



WARWICKSHIRE

RACE EQUALITY SCHEME

WARWICKSHIRE PROBATION AREA

RACE EQUALITY SCHEME – WARWICKSHIRE PROBATION AREA

Warwickshire Probation Area published its Race Equality Scheme in May 2002 and has reviewed it in line with the Commission for Racial Equality (CRE) template in May 2005. This document uses a template devised by the National Probation Directorate aimed at demonstrating compliance with the legislation. The purpose of this preamble is to give an overview of the issues as they affect Warwickshire.

Context

Warwickshire covers an area of 746 square miles and has a population of 575,860. Much of the county is rural in nature with the main centres of population being Nuneaton/Bedworth, Warwick and Leamington Spa, Stratford-upon-Avon, and Rugby. In the last census the proportion of the population identified as non white was 4.6%. While this overall figure is relatively low it does mask the fact that there are significant Black and Minority Ethnic (BME) populations in the main population areas (excluding Stratford). Warwickshire virtually surrounds the conurbation of Coventry which has a much more ethnically diverse population.

Warwickshire Probation Area is the smallest of 42 Probation Areas which together comprise the National Probation Service, itself now part of the National Offender Management Service. The service manages approximately 1600 people at any one time on a mixture of community and custodial orders. The proportion of those that come from BME communities is broadly in line with the census figure of 4% to 5%. This means that at any one time the area is dealing with a relatively low number of BME offenders. The area routinely monitors the outcomes of its work with different groups of offenders but the small numbers means that at any one time it is difficult to assess by statistical means whether BME offenders are being treated equitably. Such evidence as we have suggests that they are and this is backed up by periodic inspection and survey work.

The Warwickshire Area Board is clear that the relatively low numbers of BME offenders in Warwickshire makes the Race Equality Scheme (RES) more of a priority for the area. Typically BME offenders in Warwickshire will feel more isolated in terms of their ethnicity compared to urban areas and will not have access to specialist BME projects as they would in larger cities. It is therefore incumbent on Probation staff to demonstrate in the way that they work with all individuals that they value diversity and seek to ensure that everyone is treated fairly and appropriately. The area therefore emphasises the importance of diversity in all its work. It is proud of the fact that it has been able to attract and retain 10% of its workforce from BME groups. Similarly we were pleased that Her Majesty's Inspectorate of Probation complimented our staff on their ability to respond to issues of diversity in their work with offenders.

Warwickshire Probation Area recognises that it does not have the capacity to meet all of its RES obligations by working on its own and seeks to work with other Probation areas and with other agencies within Warwickshire to do so. The strong tradition of interagency working within Warwickshire requires commitment from the area but brings

the prospect of significant gains, not least by presenting a coherent framework which allows local agencies to enter into effective dialogue with BME communities.

In 2005 Warwickshire agencies raised funding to establish the Warwickshire Race Equality Partnership. This will provide coverage across the county. The partnership will provide a forum and mechanism for consultation as well as providing support for race equality issues, particularly for people facing individual racial harassment. Warwickshire Probation Board supports and contributes to the funding of this initiative.

Summary

The evidence that follows demonstrates that our Race Equality Scheme has achieved a great deal since 2002, notably:

- Recruitment and retention of black and minority ethnic staff (9.8% against an area black and minority ethnic average of 4.4%)
- Progression of black and minority ethnic staff within the organisation.
- Comprehensive ethnic monitoring of all aspects of the area's work.
- Positive feedback from service users and Her Majesty's Inspectorate regarding the quality of work undertaken with black and minority ethnic offenders.

Clearly there is much left to do and that is itemised in the Action plan that follows.

Wes Lacey
Assistant Chief Officer

February 2006

Template for a Probation Serve Race Equality Scheme 2005-8

Section A: overview of progress in 2002-5 scheme, including progress on race impact assessment of functions and policies.

Section B: plans for race equality work, including race impact assessment, for 2005-8.

Section	A. REVIEW OF 2002-5 SCHEME
<p>1. Overview of progress</p> <p>Points to include:</p> <ul style="list-style-type: none"> • What was achieved? • Summary of evidence which shows this. (shown in brackets) 	<p>Exceeded targets for recruitment, retention, and progression of black and minority ethnic staff (staffing returns)</p> <p>Established diversity structure which involved staff (Diversity advisory group minutes)</p> <p>Empowered Diversity structure by establishing Board sub group (Diversity sub group minutes)</p> <p>Exceeded 95% target for recording ethnicity of offenders (Performance link monitoring)</p> <p>Impact assessed all new policies (standard requirement of all board reports)</p> <p>Introduced regular ethnic monitoring of service delivery performance and followed up anomalies (diversity sub group minutes)</p> <p>Undertook analysis of risk cases by ethnicity and demonstrated that risk assessments were objective and not influenced by race (internal report)</p> <p>Achieved 5% of Community Punishment projects geared towards black and minority ethnic recipients (slippage in 2005/6) (Annual report)</p> <p>Undertook review of offender satisfaction for black and minority ethnic offenders with very positive response (internal report)</p> <p>Effective Supervision inspection praised staff for being alert to diversity issues in their work (ESI report 2005)</p> <p>Delivered training – eg two day event for all new staff; Impact assessment training</p>

