



## **THAMES VALLEY PROBATION**

### **SINGLE EQUALITY SCHEME**

**2009 – 2012**

### **OUR DIVERSITY STATEMENT**

**Thames Valley Probation aims to provide an environment in which everyone feels valued, respected and motivated to contribute their best.**

**We will work to develop and promote a culture in which everyone recognises and values the diversity of our employees, job applicants, trainees, partners, offenders, victims and beneficiaries.**

**We aim to provide an environment free from discrimination, harassment and bullying in which everyone we relate to is treated fairly.**

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## Foreword

Thames Valley Probation (TVP) is committed to eliminating inequalities in our employment of staff and in the services we deliver to the community.

In this, our first Single Equality Scheme (SES), we give our public commitment to meeting our legal duties under equality legislation. Here, we describe how we will develop services and solutions to deal with issues of inequality in ways that meet the needs of individuals, whatever their needs, backgrounds and experiences. At the same time, we demonstrate our commitment to valuing difference in our service and in the communities which we serve.

Our Single Equality Scheme describes how TVP will try to fulfil its legal duties to promote equality of opportunity and avoid discrimination.

In producing this Single Equality Scheme we have merged existing Race, Disability and Gender Equality Schemes. We welcome this harmonisation of our approach to equality and human rights. We look forward to extending our next scheme to include full consideration of equality in relation to religion and belief, age and sexual orientation.

This is a living document designed to effect change. We want to encourage staff, service users and our partners to help us meet the challenges and opportunities presented by equality legislation and welcome comments and suggestions from any interested parties.

The scheme will be reviewed and republished at three yearly intervals. The Action Plan will be reviewed annually and we will update our website ([www.thamesvalleyprobation.gov.uk](http://www.thamesvalleyprobation.gov.uk)) to reflect any changes.

To tell us what you think, or request this information in another format such as large print or another language, write to the Chief Officer, Gerry Marshall, at:

Thames Valley Probation Head Office  
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# **1. BACKGROUND AND INTRODUCTION**

## **1.1 The Probation Service and the NOMS Agency**

The Ministry of Justice oversees the work of the Probation Service through the National Offender Management Service (NOMS) which was established in April 2008. NOMS has responsibility for providing the highest quality correctional services and interventions in order to protect the public and reduce reoffending. From April 2009 regional Directors of Offender Management will commission these services from the public, private and third sectors.

The current 42 local Probation Boards/Trusts deliver NOMS' business aims and objectives in the local areas and by doing so are working to the strategic and business plans of NOMS for 2009-10 and 2010-11, announced in Parliament on 4 February 2009.

The aims of the Probation Service are:

- Protecting the public
- Reducing reoffending
- The proper punishment of offenders in the community
- Ensuring offenders' awareness of the effects of crime on victims and communities
- The rehabilitation of offenders.

Probation staff work to achieve all of the above. They supervise offenders, identify and deliver interventions that aim to change offending behaviour and respond to needs that are linked to that behaviour. Staff enforce court orders and manage the risk of those serving sentences in the community as well as those released from prison.

Our victim contact work keeps victims of serious violent and sexual crimes informed of progress in sentences passed on perpetrators. This work also helps them to be involved in discussions about release plans.

## **1.2 Thames Valley Probation**

Thames Valley Probation is one of 42 local Probation Boards that deliver NOMS' aims and objectives in the local areas. Thames Valley Probation Board oversees probation work within the Thames Valley. The Board is answerable to the Minister of Justice through the Director General.

The mission, values and strategic aims that characterise Thames Valley Probation are set out below.

**OUR MISSION: Our job is to protect the public in the Thames Valley and turn offenders away from committing further crime.**

This is communicated by our strap-line:

**Less Reoffending – Fewer Victims**

**OUR VALUES: Our staff are committed to the following values:**

- Service delivery and customer focus come first
- We work with partners to further community safety, social inclusion and public protection
- We are forward looking, responsive and proactive in dealing with the changing environment
- We treat all people fairly, openly and with respect
- We challenge attitudes and behaviour which result in crime and cause distress to victims
- We promote equality of opportunity and value diversity in all aspects of our work
- We encourage and foster innovation, creativity and continuous improvement
- We will be fit for purpose and able to hold our own in a competitive world

**OUR STRATEGIC AIMS:**

- To be a high performing Probation Trust, to protect the public and reduce reoffending
- To maximise the benefits of working with external partners to manage demand, increase income, improve access to services and demonstrate efficiency
- To deliver effective processes, liaison and systems across the whole organisation
- To develop a confident, skilled, enthusiastic and diverse workforce with the capacity to innovate to achieve our mission

- To become a nationally recognised lead provider of choice
- To ensure all work is value for money driven
- To have the high quality support services required to achieve organisational change
- To work to a strategic direction with effective supporting business planning, quality processes and sound leadership.

## 2. OUR LEGAL DUTIES UNDER EQUALITY LEGISLATION

### 2.1 Relevant Legislation

Legislation relevant to this Single Equality Scheme includes:

Equal Pay Act 1970  
 Sex Discrimination Act 1975  
 Race Discrimination Act 1976  
 Disability Discrimination Act 1995  
 Race Relations (Amendment) Act 2000  
 Disability Discrimination Act 2005  
 Equality Act 2006

### 2.2 General and Specific Duties

In the three equality areas of race, gender and disability public authorities have a **general duty** to promote equality and a **specific duty** to publish equality schemes that set out how the general duty will be met. Each area of equality has slightly different general duties.

### 2.3 Gender, Race and Disability – General Duties Summarised

The general duties which Thames Valley Probation is subject to under the legislation are set out below

#### **Race Equality Duty**

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

#### **Disability Equality Duty**

4. Eliminate unlawful discrimination
5. Eliminate harassment of disabled people
6. Promote equality of opportunity between disabled people and others

7. Take account of disabled people's disabilities, even where that involves treating them more favourably than others
8. Promote positive attitudes towards disabled people
9. Encourage participation by disabled people in public life.

### **Gender Equality**

10. Eliminate unlawful discrimination
11. Eliminate unlawful harassment
12. Promote equality of opportunity between men and women

## **2.4 Race Equality - Specific Duties**

**Specific duties** under Race Equality require public authorities to:

- Assess and consult on the likely impact of policies and practices and those proposed in the future on the promotion of race equality.
- Monitor for any adverse impact of our policies and practices on race equality and publish the results of that monitoring
- Monitor all relevant HR practices that relate to employment and review these every 3 years
- Train staff
- Publish a race equality scheme

The Race Relations (Amendment) Act 2000 requires all listed public authorities subject to the specific duties to carry out a statutory review every three years of their list of functions, policies and proposed policies for relevance to the general statutory duty. Results of such reviews are used to inform each new Race Equality Scheme.

## **2.5 Disability Equality - Specific Duties**

**Specific duties** under the Disability Equality Duty include:

- Publishing a Disability Equality Scheme that shows how disabled people have been included in its development
- Gathering information and using that information to set objectives
- Performing impact assessments
- Putting in place an Action Plan to meet the general duty and having arrangements in place to review its effectiveness on a three year cycle that includes annual review.

The Disability Equalities duty builds on progress made under the Disability Discrimination Act 1995 which established the following definition of disability:

**‘A physical or mental impairment which has a substantial and long term adverse effect on an individual’s ability to carry out normal day to day activities’**

This is the definition of disability that is understood throughout this equality Scheme.

## **2.6 Gender Equality – Specific Duties**

The **specific duties** require that we:

- Publish a gender equality scheme and action plan
- Review the scheme three yearly and the action plan each year
- Collect and use information to meet the duties and review the effectiveness of the action plan
- Impact assess
- Consult relevant employees, service users and others, including trade unions

The requirements under the general duty to eliminate unlawful sex discrimination and harassment also include discrimination and harassment on the basis of gender reassignment.

The promotion of equal opportunities between women and men requires public authorities to recognise that the two groups are not starting from an equal footing and identical treatment will not always be appropriate.

## **2.7 Aims under the Employment Duties**

Thames Valley Probation employs around 800 staff, including sessional and part-time staff, and the Board is therefore subject to the full range of employment duties. The Thames Valley Probation Board is committed to a policy of equal opportunity for all staff, regardless of all irrelevant factors such as ethnic origin, religious belief, gender, age, sexual orientation or disability.

The current Diversity Strategy has two main aims in relation to the employment duties within the scheme:

- Establishment of a staff group that reflects and is representative of the population we serve
- Create confidence in our staff so that their diversity and contribution is fully recognised and valued.

There are already in place specific targets for levels of representation, retention and career progression of people from black and ethnic minority groups at a national and regional level. The Thames Valley Probation Board is committed to meeting its statutory employment duties and going beyond them to ensure that all have equality of opportunity in recruitment, career progression and staff development.

Thames Valley Probation published its first Disability Equality Scheme in 2006.

### **3. CONSULTATION AND INVOLVEMENT OF DIFFERENT GROUPS IN THE DEVELOPMENT OF THE SCHEME**

This scheme integrates the previous single strand equality schemes on gender, race and disability. We have used information from these schemes that was gathered by direct engagement with people most directly affected by the equality strand under consideration.

#### **3.1 Obtaining the views of disabled people**

In line with the specific duty to demonstrate how disabled people are involved in the development of the disability equality scheme, the details of our consultation processes with disabled people are set out below.

Before embarking on consultation in connection with the disability strand Thames Valley committed itself to the following consultation standards:

- Ensure accessibility of venues and equipment
- Events to be at reasonable times and dates, with sufficient times and dates, with sufficient notice to make it possible for people to attend
- Ensure needs are met by request (e.g. induction loops, large print, etc).

