

## 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 3 Review, October-December 2010

## 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"> <li>Develop summary leaflet.</li> <li>Use team brief via AMT.</li> <li>Continue to monitor, analyse, address and report on issues of disproportionality.</li> </ul>	August 2010	Diversity Manager  SMT	<ul style="list-style-type: none"> <li>Summary paper developed.</li> <li>Managers updated at AMT in June.</li> <li>First quarter review meeting held in June.</li> </ul>
1.2 All actions in SES Action Plan achieved by 31 March 2011	<ul style="list-style-type: none"> <li>Review quarterly SES Action Plan at EDAG and Diversity Panel.</li> <li>Review annual progress and report to SMT.</li> </ul>	31 March 2011  30 June 2011	ACE (Interventions, Equality & Diversity) Diversity Manager	<ul style="list-style-type: none"> <li>Process in place to progress outcomes and identify where there are barriers to achieving actions.</li> </ul>
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"> <li>Paper to SMT with recommendations once Government has made implications clear.</li> <li>Actions added to 2010-11 action plan and progressed at EDAG.</li> </ul>	November 2010  By January 2011	Diversity Manager  Diversity Manager	<ul style="list-style-type: none"> <li>Diversity Manager attended legal seminar of Government intentions for details of implementation of the new Act.</li> <li>Report to SMT 5/10 of implications and how these can be addressed. Leaflet was provided to staff about implications.</li> <li>SES updated with actions relating to implications from Equality Act 2010 (see new action 2.15 which will carry forward to 2011/12).</li> </ul>

<b>Objective 1: Strategy and Policy</b>				
<b>Outcome</b>	<b>Actions</b>	<b>By when</b>	<b>By whom</b>	<b>RAG Status</b>
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"> <li>Paper to SMT with recommendations. Any identified gaps to be addressed via an action plan to EDAG.</li> <li>Action plan monitored quarterly at EDAG.</li> </ul>	March 2011	Diversity Manager	<ul style="list-style-type: none"> <li>This work has begun though the deadline has been moved from December 2010 to March 2011.</li> </ul>
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"> <li>Internal diversity audit receives green/amber or green star rating.</li> </ul>	By 31 March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> <li>Work in progress preparing paperwork and terms of reference.</li> <li>At 24/11 meeting EDAG membership was reviewed to ensure critical aspects of Trust work and geographical spread covered and decision that brief punchy newsletter will highlight links between work of group and improving practice, equality of opportunity and reducing disproportionality in outcomes.</li> <li>Audit took place in December and auditor met with staff and Diversity Manager and was given files of evidence to review.</li> </ul>
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"> <li>Agree process at SMT.</li> <li>Launch new process with accompanying briefing / training.</li> </ul>	31 July 2010  March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> <li>EIA process agreed and Report presented to SMT 13/07/10.</li> <li>New legislation (Equality Act 2010) prompts changes to template.</li> <li>Deadline deferred to March 2011.</li> </ul>
1.7 Policy development includes BME consultation where appropriate	<ul style="list-style-type: none"> <li>Minimum of one consultation panel event annually using the CHAWREC Consultation Panel.</li> </ul>	31 March 2011	Diversity Manager	<ul style="list-style-type: none"> <li>Policy / work to be identified for consultation.</li> </ul>

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<b>Outcome</b>	<b>Actions</b>	<b>By when</b>	<b>By whom</b>	<b>RAG Status</b>
<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"> <li>▪ 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.</li> <li>▪ Survey and audit data is used as part of the EIA process.</li> </ul>	31 March 2011	Diversity Manager	<ul style="list-style-type: none"> <li>▪ Diversity Manager was consulted on Offender Survey in June 2010 and previously on Staff Survey.</li> <li>▪ 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.</li> <li>▪ 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.</li> </ul>

