

National Probation Service Derbyshire

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Derbyshire Probation

Single Equality Scheme

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Version 6

SINGLE EQUALITY SCHEME

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FOREWARD

As Board Chair and Chief Officer we are pleased to introduce Derbyshire Probation's first Single Equality Scheme. It brings together the existing equality duties – race, gender and disability – and goes beyond them to include religion and belief, sexual orientation and age. We welcome this harmonisation of our approach to equality and human rights.

As a public agency the Probation Service has both general and specific duties to meet and we take those duties seriously. In previous years we have produced separate equality schemes. However this year, anticipating the future Single Equality Bill and following the lead of other key agencies, our plans for developing our equalities work are described in this single scheme.

Derbyshire Probation is part of a criminal justice service that seeks to make the county safe for all. Derbyshire is made up of a variety of different communities. This richness and diversity can be both an opportunity and a challenge to providers of public services. As a law enforcement agency, we must be robust. As an agency that works to rehabilitate offenders back into the community, we have to challenge offending behaviour and provide sustainable ways of encouraging offenders to become full and contributing members of our society. This is no small task. The service itself is in a continual state of change, responding to new legislation and a range of criminal justice initiatives, the most recent one being the creation of the new Ministry of Justice.

Ensuring that equality is embedded into all our work is central to our values as an organisation, and we recognise that we need to evidence this value. To deliver an ever higher quality service, we must ensure that we are able to assess and meet the needs of all our users and stakeholders.

This Equality Scheme is action orientated and is designed to help the Board and the Senior Management Team (SMT) to focus on outcomes that will benefit the community which we serve.

In this scheme you will find information about our organisation, and our plans in relation to equality and diversity for the next 12 months.

We welcome any feedback on the work outlined in this scheme and details of how to contact us are included at Section 5 of the scheme.

Steve Taylor
Chair, Derbyshire Probation

Denise White
Chief Officer, Derbyshire Probation

INTRODUCTION

This Single Equality Scheme aims to

- give information about our organisation;
- explain how we approached the development of both the narrative and the action plan;
- outline how we intend to show compliance with our legislative duties;
- outline the actions we intend to take;
- explain the processes for monitoring and reviewing both the scheme and the action plan;
- explain how you can give us feedback or become further involved.

SUMMARY

In Section 1 you will find information about Derbyshire Probation. You will find information about how we are part of the National Offender Management Service (NOMS) and the Ministry of Justice; how we are governed and monitored; what work we do within the Criminal Justice system; and an outline of our aims and vision and values.

In Section 2 we explain how we approached the development of this scheme; how we built on our previous separate Disability, Race and Gender Equality Schemes; and how we intend to cross reference this document so that you can track where we intend to meet our duties. We explain how we are structuring the action plan to reflect our business priorities, published in our annual business plan. We also explain how diversity is strategically approached and managed within Derbyshire Probation and how you can give us feedback.

In Appendix A we have taken all the strands of diversity and share information about our organisation in relation to those strands. We have broken that information down into services and employment so that we can properly address both issues of service delivery and our responsibilities as an employer. (We have included transgender issues within the gender strand at this time, although we recognise this may become a separate strand in future.)

Appendix A contains our Action Plan.

SECTION 1 – WHO WE ARE AND WHAT WE DO

1.1 Who we are

1.1.1 Derbyshire Probation is one of 42 Probation Areas, which are part of the National Probation Service for England and Wales. Derbyshire Probation employs approximately 400 staff based in a number of geographical locations across the Area. The National Probation Service is a law enforcement agency delivering community punishments, and supervising and working with offenders according to the terms set by the Courts and Parole Board.

- 1.1.2 The National Offender Management Service (NOMS) is an executive agency of the Ministry of Justice, contributing to the Ministry's aims
- To ensure the effective delivery of justice
 - To deliver custodial and community sentences to reduce re-offending and protect the public
 - To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms
- 1.1.3 NOMS brings together the headquarters of the National Probation Service and HM Prison Service to enable more effective delivery of services. The two bodies remain distinct but have a strong unity of purpose to protect the public and reduce re-offending. They ensure the sentences of the courts are properly carried out and work with offenders to tackle the causes of their offending behaviour. NOMS offices in the English regions and Wales are responsible for
- Commissioning services for their region
 - Developing a regional reducing re-offending delivery plan
 - Coordinating regional and local partnerships
- 1.1.4 Derbyshire Probation's headquarters are located at Matlock Bath, Derbyshire. Services are delivered on both a Derbyshire-wide basis through two major delivery units; City and County plus an Interventions team.

1.2 How we are governed / accountable

- 1.2.1 Derbyshire Probation Area's Board is made up of 10 non-executive members, and the Chief Officer who is responsible for day-to-day operations and delivery of the strategic plan. The Board establishes a strategy for the work within Derbyshire, prepares a Business Plan which outlines, in simple terms, why the Derbyshire Probation Board is in business, and what its staff are engaged to achieve. It also publishes an annual plan and annual report. Board members support and monitor the work of Derbyshire Probation. In 2009 Derbyshire Probation achieved the status of a 'Probation Trust', effective from April 2010. We anticipate that this will provide greater flexibility in how we deliver our local services.
- 1.2.2 Derbyshire Probation is monitored externally by HM Inspectorate of Probation. The Board produces an area plan based on the results of these inspections, and.
- 1.2.3 We are committed to valuing disability and are committed to the two ticks disability approach. We have also sought external recognition as an Investor in People, continuously held since 1997, and Chartermark / Customer Service excellence held since 2000. In 2008 we were accredited with 3 stars as an organisation recognised for excellence.
- 1.2.4 The Board HR & Finance Panel scrutinises staff equality issues and the Board Performance Panel scrutinises service delivery issues.

1.2.5 In the Integrated Probation performance Framework there is a nationally set measure to monitor 95% returns in respect of staff and offenders from ethnic minorities. We also have a target for recording disability data for all new sentences of 95%

1.3 Our Aims

We will use our professional skills to protect the public through the delivery of excellent offender management practice, reformative interventions and victim services.

1.3.1 The aims of the National Probation Service are:

- Protecting the public
- Reducing re-offending
- The proper punishment of offenders in the community
- Ensuring offenders' awareness of the effects of crime on the victims of crime and the public
- Rehabilitation of offenders

1.4 Our Vision and Values

To be an excellent organisation providing local probation services to the highest possible standard.

1.4.1 Values

- **Accountability** We accept full responsibility for our actions, decisions and behaviours and we expect others to do the same;
- **Flexibility** We adapt to meet our stakeholders' changing needs, and constantly seek to improve by learning from experience and looking for new ideas;
- **Openness** We are transparent and inclusive in the planning and delivery of our services;
- **Integrity** We take pride in delivering high quality services to the highest standard of business ethics;
- **Diversity** We celebrate and recognise cultural diversity in the way we deliver our services;
- **Respect** We welcome differing views and recognise everyone's right to their own opinions;
- **Working with Others** We build co-operative, reciprocal, sustainable relationships with all our staff, partners and other stakeholders.

