

OFFENDER ACCESSIBILITY

- ❖ Minority ethnic offenders supervised attend accredited programmes in a different area to reduce the impact of being the only such offender within a group. (North Yorkshire)
- ❖ A 'Learning Hour' took place at each community punishment unit. (Wiltshire)
- ❖ Approved premises accessible for residents with disabilities. (Warwickshire)
- ❖ Telephone-based translation facility instantly available. (Suffolk)
- ❖ Transport coordinator for rural locations. (Lincolnshire)
- ❖ Approved premises provision for mentally disordered offenders. (Kent)
- ❖ Partnerships required to carry out interventions in the Welsh language. (Dyfed/Powys)
- ❖ Mentoring for women offenders. (Dyfed/Powys)
- ❖ Guidance for staff on how to work with racially motivated offenders. (Devon and Cornwall)

STAFF RECRUITMENT, RETENTION AND SUPPORT

- ❖ Career planning sessions, management programmes for black and minority ethnic staff and support groups meeting within working hours. (Avon and Somerset)
- ❖ Trainee probation officer recruitment from minority ethnic backgrounds. (Derbyshire)
- ❖ Publication of a booklet entitled, *Probation works ... do you have something to contribute...?* containing six case studies; three of the case studies were about minority ethnic staff. (Durham)
- ❖ Open up the area's grievance and discipline procedures and activity to outside scrutiny. (West Yorkshire)
- ❖ Adaptations to meet the mobility and auditory needs of existing staff and offenders. Support workers employed to assist individual members of staff. (Surrey)

OFFENDER INITIATIVES

- ❖ Support to sex workers and those who wanted to leave the industry. (Northamptonshire)
- ❖ An Arts project to increase employability (Warwickshire)
- ❖ South Asian Offenders Project and a similar initiative for transgendered offenders. (Greater Manchester)
- ❖ Black Offenders Mentoring Project. (Merseyside)
- ❖ To reduce isolation minority ethnic offenders offered the opportunity to attend a programme in a neighbouring area. (North Yorkshire)

MONITORING & EVALUATION

- ❖ One of the priority areas was to study the needs of minority ethnic victims. The strategy had been supported by a regional event for representatives of local minority ethnic organisations and probation areas to meet. (Durham)
- ❖ A sophisticated performance monitoring system which produced information for the Board and staff so they could compare practices on black, minority ethnic and white offenders and highlight any differential impacts. The area had used the data to inform a diversity policy and implementation plan for staffing and service delivery. (Leicestershire/Rutland)

MANAGEMENT

ADVISORY PANELS

- ❖ Together with the police, the area provided funding for the Black and Ethnic Monitoring Advisory Panel – an organisation which was used as a community consultation facility. (Devon and Cornwall)
- ❖ Domestic Violence Reduction Panels were being piloted in the area. These were victim-based and were chaired by the police. (Sussex)

STRATEGY & POLICY

- ❖ All partners were required to have equal opportunity policies in place and to have the facility to carry out interventions in the Welsh language. (Dyfed/Powys)
- ❖ Good collaborative work with Supporting People had led to additional approved premises provision for mentally disordered offenders, meeting an identified local need. (Kent)
- ❖ The area Race Equality Scheme had been published in 2002 and senior managers had undertaken training in preparing impact assessments. All new procedures had been assessed before ratification. (Lincolnshire)
- ❖ Resources were allocated to the South Asian Offenders Project and a similar initiative for transgendered offenders. (Greater Manchester)

STAFF TRAINING

- ❖ A staff conference had considered issues of sexuality and wider local diversity issues such as rurality. (Durham)
- ❖ Managers had undertaken diversity training focusing on cultural awareness and the religious beliefs of communities in Wales, using the *Living in Harmony* booklet produced by the Welsh probation areas. (Dyfed/Powys)
- ❖ Specific training for black staff was available addressing issues associated with blocks to promotion. (Hampshire)
- ❖ A learning pack 'Fit for Difference' addressed diversity issues in the work place. Staff had to carry out a series of exercises that were externally validated. If successfully completed the achievement was recognised by an award.