<b>Objective 1: Strategy and Policy</b>				
<b>Outcome</b>	<b>Actions</b>	<b>By when</b>	<b>By whom</b>	<b>RAG Status</b>
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"> <li>▪ EIA developed to identify concerns and issues.</li> <li>▪ Policy developed and launched.</li> </ul>	<p>1 September 2010</p> <p>31 March 2011</p>	<p>Diversity Manager</p> <p>Diversity Manager</p>	<ul style="list-style-type: none"> <li>• An EIA was written highlighting a number of relevant practice issues, including around custody for Trans women.</li> <li>▪ A policy 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 and deadline has been moved from November to March 2011.</li> </ul>
1.10 Staff have increased confidence to challenge discrimination	<ul style="list-style-type: none"> <li>▪ AMT workshop to follow up the rollout of the Challenging Discrimination Training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ September 2010</li> </ul>	<p>ACE (Interventions, Equality &amp; Diversity) / Diversity Manager</p>	<ul style="list-style-type: none"> <li>▪ The workshop took place at the Area Management Team meeting (all managers across Cheshire Probation) on 15<sup>th</sup> 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.</li> </ul>

## 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"> <li>▪ Proposals and results on FDRs (Fast Delivery Reports 70% of court reports) are incorporated into diversity grid.</li> <li>▪ Diversity Grid is reviewed at each EDAG meeting.</li> </ul>	<p>June 2010</p> <p>Quarterly</p>	<p>ISU</p> <p>EDAG</p>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 27/09 Review of all aspects of Diversity Grid in relation to gender: <ul style="list-style-type: none"> <li>- women make up approximately 12% of the total number of offenders that we work with;</li> <li>- higher proportions of women successfully complete Community Payback with a continual overall increase for men and women over the last few years;</li> <li>- 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 can lead to loss of accommodation and children, making it harder to address causes of offending and working to reduce re-offending.</li> </ul> </li> <li>▪ 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.</li> </ul>

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Outcome	Actions	By when	By whom	RAG Status
2.2 Offenders with ADHD are given effective support to comply with Community Orders and Licence periods	<ul style="list-style-type: none"> <li>Examine feasibility of delivery of cognitive behavioural programme for offenders with ADHD.</li> <li>Explore pathways to treatment via GPs.</li> <li>Explore opportunities to develop a clear sustainable diagnosis and treatment framework and pathway in partnership with UK ADHD Alliance.</li> </ul>	<p>By 31 March 2011</p> <p>By December 2010</p> <p>By March 2011</p>	<p>Public Protection Manager</p> <p>Diversity Manager</p> <p>Diversity Manager</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>
2.3 Offenders who are dyslexic are given effective support to comply with Community Orders and Licence periods	<ul style="list-style-type: none"> <li>Explore pathways to effective support via ACHIEVE.</li> </ul>	By 31 March 2011	Diversity Manager	<ul style="list-style-type: none"> <li>This is being progressed but there are significant resource barriers identified.</li> <li>A Dyslexia pathway has been drawn up, consulted on and is expected to go to SMT before March 2011. This identifies resource barriers and how these may be addressed, some in conjunction with the Achieve project.</li> </ul>
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"> <li>DoR launched to staff.</li> </ul>	1 March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> <li>This has been much delayed but is now on track.</li> <li>This Directory is being made available with a summary leaflet and a team brief.</li> <li>A revised DoR was developed on the Lotus Notes database, this did not resolve the existing difficulties and a new database with search facilities is being developed by ISU, hence the new date.</li> </ul>