These core values will help DPA deliver the objectives set out in its business plan.

Mission – Making Our Community Safer

To Reduce Re-Offending and protect the public. We will achieve this by:

- earning the trust of courts and communities by delivering sentences with integrity
- achieving high performance, excellence and innovation in practice to enable offenders to reduce their re-offending and the harm they pose to the public
- building positive and effective partnerships across the public, voluntary and private sectors
- upholding the highest professional and public service standards
- valuing and investing in the professional skills of our diverse staff to make Derbyshire Probation a great place to work'

1.5 What we do

1.5.1 The Community Order

When deciding on a sentence, courts select the most appropriate sentence according to consideration of seriousness and other factors. The Probation Service assists the Courts in determining sentence by the provision of information.

The Community Order is a significant sentencing option which can be tailor-made from a range of 12 requirements, providing innovative ways to provide for punishment, reduce re-offending. Community Orders are rigorously enforced.

1.5.2 Programmes

Accredited Programmes are nationally approved interventions designed to tackle the root causes of offending. They are included as conditions of a sentence, meaning they have to be completed or the offender will be taken back to court to receive a more serious sentence. There are a variety of programmes, reflecting the fact that different crimes have different causes.

1.5.3 Unpaid Work Requirement

An Unpaid Work Requirement is one of the 12 requirements that can be included in a Community Order. It involves offenders doing compulsory work, now called 'Community Payback', for the benefit of the community. All offenders on Unpaid Work are screened to assess the risk they may pose to the public, and are closely supervised at all times. They will have to perform between 40 and 300 hours of unpaid work. The requirement is a punishment but it also provides a good opportunity to teach offenders problem solving, interpersonal and employment-related skills.

1.5.4 Approved Premises

Following a best value review of Approved Premises in the East Midlands it was recommended that better value and consistency would be achieved if Approved Premises were managed on a Regional basis, led by Derbyshire reporting to the Chief Officer. Three of the five areas have decided to participate – Derbyshire, Nottinghamshire and Lincolnshire.

Approved Premises offer a high level of supervision in order to protect the public from those who pose the most serious risk of harm. Approved Premises rules are strictly enforced and there is close liaison between the Police, supervising Probation staff, Courts, Prisons, Social Services and other partner agencies.

1.5.5 Public Protection

Where offenders pose a high risk of serious harm, either after release from prison, or on a Community Order. Derbyshire Public Protection policy and procedures apply, and where appropriate offenders are subject to Multi-Agency Public Protection Arrangements (MAPPA). MAPPA involve close partnership work between Probation, the police, prisons, social services, the health authority, accommodation providers, and any other appropriate agencies. This partnership approach allows us to focus on the detailed management of each case and share information so that we can make a coordinated and effective response to manage the risks that these offenders pose. The concerns of the victims, where known, are always considered.

1.5.6 Assessing Risks

The Probation Service and the Prison Service assess what risk each offender may pose to an individual, or to society in general. This is done with a tool called 'OASys' – the Offender Assessment System. The OASys assessment is reviewed to check how much progress the offender has made and to re-assess any continued risk.

1.5.7 Probation's role in the courts

Every criminal court in Derbyshire has its own team of Probation staff, who provide a range of services both for the offenders and for the magistrates or judges who sentence them. These services include:

- preparing reports for the court
- interviewing offenders
- advising magistrates and judges
- arranging bail placements.

1.5.8 Probation work inside the prisons

Probation staff who are located in prisons work with Prison Service staff and plan and deliver a structured sentence for the offender while they are inside. Work with offenders in prison includes:

- running Accredited Programmes

- assessing the risks posed by offenders
- contributing to sentence-planning
- one-to-one work with prisoners
- assessments for the Parole Board
- contacting victims
- providing links to outside agencies
- giving practical help in finding work and accommodation

1.5.9 Work with Victims of Crime

Our specialist Victim Liaison Officers (VLO's) work with the victims of those offenders who are sentenced to 12 months or more in prison for a sexual or violent offence. We try to find out victims' views about licence conditions that the offender should be subject to on release from prison. We also tell the victim about whether the prisoner will be subject to conditions in the event of release. We inform the victim of any conditions which relate to contact with them or their family.

The VLO's also operate as Womens Safety Workers offering contact, support and safety planning to partners/ex partners of offenders who are undertaking the Integrated Domestic Abuse Programme (IDAP).

2.0 SECTION 2 – HOW WE DEVELOPED THE SCHEME

2.1 Legislation

2.1.1 Like other public authorities in England, Scotland and Wales, we have specific legal duties to tackle discrimination and promote equality on the grounds of disability, gender and race. We have to consider these in everything we do. These responsibilities are referred to as the three general duties to promote equality. The race equality duty arose as a result of the Macpherson inquiry into the murder of Stephen Lawrence and the resulting acceptance of the potential for institutional discrimination by public sector organisations.

2.1.2 The gender and disability equality duties were introduced later. Creating and publishing an equality scheme is one of several specific duties we must comply with to show how we will meet our legal requirements under the general equality duties.

2.1.3 We have decided to develop a Single Equality Scheme as we wanted to extend our coverage to include other areas of discrimination that we now have responsibility for tackling (age, religion or belief and sexual orientation). These areas of our work are not covered by the existing duties to promote equality but we believe we should aim to apply the same high standards to everything that we do.

2.1.4 Below we have listed the general requirements of each equality duty

2.1.5 We have to pay due regard to the following requirements of the race equality duty:

- Eliminate unlawful discrimination in relation to race
- Promote equality of opportunity in relation to race
- Promote good relations between people of different racial groups.

2.1.6 We have to pay due regard to the following requirements of the disability equality duty:

- Eliminate unlawful discrimination in relation to disability
- Eliminate harassment of disabled people that is related to their disabilities
- Promote equality of opportunity between disabled people and others
- Take steps to take account of disabled people's disabilities, even where that involves treating them more favourably than others
- Promote positive attitudes towards disabled people
- Encourage participation by disabled people in public life.

2.1.7 We have to pay due regard to the following requirements of the gender equality duty:

- Eliminate unlawful sex discrimination
Eliminate sexual harassment
- Promote equality of opportunity between men and women.

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

2.2 What we did

2.2.1 To develop our Single Equality Scheme, we first looked at the priorities developed in our three previous separate equality schemes. We also looked at legislation covering the new areas of our scheme.

2.2.2 To help develop the content for the scheme and provide guidance we enlisted the advice and support of an external consultant. We considered the scheme prepared by Derbyshire Probation and guidance issued by the Equality and Human Rights Commission. We also took advice from the Race and Equalities Action Group of NOMS.

2.2.3 We want to make sure that we incorporate the views of as many staff as possible as their views are important to us. Not just in helping to decide what actions we should be taking, but also in shaping the longer-term outcomes that Derbyshire Probation should be aiming for. To enable that involvement we will ensure there are various opportunities to ask for input to the scheme and we are publishing this draft for consultation on our intranet site.