	<p>(regional) for Board and senior managers; dedicated cultural awareness event for all Approved Premises staff. (Training Plans)</p> <p>Evidence of community engagement through talks to community groups and liaison meetings (annual report to the board).</p> <p>Development of a joint strategy under the auspices of the LCJMB</p> <p>Lead agency on diversity for Warwickshire Criminal Justice Centre (ie with police, courts, CPS) – inclusion of faith room facility</p> <p>50% of self inspection team for ESI (commended for its quality) were black and minority ethnic staff.</p> <p>Warwicks Race Equality Partnership established. CO appointed interim Director and elected Director at AGM</p>
<ul style="list-style-type: none"> • Who was involved in the review process? 	<p>The review process has been led by the ACO and has involved the Diversity sub group and Diversity advisory group, ie staff and board respectively.</p>
<ul style="list-style-type: none"> • Has there been external involvement of communities to check that the priorities were achieved? 	<p>There has been no formal community involvement in this review as the area lacks a mechanism for consultation. For this reason the Board has agreed to contribute £5k p.a. towards the setting up of Warks Race Equality Partnership, an inter agency umbrella organisation to facilitate dialogue between public sector agencies and black and minority ethnic communities. Recognising this deficit board members and the Chief Officer/Chair have been proactive in making links with black and minority ethnic communities to talk about the work of the service. (Annual reports) and Board report on communications. The area does involve its own black and minority ethnic staff (who operate an active support group) in the development and impact assessment of policy and also consults with</p>

	other Probation areas in the region.(Regional Diversity Group minutes)
<ul style="list-style-type: none"> • What is the Area doing to meet its duty to prohibit discrimination? 	<p>The area actively supports local reporting centres for racially motivated crime although no longer acts as a reporting centre since experience suggested we were not used.</p> <p>The area prominently displays material pointing out that action will be taken in the event of discriminatory behaviour as well as displaying culturally diverse material to give the more positive message.</p>
<ul style="list-style-type: none"> • What is the Area doing to promote good race relations? 	<p>The Chief Officer chairs a community group established following a period of racial tension and board members and staff seek opportunities to meet with black and minority ethnic groups to talk about the work of the service. The Chief Officer has been an interim director and is currently a director of the Warwickshire Race Equality Partnership. She has actively promoted the setting up of the Partnership which has over 80 members made up of community representatives, individuals and statutory agencies.</p>
<ul style="list-style-type: none"> • What is still to be done? 	<p>Establishing community consultation mechanisms and expectations (in hand via WREP partnership)</p> <p>Publishing monitoring information</p> <p>Publishing relevant internal reports</p> <p>Developing guidance on working with Racially Motivated Offenders and working with black and minority ethnic offenders (in hand)</p> <p>The Warwickshire Race Equality Partnership will assist with all the above, providing a forum for consultation and exchange of information.</p>

<ul style="list-style-type: none"> • What were the barriers which prevented this being done? • NPD Board recruitment notice 	<p>The barriers to the above included</p> <ul style="list-style-type: none"> -the collapse of old RECs within the area and hence the loss of formal links with black and minority ethnic communities for consultation purposes -Competing priorities -problems in updating website <p>Failure of the NPD board member recruitment process to replace the sole black and minority ethnic board member who resigned for personal reasons in 2003.</p> <p>Failure of NPD to impact assess all new policies centrally.</p>
<p>Race Impact Assessment</p> <ul style="list-style-type: none"> • Which policies and functions have already been impact assessed during 2002-5? • Helpful to areas for NPD to assess centrally 	<p>RACE IMPACT ASSESSMENT</p> <p>All functions were reviewed at the start of the scheme and the board took the view that it should impact assess all new policies.</p>
<ul style="list-style-type: none"> • How was this done? • Who was involved? (internally and externally) 	<p>Impact assessment is undertaken by the policy writer who is required to identify any Race Equality Issues at the time of presenting the policy to the board.</p>
<ul style="list-style-type: none"> • Evidence of external and internal consultation • Outcomes: What has changed as a result? 	<p>Our process does not require evidence of internal/external consultation. Internal consultation would be common, external less so.</p> <p>Outcomes – changes as a result of impact assessments have been:-</p> <ul style="list-style-type: none"> Inclusion of diversity advisers on recruitment panels; Consultation with residents (including significant black and minority ethnic group) over changes to hostel procedures in managing alcohol issues within and outside the hostel.

	<p>Targeting the Local Crime and Community Sentences project presentations to black and minority ethnic groups in the county</p> <p>Partnership policy – requirement for partners to make provision for black and minority ethnic beneficiaries.</p> <p>Connect – regional project for short sentence prisoners identifies black and minority ethnic and women as specific target groups.</p> <p>Retention of one to one accredited programmes in order to be able to offer provision to black and minority ethnic users not wanting to be the sole black attendee at a groupwork programme</p> <p>Provision of diverse menus in hostels</p>
<ul style="list-style-type: none"> • How will the results be measured? 	<p>The area relies on comprehensive monitoring of both employment and service delivery data (broken down by ethnicity) and wherever possible targets are framed in terms of currently collected data. Where this is not sufficient then individual investigations/surveys are undertaken. (eg High Risk Offenders, Offender satisfaction)</p>