PR & COMMUNICATION

- ❖ An evening information event had been held for members of minority ethnic communities who might be interested in a career in the National Probation Service. (Nottinghamshire)
- ❖ Open days in key community locations, posters and supporting material, use of a website highlighting the commitment to anti-discriminatory practice and the provision of support and developmental training for minority ethnic staff. (Staffordshire)
- ❖ A letter from the area which had given sentencers confidence in sentencing disabled offenders to community orders. (North Yorkshire)

**HMI PROBATION
EFFECTIVE SUPERVISION INSPECTION**

Diversity Good Practice Examples in Relation to Management Criteria

Example	Probation Area	Page No
Excellent, integrated central diversity processes in place, with a diversity strategy providing a framework within which relevant activities were undertaken. Examples included career planning sessions and management programmes for black and minority ethnic staff, support groups and provision of staff training courses on developing cultural skills, working with racially motivated offenders, disability awareness and valuing individuality.	Avon and Somerset	15
Sanctioned time and resources to enable a number of support groups to meet within working hours. These included The Employees Disability Forum, Black and Asian Workers' Group and the Lesbian, Gay, Bisexual and Transgender Group.		17
Mentoring scheme, which included 'pre-employment mentoring' to coach people through the recruitment processes, in particular those from minority ethnic communities who were expressing an interest in joining the probation service.		19
Training staff, managers and Board members in diversity issues. The Board had a diversity committee and two diversity groups. Cambridgeshire had responded well to the rapid influx of immigrants from countries such as Poland, Lithuania and Latvia. Work on diversity issues also included the development of policy and practice in relation to travellers and positive progress in domestic violence work.	Cambridgeshire	15
The black and minority ethnic staff group met with the chief officer every six months. The area, jointly with other criminal justice agencies, had contributed to 'Race to Justice', a local plan to combat racism which was owned by the Criminal Justice Board. All pre-sentence reports and case files of minority ethnic offenders were inspected twice a year.	Cheshire	14

<p>Diversity was defined widely, including disability, sexuality and family-friendly issues, as well as gender and ethnicity.</p> <p>The Race Relations (Amendment) Act 2000 had led to the area funding the National Association for the Care and Resettlement of Offenders research into links with minority ethnic communities and the development of an action plan.</p> <p>A typical initiative was work by young people and ex-offenders within their own communities, with feedback via partner organisations.</p> <p>Area-wide plans focused on offender issues such as singleton placements, racially motivated offending and exit interviews, and staff issues including retention, management, training and lone placement. Particular efforts had been put into trainee probation officer recruitment and 20% of recent appointments were from minority ethnic backgrounds.</p>	Derbyshire	14-15
<p>With very small and often isolated black and minority ethnic populations, steps taken included setting higher targets than was required by the National Probation Directorate for the recruitment of black and minority ethnic staff and the development of appropriate unpaid work projects. There was also a commitment to produce guidance for staff on how to work with racially motivated offenders. Managers closely monitored pre-sentence reports and other court reports for fairness.</p>	Devon and Cornwall	14
<p>In response to emerging local concerns about why victims of domestic violence withdrew charges even when it was judged there was sufficient evidence to proceed, the area had led a joint criminal justice review with its Local Criminal Justice Board partner to identify the factors that caused this. The organisation Against Domestic Violence and Abuse had been commissioned to undertake the detailed work, producing a report with recommendations to improve services to assist women and children under threat. The findings, in the form of a series of case studies, had been widely disseminated to partner agencies such as the police, courts, Victim Support, Women's Aid and Devon County Council.</p>		33
<p>Resources had been made available to ensure that offender managers were able to use interpreters and childcare where these were required.</p> <p>Together with the police, the area provided funding for the Black and Ethnic Monitoring Advisory Panel – an organisation which was used as a community consultation facility. The panel had been consulted about the diversity implications of new policies.</p>		18