2.2.4 We have used our data collection systems extensively to understand our organisation. Derbyshire Probation collects a significant amount of data which is relevant to our equality duties. We are able to know the profile of

our offender population in relation to their age, gender and ethnicity. Since October 2007 we have also been collecting information in relation to disability.

In 2007 we introduced a new system with the courts, seeking missing race and ethnicity categories from Crown Prosecution Service (CPS). This includes an informal protocol with courts lists and CPS. As a result we have a very low percentage of missing data.

A revised Diversity Monitoring form is being launched shortly which will also allow us to capture and report on religion and belief, sexual orientation, nationality, and foreign national status of offenders. In addition, we have, since 2007, been reporting on our performance targets relating to service delivery in respect of gender and ethnicity. This will be extended to disability when enough data is collected to make the results useful. We also produce Human Resources (HR) reports which allow us to monitor disability, gender and ethnicity in relation to our workforce. We collect information relating to their age, but do not currently report on this routinely. Our grievance and disciplinary proceedings are also reported on in relation to disability, gender and ethnicity.

- 2.2.5 Although our current systems allow us to record training attended, and appraisal completion, we cannot at present produce reports that track across to the above HR data. There is an IT project underway which we hope will allow us to produce reports which can give us this information easily. Due to resource limitations we do not report on that data manually at present.

2.3 Involving People

- 2.3.1 We have asked our employee groups for their input to our scheme – including the Diversity Operations Team. The Diversity Operations team meets on a regular basis and membership includes staff from all levels of the Service. The team aim to recruit members who have particular interest / knowledge /experience of a variety of diversity issues relating to race, ethnicity, gender, age, religion, disability, sexual identity. We are also approaching the Trades Unions – NAPO and UNISON. Senior Managers, who have leadership roles in relation to specific strands of diversity, have been asked to contribute.
- 2.3.2 We have also used information available from offender feedback to the service locally and also more widely published offender feedback on involvement with the Criminal Justice System.
- 2.3.3 The Disability Equality Duty requires us to do more than consult stakeholders and staff. It gives us a duty to involve disabled people in an ongoing and meaningful way.
- 2.3.4 The whole area of involvement of people in the ongoing development, delivery and review of this scheme is a priority development area. In the development of the action plan consultation took place through interviews, staff drop-in events, external discussion groups. As well as consulting

internal staff groups, and individual staff members the following groups were consulted in the development of this plan.

- Derby Racial Equality Council
- Derbyshire Friend (gay support group)
- People Working with Young Offenders (interviews with YOS staff and volunteers)

Participants across these groups also included a diverse mix in terms of gender, race, age, faith and disability.

The draft SES was placed on our website for input too and a link sent to diverse community contacts to encourage/invite them to comment. Groups such as Disability Direct (Derby), Women's Work, NACRO, Multi-Faith Centre. Also Derby City Council and Derbyshire County Council have been approached for access to their distribution lists that we could use.

2.4 How we will evidence our duties

We will cross reference our action plan to the specific duties, using the numbering outlined above in paragraphs 2.1.5 – 2.1.7.

2.5 Our Strategic Priorities

To deliver our strategy we will focus on the following priorities and work with the Director of Offender Management to ensure the focus of our contract is aligned with our priorities to:

- be a recognised national leader – we will strive for excellence
- reduce re-offending – by effective service delivery.
- be a leaner more efficient organisation – by delivering value for money.
- be an employer of choice with a trained and motivated workforce – by building organisational capacity and developing the potential of all our staff.
- be innovative in commissioning new services and developing our work with stakeholders – by maximising partnership and commissioning opportunities.

2.6 Diversity in Derbyshire Probation

2.6.1 Through its Diversity and Equality policy, Derbyshire Probation Board is committed to the principles of Diversity and Equality and ensuring that these are met in all its work. This policy sets out the following intended results:

- the promotion of diversity and equality, good relations and understanding between individuals and groups representing the range of diversity, and the elimination of discrimination

- the creation of an environment within Derbyshire Probation where every individual feels valued and enabled to reach their full potential
- service provision that meets the needs of individuals reflecting the diverse communities of Derbyshire
- equal access for service users from all communities in the Derbyshire area
- a workforce which broadly represents the composition of the population and recruitment area
- all forms of unlawful or unfair discrimination on the grounds of race, ethnic or national origin, gender, age, disability, language ability, religion or sexual orientation are opposed
- make the best use of existing and potential staff through good employment practices, which attract, develop and retain the good quality staff who are essential to helping Derbyshire Probation meet its aims and objectives
- a review of all centres of operation will be undertaken to try ensure they are accessible for disabled staff, offenders, victims, and other service users
- diversity targets set nationally or by the Board are met.

2.6.2 The Probation Board and the Chief Officer have lead responsibility for ensuring this policy is implemented at both strategic and operational levels. This includes promotion and integration of equality and diversity, and ensuring adequate resources are allocated to Diversity and Equality work.

The organisation has formed a Strategic Diversity Group (SDG), led by the Chief Officer who will determine, monitor and review the strategic direction of the organisation in respect of diversity and equality. The Diversity Operations Group (DOG) will report progress on the implementation of identified actions to the SDG on a quarterly basis. The DOG will be led by the Training Manager who will act as liaison between both groups.

Terms of Reference will be established for the SDG, membership of which will include Board members and senior managers. The SDG will meet and report progress to the Board on a quarterly basis.

2.6.3 Members of the Board of Derbyshire Probation will act as 'champions' for particular strands of diversity in addition to having responsibility for integration of equality and diversity in their area of the organisation. They will provide support for employee groups linked to their strand of diversity, where these exist.

2.6.4 All Board members and managers receive mandatory equality and diversity training and are expected to lead and provide a good model of diversity practice throughout their areas of responsibility. Those with responsibility for local delivery units should produce plans to explain how their unit intends to improve equality of outcomes. All managers are expected to model and promote behaviour consistent with the equality and diversity policy. They ensure completion of diversity monitoring returns and evidence behaviour and good practice in appraisals.