<ul style="list-style-type: none"> Which policies and functions still need to be assessed? (Please say how this will be done in the following section.) 	Policies and Functions to be assessed as per Appendix 1.
	<p>Action Points and Expected outcomes /target</p> <ul style="list-style-type: none"> Schedule impact assessment of outstanding functions – ACO Business Support by end February 2006. Agree format for impact assessments which records evidence – ACO Business Support by March 06. Identify relevant monitoring data and internal reports for posting on website – ACO Business Support by July 06.
	B. 2005-8 SCHEME
<p>2. Race Impact Assessment¹</p> <p><i>Points to include</i></p> <p>Policies and functions to be assessed 2005-8</p> <ul style="list-style-type: none"> 	
<ul style="list-style-type: none"> What new developments or new procedures need to be assessed? 	All new policies issued by the NPD (pending impact assessment being undertaken generally)

¹ This can include wider diversity impact assessment for those areas taking a combined approach.

<ul style="list-style-type: none"> • Which existing policies or functions still need impact assessment? 	Outstanding policies as detailed in Appendix 1, prioritised according to their relevance.
<ul style="list-style-type: none"> • How will this be done, by whom, and by when? 	Impact assessment panel comprising representation from Diversity Advisory Group (incorporating representation from Black and Asian Staff Group) and including one external Race Equality Officer meeting monthly under the leadership of ACO Business Support. Using impact assessment template and recording evidence. Result reported to Board considering the policy
<ul style="list-style-type: none"> • How will internal and external consultation and engagement take place? 	Internal consultation via Diversity Advisory Group via Race Equality Officers on behalf of the Warwickshire Race Equality Partnership.
<ul style="list-style-type: none"> • Are systems in place to measure outcomes? 	Impact assessment will identify performance measures to be used to evaluate impact. (These will normally be standard performance measures broken down by ethnicity to ensure that they are embedded in existing performance monitoring.
How will feedback be given?	Monitoring information regularly reviewed by Diversity Advisory Group and Diversity Sub Group. Anomalies identified and action taken as appropriate. Summarised in Diversity section of Annual Report.
Action points and expected outcomes/targets	Establish revised impact assessment process wef 1 April 2006. Evidence of changes incorporated in Board reports Schedule impact of existing functions and policies for completion by March 2007 – ACO Business Support – March 2006 .

<p>3. Leadership²</p> <p><i>Points to include:</i></p> <ul style="list-style-type: none"> • What is the senior management structure for continuous review of race and diversity? 	<p>ACO leads staff group, reports quarterly to Board sub group which in turn reports to board</p>
<ul style="list-style-type: none"> • How well does it function, how often does it review progress, who is involved? 	<p>Meets quarterly, reviews monitoring information regularly.</p>
<ul style="list-style-type: none"> • How does Area leadership demonstrate active commitment and engagement in race and diversity? 	<p>“The CO and Chair took a visible lead on diversity issues (ESI 2005) on Race issues”. Meet with black staff, regularly uses team briefing to highlight diversity issues. CO chairs community group in Nuneaton established following racial tension, target black and minority ethnic community organisations for talks about Probation Service.</p>
<ul style="list-style-type: none"> • What is the role of Chief Officers and SMT? 	<p>CO promotes race issues in LCJMB and actively supported establishment of multi agency Warwickshire Race Equality Partnership and is Director.</p>
<ul style="list-style-type: none"> • What community contacts do they have? 	<p>Extensive. Area updates a contact list for black and minority ethnic organisations for use in targeting annual reports and TPO recruitment. Warwickshire Race Equality Partnership</p>
<ul style="list-style-type: none"> • What is the structure for ensuring 	<p>Diversity Advisory group comprises reps from all units, meets quarterly and members</p>

² This has been included because it appeared to be an important issue for a number of areas and reflects the EFQM approach

race and diversity is central to day-to-day operations?	ensure diversity issues are discussed at least quarterly with feedback to DAG. Group re-established in 2005 to ensure full representation and active dialogue.
<ul style="list-style-type: none"> Is there a mechanism to check it is happening? 	Reports to Diversity sub group quarterly
<ul style="list-style-type: none"> Is there an annual report or other form of publication about the leadership role – internally and externally? 	Annual report to Board on communications includes section on community engagement.
Action points and expected outcomes/targets	Annual report on diversity to be regular report to Board and incorporated into the Board annual report – ACO Business Support – deadline for annual report
4. Consultation and community engagement <i>Points to include</i> <ul style="list-style-type: none"> Results of any internal and external consultation exercises. 	Regular consultation with Black and Asian Staff group who are also represented on Diversity Advisory Group. An emerging issue in 2004/5 was the perception of black staff that they were subject to stereotypical and prejudicial remarks by colleagues. Staff felt inhibited in challenging these directly for fear of damaging otherwise good working relationships
<ul style="list-style-type: none"> How were they done? 	Diversity Advisory Group agreed a paper in consultation with the Black and Asian staff group for dissemination to units
<ul style="list-style-type: none"> What action was taken as a result? 	As above

