

THAMES VALLEY PROBATION SINGLE EQUALITY SCHEME – 2009-2012

Action Plan 01/04/2011 – 31/03/2012

| Area of work | Actions | Lead | Year |
|---|---|---|--|
| 1. STRUCTURE | | | |
| <p>Review and update the Diversity Strategy and Diversity Policy.</p> <p>Duties 1-12</p> | <p>(a) Ensure all LDUs have in place adequate means for consultation with service users which complement the national offender survey arrangements as appropriate</p> <p>(b) Develop methods to ensure the views of service users are taken into account when reviewing the SES and developing equality objectives</p> <p>(c) Corporate Management Team (CMT) to review the consultation methods put in place during the life of this SES to ensure that they enable staff and service users to contribute adequately to the life of the SES and the development of equality objectives. Introduce any changes necessary.</p> <p>(d) Year 3 of Action Plan, April 2011-March 2012 to be implemented and monitored by the Diversity Monitoring Group</p> | <p>PG</p> <p>PG</p> <p>GM/CMT</p> <p>GM</p> | <p>Dec 2011</p> <p>March 2012</p> <p>Dec 2011</p> <p>2011-2012</p> |

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| <p>Ensure SES published on website and placed on TVP Intranet</p> <p>Duties 1-12</p> | <p>(a) Communications staff to reformat and include in website and intranet</p> <p>(b) Produce a summary version of the SES for wider distribution, particularly to stakeholders and the general public</p> | <p>FT/CH</p> <p>FT</p> | <p>April 2011</p> <p>Aug 2011</p> |
| <p>Ensure that the business planning process reflects and supports the aims and objectives of the Diversity Strategy and the SES</p> <p>Duties 1-12</p> | <p>(a) Agree criteria by which business planning will be reviewed annually for its compliance with the service's Diversity Strategy and Equality Scheme</p> <p>(b) Incorporate the setting of equality objectives into the business planning cycle and ensure these are in place by April 2012</p> <p>(c) Set clear outcome targets and timescales alongside the equality objectives making order of priority clear</p> <p>(d) Decide which equalities data is to be published and ensure it is available to the general public by July 2011</p> <p>(e) Using guidance from EHRC and NOMS decide on future of SES and ensure key commitments in the scheme are not lost from 2012 onwards</p> | <p>CMT</p> <p>CMT</p> <p>CMT</p> <p>CMT</p> <p>DMG</p> | <p>Each Year</p> <p>April 2012</p> <p>April 2012</p> <p>July 2011</p> <p>Jan 2012</p> |

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|--|--|--|-------------|
| Review Diversity arrangements including the Diversity Monitoring Group, Diversity in Service Delivery Group and all staff support groups Duties 1-12 | (a) Review structures in place and make any identified changes necessary | Board Chair/ Chief Officer/ LH & GMack | Each Jan |
| | (b) Complete development of consultation arrangements for staff and service users and agree means by which the information gained will feed into development of equality objectives and relevant review processes. | PG/CMT | By Feb 2012 |
| | (c) Review resources allocated to diversity work annually in line with budget planning, to include HR, IT and operational resources. | CMT | Each year |
| | (d) Review functioning of new staff support arrangements and plan any changes needed | DMG | Jan 2012 |
| | (e) Agree means by which responses to staff support groups will be communicated to the staff involved and the wider organisation. | CMT | Aug 2012 |

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| 2. STAFFING | | | |
| <p>Employment of BME and disabled staff in the organisation at all levels and in proportionate numbers</p> <p>Duties 1,2,4, 6-9</p> | <p>(a) To exceed the national target and reflect the makeup of local communities.</p> <p>(b) To improve the targeting of recruitment activity for example involvement in recruitment fairs</p> <p>(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</p> <p>(d) Review current recruitment practices and develop a recruitment process for new probation officer training which specifically aims to address the current imbalance of BME staff in this grade.</p> | <p>GMacK/LH</p> <p>GMacK/LH</p> <p>GMacK/LH</p> <p>GMacK/LH</p> | <p>2009 -12</p> <p>2009-12</p> <p>2010</p> <p>For new trainee posts 2010</p> |
| <p>Improve retention of BME staff</p> <p>Duties 1-3</p> | <p>(a) To monitor turnover rates at all grades</p> <p>(b) To follow up all exit interviews questionnaires where race is cited as a reason for leaving</p> <p>(c) To analyse data from staff surveys by race and take appropriate follow up action.</p> | <p>GMacK/LH</p> <p>GMacK/LH</p> <p>GMacK/LH</p> | <p>2009-12</p> <p>2009-12</p> <p>March 2010</p> |