We involved disabled people in a number of ways:

- We shared information and work on developing a joined up approach with Local Criminal Justice Boards (LCJBs)

- A specific invitation was sent to members of the Disability Equality Group (DEG) and to all staff who have reported a disability asking them to attend staff focus groups to discuss scheme elements, priorities and monitoring
- Offenders resident in any of our 5 Approved Premises who have a disability were given questionnaires and invited to attend focus groups to discuss the scheme
- A focus group was also convened specifically for us to obtain the views of Partner Agencies with which we work.

We approached these organisations and asked for their contributions:

- Against Breast Cancer
- Child Brain Injury Trust,
- Dialability
- Oxford Association for the Blind
- Oxfordshire Learning Disability
- Terence Higgins Trust
- Revolving Doors Agency
- MIND
- Elmore Team
- Bucks Association for the Blind and Partially Sighted,
- Headway South Bucks
- Lymphoma Association
- National Society for Epilepsy,
- Power International
- Spinal Injuries Association
- Berkshire Autistic Society
- Berkshire Disability Information Network,
- Berkshire MS therapy network,
- British Colostomy Association
- British Dyslexia Association,
- Mencap
- West Berkshire, East
- Berkshire MIND

A number of these organisations have ongoing relationships with Thames Valley Probation that contribute to the delivery of our Single Equality Scheme. For example, the Oxford Association for the Blind designed specific training for one of our teams in conjunction with a visually impaired member of staff who had recently joined the organisation. The staff member worked with the trainers to develop an appropriate scheme of training. Others in this list represent areas where we need to develop work and relationships and development in this is referred to in our Action Plan.

### **3.2 More general consultation and involvement**

Consulting and involving staff and service users is a common thread across all equality strands and a number of methods were used that are relevant to gender, race and disability. The following list highlights key contributions/involvement but is by no means exhaustive:

- Senior managers contribute via individual and group discussion at the Senior Management Group
- Middle manager events are used to publicise the development of the scheme and invite contributions
- The draft scheme was sent to all staff for comment
- The draft scheme was considered by the Diversity in Service Delivery Group
- Disability Equality Staff Group and the Black Staff Group both contributed
- Staff satisfaction survey results
- Offender surveys, including one specifically for female offenders
- Sentencers' and Unpaid Work beneficiaries surveys
- Exit interviews with offenders
- JNCC meetings
- Feedback from partner agencies

During the course of this scheme we will be embedding consultation methods into our day-to-day work with offenders by setting up offender forums for each of our 5 divisions. We will also be reviewing our staff support groups and allocating a senior manager to each diversity strand. This manager will convene a staff meeting for those in their strand at least once a year.

## **4. KEY OBJECTIVES UNDER OUR SINGLE EQUALITY SCHEME**

- Levels of representation, retention and career progression of people from minority ethnic groups and disabled staff
- Provision of accurate and timely monitoring data on offenders
- Monitoring of service delivery targets and relative outcomes for white offenders and minority ethnic offenders to identify and address disproportionality
- Putting in place a mechanism to ensure that the potential negative impact of all functions and policies of the service on all minority groups is assessed and remedial action taken as appropriate
- Removal of barriers to services and employment within TVP, through consulting people about barriers they are facing

- Making sure we take the needs and views of minority groups into account, particularly in relation to the formulation of policy and practices around both service delivery and employment
- Ensuring we meet our legal duties
- Telling and training people about our responsibilities to prevent harassment, bullying and remove barriers: employees, managers, unions, partners, victims and offenders
- Improving by continuous monitoring, analysis of feedback and information collected, our ability to achieve equality by taking focused actions.

## **5. EMBEDDING EQUALITIES INTO THAMES VALLEY PROBATION**

The Chief Officer of Thames Valley Probation is a member of the local Probation Board and is also the lead officer responsible and accountable for ensuring that progress is made and commitments in this scheme ultimately met. In this, he is assisted by the Diversity Monitoring Group which is chaired by the Chief Officer and brings together Board members and senior managers.

This group is responsible for ensuring that Thames Valley Probation meets its own commitments to diversity and its responsibilities under equalities legislation. It will oversee and monitor progress against the ambitions of the Single Equality Scheme and has the key role in ensuring that activities undertaken under the terms of the Scheme are reviewed to ensure that they are effective in equalising opportunity and outcome.

For example, the newly developed Diversity Report is issued quarterly. It is provided to all managers, and through them, to their teams. It is also reviewed at all meetings of the Diversity Monitoring Group (DMG). Where any data suggests inequality of access or outcome, the DMG commissions additional work from relevant managers to clarify the situation. A report of this work is presented to the next meeting and it must include any corrective actions put in place, where these have been necessary.

This continuous monitoring process ensures that any developing inequalities can be tackled as soon as possible. During the course of this Scheme there will be further developments in the data collected and the range of activities and diversity strands that we are able to monitor in detail.

A good example of this process at work has come from a recently completed Pre-Sentence Report Audit which indicated some staff weaknesses in identifying and addressing the full range of diversity needs

in their assessments. Work is now under way to develop a gate-keeping tool that will ensure that no report goes to court without due attention having been paid to diversity issues and evidence of this being apparent in the sentence plan. Terms of reference for the Diversity Monitoring Group can be seen in Appendix D.

The Diversity in Service Delivery Group (DiSDG) also meets quarterly and is chaired by Thames Valley Probation's Director of Offender Management. This group brings together staff from across the Thames Valley from the range of roles, grades and functions. The group includes full and part-time staff, men and women across the age range, staff with disabilities and BME staff. Terms of reference for the Diversity in Service Delivery Group can be seen in Appendix D.

For some years there have been three staff support groups. These are for staff with, or affected, by disability, for black and ethnic minority staff and for lesbian, gay, bisexual and transgendered staff (LGBT).

The Disability Equality Group was formed as a result of work done on the first Disability Equality Scheme. It meets 6 times a year at a central location and has very clear terms of reference. Terms of reference for the Disability Equality Group can be seen in Appendix D.

Historically, the Black Staff Group has made a very valuable contribution to work within the service being the most significant champion of Thames Valley's work on developing and piloting specialist Think First programmes for Black and Asian offenders. Two senior managers have recently met with BME staff to talk with them about how the staff group might develop and change into the future. The outcomes of this meeting will be presented to the Leadership Event (July 2009), subsequent to which the necessary adjustments will be made to meet the needs of staff in these groups.

Terms of reference for the recently-convened meeting of black staff can be seen in Appendix D

The LGBT group foundered when a number of key staff contributors left the organisation. As part of the commitment to include sexual orientation in our next equality scheme attempts will be made to ensure that this forum is once more available to LGBT staff. To this end, the Diversity Manager is in contact with LAGIP and colleagues in other areas who can provide advice and expertise on how best to proceed.

The Chief Officer is committed to staff support groups and undertakes:

- To support and promote such groups within the organisation
- To ensure that all employees know about the groups and that those eligible to attend have access to them
- To attend one meeting of each staff support group per year, on invitation. At such meetings the effectiveness of the group, whichever it is, will be reviewed.

Thames Valley Probation also has a Diversity Manager post (part-time) and this will remain in place throughout the lifetime of this scheme.

## **6. THAMES VALLEY PROFILE: RACE**

### **6.1 Our communities and the people we work with: Race**

The Thames Valley Probation area comprises Oxfordshire, Berkshire and Buckinghamshire and is co-terminus with the Thames Valley Police area. The total population of the area is approximately 2.2 million people. In 2008 15.53 crimes were reported for every 1000 people in the area (Office of National Statistics/TV police figures).

2001 census data indicates a minority ethnic population of 13.25% in the Thames Valley as compared to a national figure of 13.01%. Slough has the highest proportion of minority ethnic groups at 41.68% and West Oxfordshire the lowest proportion at 4.39%. Changes in migration patterns resulting from international changes, including conflicts and EEA expansion, mean that the 2001 census data is very out of date.

In 2007 Thames Valley Police commissioned a piece of research into new and emerging communities in the Thames Valley which showed some communities have had very large rises in certain ethnic groups. Examples of this are a rise in Pakistani people in South Oxfordshire of 406% and a rise in black Africans in South Buckinghamshire of 325%.

Within the 42 probation areas, Thames Valley Probation has the fifth highest number of BME offenders in the country. We note that there is over representation of BME offenders in the prisons where our seconded staff work.

Ethnic monitoring is routinely and reliably carried out by all offender managers and shows the Thames Valley Probation caseload to be made up as follows:

<b>Race Group</b>	<b>Number of Cases</b>	<b>Percentage of Total</b>
White British	4693	69.7
White Other	401	6.0
Asian	605	9.0
Black	529	7.9
Mixed	256	3.8
Refused/other	201	3.0
Not Recorded	46	0.7

*(March 2009)*

### **The people who work for Thames Valley Probation: Race**

Thames Valley Probation fell within the Home Office race equality employment targets, set for 1999 -2009. In the Ministry of Justice report published in July 2008, at the end of 2006 the National Probation Service employed 12.9% black and ethnic minority staff, up from 11.8% the previous year (2009 target set at 8.3%). Probation Officer representation nationally is 12.1% (2009 target set at 8.6%). The target for representation at senior management level is set at 7% by 2009. The relevant government ministry is now the Ministry of Justice which will be setting its own relevant targets in due course.

Thames Valley Probation employs about 800 staff in total and 11.8% of these are from ethnic minorities, a proportion that has been reasonably consistent across several years.