<p>One of the priority areas was to study the needs of minority ethnic victims. The strategy had been supported by a regional event for representatives of local minority ethnic organisations and probation areas to meet.</p> <p>A staff conference had considered issues of sexuality and wider local diversity issues such as rurality.</p>	Durham	15
<p>In order to attract minority ethnic applicants, the North East Training Consortium had published a booklet entitled <i>Probation works ... do you have something to contribute...?</i> containing six case studies of people joining the probation service; three of the case studies were about minority ethnic staff.</p>		18
<p>The Welsh Language Scheme had been approved by the Welsh Language Board in July 2004 and the chief officer chaired the area's implementation group for this. All managers had recently undertaken diversity training focusing on cultural awareness and the religious beliefs of communities in Wales, using the <i>Living in Harmony</i> booklet produced by the Welsh probation areas.</p>	Dyfed/Powys	15
<p>All partners were required to have equal opportunity policies in place and to have the facility to carry out interventions in the Welsh language. One of the new partnerships was with Crime Concern and offered mentoring for women offenders.</p>		19
<p>Resources allocated to diversity included interpreters, mentoring arrangements for minority ethnic offenders on accredited programmes and a number of staff reference groups.</p>	Essex	16
<p>Diversity initiatives had been underpinned by diversity policy and practice guidelines, together with the appointment of a diversity manager and a cross-grade group of self-selected staff acting as diversity 'champions'. Diversity was defined widely including disability, sexuality and family-friendly issues, as well as gender and ethnicity. The diversity manager had planned and delivered a wide range of training for all staff. Attendance for induction training was mandatory and staff were expected to produce a personal action plan as a result which was subsequently reviewed.</p>	Hampshire	16
<p>Time and resources had been invested in a recruitment campaign to attract potential recruits at trainee probation officer level from the minority ethnic population. Literature and posters had been produced on the work of the probation service and well-attended events had been held.</p>		17

<p>The Board had adopted the National Probation Directorate diversity policy 'Heart of the Dance' as the basis for its diversity initiatives and had established the Hampshire Area Race Equality Scheme. As well as monitoring minority ethnic recruitment, the area had a support group for minority ethnic staff. Specific training for black staff was available addressing issues associated with blocks to promotion.</p>		18
<p>Steps had been taken to recruit women and black and minority ethnic supervisors (for unpaid work).</p>	Humberside	38
<p>Good collaborative work with Supporting People had led to additional approved premises provision for mentally disordered offenders, meeting an identified local need.</p>	Kent	17
<p>A sophisticated performance monitoring system which produced information for the Board and staff so they could compare practices on black, minority ethnic and white offenders and highlight any differential impacts. The area had used the data to inform a diversity policy and implementation plan for staffing and service delivery.</p>	Leicestershire & Rutland	14
<p>Diversity issues had been reflected in the provision of such courses as 'Race and Supervision Matters' for white line managers.</p>		19
<p>The Board had appointed a diversity advisor, who reported regularly on relevant matters.</p> <p>The area Race Equality Scheme had been published in 2002 and senior managers had undertaken training in preparing impact assessments. All new procedures had been assessed before ratification.</p> <p>A Disability Discrimination Act 2005 compliance plan had been produced.</p> <p>The chief officer and other senior managers were actively involved with the Local Criminal Justice Board's work to produce a protocol relating to hate crime, and with joint initiatives to attract more minority ethnic applicants to vacancies.</p> <p>Staff members from minority ethnic groups were invited to join a forum that offered support and was well regarded as a consultative body.</p>	Lincolnshire	15