<ul style="list-style-type: none"> • Who was consulted, about what, how, and when 	Discussed in all units and fed back to Diversity Advisory Group.
<ul style="list-style-type: none"> • What was the result? (Findings and action taken) • Was feedback given? 	Feedback was that it generated much discussion, some of it difficult, but generally positive. Black and Asian staff reported a positive response which made it easier for them to raise race related issues with colleagues directly.
<ul style="list-style-type: none"> • What are the future plans to consult staff, service users, and the wider community? 	Staff – build on existing structures, increase staff involvement in impact assessment process.
<ul style="list-style-type: none"> • How, by whom, and when 	Service users – satisfaction survey with positive response carried out with black and minority ethnic sample 2005. Repeat bi annually.
<ul style="list-style-type: none"> • Who will be consulted about what? 	As above

<ul style="list-style-type: none"> • Could there be other avenues in which to extend consultation and build capacity? 	<p>Formal external consultation to be channelled through Warks County Race Equality Partnership during 2006/07. In the meantime to consult via Warwickshire Race Equality Partnership staff..</p>
<ul style="list-style-type: none"> • Are there plans to development continuous community engagement rather than one-off consultations? (eg setting up an Independent Advisory Group) 	<p>Warks County Race Equality Partnership is envisaged as the long term solution. The board has considered establishing an independent Advisory group but believes that could undermine WREPs efforts to establish dialogue with a representative group of local interests. During diversity week 2005 links were established with 2 Race Equality Officers employed by WCC and we plan to include them in our consultation process. These staff are now part of Warwickshire Race Equality Partnership. Area will also seek to make more use of black and minority ethnic staff group, individual contacts and regional contacts.</p>
<ul style="list-style-type: none"> • What outcomes are expected? 	<p>More informed impact assessments and community better informed of Probation performance.</p>
<ul style="list-style-type: none"> • What will be done with the results? 	<p>Incorporated into policies</p>
<ul style="list-style-type: none"> • How can areas be sure they have consulted in a thorough manner? 	<p>It will not be possible for Warwickshire Race Equality Partnership to be consulted by all stat agencies on all policies – they will be overwhelmed but we do now have forum to consult on key policies.</p>
<ul style="list-style-type: none"> • Are consultation processes reviewed? 	<p>To be established through Warwickshire Race Equality Partnership</p>

<ul style="list-style-type: none"> How is consultation (internal and external) being developed into routine business planning and performance review systems? 	<p>Through the Warwickshire Race Equality Partnership we hope to have a forum for consultation focussed particularly on performance outcomes.</p>
<p>Action points and expected outcomes/targets</p>	<p>Bi-annual survey of black and minority ethnic offenders – SDM via newly appointed TPOs – January to March 2007.</p> <p>Incorporate Race Equality Officers in impact assessment process from April 06 – ACO Business Support – March 2006</p> <p>Establish routes for formal consultation with Warwickshire Race Equality Partnership – Chief Officer – October 2006</p>
<p>5. Communication and information</p> <p><i>Points to include:</i></p> <ul style="list-style-type: none"> How staff are kept informed about policies, procedures and changes? 	<p>Principally via the Diversity Advisory Group representative for the unit but also monthly circulation of 'Multicultural Matters' which supplement the other communications – team briefing, intranet, e-document library</p>
<p>Do staff receive feedback from external consultations?</p>	<p>N/A currently as no formal consultation</p>
<ul style="list-style-type: none"> Are staff made aware of local community concerns? 	<p>No formal mechanisms but guidance circulated in the aftermath of the London bombings and issues addressed if they arise.</p>

<ul style="list-style-type: none"> • Is good practice disseminated? 	<p>Yes (Racially Motivated Offenders guidance)</p>
<p>How does the Area communicate with:</p> <ul style="list-style-type: none"> • Black and Asian communities • Gypsy and traveller communities • What is the role of leadership in this respect? 	<p>Broad range of personal contacts and targeted mailings There are currently no links with travelling communities but Diversity Advisory Group is exploring numbers of travellers on caseload and possible links. CO and Chair actively take up invitations to talk to community groups. As Director of Warwickshire Race Equality Partnership, Chief Officer developing strong links with black and Asian communities.</p>
<ul style="list-style-type: none"> • What is the range of community contacts? 	<p>Board take all opportunities to link with county groups e.g. Building Cohesive Communities Conference. Warwickshire Race Equality Partnership</p>
<ul style="list-style-type: none"> • What form does communication take? (eg attendance at meetings by senior staff, newsletters, web sites, annual report, leaflets etc.) 	<p>Attendance at meetings by senior staff Annual report mailed out to black and minority ethnic groups Director of Warwickshire Race Equality Partnership Annual General meeting of Warwickshire Race Equality Partnership hosted at Justice Centre.</p>
<ul style="list-style-type: none"> • How does the Area publicise its work on race and diversity issues? 	<p>Incorporate equality statement in all advertising. Offer contact for applicants with existing Black and Asian staff. Website</p>

	Annual Report
<ul style="list-style-type: none"> • How is information provided about what the Area can offer? 	Information to all job applicants (HR recruitment pack)
<ul style="list-style-type: none"> • How does the Area know if the information it is providing is appropriate and useful? 	<p>An attempt to survey the views of existing Black and Asian staff met with no adverse comment. Formal feedback from Black and Asian Group confirmed that they felt the current process was satisfactory.</p> <p>Recruitment figures confirm progress (black and minority ethnic staff proportion is double the figure for Warks and continuing to rise.)</p>
<ul style="list-style-type: none"> • What arrangements are in place for translation and interpretation services? How are people informed about these? Include wider accessibility issues) 	Well established partnership with WCC Social Services translating and interpretation department offering accredited services. Simple application process. Updated guidance last issued November 2005
Action points and expected outcomes/targets	<p>Develop profile of travellers on current caseload - Diversity Advisory Group by July 06</p> <p>Explore potential links with travellers organisations - Diversity Advisory Group by July 06</p> <p>Review website and post diversity information – ACO Business Support July 06</p>