#### **BME staff by grades**

**Senior Managers: 19.4%**  
**Middle Manager: 13.5%**  
**Probation Officer: 7.5%**  
**Probation Service Officer: 20.5%**  
**Administrative Staff: 9%**

#### **Retention Rates**

**BME staff: 3.11 years**  
**Other staff: 3.75%**

*(All figures March 2009)*

This retention rate is a marked improvement on 2007/08 when BME staff were staying only 2.43 years as opposed to their white counterparts who stayed for 3.65 years.

Current data from our most recently published Annual Report indicates that annual turnover for both white and BME staff is identical at 17%. There is under-representation of BME staff at the Probation Officer grade though we employ relatively high numbers of BME staff at Probation Service Officer grade. In the coming year when new training arrangements are put in place we will have more influence over selection criteria and we will be deliberately developing a selection process that attempts to tackle the disproportionality of which we are aware.

## **THAMES VALLEY PROFILE: GENDER**

### **7.1 Delivering our services: Gender**

Women prisoners make up around 6% of the prison population and represent a small but significant proportion of the overall prison population. Women prisoners are more likely to serve short-term sentences and typically pose lower levels of risk than their male counterparts.

There are five female prison establishments in the South East but none in the Thames Valley. All women in custody supervised by Thames Valley Probation will, therefore, be located many miles away from home and their offender manager. HM Prison Service has issued (Spring 2006) their own 'Strategy and Resource Guide for the Resettlement of Women Offenders' and effective services for women offenders require a close and complementary working relationship between prison establishments and the probation service.

While there are more female staff than male working for Thames Valley Probation except at Director level, there is no assumption within the organisation that women are experts in work with women offenders. All practitioners need to be aware of gender issues and, consequently, the current review of diversity training will ensure that the new programme of training addresses this identified training need.

In Thames Valley Probation the gender, and sentence by gender breakdown of the caseload is as follows:

	<b>Male</b>	<b>Female</b>
Thames Valley Caseload	5879	671
Proportion on Community Orders	41.09%	54.99%
Proportion on Suspended Sentence Orders	17.70%	24.59%
Proportion serving Custodial Sentences (including PP/lifers)	34.68%	19.97%
Proportion serving Indeterminate Sentences for Public Protection or Life Sentence	5.13%	2.83%

***(All figures June 2009)***

Thames Valley Probation has an allocated lead manager for services to women and a Women Offenders' Strategy was put in place in November 2007. This strategy is focused on ensuring equality of outcome for women, rather than equality of access and recognises that women are not a homogenous group. In addition, the strategy clearly and explicitly embeds our work with women offenders within the framework of equalities legislation and meeting our duties within that legislation.

Our focus on women offenders derives from the following:

- Despite the fact that few women offenders are assessed as posing a high risk of harm and/or seriousness and resources follow risk, our approach seeks to ensure that sufficient resources are attracted to address the criminogenic needs of women offenders
- Prison statistics show that women are much more likely than men to be primary carers of children (Social Exclusion Unit Report 2002) and the Children and Families Pathway is a key priority for the South East Region. This, combined with our duty under the Children's Act 2005, justifies giving some priority to our work with women offenders
- The number of women dealt with by the courts has increased but those dealt with at Crown Court has remained stable suggesting that greater use of custody if not linked to an increase in serious offending (HO stats 2001a). Nonetheless, there has been a significant increase nationally in the number of women offenders sent to custody in recent years.

The strategy is a guide for managers and gives practice guidance to operational staff.

In addition, its aims are:

- To provide guidance to ensure that the needs of women offenders are recognised and indicate how equality of outcome for women offenders will be obtained in line with the duty to demonstrate gender equality
- To help deliver a co-ordinated and integrated response, engaging partner organisations to effectively manage and meet the needs of women offenders in Thames Valley Probation, in the community, in custody and through the prison gate
- To contribute to the regional strategy to reduce re-offending by ensuring the needs of women offenders are represented in each of the reducing re-offending pathways
- To contribute to the 'Women's Offending Reduction Programme' (WORP), a governmental approach to working across departments and the voluntary sector to reduce offending by women
- To develop services for women in the criminal justice system, which represent 'best value' whilst meeting diverse need.

Work under the terms of the strategy is under way and a number of initiatives are in place. Examples of this work are:

- Each team now has a Women's Champion whose role is to ensure that up-to-date information and guidance is available about local community resources for women. Champions also contribute to service-wide developments in work with women by attending quarterly meetings convened by the Assistant Director with responsibility for women offenders.
- An intranet resource is being developed that assists staff who need to find resources for women and their children
- In conjunction with a number of partners, work is underway to obtain funding for the development of 'One-Stop-Shop' provision for women in two areas of Thames Valley Probation
- The 'Family Matters' initiative that provides support to children and families when a family member is in prison is firmly embedded in the area with supporting training being run in the Autumn.

The Women Offenders' Strategy is a detailed document and its many action steps provide a detailed framework for Thames Valley Probation's work with this group.

**For a complete picture of our work with women offenders, please look at the Thames Valley Strategy for Work with Women Offenders which you will find on our website, alongside our Single Equality Scheme.**

We are mindful of the fact that there are circumstances where men find themselves in a minority. For example, men are single parents and victims of forced marriage and honour based violence in smaller numbers than women but these experiences are equally significant in shaping their lives. We consciously take account of these circumstances in planning.

For example, when we ran two conferences about the impact of forced marriage and honour based violence, the victims who addressed the conferences were both male and female. As contributor to the 'Confidence and Equality Delivery Group' of our Local Criminal Justice Board we have ensured that the perspective of male victims is included in initiatives on honour based violence and forced marriage.

In terms of Approved Premises, the national shift in allocation criteria for women is enabling us to respond more flexibly to the different patterns of offending and of criminogenic need that is found in women offenders.

## **7.2 The people who work for Thames Valley Probation: Gender**

73.3% of all Thames Valley Probation employees are female. Part-time and flexible working arrangements are supported at all levels in the organisation, including within the Senior Management Team. 13% of men and 27% of women work part-time.

<b>Gender Breakdown across Staff Grades</b>	<b>Men</b>	<b>Women</b>
Senior Managers	62%	38%
Middle Managers	21%	69%
Probation Officers	32.4%	67.6%
Probation Service Officers	32.1%	67.9%
Administrative Staff	9.3%	90.7%

*(Figures from March 2009)*

We have in place formal procedures for applying for both part-time and flexible working. These are available to all staff via our intranet. In 2007/08 a total of 11 members of staff applied to change to part-time work and a further 4 applied for flexible working arrangements to be put in place. All applicants had their preferred pattern of working put in place.

Our positive approach to part-time and flexible working is key to retaining experienced women in our staff group. In 2007/08, 8 women took

maternity leave. All 8 applied to reduce their working hours and all returned to work having done so. In addition to planning for returns to work we have an embedded Health & Safety process in place which ensures that all pregnant employees have their work and workplace assessed for its safety and healthiness during pregnancy. Changes to working practices are then made where necessary. Examples of changes made include reducing the expectations on driving distances and taking particular care in the allocation of cases.

We have no experience thus far of transgendered staff in the workplace. However, our Sickness and Absence Policy clearly states how such staff are to be protected by specific confidentiality practices and a permissive approach to time needed for absence from work during transition.

Gender awareness training has already been mentioned in connection with service delivery, such training is equally important in the context of employment and this will be addressed in the commissioning of our new diversity training programme which will be in place by the end of 2009.

All staff, regardless of gender and working pattern, are entitled to the training and development that they need to perform well at work. All staff training is offered at varied times across the week and in a number of locations for ease of access. All training is evaluated at the end of each session delivered and comment on matters relating to diversity and equality is invited from participants. Information collected in this way is then taken into account in planning for the next training year.

## **8. THAMES VALLEY PROFILE: DISABILITY**

### **8.1 Delivering our Services: Disability**

A monitoring procedure for offenders was introduced in 2006 but did not lead to sufficiently reliable data collection. Upgrades to ICMS enabled us to incorporate disability monitoring into our core data collection at the first contact in each case. As a consequence, the procedure for monitoring disability was reissued in April 2009, along with a very clear practice direction to all staff from the Thames Valley Director of Offender Management.

Ensuring that this core data is reliable both in quantity and quality is a very high priority. All managers receive direct feedback on cases where the disability notification has not been completed with the offender. Each manager is then expected to pursue this with relevant staff and rectify the situation. Team performance in this area is included in the Diversity

Report so that all staff can compare their performance with that of other teams in the area and the DMG can take action if necessary.

Once reliable data is being collected we will be much better placed to further improve our service delivery to offenders who have disabilities. We expect to be able to rely on this data by the end of 2009 and to be accumulating sufficient information to inform our decision making by the beginning of the next planning cycle.

However, some very good work is being undertaken. A Mental Health and Learning Disability Area Development Group has recently been formed. The group has started work on developing resources for work with those who have learning disabilities and is intending to develop a central directory of services. It is planned that in the coming year qualitative research will be conducted into the use of mental health treatment requirements. Currently the Group is conducting a gap analysis in order to set clear priorities for action.

Thames Valley Probation has five Approved Premises, and a sixth, voluntary-run women-only one, which is closely aligned to us. We are working under the Area Disability Act Compliance Plan to ensure that access is available to the whole range of offenders. A significant amount of effort has already gone into improving the accessibility of buildings, with Manor Lodge in Old Windsor being the designated centre of excellence. With an ageing prison population Thames Valley Probation has seen a rise in the number of referrals for prisoners with disabilities, some of which are very complex. It has become apparent that even at Manor Lodge there is additional work to be done and relevant managers, facilities staff and relevant funders are working on solutions. NOMs are being requested to give greater priority to improving the Disability Act compliance of our Approved Premises as the means of improving accessibility. However, more generally there is priority attention to improving access in accordance with the compliance plans.