- 2.6.5 All staff attend mandatory equality and diversity training, and are expected to demonstrate commitment to the diversity and equality policy by their practice and their relationships with colleagues.
- 2.6.6 The Team are responsible for promoting the Diversity and supporting the work of managers and staff towards integrating diversity into all the work of the organisation. They provide a resource for the development of policies, plans and other guidance on all issues related to diversity and equality. They also develop understanding of diversity and equality issues and act as a source of advice to others.
- 2.6.7 DPA encourages and supports employee groups such as the Disabled staff employee group, to join NDSN, LAGIP, ABPO, NAAPs and also supports and promotes attendance at their annual respective national conferences.
- 2.6.8 The Performance and Information Unit produces regular reports on the diversity profiles of many of the standard performance measures relating to service delivery, in order to identify any inequalities in the delivery of operational performance. There is also regular research undertaken which is of relevance to our understanding of equality and diversity. This includes collation of service user feedback, which is used to inform practice development. We are currently reviewing how we engage our service users in the feedback process, as a 'focus group' structure would potentially allow earlier identification and resolution of problems experienced by service users. The aim of this project is to further improve our involvement of service users in our practice development.
- 2.6.9 Since 2008, a Partnership Manager has operated within Derbyshire Probation. Within their brief to develop productive links with a variety of community organisations and agencies, they are able to focus on multi-agency approaches, service delivery developments and ensuring better access for offenders to partnership resources, which will impact on reducing re-offending. In developing partnership strategy and approaches the needs of diverse groups will be identified, reported and addressed.
- 2.6.10 Derbyshire Probation Board has adopted a policy on harassment and bullying at work. Such behaviour is not tolerated and all staff and managers are expected to bring examples of harassment to light so that they can be dealt with.
- 2.6.11 In addition to the 7 strands of diversity we recognise that for the Probation Service there is an additional factor to consider in our work on equality and diversity. For many offenders the fact of their past involvement in crime can put them at a disadvantage when they need to access mainstream provision such as health care, accommodation and employment. Previous convictions can compound disadvantage and therefore much of our work with our partner agencies, both on an individual basis and strategically, is focussed on improving access to these basic requirements of life. For example within the County work is ongoing in partnership with Derbyshire County Council; Derbyshire PCT and Citizen's Advice Bureau to improve access to debt advice, affordable credit and financial education.

We believe this work anticipates the likely inclusion in the forthcoming Single Equality Bill of a duty to address social exclusion.

2.7 Responsibility and accountability

The Probation Board is ultimately responsible for this Single Equality Scheme. Delivery of the Scheme's action plan is led by the Strategic Diversity Group. All managers carry an individual responsibility for ensuring that they promote the diversity work of the Board in their area of responsibility and model good practice. All staff are expected to act within the context of the diversity and equality policy.

2.8 What happens next

Once this draft scheme has been through a consultation period, the full scheme will be approved by the Board. The scheme will then become the focus of our planning and action for the next 12 months. It will be reviewed formally every 3 years, and an annual report on the action plan will be produced. It will remain published on our website and intranet. We welcome feedback at any point.

SECTION 3 - EQUALITY IMPACT ASSESSMENT

Derbyshire Probation has included a requirement for Equality Impact Assessment in its approach to policy development. All senior managers responsible for policy development will attend Equality Impact Assessment training run by an external provider. Guidance is available alongside the policy and there is an agreed template for use. All policies in draft stage, or whilst being reviewed, will be subject to Equality Impact Assessment screening.

All completed Equality Impact Assessments have been published on the intranet and all policies contain a date for review, when impact of the policy can then be reassessed. The challenge is then to prioritise how to move beyond impact assessment of policies, to embedding that practice into major decision-making, practice guidelines and practice development. Wider involvement of relevant stakeholders is also an ongoing area for development.

To ensure that DPA was able to, for the first time, Equality Impact Assess all its functions and policies for relevance to equality DPA engaged the services of an external consultant who identified the equality (disability, gender and race) impact assessment priorities grouped together in clusters under each of its strategic functions following extensive research and consultation with staff, partners and community groups. The Equality Impact Assessment of all these policies is now complete.

Strategic Functions - Policy Clusters

Corporate Governance and Business Planning

Function Aim: To govern, plan, monitor and review probation services for Derbyshire

- Strategy & Business Planning
- Corporate governance

- Resource allocation
- Quality & performance systems, Divisional Plan Template
- Complaints Procedure

Partnership Work and Commissioning

Function Aim: To deliver effective probation services through partnership working and commissioning

- Partnerships – multi-agency work
- Commissioning of services and programmes
- SLA's, Issue Resolution & Arbitration
- Volunteer Policy

Health, Safety and Welfare (The public & offenders)

Function Aim: To promote the health, safety, security and well-being of all persons coming into contact with the Probation Service

- Health & Safety Manual
- Office risk assessments
- Security Policy
- Policy for Drivers

Equality & Diversity in Service Provision

Function Aim: To promote equality of access, experience and outcomes for offenders, service users, beneficiaries and the wider public

- Equality Schemes, Equality monitoring data
- Accessibility of estate
- Use of Interpreters
- Critical friends & participation in public life, Community Payback
- Working with Racially Motivated Offenders
- Delivering Services to Women Offenders in the Community
- Offender Management with Youth Offending Service

Corporate Communication

Function Aim: To communicate key messages internally and externally

- Communication Strategy
- Media Contact
- Channels of communication, formats and accessibility including website
- Measuring reach of communication & uptake
- Freedom of Information
- Social marketing

Procurement

Function Aim: To buy in suitable goods and services to help in the running of the organisation

- Procurement policy / process (Financial handbook)
- Supply chain profile / standards / performance management
- Contractor agreements, Issue Resolution & Arbitration

Administration & Finance

Function: To implement effective administration systems to help in the smooth running of the organisation

- IT, Administration, Financial Handbook
- PA Policies (PA role, meetings, post, etc)

Estate Management

Function Aim: To plan and maintain suitable accommodation for the organisation's activities

- Estate plans, access audits, new builds, contractors

Service Delivery Functions - Policy Clusters

Victim Support Services

Function Aim: To support victims of crime

- Victims Strategy, Victim Contact Guidance & Victim Liaison Officers
- Victim Awareness for Offenders
- Partnership / links with Victim Support partners

Public Protection

Function Aim: To promote the health, safety, security and well-being of the public, especially vulnerable groups

- Public Protection Policy
- ViSOR - **V**iolent **O**ffender and **S**ex **O**ffender Register
- MAPPA & Critical Public Protection Cases Policies
- Safeguarding Children Procedures
- Approved Premises (Hostel)

Offender Approved Premises

Function Aim: To manage risk and reduce re-offending through management of approved premises

- Referrals, Admissions, Absconders, Church protocol, Recall, Release on Temporary License, Resident Photos
- Drug & Alcohol Testing in Approved Premises – Procedures & Guidelines
- Managing Drug Misusers at Burdett Lodge
- Suicide & Self-Harm Procedures, Welfare Checklist

Services to the Courts

Function Aim: To advise the courts on appropriate sentencing

- Courts & Reports
- Pre-Sentence Decision Tool & Flowchart
- Effective Targeting for Programmes

Offender Management

Function Aim: To reduce the incidence of re-offending through effective offender management – the supervision of offenders

- Achieving Programmes Completions and Reducing Attrition – Specification for OMU Team Plans and Programmes
- Compliance Module as a Specified Activity
- Delivering Services to Women Offenders in the Community
- Effective Targeting for Programmes
- Foreign National Prisoners
- Guidance on Provisions of Domestic Violence, Crime and Victims Act 2004 (Sections 1 and 12)
- IBAQ Internet Behaviour & Attitudes Questionnaire Practice Instruction
- Identification & Case Mgt of Prolific & other Priority Offenders
- Intensive Alternative to Custody
- Local Guidance - Recall, Review and Further Release
- Managing Compliance & Enforcement of Community Penalties
- Offender Management Procedures Phase 3
- Offender Managers in Prisons & Youth Offending
- OMIC Off Management Into Custody Guidance
- Payment to Offenders