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|---|---|----------|-----------------|
| Management Duties 1,2,4, 6-9, 10 & 12 | (a) To increase the number of BME managers (b) To offer development opportunities for staff in all minority groups to further their careers | GMacK/LH | 2009-12 |
| GMacK/LH | 2009-12 | | |
| Training Duties 1-12 | (a) Ensure BME and disabled staff have equal access to training, supervision and appraisals (b) To monitor delivery of training and take necessary follow up action (c) Ensure that training on diversity is given to all staff (d) Ensure disabled staff can access training venues and materials (e) Ensure that training provision takes account of flexible working patterns and part-time hours across the staff group | KJ | 2009-12 |
| KJ | 2009-12 | | |
| KJ | 2009-10 | | Ongoing |
| KJ | 2009-12 | | |
| KJ | 2009-12 | | |
| KJ | 2009-12 | | |
| Communication consultation and | (a) Make facilities and work time available to enable staff groups for BME, disabled and LGBT staff and review outcome of such efforts | GMacK/LH | 3rd Qtr 2011-12 |

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| <p>engagement</p> <p>Duties 1-12</p> | <p>(b) Explore potential for using feedback from national staff support forums to inform developments under SES in TVP</p> <p>(c) Establish mechanisms for offender feedback in each LDU 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) Review functioning of manager led diversity groups</p> <p>(f) Review contacts made with the disability organisations that contributed to our SES for purpose and usefulness to both parties and in the light of this review plan future means of consultation/involvement/engagement of disabled people in our scheme ensuring compliance with Equality Act 2010</p> <p>(g) Explore ways of extending our involvement with BME communities in Thames Valley in conjunction with partner organisations and TV police. Identify from this work</p> | <p>GMacK/LH</p> <p>GMacK/LH</p> <p>PG</p> <p>PG</p> <p>SMcl/HR</p> <p>PG/SMcl</p> | <p>“</p> <p>“</p> <p>Dec 2010</p> <p>Sept 2011</p> <p>By March 2012</p> <p>Ongoing</p> |

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| | <p>offenders/stakeholders that might be willing to participate in the review of our SES and its action plan and involve them as appropriate.</p> | | |
| <p>HR Processes 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>(b) Follow up on lessons learned from individual cases to inform policy and practice development</p> <p>(c) Decide whether to extend EIA training to all managers & explore the viability of running information sessions for all staff on the Equality Act 2010 and EIA</p> <p>(d) Review the use of TV policy on EIA, and the quality of EIAs being produced. Put in place any corrective action.</p> <p>(e) Contribute to the development of the national EIA tool for probation staff where the opportunity exists</p> <p>(f) Impact assess any proposed redundancy and reorganisation decisions</p> <p>(g) Support staff with disabilities by working with Access to Work</p> | <p>GMacK/LH</p> <p>GMacK/LH</p> <p>GMacK/LH</p> <p>CMT/SMcl</p> <p>PG/SMcl</p> <p>GMacK/LH</p> <p>GMacK/LH</p> | <p>2009-12</p> <p>From 09/09</p> <p>2011-12</p> <p>Ongoing</p> <p>Ongoing</p> <p>2009-12</p> <p>2009-12</p> |

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| | <p>and making reasonable adjustments</p> <p>(h) Reapply for two ✓✓ accreditation in 2011 and maintain standard required for accreditation each year.</p> <p>(i) Compile a directory of 'reasonable adjustments' in place across TVP</p> <p>(j) Compile a directory of flexible working arrangements in place across TVP</p> | <p>GMacK/LH</p> <p>GMacK/LH</p> <p>GMacK/LH</p> | <p>2011 ongoing</p> <p>By March 2011</p> <p>By March 2011</p> |
| 3. SERVICE DELIVERY | | | |
| <p>Data collection</p> <p>Duties 1,2,4,6,10 & 12</p> | <p>(a) Ensure continued compliance with relevant national monitoring targets for offenders. Information unit will continue to alert managers to any failures so that corrective action can be taken</p> <p>(b) Extend range of diversity data routinely collected to include all protected characteristics designated in the Equality Act 2010</p> <p>(c) Ensure Thames Valley introduces the national model for diversity monitoring in keeping with nationally set timetable</p> <p>(d) Issue the Diversity Report service wide on a quarterly basis. Ensure that all LDUs take account of the report in identifying</p> | <p>All managers/ AG</p> <p>DMG</p> <p>PG</p> <p>DMG/Senior Managers</p> | <p>2009-12</p> <p>2011-12</p> <p>Ongoing</p> <p>Evidence activity by</p> |