The Assistant Director with responsibility for the Approved Premises is contributing to the development of new building standards and one of the key messages that is being communicated is the need to ensure that such standards must incorporate the full range of provision required to make a building fully accessible to those with a wide range of disabilities. Work will also be started to establish arrangements with Health and Social Care for suitable care packages to be an integrated part of sentence planning for those who will need additional care in place to sustain a placement in Approved Premises, or, indeed, at home.

## **8.2 The People who work for Thames Valley Probation: Disability**

Thames Valley Probation has made significant progress with its Disability Discrimination Act (DDA) Compliance Plan and this is reviewed annually. Nationally, there are approximately 22% (11 million) of the UK population who are disabled. One out of four people have a disability. 33% of people over 55 have a disability. Approximately 5 million people with disabilities are of working age and around 1 million are actively seeking work. Most disabilities are hidden.

### **Staff reporting disability by grade**

***Total: 11% report a disability***

***0% of Senior Managers  
15.6% of Middle Managers  
13.7% of Probation Officers  
8.8% of Probation Service Officers  
12.8% of Administrative Staff***

***(March 2009)***

The total proportion of staff reporting disability is up from 5.88% in 2006 which is evidence of improved monitoring practices and the improved confidence of staff that reporting a disability will have a positive, rather than a negative, impact on their life at work. The range of disabilities reported by staff includes: mental health issues, sensory impairments, progressive conditions, learning difficulties etc. The numbers in some categories are small and so the detailed breakdown is not reproduced here so that information given to us for monitoring purposes does not, inadvertently, identify individuals in our organisation.

Annual appraisal documentation specifically asks whether any form of disability has been discussed with the line manager, what actions have been taken as a result and what the experience of the staff member has been. HR and the Health & Safety Officer where appropriate give advice on 'reasonable adjustments' and the appropriateness of these is monitored via appraisal which takes place at least once a year.

'Reasonable adjustments' include a range of different responses, reflecting the range of disabilities that are represented within our staff group. In the year 08/09, 4 staff members were provided with equipment following dyslexia assessments. Such adjustments include

the provision of laptops with Dragon Naturally Speaking software, dictation machines and flatbed scanners.

A number of staff have specialist furniture, particularly desk chairs designed to minimise back pain. We have also appointed support workers specifically to work with staff with disabilities and have a number of flexible working arrangements in place that enable staff with disabilities to work more efficiently and effectively within any constraints caused by disability. A recent appointment has led to a whole team having introductory training in British Sign Language.

The HR department is currently setting up new systems to track the nature and extent of all 'reasonable adjustments' across the Thames Valley. A number of these arrangements go back some years and pre-date equalities legislation. Consequently, they tend to have developed over time in specific locations. By bringing all the information and experience together in an HR held directory we expect to be able to provide a better response to developing new 'reasonable adjustments' for our staff.

A Disability Equality Group is available to staff who either are disabled or are affected by disability in some way (see Appendix D). In addition, Thames Valley Probation is a member of the Employers' Forum on Disability.

Work initiated under the most recent Disability Equality Scheme has resulted in Thames Valley Probation being given the right to display the 'two ticks' symbol in recognition of its positive approach to employing people with disabilities. We do the following to demonstrate this positive approach:

- Interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities
- Discuss with disabled employees, at any time, but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities
- Make every effort when employees become disabled to make sure they stay in employment
- Take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- Review these commitments each year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.

We are gratified that retention rates show that staff with disabilities choose to stay with us as long, if not longer, than staff without disabilities.

## **9. BULLYING AND HARASSMENT**

TVP recognises the right to working conditions which are free from undue anxiety, stress and fear. Harassment and bullying in the workplace will not be tolerated and complaints will always be treated seriously, To this end there is a detailed policy and procedure available to all staff on the local intranet.

All middle managers are trained in issues relating to bullying and harassment in the workplace and in the operation of local policy. The policy gives advice to managers on prevention of bullying and harassment and takes them through a range of methods of dealing with the issues at work. These include ideas for preventing bullying and harassment in the workplace as well as informal/formal methods of intervention and advice on how to conduct full investigations in ways that protect victims.

All staff are made aware of the Lancaster Counselling Service, which is available to all staff and details of how to contact the National Workplace Bullying Advice Line are included in the area policy. As a further check on the experience of staff in the Organisation there is targeted use of exit interviews.

There were no reported cases of bullying or harassment in Thames Valley Probation in 2008/09.

We also work with those who harass others and with victims of harassment. In recognition of our legal responsibilities under both criminal and equalities legislation and in conjunction with our Local Criminal Justice Board partners we have developed a detailed action plan to tackle Hate Crime in the Thames Valley. More details of this are included in our own Action Plan for this equalities scheme.

## **10. ASSESSMENT OF FUNCTIONS AND POLICIES**

The revised list of Thames Valley functions falling within the scheme is shown in Appendix A. The review of the list has taken into account changes which have occurred under the Criminal Justice Act 2003 and the introduction of the Offender Management Model as part of the delivery structure of the NOMS. The list of functions provides the central

framework through which assessments will be carried out, with more detailed policies and procedures contained within these functions.

The process of prioritisation within this list of functions has been drawn from Thames Valley Probation's business planning process and using existing monitoring data and research to establish where adverse impact is most prevalent and, therefore, where the duties are most relevant. The figures in brackets indicate the priority order ( H, M, and L – high, medium, low) and the order in which the functions will be reviewed, high in the first year, medium in the second and low in the final year of the scheme

## **11. IMPACT ASSESSMENT AND CONSULTATION**

### **11.1 Where we want to be**

The assessment of impact of any policy will specifically cover two initial key questions:

- (a) Is there any evidence that some groups could be adversely affected?
- (b) Is there any public concern about possible discrimination?

Aspects of all the functions listed in Appendix A are thought to have possible relevance for equality or be susceptible to some form of discrimination. Any policy consideration which involves answering either of the above questions in the affirmative should be added to the list of functions, to ensure that the impact can be monitored and reviewed systematically.

The lead manager responsible for development of a new policy or function will ensure that the process above is followed. The Diversity Monitoring Group will quality assure impact assessments. The Diversity Manager will provide advice to staff where necessary. The equality impact assessment will then follow the format set out in Appendix B, the Thames Valley Probation Impact Assessment template - *Templates>Diversity>Impact Assessment*.

Impact assessments will be carried out on all new functions and policies. In instances where differential impact is identified by impact assessment or by another means, work will be undertaken to address this.

Not all policies and functions of the board will have implications for equality. Some policies will need to be implemented as a matter of urgency, giving limited or no time for consultation. On such occasions implementation may need to be pragmatic but these should be the

exception – and identified as such. More often policy will be developed through formal processes and long-term projects, and the stages outlined in Appendix B should be regarded as essential in the normal development of policy and strategy. Where there is insufficient time to consult prior to implementation the function will be added to the list in Appendix A and be reviewed in terms of equality impact assessment within 12 months.

It is the responsibility of the Board Chair and the Chief Officer to ensure appropriate and relevant consultation is carried out at the local level. It is the responsibility of NOMS to ensure the same at the national level, and to make the result of that consultation known to local areas, and provide advice and guidance to areas on new nationally agreed policies and functions.

The outcome of any consultation will form part of the impact assessment process and be written into the assessment. The results of impact assessments and details of the contents will be published and reviewed regularly. They will be available to staff and placed on Thames Valley Probation's intranet where appropriate.

Local consultation within Thames Valley might include all or some of the following list of groups, community organisations and professional bodies:

- Local Criminal Justice Board Confidence and Equality Delivery Group
- Thames Valley Race Equality Councils
- Community Safety Strategies in relation to racial harassment and racially motivated crime
- Thames Valley Partnership
- Asylum Welcome and other refugee welfare groups
- Faith and interfaith groups
- Relevant internal/external lead officers/senior managers/experts
- South-East Director of Offender Management
- Reading Declaration Steering Group
- Slough Against Racial Attacks
- NAPO and Unison branches
- Victim Support Schemes
- Domestic Violence Forums
- Oxfordshire Employers Race Equality Network
- Bucks Employers Disability Forum
- Sahara Asian Women's Project
- Reading and Berkshire Refugee Support Group
- Women's Aid
- Women's Refuge
- Age Concern

- Offenders
- Courts
- Oxford Association for the Blind
- Oxfordshire Learning Disability
- Terrence Higgins Trust
- Revolving Doors
- Headway South Bucks
- Berkshire Disability Information Network
- British Dyslexia Association
- Mencap West Berkshire
- East Berkshire MIND

On those occasions where the impact assessment and/or the consultation process suggests that a proposed policy is likely to have an adverse impact on those from a minority group, then those responsible for the policy will consider:

- any alternative which could meet the objectives without such an adverse impact
- whether the adverse impact is unavoidable and whether it can be justified in relation to the aims and importance of the policy
- any measures to help reduce the predicted adverse impact
- whether further consultation is necessary
- whether we have met our legal duties.

The responsible person will then make any necessary amendments.

## **11.2 Where we are now**

Attempts to introduce a systematic approach to impact assessment were made from 2004 when a training programme was put in place and all all managers were expected to attend. In the two years or so that followed that there were many developments in equalities legislation and a high turnover of staff in Thames Valley's management grades. Consequently, the use of impact assessment has never become routine in the way that was envisaged and the provision of the necessary data has been patchy, meaning that even where impact assessment has been carried out it has not been as useful as was anticipated. Happily, with a much more stable picture we are in a position to give impact assessment the attention and profile that it warrants.