- PSO (Probation Support Officer) Role Boundaries
- Serious Further Offences
- Supervision & OaSys QA Guidance
- Supervision, Revocation & Recall for Offenders Released on Licence
- Tiering – local actions & practice points
- Victim Awareness work
- Working with Racially Motivated Offenders

Offender Programmes & Interventions

Function Aim: To reduce re-offending through accredited behaviour programmes, interventions and treatment

- Enhanced Thinking Skills, Drink Impaired Drivers, Domestic Abuse, Substance Abuse and CALM programmes
- Substance Misuse Units, Drug & Alcohol Treatment Requirements
- Contact Hours - Employment
- Group Work, Effective Targeting for Programmes

Offender ETE (Employment, Training & Education) Programmes

Function Aim: To reduce re-offending through ETE (Employment, Training & Education)

- ETE Specified Activity Requirement

Offender Community Payback

Function Aim: To reduce re-offending through Community Payback

- Community Payback literature, Engaging communities

Offender Health, Safety and Welfare

Function Aim: To reduce re-offending and support rehabilitation by promoting the health, safety, security and well-being of offenders

- Suicide & Self-Harm Policy, Welfare Checks

Employment Functions – Policy Clusters

Recruitment

Function Aim: To recruit and select the most talented people to deliver probation services in Derbyshire

- CRB – Recruitment of ex-Offenders
- Probation Confirmation Periods
- Recruitment and Selection Policy
- Workforce plan

Work-Life Balance and Flexible Working

Function Aim: To support employee work-life balance to retain a healthy, motivated workforce

- Adoption Leave Policy
- Career Break Scheme
- Hours of Work: Flexible Working Policy
- Hours of Work - PO timesheet
- Hours of Work - Premium Payments Policy
- Hours of Work Policy
- Job Share Policy
- Leave Policy

- Maternity Policy
- Maternity Support Leave Scheme
- Parental Leave Policy

Employee Health, Safety & Wellbeing

Function Aim: To provide a working environment that promotes the health, safety, security and well being of the workforce

- Absences and Ill Health Policy & Attendance Management Policy
- Alcohol at Work Policy
- Domestic Abuse Policy
- Employee Care Policy
- Eye Tests Policy
- First Aid Policy
- Identification Cards (ID) Policy
- Smoking Policy - Burdett Lodge
- Smoking Policy
- Work Related Stress
- Stress Counselling Policy
- Stress Management Policy
- Safety Policy
- Security Policy
- Violence against Employees and Volunteers Policy
- Transporting Offenders Policy
- AIDS Policy
- Policy for Drivers

Staff Training & Development

Function Aim: To provide training and opportunities for career development to ensure that our employees can deliver their responsibilities with confidence and achieve their full potential

- Training and Development Opportunities for Staff Policy
- Career Development and Deployment Policy
- First Year Officers Policy
- Induction - Guidelines for Newly Appointed or Transferred Staff
- Mentoring Policy
- Newly Qualified PO Policy and Procedures
- NVQ Contract Policy
- Secondment Policy, Secondment Prison Policy
- Progression / Promotions

Employee Reward

Function Aim: To encourage high performance by providing clear and fair policies on pay and reward

- Introduction to Terms and Conditions of Employment
- Reward and Recognition Policy
- Job Evaluation Policy
- Relocation Policy
- Retention of Fees Policy
- Car Allowances
- Car Leasing Scheme
- Ex-Gratia Claims Policy and Ex-Gratia Claim Form
- Injury Allowances Policy

- Insurance Disclaimer
- Salary Payment Policy
- Superannuation Policy
- Travelling and Subsistence Policy
- Local Government Pension Scheme
- Telephones
- Bright Ideas

Employment Equality & Diversity

Function Aim: To promote equality and eliminate discrimination in all employment practices and develop a workforce that understands the diversity of the population we serve

- Anti-Racist Policy, Race Equality Policy, Disability Policy
- Equal Opportunities Policy, Workforce monitoring, Harassment Procedure

Employee Relations

Function Aim: To foster a good employee-employer relationship and to resolve any employee concerns

- Access to Personal Records Policy
- Complaints Leaflet
- Complaints Procedure
- Complaints Procedure Flow Chart
- Confidentiality Policy
- CRB - Policy
- CRB - Storage, Handling, Use, Retention and Disposal
- Discipline and Capability Policy
- Dress Code
- Email Policy
- Exit Interviews Policy
- Fraud and Corruption Policy
- Grievance procedure
- Media Contact Policy
- Notice Periods Policy
- Organisational Change Policy
- PDR Template 2008
- Probation and Confirmation Reports
- Reference Policy
- Resignation Policy
- Retirement - Flexible Policy
- Retirement - Policy
- Secondary Employment Policy
- Serious Further Offence Policy
- Staff Survey
- Status Enquiries and Incoming Reference Request Policy
- Supervision of Staff Policy
- Union recognition and engagement

SECTION 4 – WHAT WE KNOW ABOUT OUR ORGANISATION AND THE SERVICES WE DELIVER

4.1 Age

4.1.1 Services

Through publication of the Barrow Cadbury report, 'Lost in Transition' in 2005, there is easily available research to highlight the issues faced by younger offenders within the Criminal Justice System. This includes offenders up to the age of 22 who are over represented in both community and custodial sentencing. There are also significant issues faced by those offenders who move across from the Youth Offending System to the adult Criminal Justice system and the above report indicated some recommendations for improving that transition.

DPA has reviewed the arrangements for the transfer of cases from Y.O.S. to ensure a full exchange of knowledge concerning the young offender to improve the transition between the systems

Derbyshire's age profile for offenders is as follows:

<18	0.3%
18-20	11.9%
21-30	39.7%
31-40	24.3%
41-50	15.8%
51+	8.0%

We are also aware of the increasing needs of older prisoners and offenders who may need more effective joint assessment with other agencies to ensure issues such as health needs are properly addressed.

We recognise that Derbyshire Probation has responsibilities under legislation for child welfare – in particular our duties under the Children Act 2004 to ensure, with other relevant agencies, that our functions are discharged having regard to the need to safeguard and promote the welfare of children. Within the last 12 months there has been further development of policy on safeguarding children and a corresponding training package delivered to all staff.

4.1.2 Employment

We maintain records of the age of all our employees but this information is not regularly reported on. A consideration for the organisation is how we should interrogate our data more explicitly in relation to all equality issues and report to ensure there is no inappropriate or unintended discrimination in relation to age within our organisation. With the new IT project referred to above it will be possible to provide such reporting in the future.

