

## Cheshire Probation Area Single Equality Scheme - 2009/2012

Year 1 2009-10: Quarter 3 Review: October - December 2009

	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	

### Objective 1 – Publishing and reviewing the SES

Outcome	Actions	By when	By whom	General duty covered	RAG Status
1.1 Develop a compliant SES	<ul style="list-style-type: none"> <li>Review of the existing Race, Gender and Disability Equality Schemes.</li> <li>Timetable produced to achieve deadline and incorporate dates SES to SMT and Board.</li> <li>Responsibilities allocated.</li> </ul>	31 March 2009	Chief Officer / Assistant Chief Officer Equality and Diversity / Diversity Manager	1-12	<ul style="list-style-type: none"> <li>Review conducted / Report to Panel / Timetable produced in early January.</li> <li>Scheme approved at Board 27 March 2009.</li> </ul>
1.2 Raise awareness of the Scheme and compliance with the duty	Launch the scheme and develop communications to engage all staff.	April to June 2009	Assistant Chief Officer Equality and Diversity / Diversity Manager	1-16	<ul style="list-style-type: none"> <li>Communications materials prepared in March 2009.</li> <li>Summary SES leaflet written and distributed to all staff.</li> </ul>
1.3 Review and revise SES 2009 – 12 annually and the functions and practices	Annual reports on progress and revisions as appropriate.	Annually in March	Diversity Lead / Area Board / Chief Officer	1-12	<ul style="list-style-type: none"> <li>Quarterly reports to EDAG and Diversity Panel.</li> <li>Apr - Jun 2009 / Jul - Sept 2009 / October to December 2009.</li> </ul>

Objective 2 – Improving performance increasing access across service delivery and employment practice					
Outcome	Actions	By when	By whom	General duty covered	RAG Status
<b>Service delivery</b>					
2.1 SLA (Diversity Grids) assist to develop fair outcomes across functions	<ul style="list-style-type: none"> <li>SLA (Diversity Grid) reviewed quarterly at EDAG.</li> <li>Recommendations to SMT.</li> <li>Feedback to Diversity Panel.</li> <li>Practice changes put in place.</li> <li>Monitoring to determine if effective.</li> <li>Contribute to regional decision making to extend monitoring on age beyond under 25 and over 26 years of age.</li> </ul>	Quarterly  March 2010  March 2011	ACO Equality and Diversity / Diversity Manager ACO Equality and Diversity ACO Equality and Diversity Regional Diversity Grids group	1-13	Data from SLA diversity grids were considered and analysed at EDAG 11 June, 10 September and 10 December with recommendation for action to SMT and subsequent feedback as to decisions made from SMT to Diversity Panel and EDAG.
2.2 Monitoring for disability of offenders maintained at 97%	<ul style="list-style-type: none"> <li>Continue to monitor monitoring levels at monthly intervals.</li> <li>Implement action plans again should levels drop.</li> </ul>	Monthly  As required	Diversity Manager  Diversity Manager	4, 7  4, 7	Monitoring levels maintained at 99.99% from June 2009.



Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.4 Staff have easily accessible, useful and effective shared resource directory to assist working with offenders	<ul style="list-style-type: none"> <li>Identify and map information and resources including voluntary organisations.</li> <li>Develop resources directory.</li> <li>Launch directory and promote services.</li> <li>Set up network to be able to update directory.</li> </ul>	<p>September 2009</p> <p>January 2010</p>	Diversity Manager	1-15	<ul style="list-style-type: none"> <li>Mapping has begun.</li> <li>Timescale amended to March 2010.</li> <li>Work progressing - awaiting Steria to finalise this.</li> </ul>
2.5 Offenders with mental health problems get effective, appropriate and timely support	<ul style="list-style-type: none"> <li>Provide training for staff to understand some symptoms of mental health problems.</li> <li>Include resources on mental health to resources directory.</li> </ul>	<p>Rollout began March 2009</p> <p>January 2010</p>	<p>Training</p> <p>Diversity Manager</p>		<ul style="list-style-type: none"> <li>Training has taken place. Staff identified training as effective in feedback.</li> <li>Mental Health resources to be included on the resources directory - directory to be launched early January 2010.</li> <li>Directory not in place yet as awaiting work carried out by external suppliers.</li> </ul>

Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.6 Improved access to information for service users	<ul style="list-style-type: none"> <li>• Collate all letters, templates and information sent to victims and offenders.</li> <li>• Work with external organisation to identify readability and improve communication sent out to service users.</li> <li>• Template all information on to the shared database.</li> <li>• Launch revised letters etc.</li> <li>• Promote improved templates.</li> <li>• Monitor outcomes.</li> <li>• Report to EDAG.</li> <li>• All new actions letters to be translated over time and stored on adjacent site to templated letters.</li> </ul>	March 2009 - September 2009	Diversity Manager	4-7, 9	<ul style="list-style-type: none"> <li>• Means of communication were identified and collated.</li> <li>• Communications sent to external organisation.</li> <li>• Report from organisation identified literacy levels and suggested changes to be made.</li> <li>• Templates were changed.</li> <li>• Communications to offenders has been process mapped and is being templated with other forms, etc.</li> </ul>

Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.7 Service users who are dyslexic get appropriate support	<ul style="list-style-type: none"> <li>• Offenders on ETE are screened for dyslexia.</li> <li>• Review of screening data to assess levels of need in relation to support and education psychologist assessment.</li> <li>• Offenders on Skills for Life have access to both assessments: initial and Education Psychologist assessment via Education establishments.</li> </ul>	<p>Ongoing</p> <p>June 2009</p> <p>Ongoing</p>	ETE SPO	4, 6, 9	<ul style="list-style-type: none"> <li>▪ Monitoring by EASE project of needs around dyslexia.</li> <li>▪ Awaiting outcomes - these have not been provided despite requests to organisation.</li> <li>▪ Currently, mentors are provided to offenders who need support, including around dyslexia.</li> <li>▪ Currently can't access Education Psychologist assessments as cost is prohibitive.</li> <li>▪ Exploring opportunities to access this support via disability organisations.</li> </ul>
2.8 Services improved for women offenders	<ul style="list-style-type: none"> <li>• Working group convened to develop action plan.</li> <li>• Working group reports to SMT.</li> <li>• SMT determines actions.</li> <li>• Action plan implemented.</li> <li>• Monitoring identified.</li> <li>• Outcomes across gender analysed for disproportionality.</li> <li>• Inequalities identified and plans for addressing them raised.</li> </ul>	From April 2009	ACO (Interventions, Equality and Diversity)	10, 12	<ul style="list-style-type: none"> <li>• Action plan developed by multifunction / cross-grade project group.</li> <li>• Progress of action plan monitored at 11 June, 10 September and 10 December quarterly meetings by EDAG.</li> <li>• Feedback of progress to Diversity Panel 27 May, 7 September and 2 December 2009.</li> <li>• All actions on track.</li> </ul>

Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.9 Increased awareness across Service and agencies that domestic abuse cuts across all diversity strands	<ul style="list-style-type: none"> <li>Cheshire Domestic Abuse Partnership 'Breaking Down The Barriers' Conference takes place.</li> <li>Work identified to broaden awareness.</li> <li>Report to SMT.</li> <li>Analysis of existing caseload to determine numbers of cases of domestic abuse beyond heterosexual male perpetrators.</li> </ul>			1-7, 10-12	<ul style="list-style-type: none"> <li>Report to SMT following conference in April 2009.</li> <li>Awaiting data requested from teams re numbers of domestic abuse cases where perpetrators are not heterosexual males.</li> <li>Review of domestic abuse strategy and policy planned March 2010.</li> </ul>
2.10 Victim survey and SLA diversity grid show increased contact and satisfaction level from BME victims	<ul style="list-style-type: none"> <li>Victim liaison unit (VLU) continues to liaise with the Police to improve reporting.</li> <li>EDAG monitors Victim contact data and reports levels.</li> <li>Improved levels of ethnicity monitoring of victims.</li> <li>Relevant data from Victim survey on EDAG agenda.</li> </ul>	Ongoing	Victim Liaison Unit SPO	1-3, 14	<ul style="list-style-type: none"> <li>Effective systems are now in place.</li> <li>Monitoring from VLU shows continuous improvement.</li> <li>Jan-Dec 2008 showed that 87% of the male and 98% of the female victims identified were contacted.</li> <li>Jan-Jun 2009 shows 100% victims identified were contacted.</li> <li>In both periods 100% of BME and WME victims were contacted, however ethnicity data improved so more identified in 2009.</li> <li>In Jan-June 2009 there was a greater proportion overall of victims taking up contact.</li> </ul>



Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.11 Effective intervention in place to address Racially Motivated behaviour	<ul style="list-style-type: none"> <li>• Intervention identified.</li> <li>• Training provided.</li> <li>• Communication with sentencers.</li> <li>• Identification of completion targets.</li> <li>• Monitoring of completion rates.</li> </ul>	From February 2009		3	<ul style="list-style-type: none"> <li>• Against Human Dignity decided as appropriate intervention.</li> <li>• Training was provided May 2009.</li> <li>• Courts informed about new Specified Activity.</li> <li>• 5 offenders being taken through Activity as at 10 September.</li> <li>• Article in community newsletter.</li> <li>• CRAMS code required to enable effective monitoring.</li> </ul>
2.12 Identify and improve levels of faith monitoring for offenders	<ul style="list-style-type: none"> <li>• Report to EDAG to identify levels of faith monitoring of offenders.</li> <li>• EDAG proposes to SMT possible follow-up action.</li> <li>• Question included in offender survey.</li> <li>• Analysis identifies levels of satisfaction.</li> <li>• Report to EDAG.</li> <li>• Proposals to SMT.</li> <li>• Determine whether any disproportionality for offenders who are Muslim.</li> </ul>	March 2012		1-3, 14	<ul style="list-style-type: none"> <li>▪ Offenders currently asked about religious observation to assist in supporting through supervision and requirements.</li> </ul>

<b>Employment practice</b>					
<b>Outcome</b>	<b>Actions</b>	<b>By when</b>	<b>By whom</b>	<b>General duty covered</b>	<b>RAG Status</b>
2.13 Employment figures across race, gender, disability show no disproportionality	<ul style="list-style-type: none"> <li>• Employment figures on agenda at EDAG twice a year.</li> <li>• EDAG proposes actions to SMT.</li> <li>• Structures put in place to address any disproportionality.</li> <li>• Monitoring outcomes in relation to LGB also.</li> <li>• Monitoring identifies comparable levels across all groups.</li> </ul>	March 2012	HR Manager / Diversity Manager	1-6, 10-13, 15	<ul style="list-style-type: none"> <li>• Employment data on EDAG agenda 11 June 2009 disproportionality raised in relation to retention re males only issue, however re-monitoring in September showed no disproportionality.</li> <li>• Men continue to form less than 30% of the workforce (National issue).</li> <li>• Monitoring across all groups will continue each quarter.</li> </ul>
2.14 Staff survey shows increased levels of satisfaction across all staff groups	<ul style="list-style-type: none"> <li>• ACO meets with all staff support groups.</li> <li>• Staff survey results considered and how to address.</li> <li>• Report to EDAG.</li> <li>• Proposals to SMT.</li> <li>• Next staff survey data compared to that of 2008.</li> <li>• Report to SMT from EDAG.</li> </ul>	Beginning June 2009	ACO (Interventions Equality and Diversity) / Diversity Manager	1-12, 15	<ul style="list-style-type: none"> <li>• ACO met with Access groups and offered to meet other groups.</li> <li>• Feedback from Access (10 September) fed into reasonable adjustment procedure currently being revised.</li> <li>• ACO offer to attend CMESN and Aware not taken up.</li> </ul>

Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.15 Disabled staff are confident to state they have a disability and ask for reasonable adjustments to be made	<ul style="list-style-type: none"> <li>• ACO meets with Access group to discuss outcomes from staff survey.</li> <li>• Disabled staff draw up FAQ.</li> <li>• Report to EDAG/SMT.</li> <li>• Actions identified and addressed.</li> <li>• Staff survey shows increased confidence.</li> </ul>	From June 2009	ACO (interventions Equality and Diversity)	4-7	<ul style="list-style-type: none"> <li>• Meeting took place (see 2.14).</li> <li>• Discussion at Access re increasing disabled staff confidence and how to improve reasonable adjustments procedure including an updated procedure. All actions identified at the meeting have been progressed. Will await next survey result.</li> </ul>
2.16 Disabled staff changing jobs or moving to a new office get reasonable adjustments identified and put in place prior to move taking place	<ul style="list-style-type: none"> <li>• Discussion at EDAG.</li> <li>• Internal transfer form amended to include this information.</li> <li>• Form included as part of reasonable adjustments procedure.</li> <li>• Staff survey enables Area to identify improvements for disabled staff transferring jobs or offices.</li> </ul>	April 2009	HR Manager / Diversity Manager	4-7	Form amended to include this issue, also in text in a revised procedure.

Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.17 Disabled staff get reasonable adjustments made	<ul style="list-style-type: none"> <li>Reasonable adjustments procedure revised with Access group.</li> <li>Procedures published and launched.</li> <li>Summary leaflet drawn up and included in induction pack and application packs.</li> <li>Summary leaflet provided to the Diversity Panel.</li> <li>Reasonable adjustments discussed in team meetings.</li> <li>Disabled staff report reasonable adjustments made in a timely fashion.</li> </ul>	By November 2009	Diversity Manager	7	<ul style="list-style-type: none"> <li>Revised reasonable adjustment procedure in place.</li> <li>Summary leaflet has been developed and is being included in application packs, induction packs to new staff and sent to all staff.</li> </ul>
2.18 An effective recruitment and selection policy and procedure developed including race equality employment duties	<ul style="list-style-type: none"> <li>Review gaps in race equality monitoring data.</li> <li>Review evidence from monitoring and outcomes from staff survey results.</li> <li>Close gaps in race equality employment monitoring data in relation to training (take up and access), performance appraisals and capability and appointments made.</li> <li>Set up processes to monitor outcomes and report quarterly.</li> </ul>	Begin April 2009	HR Manager	1-15	<ul style="list-style-type: none"> <li>EIA carried out on previous policy in 2005, which has been used in development and consideration of new policy.</li> <li>Research undertaken with different staff and data analysed to identify gaps in policy and any concerns.</li> <li>Policy being drafted. Resource issues in HR have delayed this further and now a final draft is not expected until September.</li> <li>Gaps in easily accessing employment data still and being unable to report about take up and</li> </ul>

	<ul style="list-style-type: none"><li>• Improve monitoring collation and analysis across race, gender, disability and age.</li><li>• Set up reporting employment equality data quarterly to EDAG.</li><li>• Involve cross grade groups and staff networks in equality impact assessment.</li><li>• Identify opportunities for discretion, decision making and subjectivity.</li><li>• Establish monitoring processes with clear reporting outcomes.</li></ul>				access to training. This has to be done manually and is time consuming.
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Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.19 The Area is able to demonstrate fair outcomes in relation to employment practice across race, disability, gender and age	<ul style="list-style-type: none"> <li>Publish data annually on the website.</li> <li>Identifying and beginning to address monitoring in relation to age.</li> </ul>	Annually	HR Manager / Diversity Manager	1-12  13	Data published as appendix to SES on website (31st of March 2009).
2.20 The Area can identify any disproportionality in employment practice around sexual orientation and faith	<ul style="list-style-type: none"> <li>Identify level of monitoring within the other probation area/trusts.</li> <li>Survey staff as to confidence to report.</li> <li>Determine monitoring to be undertaken.</li> </ul>	March 2012	HR Manager / Diversity Manager	14-15	<ul style="list-style-type: none"> <li>Staff survey showed some disproportionality across some outcomes.</li> <li>Working with LGB group to identify ways forward.</li> </ul>
2.21 Staff have increased confidence to challenge discrimination	<ul style="list-style-type: none"> <li>Continue to roll out training across the Area in challenging discrimination.</li> <li>Staff report increase in confidence.</li> <li>Reduction in bullying and harassment.</li> </ul>	From December 2008	Staff Development and Training	1-15	<ul style="list-style-type: none"> <li>Training rolled-out.</li> <li>Staff feedback suggests increase in confidence.</li> <li>Lower numbers reported of bullying and harassment.</li> </ul>