Circumstances are now much more conducive to embedding quality impact assessment across Thames Valley Probation and work is under way to ensure that this is done.

The over-haul of all diversity and equality training referred to elsewhere in this scheme includes obtaining training in impact assessment. This will be in place by the beginning of the next financial year at the latest. The Diversity Monitoring Group will be putting in place a structure to support impact assessments and to formalise consultation with key bodies relevant to the policy/practice being assessed. The format in place requires that staff conducting impact assessments give a full account of the consultations that have informed their assessment and the expectation is that this section of the process will enable us to quality assure this part of impact assessment within Thames Valley Probation.

We think that the format and guidance are up to the task we face but will keep these under review and take advice from our colleagues in the region and the trainers we use. Review of the format will be carried out by the Diversity Monitoring Group no later than October 2010.

There are early signs of the cultural change necessary to support this overdue move to systematic impact assessment. The Senior Management Team demonstrates fulsome commitment to impact assessment and recent key developments have been impact assessed in full. These assessments include those on: the introduction of Offender Management, the Women Offenders' Strategy and the recently produced 3-year business plan. In addition, there are now two Business Process Improvement Managers in post within Thames Valley Probation who, step by step, are reviewing all key processes across the organisation. Each new process will be impact assessed before full implementation takes place. This will enable us to claw back some lost ground and ensure that all key processes and new policies and procedures are impact assessed in line with our commitments in this scheme.

We expect to be able to demonstrate progress by March 2010. By the end of the life of this scheme we expect impact assessment to be a routine activity across Thames Valley Probation.

Arrangements are being made to publish impact assessments on the Thames Valley Probation intranet and to place key assessments on our website so that they are accessible to the public. Impact assessments will start to appear on the Thames Valley website by September 2009.

## **12. MONITORING ARRANGEMENTS**

Monitoring for ethnicity uses the 16+1 ethnic classification system from the 2001 census. All areas of the probation service have the target of 95% returns of race and ethnic monitoring data on offenders and staff and

this is consistently achieved within Thames Valley Probation. We aim to achieve the same level of monitoring data for disability and the steps being taken to reach this level of monitoring have been outlined elsewhere in this scheme.

During the currency of this scheme we will examine the viability of putting in place monitoring systems that will collect information relating to age, religion and belief and sexual orientation.

## **12.1 Monitoring of offenders**

Other monitoring systems in place in Thames Valley Probation include:

- the full range of performance data from a range of sources (QuiPs; IPPF)
- Caseload by age, gender and race
- take up of service provision and compliance rates by age, gender and ethnicity
- unpaid work beneficiary satisfaction reports
- complaints
- PSR quality improvement audits
- progression, retention of staff and exit questionnaires
- concordance data by age, gender and race
- access to programmes, compliance and completion by race, gender and age
- hostel residence and progress
- access to and use of mentors
- focus groups
- EEM self-assessment
- Offender Management and other inspection reports
- HR monitoring systems including Data Warehouse
- All but one of the offender, stakeholder and staff surveys carried out on a variety of themes is able to provide information by race and gender
- Enforcement of community orders and licences by age, race and gender
- More detailed application and adherence to national standards by age, race and gender
- Access to Drug Services and Drug Treatment and Testing Orders by age, race and gender
- Quality of court reports and of supervision planning by age, race and gender
- Hostel residence by age and race
- Employees by race, gender, age and declared disability

- Proposal information relating to stand alone supervision or community payback
- Proposal rates broken down by sentence which can be further interrogated
- rate of completion of the disability monitoring field on ICMS

The adequacy and results of monitoring will be reviewed regularly by the Diversity Monitoring Group which may commission additional monitoring information where appropriate.

From time to time, in response to particular concerns or developments, pieces of qualitative research are undertaken which look more closely at the nature of work being undertaken, its impact and outcomes. These often have useful things to add to our knowledge of how well we are doing in our work to meet our duties under equality legislation. An example is a recent piece of work done on the quality of work with women offenders. The questionnaire was specifically designed to look at issues that might impact on equality of outcome. The report that has been produced from this exercise is due to be released shortly.

## **12.2 Monitoring of staff**

In order to meet the employment duties and go beyond them, the Board monitors by ethnicity, gender, disability and age:

- numbers of staff in post – and by grade against race equality targets, and age, gender and disability
- applications for jobs, and the outcome of recruitment processes
- results of promotion exercises or assessment centres
- numbers using grievance procedures – and the outcomes
- numbers facing disciplinary action – and the outcomes
- results of performance appraisal
- access to training and mentoring, and take up of courses
- dismissals and other reasons for leaving.

The Board Chair and Chief Officer will ensure that the outcomes of the monitoring processes are analysed to ensure that the systems that have been put in place do not have an adverse and differential impact on minority groups or communities. If the analysis suggests such an impact exists then further investigations will be undertaken and any recommendations will be taken forward by the Board.

The Board Chair and Chief Officer will provide to the Director of Offender Management, Sentencers, and NOMS such reports as are required by them to report on progress on their Single Equality Schemes.

### **13. ACTION PLANS**

The 2009-10 Single Equality Scheme Action Plan is contained in Appendix C. This plan continues work in progress from previous plans in single strand equality schemes and links to the diversity strategy. The Action Plan gives more detail of the actions to be taken, places responsibility on named staff and includes new priority areas identified through monitoring and inspection.

Any updated diversity strategy will take account of the content of all service equality schemes and of new structures in place. The Single Equality Scheme Action Plan will be reviewed annually by the Diversity Monitoring Group which will ensure that appropriate levels and types of consultation take place and that information from these exercises is used to inform the annual review.

The Action Plan will be reviewed on the same timetable as that used for business planning thus ensuring that appropriate attention is paid to resourcing the activity required to deliver the SES. At the point of review more detail will be added where necessary. In particular, where there are any gaps, responsibilities will be allocated to named staff and specific timescales allocated to each piece of work.

### **13. PUBLISHING AND TRANSPARENCY**

The Board Chair and Chief Officer will ensure that the Board publishes the results of its impact assessments, its consultation and its monitoring in an appropriate accessible and proportionate manner. This may be through existing publication routes or through specific materials.

The Single Equality Scheme will be published on the Thames Valley Probation website as will key impact assessments. The scheme is available in other formats (e.g. Braille, large print, other languages) on request and the details of how to request these formats is set out at the beginning of the scheme.

The Board adheres to its responsibilities under the Data Protection Act and the Freedom of Information Act.

### **14. TRAINING OF STAFF**

Legislation places on Probation Areas a specific duty to train staff to enable them to meet their general duties to promote equalities. There is a need for staff to be able to demonstrate competence in race, disability and gender awareness and additional training in equality practices should be in place. In recent years staff have had training on each diversity strand

at separate events. In keeping with the development of a Single Equality Scheme, we are reviewing our training with a view to putting in place a more integrated approach. The new programme will be in place by the beginning of the next financial year.

There is ongoing review of relevant training opportunities and the Diversity in Service Delivery Group will contribute to this. The Training and Development Manager is a member of this group. Training for staff of all grades in diversity issues has been mandatory for some time and we anticipate that this is likely to remain so.

Induction training has been reviewed and now contains a significant diversity element for all staff.

A Diversity Workbook was developed for use by all staff and was issued in 2006. The place of the workbook in the organisation is under review as part of the wider review of diversity and equality training. This review will be completed by April 2010.

## **15. COMPLAINTS UNDER THE SCHEME**

The Thames Valley Probation Board uses the national complaints procedure and the Chief Officer is the designated officer for receiving complaints from external sources and service users. A register is kept of all complaints and outcomes of any investigations carried out.

It has become apparent in the preparation of this scheme that although the information on race, ethnicity, age and gender of the complainant is available it is not recorded systematically and retained with the complaints register. Within the next 6 months arrangements will be made to rectify this situation so that reports about this profile can be made annually to the board and included in the annual report. The information that emerges will be considered when policy is being developed.

When a complaint comes from a member of staff and it concerns an employment-related issue, then this should be dealt with under the existing policies adopted by the Thames Valley Probation Board.

The Board Chair and Chief Officer are responsible for notifying Director of Offender Management for the South East Region of complaints received, with a brief description and the details of the outcomes.

The Human Rights and Equality Commission (HREC) has the power to enforce the specific duties imposed on the Thames Valley Probation Board (as an identified "authority").

Under the terms of the Act the HREC may serve a “compliance notice” if it is satisfied that the Board has failed to comply with any of its specific duties. The Board would then be required to comply with the duties, and inform the HREC of the measures it has taken, within 28 days.

The Board can also be required by the HREC to provide written information to verify compliance. If after three months the Board has failed to comply with the “compliance notice” then the HREC can ask the county court to order the Board to comply. It should be noted that individuals do not have the right to take legal action but must refer their grievance to the HREC.