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Outcome	Actions	By when	By whom	RAG Status
2.5 Cheshire Probation communicates effectively with offenders	<ul style="list-style-type: none"> <li>Plain English templated letters uploaded on to the system.</li> </ul>	By March 2011		<ul style="list-style-type: none"> <li>A significant amount of work has taken place including writing new letters to close gaps in the process. This work is likely to be completed by December 2010 and launched January 2011.</li> </ul>
2.6 Services are improved for women offenders	<ul style="list-style-type: none"> <li>Focus groups are held with women offenders (see Women Offenders Action Plan).</li> </ul>	By March 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> <li>The process and aims have been developed and consultation groups will begin during the next quarter.</li> </ul>
2.7 Increased awareness across Service and agencies that domestic abuse crosses all diversity strands and appropriate interventions in place to address it	<ul style="list-style-type: none"> <li>Domestic Abuse Strategy formulated.</li> <li>Domestic Abuse Policy refreshed.</li> </ul>	July 2010 April 2011	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> <li>The Strategy is completed and launched.</li> <li>The policy refresh has been delayed. New date of April 2011.</li> </ul>
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"> <li>LDU staff trained to deliver new programme.</li> <li>New programme implemented across Cheshire Probation for all new orders.</li> </ul>	September 2010 October 2010	ACE (Interventions, Equality & Diversity)	<ul style="list-style-type: none"> <li>Relevant staff were trained 21-24 September 2010 and the new programme was implemented from October 2010.</li> <li>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.</li> </ul>

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

Outcome	Actions	By when	By whom	RAG Status
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"> <li>Amend PREM1 form to include sexual orientation and faith.</li> </ul>	February 2011	Diversity Manager	<ul style="list-style-type: none"> <li>The PREM1 form is being revised. This has been delayed as a court team will be reviewing this as part of their work and determining what needs to be asked at court and what is best discussed post-sentence where necessary support to address barriers may be more effective.</li> </ul>
2.10 The proportion of male staff increases from 26%	<ul style="list-style-type: none"> <li>Review outcomes of research carried out in relation to disproportionate levels of male staff.</li> </ul>	1 October 2010	EDAG	<ul style="list-style-type: none"> <li>The research outcomes were discussed at EDAG on 27 September and will be taken forward in some regional work later in the year. The results of that will be brought back to EDAG before March 2011.</li> </ul>
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"> <li>Bi-annual analysis of employment data.</li> <li>Introduce monitoring around sexual orientation and faith of staff.</li> </ul>	Bi-annual	EDAG HR	<ul style="list-style-type: none"> <li>This will be included in the Recruitment &amp; Selection Policy.</li> <li>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.</li> <li>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.</li> </ul>

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

Outcome	Actions	By when	By whom	
2.12 Increased levels of staff and manager confidence in appraisal and performance review process	<ul style="list-style-type: none"> <li>Research report to SMT.</li> <li>Actions identified to take forward.</li> </ul>	1 August 2010  1 September 2010	Diversity Manager SMT / AMT	<ul style="list-style-type: none"> <li>Summary of research was provided to SMT in December.</li> <li>Report of MA summary accepted by SMT and outcomes will be incorporated into further work of the Trust re appraisal and succession planning.</li> </ul>
2.13 The new reasonable adjustments procedures prove effective in developing managers' confidence to assist and support staff to access reasonable adjustments	<ul style="list-style-type: none"> <li>Disabled staff consulted and procedures revised.</li> <li>Reasonable adjustments procedures revised.</li> <li>Revised procedures approved by SMT.</li> <li>New procedures launched.</li> <li>Staff survey to include question identifying whether confidence levels for managers have increased.</li> <li>Workshops for remaining managers.</li> </ul>	15 July 2010  30 September 2010  1 November 2010  1 December 2010  31 March 2011  End February 2011	Diversity Manager Diversity Manager  SMT  SMT  Diversity Manager	<ul style="list-style-type: none"> <li>Disabled staff were consulted and procedures revised. A final draft of the revised procedure is near completion. Until this is in place, staff will continue to use the existing procedures which have proved effective and helpful.</li> <li>Staff continue to be provided with a leaflet about reasonable adjustments at staff induction and the main points discussed.</li> <li>2 x workshops on reasonable adjustments have now taken place. Any new managers will also be trained at workshops to be planned each year. HR finalising revised reasonable adjustments procedure which will be launched once complete.</li> </ul>
2.14 The organisation has an effective, lawful recruitment and selection policy and procedures	<ul style="list-style-type: none"> <li>Recruitment and selection policy and procedure finalised and launched.</li> </ul>	March 2011	ACE (Corporate Services)	<ul style="list-style-type: none"> <li>In draft.</li> <li>Handbook on procedures for managers has been completed and the policy is being finalised. Expected by March 2011.</li> </ul>