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| | <p>any unjustified disproportionality in activity and/or outcome for service users with protected characteristic</p> <p>(e) DMG will require LDUs to take action to explain and/or correct identified disproportionality evident in the Diversity Report or elsewhere in service information. Records of such work will be kept by the DMG in order to ensure that disproportionality is addressed</p> <p>(f) Taking account of data protection issues, publish diversity data on internet at quarterly intervals</p> <p>(g) Provide assistance to staff to assist them develop confidence and skill in using new monitoring systems for service users, particularly in relation to sexual orientation and faith and belief</p> <p>(h) Monitor compliance with new monitoring systems for sexual orientation and faith and belief and, if necessary, take action to improve</p> | <p>PG</p> <p>DMG/AG</p> <p>PG/SMcl</p> <p>DMG</p> | <p>Dec 2010, then Ongoing</p> <p>Ongoing</p> <p>From July 2011</p> <p>Ongoing</p> <p>Ongoing</p> |
| <p>Establish a Diversity in Service Delivery Group</p> | <p>(a) Ensure representative staff group is convened and meets at least quarterly Representation is under ongoing review</p> <p>(b) Develop an explicit role for this group in establishing and delivering the equality objectives in the business plan</p> | <p>PG</p> <p>PG</p> | <p>2009-12</p> <p>By January 2012</p> |

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| Duties 1,2,4,6,10 & 12 | (c) Give priority to members of the DiSDG on any training in EIA if it becomes available in the coming year. | PG/KJ | 2011-12 |
| Equality Impact Assessment Duties 1-12 | (a) Agree actions to further embed commitment to and use of EIA format across TVP and continue to remind staff of the role of this activity in improving the quality of all service activities (b) Agree strategy for developing understanding and compliance with requirements of impact assessment across the organisation. (c) Identify outstanding training needs relating to delivery of EIAs across the organisation and put in place an appropriate response. (d) Explore viability of designing and running workshops for all staff without specialist training on the Equality Act 2010 and EIA in the organisation (e) Review progress in embedding impact assessment | PG PG PG/KJ PG/SMcl/KJ DMG/SMcl | By August 2011 By August 2011 September 2011 Make a decision by June 2011 March 2012 |

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|--|---|----------------|----------------------------|
| <p>Ensure better understanding within teams of race, gender and disability issues in order to improve community engagement</p> <p>Duties 1-3,4,6,7,10 &12</p> | (a) Programme of activities for Diversity Week across all divisions to enable widespread employee participation | PG | w/c 2/11/09 then each year |
| | (b) Notify the date of Diversity Week to all staff no later than July 2011. Dates of any events open to all staff to be notified no later than September 2011 to maximise participation. Programme from 2010 to be publicised widely in staff magazine and elsewhere to promote good ideas across all LDUs. | PG/KJ/SMcl /FT | June-Sept 2011 |
| | (c) Where there is relevant up-to-date information on the ethnic makeup of their local communities ensure this is made available to LDUS and is reviewed regularly | PG | Ongoing |
| | (d) Work with colleagues in NOMS and in other Trusts to obtain up-to-date information on customs and cultures, (including faith and belief communities) and make this widely available to all staff. | PG/SMcl | Nov 2011 |
| | (e) For both (c) and (d) agree the means by which this information will be made available and improve staff awareness of, and access to, such materials | PG/SMcl | By Nov 2012 |
| | (f) Ensure that a representative from each Division attends Diversity in Service Delivery Group. | PG | Ongoing |

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| | (g) Improve participation at all levels of community engagement (e.g. Crime and Disorder Reduction Partnership; Community Safety Partnerships; Neighbourhood Action Groups) | All Senior Managers | 2009-12, review each year under business plan objectives |
| <p>Participate in LCJB to deliver priority actions in respect of:</p> <ul style="list-style-type: none"> - Increase the levels of public confidence in the fairness and effectiveness of the CJS - Better identify and explain race disproportionality at key points with the CJS and have strategies in place to address racial | <ul style="list-style-type: none"> (a) Continue to provide the Diversity Awareness and Prejudice Pack as a resource for Offender Managers to use in work with hate crime perpetrators (b) Ensure that any updates and research findings are incorporated in the DAPP resource. In particular, look for additional resources relating to homophobic and disablist crime. (c) Ensure information for Offender Managers on Forced Marriage and Honour Justified Violence remains current and takes account of any national developments (d) Make any changes in service activity that are required by the statutory guidance on Forced Marriage and publicise these changes. (e) Review the recipients of LCCS presentations and, if necessary, take action to broaden the range of community | <p>PG</p> <p>PG/SMcl</p> <p>SMcl</p> <p>PG/all Senior Managers</p> <p>CH</p> | <p>April 2011</p> <p>2011-12</p> <p>Ongoing</p> <p>June 2011</p> <p>June 2011</p> |