## APPENDIX A

### THAMES VALLEY PROBATION

#### SINGLE EQUALITY SCHEME

#### LIST OF FUNCTIONS FALLING WITHIN THE THAMES VALLEY PROBATION SCHEME

#### SERVICE DELIVERY – OFFENDER MANAGEMENT

<u>Function</u>	<u>Operational issue within scheme</u>	<u>Priority</u>
Services to courts	Standard Delivery and Fast Delivery reports Quality assurance systems Bail information	1 1 3
Assessment and targeting of offenders	OASys Other standard assessment tools Tiering Targeting for programmes/interventions	2 2 2 2
Management of Community Orders	Enforcement – breach process and recall arrangements Compliance Application of national standards Referral to services for offenders Prolific and other Priority offenders	1 1 1 3
Custody and Licence Supervision	Parole reports/early release assessments Lifer assessments Sentence planning	2 3 2

	Post-release supervision	2
High risk offenders	MAPPA	1
	Mental Health	2
	Serious incident reporting	3
	MARAC	3
	Serious Further Offence Reviews	3

### **SERVICE DELIVERY – INTERVENTIONS**

<b><u>Function</u></b>	<b><u>Operational issue within scheme</u></b>	<b><u>Priority</u></b>
Approved Premises	Referrals	1
	Acceptances	1
	Breach	1
	Compliance	1
	Responsivity/regime	1
Accredited Programmes	Referrals	1
	Acceptances	1
	Breach	2
	Compliance	2
	Responsivity	3
	Programme criteria for suitability	1
Unpaid Work	Breach	1
	Compliance	2
	Placements	<b>2</b>
Bridge to Employment	Access to services	3
	Referrals and initial assessments	
	Awards	

Substance Misuse	Access to services Use of residential and day programmes DRR referrals DRR outcomes	3
Accommodation	Access to services Access to accommodation Supporting People	3

### **SERVICE DELIVERY – VICTIMS**

<b><u>Function</u></b>	<b><u>Operational issue within scheme</u></b>	<b><u>Priority</u></b>
	Contact	1
	Impact statements	1
	Proportion of take up following contact	1

### **SUPPORT SERVICES : HUMAN RESOURCES**

<b><u>Function</u></b>	<b><u>Operational issue within scheme</u></b>	<b><u>Priority</u></b>
	Recruitment	1
	Retention	2
	Training	1
	Appraisal	2
	Staff Development	2
	Conditions of Service	3
	Grievance, Discipline and Capability	3
	Bullying and Harassment	1
	Workforce Planning	2
		3

**SUPPORT SERVICES : FINANCE**

<b><u>Function</u></b>	<b><u>Operational issue within scheme</u></b>	<b><u>Priority</u></b>
	Contracting Procurement	3 3

**SUPPORT SERVICES :  
QUALITY AND PERFORMANCE MANAGEMENT**

<b><u>Function</u></b>	<b><u>Operational issue within scheme</u></b>	<b><u>Priority</u></b>
	Monitoring Complaints Business Planning Monitoring of Partnership Contracts	1 2 1 3

**SUPPORT SERVICES :  
PUBLIC RELATIONS AND COMMUNICATIONS**

<b><u>Function</u></b>	<b><u>Operational issue within scheme</u></b>	<b><u>Priority</u></b>
	Publications, including website Annual report; MAPPA Annual Report Briefings and Press Relations	1 1 2

## **APPENDIX B**

### **THAMES VALLEY PROBATION IMPACT ASSESSMENT FORMAT**

Please refer to the guidance for completion on the intranet

<b>POLICY/FUNCTION TO BE ASSESSED</b>	<b>NEW OR EXISTING POLICY</b>
<b>LEAD MANAGER</b>	<b>DATE OF ASSESSMENT</b>

**1. Briefly describe the aims, objectives and purposes of the policy and why it might have a relevant impact upon minority groups**

**2. What data is available and does it suggest differential impact between groups?**

**3. Can this differential impact be justified by objective factors? If not, what changes are needed to remove any adverse impact e.g. changes in approach or implementation considerations?**

**4. What consultation has been undertaken and what are the results of this?**

**5. Decisions taken on the basis of the Impact Assessment and measures needed to reduce the risk of any adverse impact**

**6. Monitoring arrangements and review process  
How results will be published**

# **IMPACT ASSESSMENT IN THAMES VALLEY PROBATION**

## **Guidance for completion**

### **Introduction**

The impact assessment format is available as a template in general templates under the diversity tab. Staff carrying out impact assessments must always use the designated template. This guidance should be used to ensure that any assessment completed takes account of all factors that are relevant.

### **Section 1 – aims and objectives**

What is the policy or function's purpose, who is affected, who is it intended to benefit (staff/customers/partners/the wider community)?

What impact will this policy/function have on other things already being done?

What is its potential impact on minority groups? There are a large number of groups that need to be considered. Make sure that you have thought about all of the following:

- Race and ethnic origin
- Gender, including transgender
- Disability
- Sexuality
- Religion or belief
- Age

### **Section 2 – data collection and use**

#### **Gathering data**

What existing sources and mechanisms for gathering data do we have?

What type of data do we need (qualitative/quantitative)?

Who else might have the data we need?

Information/data sources that may be used to assess the potential impact of a given policy may include:

- historical, demographic or other statistical data
- census data
- inspection data
- existing or commissioned survey data
- benchmarking data
- comparison with policies from Ministry of Justice, NOMS, DOMs, other areas/regions or other public bodies
- race and ethnic monitoring data
- independent research – e.g. Rowntree Trust, NACRO etc.
- national/regional equality impact assessments
- relevant records
- survey and questionnaire data
- EHRC publications and information
- NOMS information
- diversity checklists
- probation statistics
- criminal justice statistics
- data required to evidence performance
- HMIP Thematic Inspections
- HMIP auditing tools and results
- EEM self assessment performance management framework

### Using data

Is there evidence of higher or lower participation or uptake by different groups?

Is there evidence that different groups have different needs, experiences, issues and priorities in relation to the policy area?

Do these differences amount to adverse impact?

### **Section 3 – differential impact**

Remember that not all impacts are adverse. Some policies are, quite rightly, intended to have more impact on some groups than others. A good example of this is the policy relating to the use of interpreters. In this section, it is

important to justify any differential positive impacts as well as tackling any identified adverse impacts.

Why is there an adverse impact on particular groups – if we don't know, how could we find out?

What could be changed – the policy itself or how it is implemented – to remove any adverse impact?

Is there an opportunity to promote equality of opportunity or good race/community relations by altering the policy or working with others?

If adverse impact will remain, can this be justified in relation to the wider aims of the policy?

#### **Section 4**

Who are the most appropriate groups (both internal and external) to consult?

How have you taken their responses into account in formulating/reviewing the function/policy?

#### **Section 5**

How have you used steps 1-4 to reach your decision?

What additional/amended measures have you included in the policy/function as a result of steps 1-4?

#### **Section 6**

##### Monitoring

Is your current monitoring sufficient? If there are gaps in what is available to you identify these clearly.

What other monitoring do you need to do and for what period?

How will you build new/revised monitoring into your processes?

##### Review

The assessment should be reviewed by the lead manager at least every 3 years.

When will this next be done?

Who will be consulted next time?

## **Section 7**

Who needs to know?

Where is the most appropriate place and what is the most appropriate method to publish the results of your impact assessment and consultation?

**A copy of all completed Impact Assessments must be sent to The Diversity Manager:-**

**Shuna McIntyre,  
Units 9 & 10 Talisman Business Centre  
Talisman Road  
Bicester  
OX26 6HR**

## **APPENDIX C**

### **THAMES VALLEY**

#### **ACTION PLAN 2009-2012**

For ease of reference the general legal duties, numbered 1 – 12, are set out below at the head of our Action Plan. Under each area of work in the Action Plan the duties covered are stated. A glossary of staff initials and technical terms that appear in the Action Plan can be found at foot of the Action Plan.

#### **Gender, Race and Disability – General Duties Summarised**

The general duties which Thames Valley Probation is subject to under the legislation are set out below.

##### **Race Equality Duty**

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

##### **Disability Equality Duty**

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

##### **Gender Equality**

13. Eliminate unlawful discrimination
14. Eliminate unlawful harassment
15. Promote equality of opportunity between men and women

## 1. STRUCTURE

Area of work	Action	Lead	Year
Review and update the Diversity Strategy and Diversity Policy.	(a) Revised Area Strategy to be agreed by Board.	GM	June 09
	(b) Corporate Management Team (CMT) to agree the means by which staff and service users will contribute to the implementation and monitoring of the SES.	PG	Sept 09
Duties 1-12	(c) Year 1 of Action Plan to be implemented and monitored by Diversity Monitoring Group.	GM	09/10
	(d) Year 2 of Action Plan to be implemented and monitored by Diversity Monitoring Group.	GM	10/11
	(e) Year 3 of Action Plan to be implemented and monitored by Diversity Monitoring Group.	GM	11/12
Ensure SES published on website and placed on TVP Intranet	(a) Communications Manager to reformat and include in website and intranet.	FT	June 09. and each year of SES
Duties 1-12			
Ensure that the business planning process reflects and supports the aims and objectives of	(a) CMT to agree criteria by which business planning will be reviewed annually for its compliance with the service's Diversity Strategy and Equality Scheme.	CMT	each year
	(b) Appendix A to be reviewed and amended as part of this annual process and priorities set by the		

the Diversity Strategy and the SES  Duties 1-12	relevant managers.		
Review Diversity arrangements, including the Diversity Monitoring Group, Diversity in Service Delivery Group and all staff support groups  Duties 1-12	(a) DMG was established in 2007 and the Diversity in Service Delivery Group later that year. Effectiveness of arrangements to be reviewed by the Board and Chief Officer by 09/10 with any proposed changes involving additional costs to be included in budget bidding process for 09/10	Board Chair/ Chief Officer/ LH and GMcK	09/10
	(b) A part-time Diversity Manager has been in post since October 2006. A review of this post will be included in the wider review.	CMT	09/10
	(c) Existing staff support groups to be reviewed by 08/09 and any changes agreed to be implemented by 09/10	GMcK LH	09/10