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

Outcome	Actions	By when	By whom	
2.15 Cheshire Probation takes forward implications of changes to anti-discrimination legislation arising from Equality Act 2010 (see action 1.3)	<ul style="list-style-type: none"> <li>Report to SMT of implications.</li> </ul>	November 2010	Diversity Manager	<ul style="list-style-type: none"> <li>Report went to SMT and implications were discussed and agreement to put this in place.</li> </ul>
	<ul style="list-style-type: none"> <li>Draw up a leaflet to staff of implications and changes arising from Act.</li> </ul>		Diversity Manager	<ul style="list-style-type: none"> <li>Initial email sent to staff and leaflet developed and sent out to staff.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that staff induction script and handouts reflect changes from new Act.</li> </ul>	From October 2010	Diversity Manager	<ul style="list-style-type: none"> <li>Update of Act sent by ACE with Diversity and Equality responsibility.</li> </ul>
	<ul style="list-style-type: none"> <li>Policies updated to reflect new Act including Recruitment and Dignity at Work.</li> </ul>	Ongoing	ACEs/HR	<ul style="list-style-type: none"> <li>This has been incorporated.</li> </ul>
	<ul style="list-style-type: none"> <li>EIA template to incorporate changes to law and Human Rights law also.</li> </ul>	By March 2011	Diversity Manager	<ul style="list-style-type: none"> <li>Work has started.</li> </ul>
	<ul style="list-style-type: none"> <li>Recruitment application form to be redesigned to remove health questions and ensure compatibility with new Act.</li> </ul>		HR	<ul style="list-style-type: none"> <li>Template amended and to be discussed at SMT before launch.</li> </ul>
<ul style="list-style-type: none"> <li>Reasonable adjustments training to incorporate understanding from discrimination 'arising from disability'.</li> </ul>	By October 2010	Diversity Manager	<ul style="list-style-type: none"> <li>The recruitment application was updated as of the 1 October 2010.</li> </ul>	
				<ul style="list-style-type: none"> <li>Diversity Manager has incorporated this into the training for managers.</li> </ul>

Outcome	Actions	By when	By whom	
	<ul style="list-style-type: none"> <li>▪ Reasonable adjustments procedures to reflect changes from the Act.</li> <li>▪ 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.</li> <li>▪ Identify what gaps there are in relation to reasonable adjustments for service users and begin to address</li> <li>▪ Report to SMT</li> <li>▪ Provide guidance around understanding the implications when arising from the positive equality duty (with effect from April 2011)</li> <li>▪ To action implications arising from changes to default retirement age.</li> </ul>	<p>By March 2011</p> <p>Ongoing</p> <p>Ongoing</p> <p>June 2011</p> <p>As codes of practice and other information is made available In place by April 2011 for October 2011</p>	<p>HR</p> <p>HR</p> <p>ACE (Interventions, Equality &amp; Diversity) / Diversity Manager Diversity Manager</p> <p>Diversity Manager</p> <p>HR</p>	<ul style="list-style-type: none"> <li>▪ HR are finalising revised procedures and will incorporate into the new Act.</li> <li>▪</li> <li>▪ Work has already begun re Dyslexia and ADHD.</li> <li>▪ Existing available information of implications has been provided to SMT in September 2010.</li> <li>▪ HR appraised of possible implications prior to report to SMT.</li> <li>▪ This is in place and being addressed.</li> </ul>