<p>6. Services for offenders</p> <p><i>Points to include</i></p> <ul style="list-style-type: none"> • What systems are in place for ethnic monitoring of supervision of all community punishments, court reports, hostel work etc? 	<p>Comprehensive monitoring of all service delivery information by ethnicity. (Standard delivery reports and outcomes, fast delivery reports and outcomes, Community orders made; referrals, acceptances, completions for accredited programmes, basic skills, Drug rehabilitation requirements, referrals and acceptances for Hostel residency and other accommodation).</p>
<ul style="list-style-type: none"> • How are the results of monitoring reviewed and analysed? 	<p>Monitoring info reviewed 6 monthly by Diversity sub group.</p>
<ul style="list-style-type: none"> • Are results explored at Area level to detect different outcomes? 	<p>As from 2005 information reported alongside performance information allowing analysis at area level.</p>
<ul style="list-style-type: none"> • How would any necessary changes be made? 	<p>Standard performance management. Problem identified, located, relevant unit(s) required to action plan improvement, built into performance planning.</p>
<ul style="list-style-type: none"> • How do you measure progress over time? 	<p>Trend analysis but some difficulties due to small numbers.</p>
<ul style="list-style-type: none"> • Who is responsible for ensuring this takes place? 	<p>ACO Business Support</p>
<ul style="list-style-type: none"> • What has been achieved in improving 	<p>The area has stressed the importance of diversity in general, and race equality in particular</p>

<p>services for Black and Asian offenders?</p>	<p>in all training/induction/practice improvement work over a number of years. Specific initiatives for black and minority ethnic offenders have been considered but rejected on the grounds of low numbers and offender feedback that they were not wanted. Particular projects – Connect, Equal, PS+, incorporate provision targeted at black and minority ethnic users.</p>
<ul style="list-style-type: none"> • How can this be measured? 	<p>A survey of black and minority ethnic offenders in Spring 2005 demonstrated an overwhelmingly positive view of the service received with no specific suggestions for improvement.</p>
<ul style="list-style-type: none"> • What arrangements are in place for consulting offenders from different communities and diverse groups? (surveys, feedback sessions, interviews etc.) 	<p>As above - Warwickshire Race Equality Partnership Exit interviews for all offenders leaving Approved Hostels.</p>
<ul style="list-style-type: none"> • What happens to the results of this consultation? How are results taken forward? 	<p>In the case of the black and minority ethnic offender feedback there were no suggestions for improvement. Had there been any then the ACO would have taken these up with the relevant unit managers</p>

<ul style="list-style-type: none"> • How does the service identify the needs of offenders from diverse backgrounds? 	<p>Diversity has been embedded in training for some years and we expect staff to be sensitive to diversity issues.</p>
<ul style="list-style-type: none"> • How does it verify that it has checked that the needs have been correctly identified? 	<p>ESI inspection 2005 found 'case managers were sensitive to the diverse needs of offenders and there was confirmation from offenders interviewed that they were treated fairly and with respect'</p>
<ul style="list-style-type: none"> • What is in place for supervision of racially motivated offender 	<p>This was identified as a gap in our provision in 2005/6 and we have adopted guidelines for implementation from Jan 2006.</p> <p>One to One accredited programmes are available if appropriate.</p>
<ul style="list-style-type: none"> • What consultation has been done on this, with whom? 	<p>The guidelines have been developed in consultation with a small group of staff building on the best practice of areas in the region. We will also consult with the local Race Equality Officers.</p>
<ul style="list-style-type: none"> • How will outcomes be measured? 	<p>Performance management information to confirm that all racially aggravated offences are identified as RMOs, assessed by/or in consultation with, a lead specialist officer, and the court offered an appropriate disposal. Supervision aims to challenge and change the offending behaviour. Successful completion without further offending.</p>

<ul style="list-style-type: none"> • What is the management oversight of this process? 	<p>Performance management information monitored locally. RMO sub group of Diversity Advisory Group to review RMOs annually, report back to Diversity sub group for action as appropriate. LCJB Race Sub</p>
<p>Action points and expected outcomes/targets</p>	<p>Quarterly ethnic breakdown of performance management figures interrogated in order to identify anomalies with remedial action taken as required – ACO Business Support reporting to Diversity Sub Group and Diversity Advisory Group quarterly – August 06.</p> <p>Training for lead RMO staff provided by– SDM. – July 2006</p> <p>Complete implementation of RMO policy – ACO Offender Management Aug 06</p> <p>Racially Motivated Offender monitoring reports to Diversity Advisory Group/Diversity Sub Group six monthly – EPM from February 07.</p>
<p>7. Services for victims</p> <p><i>Points to include:</i> How does the service plan to meet victim needs?</p>	<p>WPA is a partner in the Warwickshire Victim Information Project to whom we second 2 staff working alongside Police, Victim and Witness support, Courts and CPS with a view to offering victims an integrated, holistic service.</p>
<p>Does this include meeting needs of victims of multiple discrimination (for example race and disability, race and gender)</p>	<p>Yes</p>