4.2 Disability

4.2.1 Services

Like many other Criminal Justice Agencies, Derbyshire Probation has not historically collected information relating to disability of service users. However, there is now a limited amount of information that has been

gathered since new monitoring arrangements were introduced in 2007, and we hope to continue with these arrangements in order to provide a more detailed analysis of our service users.

For offenders unable to access certain offices the “managed solutions” approach is adopted, allowing reporting at different offices where access is better.

There is a considerable amount of research, information and statistical data which demonstrates a disproportionately high number of mentally vulnerable offenders. For example, Derbyshire Probation statistics April 2007 – March 2008, show that 44% of the total number of offenders supervised were identified (by the assessment tool OASys) as displaying indications of *issues relating to their* ‘Emotional Well-being’. This is a particular issue within women offenders as a group (61% have identified need). There also appear to be high proportions of offenders with learning disabilities and/or difficulties. In a report by the Dyslexia Institute (The Incidence of Hidden Disabilities in the Prison Population, 2005) it was highlighted that 55% (is the latest OASys figure, note source is not Dyslexia Institute) of prisoners have limited literacy skills which seriously hamper their learning and future work opportunities. This reflects a more general concern about the support of those with learning disabilities in the delivery of public sector services.

In Derbyshire data from OASys informs us that 52% of offenders we work with have a ‘high need’ in Education, Training and Employment.

A national offender health strategy is awaited which will support extra understanding and response to these issues and Derbyshire Probation is already actively involved in offender health, in particular undertaking joint commissioning work to address offender health inequalities.

Derbyshire Probation has developed an improved understanding of hate crime, addressing the fact that a proportion of victims have disabilities, and are planning to introduce a Hate Crime Module to replace the previous Racially Motivated Offending module for offenders. There is also an understanding that hate crimes are often under reported. We deliver workshops in team settings for all staff on RMO awareness.

4.2.2 Employment

The information currently gathered is wide ranging and can be reported in a number of ways. Currently, 12% of staff have declared that they have a disability as described under the Disability Discrimination Act. Alongside the overall representation within the workforce, disability is also recorded and reported on all applications received, candidates short-listed and appointed. At present 2% of employees have received support from 'Access To Work', an organisation which supports employers to ensure reasonable adjustments are made and additional needs met, and used voice activated software (Dragon). We maintain that gathering and reporting information relating to disability will not only highlight any areas for improvement but also help to remove any additional barriers facing people with disabilities.

In terms of access to our buildings reasonable adjustments are made on an individual basis to accommodate staff, visitors, offenders and their families.

There is no Derbyshire Probation employee group for staff with disabilities, however, we do encourage membership of NDSN and promote this at Diversity Equality workshops.

Through our Health & Safety Manager, we support those staff that require specific assistance in order to fulfil their roles. Examples of this are special chairs for staff with back or spinal problems, wrist supports for keyboards, modifying furniture for ease of use and additional handrails on stairs plus the use of assistive technology as required.

4.3 Gender

4.3.1 Services

Of major significance to our understanding and focus on our work with Women Offenders has been the Corston Report – a review of women with particular vulnerabilities in the criminal justice system, which was published in March 2007 and was responded to by the Government in December 2007. In June 2008 there was further response on progress by the Minister who concluded "As the Ministerial Champion for Women and Criminal Justice matters, I will continue to make sure that everything possible is done to ensure that we have a system that is properly responsive to the needs and characteristics of women."

In May 2008 a national 'Offender Management Guide to Working with Women Offenders' was produced which includes numerous good practice suggestions for offender managers. A benchmarking exercise has been undertaken and a local practice document produced for OMs. It was formally launched with a national conference in January 2009, and we ran a local seminar in May 2009.

Women offenders currently make up 12% of our caseload (March 2008). In 2008 we began monitoring our performance targets in relation to gender of offenders but as yet there is insufficient data to draw conclusions. Using this data effectively will form part of the action plan of this scheme.

Derbyshire Probation Board approved an action plan of work relating to services for women offenders. This has resulted in the establishment of semi specialist offender managers and managers within each division who are particularly focussing on our offender management work with women offenders. They are developing our partnerships with local women's services, prisons, supervising women offenders and preparing reports for the courts.

Currently in accordance with national guidance there are no Approved Premises for female offenders available within the County. Derbyshire Probation will continue to work with NOMS to provide suitable Approved Premises accommodation in the region for the few female offenders for whom it is required.

However, DPA has established a bail information worker to promote use of the Clear Springs Project. The project focuses on bail accommodation and accommodation with electronic monitoring on release. The project will make available specific provision for women.

4.3.2 Employment

Derbyshire Probation employs far more women than men. Given the make up of our offender profile (90% male) it is felt to be important to increase the number of men employed across the organisation to improve positive role modelling for male offenders. The Board has approved a strategy for attracting more men to the organisation which is included in the action plan appended to this document.

The implementation of the National Job Evaluation Scheme since 2006 to prevent any pay discrimination has not given rise to any indications of gender related pay and grading differences in Derbyshire Probation. There was a commitment, however, to conduct an Equal Pay Audit which has not highlighted any inequalities.

To encourage work life balance DPA operate flexible working practices as a result of which approximately a third of the total staffing complement work part time or compacted hours. All staff irrespective of their working pattern have the same access to training and promotional opportunities. Staff also have access to a flexi time working scheme.

DPA communicate with staff absent on maternity leave or sick leave to ensure that they are aware of the

4.4 Gender Identity

4.4.1 Services

In 2001 a pilot study was undertaken by Stephen Whittle and Paula Stephens of Manchester Metropolitan University. The study looked at the unmet needs of transsexual and transgender people within the Criminal Justice System and the role of Probation Officers in working effectively with these particular offenders. Numbers are known to be small (and likely to be under reported), but this does not negate the huge negative impact imprisonment in particular can have on a transsexual or transgender offender.

This is a sensitive area for data collection as it is illegal to pass on information relating to anyone's gender reassignment. Therefore, it cannot be routinely collected on a diversity monitoring form, and we cannot know the current number of trans people on our case load. However, the above study can help us to understand the potential needs of transgender offenders.

To quote the report:

“For many of those transsexual and transgender people who come into the Criminal Justice System, the Probation service will provide their main contact with the outside world. They will be viewed as the prime source of support, and they may well be placed in a position of having to quickly gain an expertise and understanding of a matter previously known only through their reading of the popular press. As such, they find themselves seeking help from outside organisations but contact and information can be difficult to find.”

The report concluded that criminogenic factors in offending of trans people were likely to be related to the social stigma created by their trans status. It suggested probation workers needed to feel confident in encouraging an offender to disclose these issues and to do that they needed access to information and support from reputable sources. This will be an area for development in future but to promote this DPA has commissioned Derby Friend to deliver LGBT workshop to all staff in March. It is also worth noting the Department of Health publication 'Trans: A Practical Guide for the NHS' (November 2008) which contains a useful summary of information and issues.