Outcome	Actions	By when	By whom	General duty covered	RAG Status
2.22 Increased levels of staff and manager confidence in appraisal and performance review process	<ul style="list-style-type: none"> <li>Research presented to SMT</li> </ul>	April 2009	Diversity Manager	1-12, 16	<ul style="list-style-type: none"> <li>Research was completed July 2009.</li> <li>Report for SMT expected January 2010.</li> </ul>
2.23 Determine reasons for disproportionate levels of male staff within the Area	<ul style="list-style-type: none"> <li>Identify position in other areas/trusts</li> <li>report to EDAG</li> </ul>	March 2012	Diversity Manager	12	<ul style="list-style-type: none"> <li>An agenda item for December EDAG, moved to February.</li> <li>This is being monitored but is a national issue and requires national as well as local work.</li> </ul>
2.24 The Area is able to provide effective support for Trans staff and service users and those transitioning	<ul style="list-style-type: none"> <li>Awaiting national procedures</li> </ul>			10-12	National guidance not yet received, regional guidance developed awaiting agreement from Trans group working with NOMS.

<b>Objective 3 – Meeting legal requirements, including equality duties</b>					
<b>Outcome</b>	<b>Actions</b>	<b>By when</b>	<b>By whom</b>	<b>General duty covered</b>	<b>RAG Status</b>
3.1 Area continues to impact assess policies and procedures	<ul style="list-style-type: none"> <li>Define the process of impact assessment review.</li> <li>Schedule of policies determined and agreed.</li> <li>Determine staff needs for training on impact assessment.</li> <li>Identify trainer.</li> <li>Training provided for staff needing it.</li> <li>Staff demonstrate increased confidence to carry out impact assessments.</li> <li>Impact assessments quality assured at EDAG.</li> </ul>	July 2009	SMT / Diversity Manager	1-15	<ul style="list-style-type: none"> <li>Schedule of policies revised.</li> <li>Equality impact assessments continue to pick up any disproportionality with actions put in place to address this.</li> <li>Monitoring is in place to identify further disproportionality.</li> <li>New process with accompanying resource pack and process map to be agreed by SMT February 2010 and launched by March 2010. Staff training on impact assessment to be considered by SMT February 2010.</li> <li>All policies have had initial screening, reviewed and form completed.</li> <li>EIA - Accredited Programmes, Community Payback, Equal Opportunities in Service Delivery Policy.</li> </ul>
3.2 Equality impact assessments published on the Area web-site	<ul style="list-style-type: none"> <li>Process developed.</li> <li>Designated space on the website determined.</li> <li>Impact assessments published.</li> </ul>	August 2009	Diversity Manager / ISU	1-15	<ul style="list-style-type: none"> <li>The new website is in place and a page designated for EIA. These will shortly begin to be uploaded.</li> <li>Policies and relevant EIAs have begun to be uploaded.</li> </ul>

Outcome	Actions	By when	By whom	General duty covered	RAG Status
3.3 Outcomes of surveys and audits monitorable by ethnicity, gender, disability, age and where possible faith and sexual orientation	<ul style="list-style-type: none"> <li>Determine scope, capacity, resources necessary and timescale.</li> </ul>			1-15	Diversity Manager now consulted on different surveys as they are being drawn up. This is to maximise potential for identifying disproportionality across groups by using existing resources more effectively.
3.4 The Area can access an effective disability panel (of/for) for involvement on policy development and review	<ul style="list-style-type: none"> <li>Map potential groups.</li> <li>Identify potential to sharing facility with other criminal justice agencies.</li> <li>Determine requirements.</li> <li>Meet with potential panel members.</li> <li>Determine panel.</li> <li>Provide training to panel.</li> </ul>			4-6, 8, 9	Discussions have begun to identify potential for using this panel.
3.5 Continuation of utilising CHAWREC BME panel for policy development and consider further development of consultation mechanism	<ul style="list-style-type: none"> <li>Minimum of 2 challenge events is set to fill 09/10.</li> <li>Meeting with CHAWREC to explore options and costings.</li> </ul>	Ongoing By July 2009	ACO (Interventions, Equality & Diversity)  ACO / Diversity Manager	1-3	Two policies identified for possible consultation currently being Equality Impact Assessed: <ul style="list-style-type: none"> <li>Unpaid Work</li> <li>Accredited Programmes</li> </ul> Costings and options explored with CHAWREC re development of a specialist panel. No current additional resources available.

Outcome	Actions	By when	By whom	General duty covered	RAG Status
3.6 Recognition of impact of Human Rights legislation for Area and action plan to address gaps	<ul style="list-style-type: none"> <li>Await guidance from REAG.</li> </ul>			16	Guidance not yet made available.