<ul style="list-style-type: none"> • Are ethnic monitoring systems in place and how are they reviewed? 	<p>In relation to specific probation responsibilities, ie contact with victims of serious crime, respondees are asked to self identify their ethnic identity. Our monitoring data shows that a minority do so and in the last period they were universally white.</p>
<ul style="list-style-type: none"> • What consultation is planned for identifying victim needs? 	<p>We do currently incorporate victim ethnicity information obtainable from the police but are not yet aware when a victim is a victim of a racially motivated offence.</p> <p>Currently negotiating with VIP to correct this.</p>
<p>With whom, on what, how and when?</p>	<p>We are exploring with the VIP the potential for obtaining such information and tailoring our offer to victims accordingly (ie making a specific offer of support to victims of race hate crime, in concert with our other partners.)</p>
<ul style="list-style-type: none"> • What is the Area doing to support victims of race hate crime, again taking into account multiple discrimination on other grounds? 	<p>As above</p>
<ul style="list-style-type: none"> • How will this be measured? 	<p>Numbers identified and successfully contacted. VIP partners (nb Victim/Witness support)</p>
<ul style="list-style-type: none"> • What consultation is proposed? With which groups, and how? 	<p>Partners within Victim Information Project via lead manager (nb Victim and Witness Support Service included).</p>

<p>Action points and expected outcomes/targets</p>	<p>Obtaining ethnic information of victims to allow s to offer a more culturally sensitive service to black and minority ethnic victims (especially victims of RMOs) - Effective Practice Manager by April 2006.</p> <p>Agree with VIP process to ensure that our contribution to victims builds on and complements that in place prior to conviction - Effective Practice Manager by April 2006.</p>
<p>8. Employment</p> <p><i>Points to include:</i> What aspects of employment practice (recruitment, retention, progression) are subject to ethnic monitoring?</p>	<p>All</p>
<p>Who reviews the results and how is action taken if disproportionality is identified?</p>	<p>Diversity sub group and Board. Senior Management Team responsible for putting remedies in place in consultation with HR</p>

<ul style="list-style-type: none"> • What has been achieved in terms of achieving a diverse workforce at all levels? How can this be evidenced? 	<p>Recruitment of black and minority ethnic staff has shown a steady upward trend in recent years with good retention levels. Currently we employ 19 black and minority ethnic staff which comprises 9.8% of our work force. (black and minority ethnic groups comprise 4.4% of the population of Warks- 2001 census.) Similarly there has been an upward trend in the proportion of supervisors and managers coming from black and minority ethnic groups up to and including Area Probation manager.</p>
<ul style="list-style-type: none"> • How are staff consulted in HR issues? 	<p>The Black and Asian staff group was consulted during the course of the revision of the recruitment policy. Standard HR task.</p>
<ul style="list-style-type: none"> • Is there a system for informing staff about their rights? 	<p>Standard HR task</p>
<ul style="list-style-type: none"> • Are staff networks in place and supported? 	<p>The Black and Asian staff group is supported and in 2005 workload relief granted for the chair. Similarly Lesbian, Gay and transgender staff have their own support group and a disability support group is currently being established.</p>
<ul style="list-style-type: none"> • Is there a grievance procedure and is it monitored? What are the results? 	<p>There is a grievance procedure. HR monitors. In Jan 2005 to Jan 2006 - 3 disciplinary. 0% black and minority ethnic</p>
<ul style="list-style-type: none"> • Is the use of disciplinary procedures measured and what are the results? 	<p>There is a disciplinary procedure. HR monitors. In 2005 5 disciplinary - 0% black and minority ethnic</p>

<ul style="list-style-type: none"> • What arrangements are in place to consult staff on a routine basis about their experiences as employees? 	<p>Annual staff survey Black and Asian staff group feed in to diversity advisory group Annual meeting between Chief/chair and black and Asian Staff group Trade Union meeting (Chief and Trade union reps) JNCC (Board and Trade Union reps) Staff Care Group (Management/Staff/Board) Exit questionnaire</p>
<ul style="list-style-type: none"> • What happens to the results of this consultation? 	<p>Results reported to staff, managers, board and improvement priorities are fed into the business planning process for the following year.</p>
<ul style="list-style-type: none"> • How are staff consulted about changing and new priorities for the service? 	<p>Unit meetings, team briefings, Joint Negotiating Committee, annual staff conference.</p>
<ul style="list-style-type: none"> • Are robust appraisal and career development procedures in place? 	<p>Yes. Evidenced by renewal of IIP award in 2003.</p>
<ul style="list-style-type: none"> • Is there management oversight of how they are working? 	<p>Countersigning procedures and an audit of all appraisals with HR reporting on emerging themes.</p>
<ul style="list-style-type: none"> • What are the structures for ensuring any necessary changes? 	<p>Emerging themes reported to Board who decide what if any action to take.</p>