4.4.2 Employment

Likewise, there is no available accurate data about the number of our staff who would describe themselves as transsexual or transgender.

4.5 Race and Ethnicity

4.5.1 Services

Race and ethnic monitoring of offenders is an integral part of our initial contact with offenders. We know from local and national research over many years that there is a disproportionate representation of Black and Minority Ethnic (BME) people in the Criminal Justice System. We also know that the demographics of race and ethnicity are very fluid and that census data from 2001 is no longer an accurate reflection of local populations. We are aware of an increase in foreign nationals, refugees and asylum seekers within our offending population and an increase in Eastern European offenders whose particular issues are not picked up easily through our monitoring processes. This is a challenge for all Criminal Justice agencies and the Local Criminal Justice Board is working hard to establish a workable Minimum Data Set to use effectively across agencies.

BME offenders currently make up 10.6% of our caseload (March 2008). For many years we have been monitoring our performance targets in relation to ethnicity of offenders and to improve practice. No issues have been identified.

Accredited programmes have not been designed for delivery using an interpreter or signer, but in some cases individual work may be appropriate. The view of the general offending behaviours programme is likely to assist with one-to-one delivery. An interpreter or signer can be employed to assist in the initial interview of the offender but the costs of using them for subsequent supervision are prohibitive. It is recognised that this excludes some offenders from probation supervision from accredited programmes.

This is an area of service provision that we are actively exploring with the intention of providing a more consistent service, better quality control and value for money. We are aware of national guidelines for the use of interpreters in legal proceedings and will take account of these in our decisions.

4.5.3 Employment

Derbyshire Probation continues to exceed the Government's targets for the representation of minority ethnic staff within its workforce, the number of BME employees does remain consistent at around 10% which is above the regional target of 7.2%. Derbyshire Probation has supported BME middle managers on the national Accelerate programme which endeavours to prepare BME and disabled staff for successful applications to senior management posts as there is currently under representation at the most senior grades within the organisation.

Monitoring is in place for the whole of the recruitment process, namely application, short-list and appointment. There is no monitoring of those who request information about vacancies.

This data is captured in Human Resources reports which are made available to senior managers.

Consultation with the Trades Unions in formal and informal settings is a part of the partnership approach adopted for employment issues.

Monitoring of Grievance and Disciplinary procedures does take place. Proportionally, no more minority ethnic staff were subject to formal disciplinary action than their white counterparts. However, to increase managers' confidence in working with a diverse staff team mandatory diversity training is provided.

4.6 Religion and Belief

4.6.1 Services

Derbyshire Probation acknowledges the need to take into account the religion and belief or non-belief of offenders and victims when providing services for the diverse community it serves. Taking forward this approach we currently monitor the faith of an offender at the 'Pre Sentence Report' stage (OASys & Race, Ethnicity & Disability Monitoring Form). Gathering information at this stage allows the organisation, and in particular the offender managers, to become aware of any additional needs of offenders relating their religion or belief, thereby ensuring that (within reason) their practical, spiritual and moral needs are considered while undertaking their community order. The data currently being gathered is not reported on or analysed in any meaningful way, however, this will be addressed in the action plan to help move this agenda forward.

Offender Managers will arrange offender appointments so that they do not conflict with any religious obligations. Staff are provided with the details of different religious festivals. The issue is addressed in the unpaid work assessment form and unpaid work is also on a variety of days.

As well as working with offenders to reduce re-offending, Derbyshire Probation also provides a service to victims of violent/sexual crime. We recognise that members of various faith communities can suffer crime because of their faith, or be more vulnerable because of prejudice, discrimination, harassment or violence on the grounds of their religion.

We have a Partnership Manager and a seconded Community Safety SPO (County) who work closely with partners and other organisations to improve and build on community cohesion initiatives.

4.6.2 Employment

Derbyshire's population includes a rich mix of people from different faiths and beliefs, along with people from a secular background. Recognising that faith or belief may give rise to unfairness or discrimination, Derbyshire Probation does not currently gather information on the faith or belief of employees as well as those of applicants for employment. We hope to

address this in the action plan to help reduce any potential barriers individuals may face.

4.7 Sexual Orientation

4.7.1 Services

Little statistical information is available about the numbers of lesbian, gay and bisexual offenders on our caseload. However, an offender diversity monitoring form has been introduced, so that (if the offender wishes) this information can be collected and aggregated for planning purposes and to help the offender manager plan their work with individual cases.

DPA has facilitated and is planning to continue to facilitate workshops in sexuality awareness.

4.7.2 Employment

Statistical information about the sexual orientation of employees is not held given that data in relation to sexual orientation has to be treated with caution. At least one third of gay people in the workplace in the UK still feel unable to be open about their sexual orientation (*Source: Stonewall 2008*). However, this information is now routinely requested as part of equal opportunities monitoring upon appointment.

5.0 SECTION 5 – ACTION PLAN

5.1 Approach to the Action Plan

We are obliged to review and refresh the action plans for our Equality Schemes and through this we have identified that we need to prioritise our most significant areas of potential inequality and focus on action for best outcomes. We have also deliberately tried to keep this action plan achievable and relevant. To do this we have looked at our previous schemes action plans and carried forward plans which were not achieved but still relevant. We have then looked at our understanding of the organisation and highlighted issues where we feel an impact on equality of outcomes could be made through the actions suggested in the plan. We wanted to ensure we covered all the functions of the organisation to have the best possible engagement with all staff in delivering our vision for equality of outcomes and removal of barriers.

5.2 Structure of the Action Plan

The Action Plan is organised to reflect the functions of our organisation as described in the annual strategic plan. There are separate objectives linked to each function. These objectives are cross referenced to the strands of diversity and, where relevant, our general equality duties in relation to disability, gender and race. Some of the more strategic objectives cover all strands and duties. A revised prioritised action plan will be published following completion of the consultation process and the establishment of the Strategic Diversity Group who will be responsible for overseeing its implementation.

SECTION 6 – EQUALITY IN EMPLOYMENT

The Derbyshire Probation Board, Chief Officer and Senior Management Team are committed to having a diverse staff group which draws upon and represents men and women, the mix of ethnicities, faiths and cultures, as well as disabled and LGBTB people of Derbyshire at all levels of the organisation. Although we have far exceeded our ethnicity targets for workforce representation, Derbyshire Probation recognises that it has some way to go to achieve the aim of having full representation in all strands at all levels.

The Derbyshire Probation Board is, committed to meeting the equality duties generally by ensuring that all staff have equality of opportunity in recruitment, career progression and staff development. Currently in place is the following evidence of this commitment:

- Use of assessment centres for recruitment
- Competence based recruitment and selection
- Involvement of Board Members in senior appointments
- Potential employees must demonstrate commitment to Derbyshire Probation's equality and diversity agenda
- Availability of assistive technology for people with disabilities, and other reasonable adjustments, with regular meetings for users of assistive technology, in order to share problems and seek solutions.
- Guaranteed interview for disabled applicants meeting the minimum criteria for the post.