## 2. STAFFING

Area of work	Actions	Lead	Year
Employment of BME and disabled staff in the organisation at all levels and in proportionate numbers  Duties 1,2,4, 6-9	(a) To exceed the national target and reflect the makeup of local communities.	GMcK/LH	09 -12
	(b) To improve the targeting of recruitment activity for example involvement in recruitment fairs	"	09-12
	(c) Consult with current staff on their experiences at each level in the organisation and take account of these when planning changes in recruitment practices	"	010
	(d) Review current recruitment practices and develop a		For new trainee posts

	recruitment process for new probation officer training which specifically aims to address the current imbalance of BME staff in this grade.	"	010
Improve retention of BME staff  Duties 1-3	(a) To monitor turnover rates at all grades	GMcK/LH	09-12
	(b) To follow up all exit interviews questionnaires where race is cited as a reason for leaving	"	09-12
	(c) To analyse data from staff surveys by race and take appropriate follow up action.	"	March 2010
Management  Duties 1,2,4, 6-9, 10 & 12	(a) To increase the number of BME managers	GMcK/LH	09-12
	(b) To offer development opportunities for staff in all minority groups to further their careers	"	09-12
Training  Duties1-12	(a) Ensure BME and disabled staff have equal access to training, supervision and appraisals	KJ	09-12
	(b) To monitor delivery of training and take necessary follow up action	"	09-12
	(c) Ensure that training on diversity is given to all staff and that all new staff work through the Diversity Workbook during their induction period	"	03/10 Ongoing
	(d) Ensure disabled staff can access training venues and materials	"	09-12
	(e) Ensure that training provision takes account of flexible working patterns and part-time hours across the staff group	"	09-12

<p>Communication, consultation and engagement</p> <p>Duties 1-12</p>	<p>(a) To establish ways of communicating with BME, LGBT and disabled staff</p> <p>(b) Make facilities and work time available to enable staff groups for BME, disabled and LGBT staff</p> <p>(c) Establish offender forums in each division and consult with them when reviewing the SES and its Action Plan</p> <p>(d) Nominate a senior manager for each diversity strand who will convene annual 'Focussed Diversity Meetings' for their strand which will form part of the consultation when reviewing the SES and its Action Plan</p> <p>(e) Contact the disability organisations that contributed to our SES and agree appropriate means of consultation/involvement/engagement</p> <p>(f) Develop relationships with Community Engagement Officers in TV Police with a view to extending our involvement with BME communities in Thames Valley. Inviting Community Engagement Officers to the review of our SES and its Action Plan</p>	<p>GMcK/LH</p> <p>GMcK/LH</p> <p>PG</p> <p>CMT</p> <p>SMcI/HR</p> <p>SMcI</p>	<p>Sept 09</p> <p>09-12</p> <p>03/10</p> <p>03/10</p> <p>03/10</p> <p>09-12</p>
<p>HR Processes</p> <p>Duties 1,2,4,5 – 9, 10,12</p>	<p>(a) Monitor the involvement of staff in employment processes (disciplinary, grievance, absence management etc) in respect of race, sex, disability and age and report to the Board and NOMs regularly</p>	<p>GMcK/LH</p>	<p>09-12</p>

	(b) Follow up on lessons learned from individual cases to inform policy and practice development	GMcK/LH	From 09/09
	(c) Impact assess all new policies before they are approved by the Board	GMcK/LH	09-10
	(d) Impact assess any proposed redundancy and reorganisation decisions	GMcK/LH	09-12
	(d) Support staff with disabilities by working with Access to Work and making reasonable adjustments	GMcK/LH	09-12
	(e) Review two ✓✓ accreditation annually	GMcK/LH	03/10
	(f) Compile a directory of 'reasonable adjustments' in place across TVP	GMcK/LH	03/10
	(g) Compile a directory of flexible working arrangements in place across TVP	GMcK/LH	03/10

### 3. SERVICE DELIVERY

Area of work	Action	Lead	Year
Data collection  Duties 1,2,4,6,10 & 12	(a) Ensure continued compliance with relevant national monitoring target for offenders. Information unit will continue to alert managers to any failures so that corrective action can be taken	All managers/AG	09-11
	(b) Develop a 'Diversity Report' to be issued	PG	April 09



Equality Impact Assessment	(a) Launch standard TVP impact assessment template and guidance for completion	PG	Nov 09
Duties 1-12	(b) Agree strategy for developing understanding and compliance with requirements of impact assessment across the organisation.	PG/KJ	Dec 09
	(c) ensure that all senior managers have relevant training and are in a position to carry out impact assessments when necessary.	PG/KJ	Dec 09
	(d) Ensure relevant training is made available to all staff grades	PG/KJ	From Jan 2010
	(e) Review progress in embedding impact assessment	DMG/SMcl	03/11
Ensure better understanding within teams of race, gender and disability issues in order to improve community engagement	(a) Programme of activities for Diversity Week across all divisions to enable widespread employee participation (b) Ensure relevant up-to-date	PG	w/c2/11/09 then each year

Duties 1-3,4,6,7,10 &12	information is available to teams on the ethnic makeup of their local communities and is reviewed regularly	SQ	09-12
	(c) Ensure that a representative from each Division attends Diversity in Service Delivery Group	PG	09-12
	(d) Improve participation at all levels of community engagement (e.g. Crime and Disorder Reduction Partnership; Community Safety Partnerships; Neighbourhood Action Groups)	All senior managers	09-12
	(e) Review and, if necessary, update information available to staff on customs and cultures, including faith and belief communities.	All senior managers	09-12
		PG/SMcl	April each year 09-12
Participate in LCJB (Confidence and Equality Delivery Group) to deliver	(a) Delivery of the LCJB Hate Crime Action Plan, including practice guidance for	All Managers/Diversity in Service Delivery Group	09/10

<p>priority actions in respect of:</p> <ul style="list-style-type: none"> <li>- Increase the levels of public confidence in the fairness and effectiveness of the CJS</li> <li>- Better identify and explain race disproportionality at key points with the CJS and have strategies in place to address racial disparities which cannot be explained or otherwise justified</li> </ul> <p>Duties 1-3, 5</p>	<p>Probation Staff</p> <p>(b) Develop an engagement strategy that includes a set of engagement standards for criminal justice agencies</p>	<p>PG via Confidence and Equality Delivery Group</p>	<p>April 09</p>
	<p>(c) Honour Based Violence Project. Build on the success of a conference to raise awareness of honour based violence and forced marriages in Oxfordshire, rolling the project out across the rest of the Thames Valley</p>	<p>Divisional Managers/ADs/Diversity in Service Delivery Group</p>	<p>09/10</p>
	<p>(d) Ensure that communication is actively guided by emerging feedback from community engagement (e.g. Milton Keynes CDRP's Public Survey).</p>	<p>All senior managers</p>	<p>09-12 ongoing</p>
	<p>(e) Using information about the severity and consistency of sentences, continue to identify groups who would most benefit from Local Crime</p>	<p>FT</p>	<p>Ongoing</p>

	Community Sentence Presentations (LCCS)		
Access to Services Duties 4-9	<p>(a) Ensure that offenders with disabilities have access to offender management and interventions services</p> <p>(b) Review provision of Approved Premise places to offenders with disability or age related needs and plan corrective action where necessary</p> <p>(c) Continue to implement DDA compliance plan to ensure buildings are fit for purpose and meet the needs of minority groups</p> <p>(d) Contribute to the development of new building standards for APs at a national level and work to ensure that these fully reflect the needs of residents who may be aged and/or disabled</p>	<p>PG/SQ</p> <p>SCz/SQ</p> <p>PG/JD</p> <p>SCz/JD</p>	<p>09 - 12 onwards</p> <p>31/3/10</p> <p>31/3/10</p> <p>09-10 Ongoing</p> <p>09-10</p>

	<p>(d) Ensure provision takes account of the needs of offenders with learning disabilities and mental health needs</p> <p>Complete a gap analysis on service provision for these groups in order to be able to plan suitable provision.</p> <p>Produce a directory of services for those with mental health and learning disabilities that is accessible to all staff</p>	<p>KV</p> <p>KV</p> <p>KV</p>	<p>09-12</p> <p>03/10</p> <p>11/12</p>
	<p>(e) Ensure all Offender Management and Interventions provision can accommodate and take proper account of offenders whose first language is not English</p>	<p>PG</p>	<p>09-12</p>
<p>Hate Crime Duties 1-3, 4-6</p>	<p>(a) Work with the police, CPS and relevant community</p>	<p>GM</p>	<p>09-10</p>

	<p>organisations to develop good data collection for all types of hate crime.</p> <p>(b) Embed new policy and practice guidance across the area by agreeing a strategy for launch and staff training in this area of work, to include the building of confidence as well as skills</p> <p>(c) Ensure that any training for working with perpetrators of hate crime is linked to new policies and improved practice</p> <p>(d) Compile a practice manual for offender managers and other staff who work with this group of offenders</p>	<p>PG</p> <p>PG</p> <p>PG/KJ</p> <p>PG/SMcl</p>	<p>09-10</p> <p>09-10</p> <p>09-10</p> <p>By Sept 2010</p>
<p>Work with Foreign Nationals</p> <p>Duties 1- 3</p>	<p>(a) Provide practice guidance on the offender management of foreign nationals. Ensure that such guidance takes full account of the role</p>	<p>PG/SMcl/SQ</p>	<p>By Nov 2009</p>

	<p>of interventions in this work</p> <p>(b) Update policy and practice guidance on working with Foreign National Prisoners</p> <p>(c) Review the place of Unpaid Work in the management of foreign nationals to ensure that the numbers dealt with are appropriate when considering the offending behaviour and risks presented by the offenders referred to UPW</p> <p>(d) Review current arrangements for interpreting/translating across TVP and amend as necessary</p>	<p>PG/SMcl</p> <p>SQ/SMcl/ relevant managers</p> <p>PG/SMcl</p>	<p>11/09</p> <p>03/10</p> <p>03/11</p>
Enhanced Citizenship amongst offenders	(a) Consider the implications of the outcome of the national pilots on the use of	PG	03/10