<p>Action points and expected outcomes/targets</p>	<p>Maintain progress in terms of recruitment/retention/progression of black and minority ethnic staff overall– CO/ACO/HR.</p> <p>Identify any anomalies (eg nil black and minority ethnic staff in Community Punishment) and establish remedial action plan by April 06.</p>
<p>9. Training</p> <p><i>Points to include</i></p> <ul style="list-style-type: none"> • What progress has been made in race equality training? 	<p>All new staff are expected to attend a 1 day event on diversity awareness during their first year. The training is provided by external trainers source via recommendation from other probation areas.</p> <p>Thereafter we expect diversity issues to be embedded in any training – as is the case with all the training rolled out from the NPD, being the bulk of training delivered in the area.</p>
<ul style="list-style-type: none"> • How is this evaluated and measured? 	<p>Evaluation forms from courses assessed. Trainers recommended by other organisations</p>
<ul style="list-style-type: none"> • Is training accredited and if so by whom? 	<p>Not in relation to our introductory training which necessarily needs to be current and therefore difficult to accredit.</p> <p>The area accesses a variety of courses from regional probation training consortia which may be accredited.</p> <p>NVQ accredited. For Probation Officer and develop for PSO admin and other Warks area has actively promoted the development of accredited equality training on a regional basis – discussions are ongoing.</p>

<ul style="list-style-type: none"> • What role specific training is provided? (eg for Board members, main grade staff, those doing IA, recruitment etc). 	<p>2 day event for all Approved Premises staff in 2005. Board members, Senior managers and Main grade staff attended regional impact assessment training. Board members received training on appointment, inc diversity. All staff undertaking recruitment interviewing receive interviewing training incorporating equal opps and diversity issues.</p>
<ul style="list-style-type: none"> • What general race equality training is provided? For which staff, when, how many have been trained, content (briefly) of training, and who provides it (internal or external trainers). • Is there involvement of external representatives from diverse groups in the planning, delivery and evaluation of training? 	<p>All staff offered Diversity training. Training takes place once a year. New starters targeted but available to all including board members. External trainer who tailors events to suit specific Probation requirements. Last year two days were offered due to numbers requiring training.</p> <p>Yes</p>
<ul style="list-style-type: none"> • Is training held in accessible venues with all materials in accessible formats? 	<p>Yes. Special requirements can be included if needed. Venues varied across the area.</p>
<ul style="list-style-type: none"> • What arrangements are in place for medium and long term evaluation of the impact of training? 	<p>Discussion at Diversity Advisory Group and Diversity Sub Group. Feedback to team meetings.</p>

How do results of evaluations feed into business planning and performance management systems?	Via Diversity Sub Group and Diversity Advisory Group
Action points and expected outcomes/targets	Continue to deliver induction race awareness training – SDM Training Plan April 06. Conclude regional discussions and establish race equality training on a regional basis – ACO Business Support – March 2007.
10. Setting priorities	
<i>Points to include</i>	As part of a national service the area has a responsibility to deliver nationally agreed priorities and strives to do so. Local discretion is to implement those priorities in a way that is sensitive to local needs and opportunities.
<ul style="list-style-type: none"> • How will the area take forward any priorities set at national level? 	Diversity is integral to the regional plan and is regularly included as an improvement objective.
<ul style="list-style-type: none"> • How does the area identify local priorities? 	Through the annual business planning process.
<ul style="list-style-type: none"> • What consultation takes place about local priorities? 	Consultation about priorities takes place primarily with other statutory bodies in the area.

<ul style="list-style-type: none"> • How are local and national priorities publicised – to whom, by what methods? 	<p>Business Plan published and circulated, including to black and minority ethnic groups, and posted on website.</p>
<ul style="list-style-type: none"> • How will implementation of priorities be monitored, progress measured, and action taken if changes are required? 	<p>Business plan sets measurable targets which are then monitored during the course of the year with remedial action taken as necessary.</p>
<ul style="list-style-type: none"> • How is this integrated into business planning and performance review? 	<p>From 2005 ethnic breakdown of performance targets, previously reported separately, was integrated with the performance reporting framework.</p>
<p>Action points and expected outcomes/targets</p>	<p>Our current priorities are:</p> <p>Developing and implementing practice guidance on Racially Motivated Offenders and working with black and minority ethnic offenders – Effective Practice Manager July 06.</p> <p>Impact assessment of outstanding functions – ACO Business Support as per Appendix 1.</p> <p>Implementing ESI diversity recommendations (improving number of Community Punishment projects for black and minority ethnic communities and achieving provision for black and minority ethnic service users – Effective Practice Manager – June 2006</p>

<p>11. Any other local issues</p> <p><i>Points to include</i></p> <ul style="list-style-type: none"> • Are there specific race issues in this Area that need to be included? 	<p>Issues of the rural nature of the area and relatively small numbers of black and minority ethnic offenders.</p> <p>In contrast to the national position we have attracted mainly Asian staff rather than African-Caribbean.</p>
<ul style="list-style-type: none"> • How have they been identified? 	<p>Asian staff well represented in staff group – but not necessarily all religious/cultures.</p> <p>Consensus within Diversity Advisory Group and Diversity Sub Group and wider community.</p>
<ul style="list-style-type: none"> • Who has been consulted? 	<p>Warwickshire Race Equality Partnership is concerned to represent black and minority ethnic people living in very rural north Warwickshire and Stratford DC who can be particularly isolated. Warwickshire Race Equality Partnership also aiming to have good gender balance in consultation.</p>
<p>What action is proposed and how will outcomes be measured?</p>	<p>ESI action plan to be implemented by April 06.</p> <p>Engage with Warwickshire Race Equality Partnership.</p>