<p>Dedicated resources for interpreters, promotional posters and desk calendars with information about faith festivals.</p> <p>Childcare was funded, where required, to enable offenders to attend interventions.</p> <p>Some adaptations to buildings had been agreed, to bring them in line with the Disability Discrimination Act 2005.</p> <p>A transport coordinator had also been employed to ensure that offenders from rural locations could access services in the most equitable and cost-effective way.</p>		16
<p>The area Diversity Directorate included a specific project led by the chief officer, in conjunction with the area Criminal Justice Board, aimed at improving the confidence of black and minority ethnic communities in the criminal justice system.</p> <p>Borough action plans contained relevant objectives in relation to race equality and wider diversity issues.</p> <p>Each borough had a 'Diversity Champion'; a member of staff given responsibility to take a lead on diversity issues.</p>	London	14
<p>Resources had been allocated to meet the needs of specific groups. Examples included women offenders and non-English speaking participants on accredited programmes.</p>		16
<p>A seminar had been organised for black and minority ethnic and other staff who were under-represented in management posts in order to encourage them to consider promotion opportunities.</p>		18
<p>A wide definition of diversity was in use, including disability, age and sexuality as well as race and gender.</p> <p>National diversity targets were supplemented by local ones, such as an increase in black and minority ethnic referral to approved premises.</p> <p>Some specific evaluation had been commissioned, such as a current report on work with Irish offenders and earlier monitoring of sentencing following the riots in Oldham.</p> <p>Programmes were delivered locally within clusters so that offenders could attend near to their home, and were supplemented by central provision for groups with specific needs, such as Think First for women and for black and Asian offenders and a recent project had considered the interpreter needs of sex offenders.</p>	Greater Manchester	15

Resources were allocated to the South Asian Offenders' Project and a similar initiative for transgendered offenders.		16
The diversity needs of staff were addressed in a range of family-friendly policies, such as job sharing. Staff associations, including the Lesbian and Gay Forum and Irish Forum, were supported and some, such as the Association of Black Probation Officers, were represented on the Joint Consultative Committee. A mentoring scheme was available at the request of black and minority ethnic staff.		17
A policy of opt in to work with racially motivated offenders for minority ethnic staff.		34
The Black Offenders' Mentoring Project was funded directly by the Board who received regular reports as to its effectiveness. The area had also funded work on addressing racially motivated offending and had contributed to the Local Criminal Justice Board's appointment of a race and community engagement coordinator. Each year staff organised a Multi-Cultural Diversity Day.	Merseyside	18
In partnership with the City College Manchester and the Criminal Justice Training College, the area developed a learning pack, 'Fit For Difference'. This addressed diversity issues in the work place. Staff had to carry out a series of exercises, which were externally validated. If successfully completed the achievement was recognised by an award.		21
There was accommodation provision for women, black and minority ethnic and mentally disordered offenders, and a jointly funded Merseyside Probation Area/Drug and Alcohol Action Team substance misuse services for black and minority ethnic offenders.		23
Ongoing projects included tracking minority ethnic offenders on drug treatment and testing orders, work with courts to ensure the availability of interpreting facilities, and a review of the information available to offenders. An interesting example involved prisons and seconded staff who had identified the need for specialist skincare products for minority ethnic prisoners.	Northamptonshire	17
The area was committed to increasing the diversity of the staff group; an evening information event had been held for members of minority ethnic communities who might be interested in a career in the National Probation Service.		19
Assistive technology had been obtained to support a member of staff in returning to work after a period of sickness. A black member of staff who chose to work with a racially-motivated offender was offered appropriate support.		19

<p>The Swan project provided support to sex workers and those who wanted to leave the industry. Intelligence suggested that many sex workers were committing criminal offences to sustain their substance misuse. The Community Safety Partnership funded the post of sex prevention worker, which was managed by the probation area. The project linked closely with the Criminal Justice Intervention Programme for drug misusers and other agencies where appropriate.</p>		23
<p>Impact assessments had been completed on all relevant policies and service delivery functions. The Board was heavily involved in diversity issues and was sensitive to the possible differential impact of policies and procedures on certain staff and offenders. It had noticed, for example, that a disproportionate number of black and minority ethnic offenders were being placed on community punishment orders and, at its request, the matter had been thoroughly investigated, confirming that there was no evidence of bias by relevant staff.</p>	Northumbria	15
<p>The area had introduced a number of staff related initiatives, including a nationally sponsored improvement project for the recruitment and retention of Asian staff, a staff recognition scheme and a mentoring scheme.</p>		17
<p>To confirm fair treatment, pre-sentence report audits had continued annually from the Performance Inspection Programme inspection. In 2003/2004 the focus had been on women, black and minority ethnic offenders.</p>	North Wales	14
<p>The area's Welsh Language Scheme had been assessed independently by the Welsh Language Board and found to be meeting the needs of the local population.</p>		15
<p>The area had a 'Diversity Network', with each team having a diversity champion who had volunteered to do this. The volunteers and team managers were tasked with the objective of promoting and encouraging consideration of diversity issues. The Diversity Network oversaw this work.</p>		18
<p>All partnerships were required to be compliant with area expectations in relation to diversity and Welsh language considerations and how this would be achieved was set out in the North Wales Probation Area service level agreement.</p>		21
<p>A multi-agency domestic violence abuse assessment conference had been established. This pilot scheme aimed to improve all agencies' response to domestic violence and ensure that information held was exchanged in a timely fashion so as to protect victims and reduce and stop repeat domestic violence crimes. There was an information protocol to guide this work and good cooperation from the police, social services, Women's Aid, NSPCC and housing authorities.</p>		22