| Area of work | Actions | Lead | Year |
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| <p>disparities which cannot be explained or otherwise justified</p> <p>Duties 1-3, 5</p> | <p>groups that are offered/receive these presentations</p> | | |
| <p>Access to Services</p> <p>Duties 4-9</p> | <p>(a) Assess take-up rates of interventions by those with protected characteristics, and where necessary, agree points in the system for targeting interventions aimed at reducing any identified disproportionality related to the protected characteristic and not justified by suitability criteria</p> <p>(b) On completion of this year's building/maintenance works and practice developments, review access to Approved Premise places for offenders with disability or age related needs and plan corrective action where necessary</p> <p>(c) On completion of this year's building/maintenance works review works done to further improve access for staff and service users with disabilities. Continue to prioritise access issues in any works planned where the bidding process gives scope for this</p> <p>(d) Contribute to the development of new building standards for</p> | <p>PG</p> <p>PG</p> <p>PG/JD</p> <p>JD</p> | <p>Assess 2010; agree action 2011-12</p> <p>By 31/3/12</p> <p>By 31/3/12</p> <p>Ongoing</p> |

| Area of work | Actions | Lead | Year |
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| | <p>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>(e) Ensure provision takes account of the needs of offenders with learning disabilities and mental health needs.</p> <p>(f) Deliver staff briefings across TVP to increase staff awareness and knowledge of offenders with learning disabilities and mental health</p> <p>(g) Explore the viability of producing a directory of services for those with mental health and learning disabilities that is accessible to all staff</p> <p>(h) Start to review TV correspondence for its accessibility to all. Ensure new correspondence can be produced in accessible format, and where review of letters etc takes place, make the necessary changes</p> <p>(i) Promote use of SARs as appropriate interventions for those whose first language is not English</p> <p>(j) Decide how best to provide interventions for sex offenders and domestic violence perpetrators whose English language skills are not sufficient to allow attendance at a groupwork programme.</p> | <p>KV</p> <p>KV/ Develop- ment Group</p> <p>KV</p> <p>KV</p> <p>All Senior Managers</p> <p>PG</p> | <p>Ongoing</p> <p>By end of 2012</p> <p>By Jan 2012</p> <p>Ongoing</p> <p>Ongoing</p> <p>By December 2012</p> |

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| Hate Crime Duties 1-3, 4-6 | <p>(a) Work with the police, CPS and relevant community 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) Ensure that risk management training includes the new national materials on Hate Crime and that staff know how to access the risk management manual on EPIC</p> <p>(e) Ensure DAPP materials remain available and are updated as necessary with particular reference to homophobic and disablist crime. are used by OMs working with Hate Crime perpetrators.</p> <p>(f) Review staff training requirements at the end of the year and put in place additional training if necessary</p> | <p>GM</p> <p>PG</p> <p>PG</p> <p>PG/KJ</p> <p>PG</p> <p>PG/KJ</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>11-12</p> <p>March 2011</p> |
| Work with Foreign Nationals | <p>(a) Ensure practice guidance on the offender management of foreign nationals is kept up-to-date and ensure that such</p> | <p>PG/SMcl</p> | <p>Ongoing</p> |

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| Duties 1- 3 | <p>guidance takes full account of the role of interventions in this work</p> <p>(b) Ensure policy and practice guidance on working with Foreign National Prisoners is kept up-to-date</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 in the light of the outcome of the NOMS national tendering exercise and introduce any necessary changes taking into account value for money and quality of service</p> | <p>PG/SMcl</p> <p>PG/SMcl</p> <p>PG/SMcl/ Relevant Managers</p> | <p>Ongoing</p> <p>2011-12</p> <p>line with NOMS timetable</p> |
| <p>Enhanced Citizenship amongst offenders</p> <p>Duties 3,6,12</p> | <p>(a) Produce Citizenship and Accommodation SAR and promote its use as a means of developing citizenship amongst those who have committed offences.</p> <p>(b) Where compatible with the demands of contracts 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>PG</p> <p>Relevant Managers</p> | <p>1/4/11 then ongoing</p> <p>2009-12</p> |