<p>12. Action Plan and performance targets</p> <p>The final section must bring together the action points from each preceding section. It must specify how each action will be taken forward, by whom, and by when, with expected outcomes or performance targets and indication of how progress will be reviewed.</p>	
	<p>SUMMARY OF ACTION POINTS AND EXPECTED OUTCOMES/TARGETS</p>
<p>.1 Overview of progress</p>	<p>Action Points and Expected outcomes /target</p> <ul style="list-style-type: none"> • Schedule impact assessment of outstanding functions – ACO Business Support by end March 06. • Agree format for impact assessments which records evidence – ACO Business Support by March 06. • Identify relevant monitoring data and internal reports for posting on website – ACO Business Support by July 06.
<p>2. Race Impact Assessment</p>	<ul style="list-style-type: none"> • Establish revised impact assessment process wef 1 April 2006. • Evidence of changes incorporated in Board reports. • Schedule impact of existing functions and policies for completion by March 07 – ACO Business Support 06.

3. Leadership³	Annual report on diversity to be regular report to Board and incorporated into the Board annual report – ACO Business Support – deadline for annual report.
4. Consultation and community engagement	<p>Bi-annual survey of black and minority ethnic offenders – SDM via newly appointed TPOs – January to March 2007.</p> <p>Incorporate Race Equality Officers in impact assessment process from April 2006 – ACO Business Support – March 2006</p> <p>Establish routes for formal consultation with Warwickshire Race Equality Partnership – Chief Officer October 2006</p>
5. Communication and information	<p>Develop profile of travellers on current caseload) Div Adv Group July 2006</p> <p>Explore potential links with travellers organisations)</p> <p>Review website and post diversity information – ACO Business Support July 06</p>
6. Services for offenders	Quarterly ethnic breakdown of performance management figures interrogated in order to identify anomalies with remedial action taken as required – ACO Business Support

³ This has been included because it appeared to be an important issue for a number of areas and reflects the EFQM approach

	<p>reporting to Diversity Sub Group and Diversity Advisory Group quarterly – August 06.</p> <p>Training for lead RMO staff provided by– SDM by July 2006</p> <p>Complete implementation of RMO policy – ACO Offender Management Aug 06</p> <p>RMO Monitoring reports to Diversity Advisory Group/Diversity Sub Group six monthly – EPM from February 07.</p>
<p>7. Services for victims</p>	<p>Obtaining ethnic information of victims to allow s to offer a more culturally sensitive service to black and minority ethnic victims (especially victims of RMOs). Effective Practice Manager by April 2006.</p> <p>Agree with VIP process to ensure that our contribution to victims builds on and complements that in place prior to conviction. Effective Practice Manager by April 2006.</p>
<p>8. Employment</p>	<p>Maintain progress in terms of recruitment/retention/progression of black and minority ethnic staff overall– CO/ACO/HR.</p> <p>Identify any anomalies (eg nil black and minority ethnic staff in Community Punishment) and establish remedial action plan by April 06.</p>

<p>9. Training</p>	<p>Continue to deliver induction race awareness training – SDM Training Plan April 06.</p> <p>Conclude regional discussions and establish race equality training on a regional basis – ACO Business Support – March 07.</p>
<p>10. Setting priorities</p>	<p>Our current priorities are:</p> <p>Developing and implementing practice guidance on Racially Motivated Offenders and working with black and minority ethnic offenders – Effective Practice Manager July 06.</p> <p>Impact assessment of outstanding policies – ACO Business Support as per Appendix 1.</p> <p>Implementing ESI diversity recommendations - improving number of Community Punishment projects for black and minority ethnic communities and reviewing provision for black and minority ethnic service users – ACO Interventions by October 2007.</p>

<p>13. List of supporting information available on request.</p> <p>Rather than attach many appendices, it is recommended that a brief summary of any supporting evidence is included in the main report, and that this section lists documents which are available either on the web site or on request.</p>	<ul style="list-style-type: none">• Staff returns• Diversity Advisory Group and Diversity Sub Group minutes• Performance link monitoring reports• Internal report on risk analysis by ethnicity• Annual reports• Internal report on black and minority ethnic offender satisfaction• ESI report 2005• Training Plans• Regional Diversity Group minutes• Policy reports to Board• Racially Motivated Offender Guidance• Interpretation/translation Code of Practice
---	---

Appendix 1

In reviewing the impact assessment process we have concluded that our policy formulation process has not kept pace with the changes that have arisen from the establishment of NOMS and the NPD. In particular it does not categorise the volume of often very detailed policy documents generated from the centre, or acknowledge that the local area role is to implement the national policy in a way which is sensitive to local needs.

Accordingly from April 2006 we will revert to impact assessing functions. In order to achieve that we will collate the relevant Probation Circulars according to function and impact assess both the function and the policies in the same impact assessment process.

The functions identified, their relevance to the RES and the due date for review is as follows:

- 1 Pre-trial and Court Services
- 2 Pre and Post- release services including community supervision and residential.
- 3 Group work programmes
- 4 Employment
- 5 Administration and finance.