted and procedures revised. A final draft of the revised procedure is near completion. Staff continue to be provided with a leaflet about reasonable adjustments at staff induction and the main points discussed. ▪ 2 additional workshops on reasonable adjustments have taken place. All new managers will also be trained at workshops to be planned each year. ▪ The new reasonable adjustments procedure is now launched and will be monitored via Two Ticks, the Access group, Staff Survey and supervision process.
<p>2.14 The organisation has an effective, lawful recruitment and selection policy and procedures</p>	<ul style="list-style-type: none"> ▪ Recruitment and selection policy and procedure finalised and launched. 	<p>March 2011</p>	<p>ACE (Resources)</p>	<ul style="list-style-type: none"> ▪ A handbook has been launched for managers and monitoring will continue to identify any unlawful disproportionality and work to address where found. The policy will be launched 2011/12.
<p>2.15 Cheshire Probation takes forward implications of changes to anti-discrimination legislation arising from Equality Act 2010 (see action 1.3)</p>	<ul style="list-style-type: none"> ▪ Report to SMT of implications. 	<p>November 2010</p>	<p>Diversity Manager</p>	<ul style="list-style-type: none"> ▪ Report went to SMT and implications were discussed and agreement to put this in place.
	<ul style="list-style-type: none"> ▪ Draw up a leaflet to staff of implications and changes arising from Act. 		<p>Diversity Manager</p>	<ul style="list-style-type: none"> • Initial email sent to staff and leaflet developed and sent out to staff. Update of Act sent by ACE with Diversity and Equality responsibility.
	<ul style="list-style-type: none"> ▪ Ensure that staff induction 	<p>From</p>	<p>Diversity</p>	<ul style="list-style-type: none"> ▪ This has been incorporated.

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	script and handouts reflect changes from new Act.	October 2010	Manager	
	<ul style="list-style-type: none"> ▪ Policies updated to reflect new Act including Recruitment and Dignity at Work. 	Ongoing	ACEs/HR	<ul style="list-style-type: none"> ▪ Work has commenced.
	<ul style="list-style-type: none"> ▪ EIA template to incorporate changes to law and Human Rights law also. 	By March 2011	Diversity Manager	<ul style="list-style-type: none"> ▪ Template amended.
	<ul style="list-style-type: none"> ▪ Recruitment application form to be redesigned to remove health questions and ensure compatibility with new Act. 		HR	<ul style="list-style-type: none"> ▪ The recruitment application was updated as of the 1 October 2010.
	<ul style="list-style-type: none"> ▪ Reasonable adjustments training to incorporate understanding from discrimination 'arising from disability'. 	By October 2010	Diversity Manager	<ul style="list-style-type: none"> ▪ Diversity Manager has incorporated this into the training for managers.
	<ul style="list-style-type: none"> ▪ Reasonable adjustments procedures to reflect changes from the Act. 	By March 2011	HR	<ul style="list-style-type: none"> ▪ HR are finalising revised procedures and will incorporate into the new Act.
	<ul style="list-style-type: none"> ▪ Systematic review of job descriptions and person specification will be carried out to ensure no artificial or unfair barriers in relation to essential criteria for jobs are in place. 	Ongoing	HR	<ul style="list-style-type: none"> ▪ This work is due to commence September 2011.
	<ul style="list-style-type: none"> ▪ Identify what gaps there are in relation to reasonable adjustments for service users and begin to address 	Ongoing	ACE (Interventions, Equality & Diversity) / Diversity	<ul style="list-style-type: none"> ▪ Work has commenced re Dyslexia and ADHD.

			Manager	
	<ul style="list-style-type: none"> Provide guidance and report to SMT around understanding the implications when arising from the positive equality duty (with effect from April 2011) 	As codes of practice and other information is made available	Diversity Manager	<ul style="list-style-type: none"> SMT appraised.
	<ul style="list-style-type: none"> To action implications arising from changes to default retirement age. 	In place by April 2011 for October 2011	HR	<ul style="list-style-type: none"> This is in place and being addressed.