Duties 3,6,12	<p>Citizenship Contracts and decide how TVP will respond to these, ensuring appropriate links with the Specified Activities under development</p> <p>(b) Unpaid Work staff will seek to maximise the use of Community Payback as a means of being a visible presence in local communities and as a means of developing relationships with local community groups.</p> <p>(c) Where risk, safety and sensitivities of all parties permit, the placement of offenders in their local communities will be a priority for Unpaid Work staff and staff will try and match offenders to their specific cultural and/or racial communities.</p>	<p>SP</p> <p>SP</p>	<p>09-12</p> <p>09-12</p>
Work with women offenders	(a) Implement TV Probation Women Offenders' Strategy and annual action	SP	09-12

Duties 10-12	plans		
	(b) Put in place women offender champions in offender management to develop work with women offenders	SP	07/09
	(c) Ensure services are accessible to women offenders by working towards One Stop Shop provision, initially in Reading	SP	09-12
	(d) Implement the Domestic Abuse Strategy and Action Plan	SP	09-10
	(e) Compile a directory of services for women offenders and their children which will be available to all staff via intranet	SP	03/10

<p>Partnerships</p> <p>Duties 1-12</p>	<p>(a) Implement the Partnership Strategy in line with principles contained in SES</p> <p>(b) Ensure that partner organisations have due regard to issues of diversity and equality in the provision of services</p>	<p>SQ</p> <p>SQ</p>	<p>03/10</p> <p>09-12</p>
<p>Work with Victims</p> <p>Duties 1,2,4,6,10 &amp; 12</p>	<p>(a) Improve collection of data relating to diversity needs/profile of victims referred to the Victim Liaison Unit (VLU), involving other agencies as appropriate</p> <p>(b) In the light of improved data, review take up of the service offered by VLU and Women Safety Workers by ethnic minority, gender and disability. If</p>	<p>KV</p> <p>KV</p>	<p>03/10</p> <p>By 03/10</p>

	<p>necessary, agree a strategy for improving access to these services for difficult-to-reach groups. This may include contracting out some victim services to organisations that can better meet the cultural and/or racial needs of some victims</p>		
<p>Quality Assurance</p> <p>Duties 1,2, 4,6,8,10 &amp;12</p>	<p>(a) Use quarterly TVP Diversity Report and other reliable data sources to establish priorities for local action within the annual planning cycle, with particular attention being paid to any evidence of disproportionality in outcome for BME and other minority groups.</p> <p>(b) Ensure that OASys meets quality assurance standards for good practice with BME offenders</p> <p>(c) Introduce a focus on work with BME offenders/victims into QuiPS</p>	<p>All Senior Managers</p> <p>PG</p> <p>PG/DW</p>	<p>09-12</p> <p>09-12</p> <p>09-10</p>

	<p>sessions</p> <p>(d) Develop and introduce a gatekeeping process to examine staff performance in identifying and responding to diversity issues when preparing court reports. Once this has been in place for 12 months conduct a further report audit to confirm improvements in performance and/or plan further corrective action if necessary</p>	<p>PG</p>	<p>03/10</p> <p>10/11</p>
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**GLOSSARY**  
**Staff initials in Action Plan**

GM – Gerry Marshall, Chief Officer  
PG – Paul Gillbard, Director of Offender Management, Thames Valley  
SQ – Sean Quiggin, Director of Interventions, Thames Valley  
GMcK – Gaynor MacKenzie, Director of Human Resources, job-share  
LH – Lesley Hudson, Director of Human Resources, job-share  
FT – Fiona Tarrant, Communications Manager  
SCz – Stephen Czajewski, Assistant Director  
KV – Kilvinder Vigurs, Assistant Director  
SP – Sue Pearce, Assistant Director  
JD – Julia Durrant, Facilities Manager  
KJ – Karen Jones, Training and Organisation Development Manager  
DW – Quality Improvement Manager  
SMcI – Shuna McIntyre, Diversity Manager

## **GLOSSARY OF TERMS**

AP – Approved Premises, specialised accommodation for offenders  
BME – Black and Ethnic Minority  
CDRP – Crime and Disorder Reduction Partnership  
CPS – Crown Prosecution Service  
DDA – Disability Discrimination Act  
DEG – Disability Equality Group  
DMG – Diversity Monitoring Group  
DOM – Director of Offender Management (South East Region)  
DiSDG – Diversity in Service Delivery Group  
HR – Human Resources  
JNCC – Joint Negotiating and Consultative Committee  
LCJB – Local Criminal Justice Board  
LGBT – Lesbian, gay, bisexual and transgendered  
NOMS – National Offender Management Service  
PO – Probation Officer  
PSO – Probation Service Officer  
QUIPS – Quality in Probation System  
Oasys – Offender Assessment System  
SES – Single Equality Scheme  
CMT – Corporate Management Team  
TVP – Thames Valley Probation  
WORP – Women’s Offending Reduction Programme

**APPENDIX D**  
**THAMES VALLEY PROBATION**  
**BLACK STAFF EVENT**

**Terms of Reference:**

- A one-off meeting
- Provide an opportunity for staff to share experiences of working in TV Probation.
- Ensure that Diversity is promoted and maintained.
- Promote safe working practices, including use of line management meetings and complying with policies and procedures.
- Develop TV Probation's knowledge relating to community integration.
- Establish a mechanism to sustain input from Black staff.
- Establish a need for on-going support and produce appropriate options for Senior Managers to progress.

**An invitation is extended to:**

All staff who are visibly identified as Black (including Asian and other Ethnic Groups) are invited to attend.

**Chair:** Kilvinder Vigurs, Assistant Director.

**Date:** March 20, 2009, 10am to 4.30pm.

**Venue:** Bicester Golf Club

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**THAMES VALLEY PROBATION**  
**AREA DIVERSITY IN SERVICE DELIVERY GROUP**

**Chair:** Thames Valley Director of Offender Management

**Convenor:** Area Diversity Manager

**1. Terms of Reference**

- Reviewing the diversity implications of service delivery requirements and changes in Offender Management and Interventions

- Identifying inequalities in service delivery, communicating and making proposals for action to the Diversity Monitoring Group and/or the Senior Management Team
- Contributing to specific pieces of work undertaken by the Area Diversity Manager and in general in relation to the priorities contained within the Area Business Plan and the Service Level Agreement with the Regional Offender Manager
- Making a contribution to and/or reviewing Equality Impact Assessments
- Being a mechanism to share learning and best practice in operational and functional units helping to ensure that diversity is promoted and maintained as a seam that runs through all aspects of service delivery.
- Providing a means of challenging organisational approaches and developments where there is a perceived conflict or inconsistency with Thames Valley Probation's commitment to valuing and promoting diversity

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## **THAMES VALLEY PROBATION**

### **DISABILITY EQUALITY GROUP – TERMS OF REFERENCE**

#### **1. Purpose**

- To create a safe, confidential and open environment where members of the group can support, encourage and empower each other
- To be overt in promoting positive and open attitudes towards disability and contribute to bringing about culture change in the organisation
- To share information and to take collective responsibility for learning
- To act as representatives by taking information and learning back to teams and individual work environments
- To identify and challenge unacceptable behaviour within Thames Valley Probation
- To actively promote the disability needs of offenders to ensure improved recognition of the issues in service delivery

## **2. Values**

- Equality of opportunity
- Acknowledging and valuing diversity
- Achieving solidarity
- Promoting the value of disabled people
- Confidentiality and ensuring a safe environment

## **3. Membership**

The group is open to all staff who consider themselves to have a disability, or who need support on the topic as they are involved in disability issues in some other way.

## **4. Practical Arrangements**

- The group will meet approximately 6 times a year in Talisman House, Bicester
- A convenor will be appointed who will ensure that the meetings are arranged, a meeting room is booked and agendas are circulated
- A system of rotating chair will apply, at every meeting a chair for the next meeting will be assigned, on rotation
- A member will be appointed to liaise with the HR Directors who are responsible for diversity to ensure that issues that emerge from the group can be addressed at senior management level
- The purpose, values, membership, practical arrangements and general effectiveness of the group will be reviewed at least annually and adjustments will be made to the Terms of Reference if necessary

## **5. Chief Officer Commitment**

- To support and promote the group in the organisation
- To ensure that all TVP employees have knowledge of the group and that those eligible to attend have access to it
- To attend one meeting per year, on invitation. On this occasion the agenda should include reviewing the effectiveness of the group

## **THAMES VALLEY PROBATION**

### **DIVERSITY MONITORING GROUP**

The Diversity Monitoring Group is a senior management and board group chaired by the Chief Officer. The Director of Offender Management will lead on service delivery and the Director of Human Resources will lead on staff related issues. Three identified Board members will also attend. The others attending the meeting include the diversity manager, a representative from the Information Unit and, where possible, the diversity manager of the Local Criminal Justice Board.

The main functions of the group are:

- To be keeper of the equality scheme(s)
- To champion the diversity agenda – in business planning, partnerships, contracts, Service Level Agreements etc
- To monitor Equality Impact Assessment
- To advise on organisational and training priorities
- To establish a diversity performance framework
- To further community engagement
- To hold annual meetings with relevant staff groups, via the Chief Officer and lead board member

The group will meet quarterly and will have PA support. It will not have any sub-groups but will monitor the work of directors, The group will not define policy but will monitor its impact.

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