Derbyshire Probation has signed up to support and promote the NOMS 'Accelerate' Programme, a positive action personal development initiative for minority ethnic and disabled staff, which forms part of the NOMS Living Leadership project. Continued support for positive action is included in the action plan. DPA has successfully sought accreditation under the Employment Service two ticks.

6.1 Staff Training

Derbyshire Probation is committed to ensuring that all staff and Board Members are trained and are fully aware of all equality issues and how they relate to their respective roles in the organisation. Our aim is to create a learning organisation where the development and/or improvement of knowledge, skills and awareness

are integrated into day to day management of offenders, practices and behaviours in order to raise standards of performance. We also recognise that training has to be provided specifically in relation to the equality duties.

Directors and senior managers who are involved in policy development using the EIA process have received training, in the form of a full one day session, which took place in June 2009.

DPA will continue to provide more specialist courses for members of staff identified as requiring more in-depth, advanced training. Such courses include the following

- The equality duties
- Monitoring systems, for employment, procurement and service delivery;
- Undertaking impact assessments, including consultation
- Considering the promotion of good relations between different groups
- Disability Discrimination Act matters
- Tackling hate crime
- Working with foreign national offenders and victims
- Serious Group Offending (see below)
- Tackling extremism and radicalisation

All current training programmes will be reviewed to ensure equality is mainstreamed into courses and that staff are fully aware of and trained in, the requirements of the general duties and how they relate to the training course they are currently on. Feedback from participants will be used to make regular improvements to training courses and ensure trainers specifically delivering equality and diversity training are supported.

Training needs in general will be identified through a variety of means, not least the findings of our monitoring exercises, impact assessment processes and information gathered from both internal and external sources.

The compulsory equality training will be monitored and regularly reviewed to ensure that it continues to meet the needs of staff and that developmental needs identified are implemented.

6.2 Staff and Employment Monitoring

- *Gathering Diversity Information* - information relating to all 7 strands of potentially discriminatory areas are collected on an ongoing basis, by the HR Department, and submitted via a system called Data Warehouse to the National Offender Management Service (NOMS) each month.
- *applicants for jobs and the outcome of recruitment exercises*. In addition, the Board will continue to equality proof its recruitment procedures to work towards improving its image as an employer that values diversity and equality and as a good place to work.
- *the results of promotion exercises, and where applicable, assessment centres*. The intention is to ensure that there is no concentration effect in

relation to the workforce, for example where women and minority group staff are disproportionately at the bottom of the organisation. If problems are identified it will be necessary to take steps to address disparities. These may include reviewing the promotion assessment process or providing additional coaching and training to certain groups.

- *involvement in grievance, capability and harassment procedures and subjects of disciplinary proceedings.* We will also look at the outcomes of these actions in order to ensure that the outcomes are fair;
- *the results of performance appraisal procedures* to ensure that they are effectively equality proofed;
- *access to training and take-up of training courses*, including those undertaken as identified as part of their performance appraisal;
- *dismissals and other reasons for leaving.* Derbyshire Probation will continue to collect information about those who leave its employment. The Derbyshire Probation Board will ensure that adequate management information systems and processes are in place to undertake exit interviews and that the results of these are analysed and checked for any adverse impact on protected groups. We ask leavers to complete an exit questionnaire. The completion rates are quite low currently making it difficult to provide any trends from the analysis of these questionnaires. However, this process is being reviewed and amended to ensure a higher completion rate in the future.

Effective action to enhance equality and diversity in employment depends on the availability of good, reliable data on, principally, applicants for employment and employees.

In terms of age and gender, information has long been recorded in Derbyshire Probation databases but we shall extend the monitoring we undertake in relation to these variables progressively and in proportion to the legal and regulatory requirements.

In terms of ethnicity, Derbyshire Probation already uses the 16+1 ethnicity classification (based on the 2001 Census) to monitor staff. Harmonisation with the 2011 census will ensure that data across the criminal justice system not just for staff employed in public organisations but also for offenders and victims can be compared within each group and with the general population of Derbyshire.

In terms of disability, sexual orientation and religion/belief, we recognise the need to introduce records as a matter of law in the case of disability and as a matter of good practice in the case of sexual orientation and religion/belief. We have begun to monitor disability but recognise that there are mixed views about this, as indicated earlier, and we shall proceed carefully, placing the issue in the context of our disability equality duty.

Monitoring will provide local data that will enable senior management teams to analyse and determine whether action, including positive action measures, is necessary to ensure that their staff reflect the diversity of Derbyshire.

Our monitoring figures will be published annually in our Diversity Report.

SECTION 7 - PROCUREMENT

Derbyshire Probation spends approximately £1.2 m a year on purchasing goods and services from the private sector. Current policies which encourage increasing levels of market testing of functions that are currently carried out by directly employed staff may well have the effect of increasing this spend.

The race equality, disability equality and gender equality duties have implications for the way public authorities carry out their procurement function. Broadly, those duties require that, if a public authority contracts with external organisations to carry out some of its functions, it remains obliged to ensure that equality requirements are met, regardless of who is carrying out the functions. There is a slight difference in the case of the gender and the disability equality duties. For them 'public authorities' include private bodies or voluntary organisations who are carrying out functions of a public nature and are, therefore, directly subject to the gender and disability equality duties in respect of those functions. However, in such situations the purchasing public authority does not divest itself of the duties but must act in tandem with the supplier to ensure that each conforms to the duties.

Where necessary and in order to meet their equality duties, public authorities must build relevant equality considerations into the procurement process.

In terms of equality and diversity in procurement, Derbyshire Probation will work towards the following key outcomes:

- that all businesses, including third sector organisations, have an equal opportunity to bid for and win contracts for goods and services and grants;
- that all contractors understand that Derbyshire Probation operates to standards on equality and diversity in the delivery of services and that they will be expected to do likewise;
- that all contractors meet minimum standards in terms of equal employment opportunities
- that contractors will work on a voluntary basis to promote equality of opportunity beyond the scope of the contract.

Derbyshire Probation promotes best practice in procurement via its Finance Operations Manual for the guidance of staff which includes consideration of equality issues. It includes the following principles:

- consider all elements of the requirement and contract specification from an equality and diversity perspective, including requirements for full and appropriate access and use
- ensure steps are taken to maintain a level playing field for all potential contractors, regardless of size, disability, gender or ethnicity of ownership, and collect, maintain and monitor relevant records
- make contractors aware of Derbyshire Probation's equality and diversity policies and its equality duties

- include a requirement in all contracts that the contractor must comply with the anti-discrimination provisions of the new legislation
- monitor performance of equality and diversity requirements
- encourage contractors to agree further voluntary steps to promote equality and diversity after the contract has been awarded.

SECTION 8 – HOW TO GIVE US FEEDBACK

We welcome all comments, concerns and suggestions regarding this scheme. Please use the contact facility on our website to send us feedback via email about the scheme, or write to the Diversity Group.

Diversity Group
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