| Area of work | Actions | Lead | Year |
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| | <p>(c) Where risk, safety and sensitivities of all parties permit and such activity is part of the contract in place 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> | Relevant Managers | 2009-12 |
| <p>Work with women offenders</p> <p>Duties 10-12</p> | <p>(a) Implement TV Probation Women Offenders' Strategy and annual action plans.</p> <p>(b) Maintain women offender champions in offender management to develop work with women offender</p> <p>(c) Ensure services are accessible to women offenders by remaining involved in the development and work of the Reading based Community Project for women. In addition, work towards the development of similar projects in other areas in TVP, initially in Slough and Milton Keynes.</p> <p>(d) Implement the Domestic Abuse Strategy and Action Plan on an annual review cycle</p> <p>(e) Continue to work towards a technological solution that will enable the directory of services for women offenders and their children that has been designed to be available to all staff via intranet</p> | <p>KV</p> <p>KV</p> <p>KV</p> <p>KV</p> <p>KV</p> | <p>2009-12</p> <p>Ongoing</p> <p>Ongoing</p> <p>2009-12</p> <p>Ongoing</p> |

| Area of work | Actions | Lead | Year |
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| Partnerships | (a) Implement the Partnership Strategy in line with principles contained in SES | PG | Ongoing |
| Duties 1-12 | (b) Ensure that partner organisations have due regard to issues of diversity and equality in the provision of services. | PG | 2009-12 |
| Work with Victims | (a) Design a means to improve the collection of data relating to diversity needs/profile of victims referred to the Victim Liaison Unit (VLU), involving other agencies as appropriate | KV/GE | By December 2011 |
| Duties 1,2,4,6,10 & 12 | (b) Once the data is sufficiently accurate in quality and quantity, review take up of the service offered by VLU and Women Safety Workers by ethnic minority, gender and disability. If necessary, agree a strategy for improving access to these services. This may include contracting out some victim services to organisations that can better meet the cultural and/or racial needs of some victims | KV/GE | Ongoing |

| Area of work | Actions | Lead | Year |
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| <p>Quality Assurance</p> <p>Duties 1,2, 4,6,8,10 &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 those with protected characteristics</p> <p>(b) As part of the planning cycle set equality objectives that clearly indicate service priorities Such objectives will be embedded in the business planning and review cycle</p> <p>(c) Ensure via the new OASys QA process that quality outcomes are satisfactory for good practice with BME offenders</p> <p>(d) Assess viability of Introducing a focus on work with BME offenders/victims into QuIPS sessions</p> <p>(e) Provide staff with a means of checking that they have considered relevant aspects of protected characteristics when assessing offenders</p> <p>(f) Ensure that any review of the approach to be taken to using professional judgement includes consideration of how to identify and respond to diversity issues across the whole range of protected characteristics</p> | <p>DMG/CMT</p> <p>CMT</p> <p>PG/LA</p> <p>PG/LA</p> <p>PG/SMcl</p> <p>PG</p> | <p>Ongoing</p> <p>By April 2012</p> <p>2010-11</p> <p>By June 2011</p> <p>By August 2011</p> <p>By March 2011</p> |

GLOSSARY

Staff initials in Action Plan

GM – Gerry Marshall, Chief Executive
PG – Paul Gillbard, Corporate Director of Offender Management, Thames Valley
CH – Clare Hooper, Internal Communications
GE – Geoff Emerson, Manager of Victim Liaison Unit and Restorative Justice
GMcK – Gaynor MacKenzie, Director of Human Resources (job-share)
LA – Liz Adamczyk, Quality Improvement Manager
LH – Lesley Hudson, Director of Human Resources (job-share)
FT – Fiona Tarrant, Communications Manager
SCz – Stephen Czajewski, LDU Director
KV – Kilvinder Vigurs, LDU Director
JD – Julia Durrant, Facilities Manager
KJ – Karen Jones, Training and Organisation Development 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
CP – Community Payback
CPS – Crown Prosecution Service
DAPP – Diversity Awareness Prejudice Pack

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
LCCS – Local Crime, Community Sentence
LCJB – Local Criminal Justice Board
LDU – Local Delivery Unit
LGBT – Lesbian, gay, bisexual and transgendered
MK – Milton Keynes
NAG – Neighbourhood Action Group
NOMS – National Offender Management Service
PACT – Parents and Children Together
PO – Probation Officer
PSO – Probation Service Officer
QuIPS – Quality in Probation System
OASys – Offender Assessment System
SAR – Specified Activity Requirement
SES – Single Equality Scheme
CMT – Corporate Management Team
TVP – Thames Valley Probation
WORP – Women’s Offending Reduction Programme