As evidence of a commitment to diversity, the Board had met at a number of minority ethnic group locations during the year and members had participated in a range of training events.	Nottinghamshire	14
The Board had commissioned research by the local training consortium to ascertain why potential black trainee probation officers failed at assessment.		17
The area had been particularly successful in increasing the number of applicants from minority ethnic backgrounds through collaboration with the regional Race Issues Group. Staffordshire's campaign involved open days in key community locations, posters and supporting material, use of a website, and highlighting the commitment to anti-discriminatory practice and the provision of support and developmental training for minority ethnic staff.	Staffordshire	16
Examples included the Diversity Week schedule that included a day for partners, a policy ensuring that diversity and equality considerations were referenced appropriately throughout the tendering process and then in the contract specification, and specific contracts for guidance on race and cultural issues.		18
Resources included the provision of interpreter facilities which incorporated the option of an instantly available telephone-based translation facility. There was also evidence of collaboration with other agencies to promote race equality and wider diversity through the Local Criminal Justice Board, particularly with regard to rurality and communication with minority groups.	Suffolk	18
A project team had been established to consider the area's compliance with the Disability Discrimination Act 2005. All offices had been audited and proposed adjustments prioritised. There were some excellent examples of adaptations which had been made to meet the mobility and auditory needs of existing staff and offenders. Support workers had also been employed to assist individual members of staff. In other cases, assessment for dyslexia had been undertaken and appropriate help provided.	Surrey	16
A Diversity and Equal Opportunities Advisory Panel was chaired by a member of the Board and included a number of people from outside the probation service.	Sussex	14
Domestic Violence Reduction Panels were being piloted in the area. These were victim based and were chaired by the police. They were designed to bring together relevant agencies to draw-up action plans to reduce the likelihood of further abuse against the victim, with probation staff contributing information about perpetrators.		18
Probation had been a lead player in establishing the local Racial Harassment Network and had arranged a training session.	Teesside	15

The area had commissioned research into levels of confidence about the criminal justice system amongst black and minority ethnic groups.	Thames Valley	15
The communications strategy, which had resulted in good media coverage in 2004/2005, highlighted the need to focus on local black and minority communities and two presentations had been made to such groups.	Warwickshire	15
Having recognised that it did not have the capacity to meet all of its Race Equality Scheme obligations by working on its own, in 2005 the area had contributed (both financially and in terms of support) to the establishment of a county-wide Race Equality Partnership. This multi-agency forum, whose membership included all relevant public agencies in Warwickshire, was expected to facilitate formal links with black and minority ethnic communities and provide support for race equality issues, particularly for those facing racial harassment.		16
The Nuneaton Justice Centre was completely accessible for all users, and one of the area's approved premises was fully accessible for residents with disabilities. Arrangements had also been made to ensure access to services elsewhere in the area, e.g. using the premises of other agencies.		17
An Arts project funded partly through the European Social Fund. The area had taken the decision to be involved partly to raise its profile in the community as a whole and partly to ensure that offenders' needs would be met. Approved premises residents were intended to be the first group of offenders involved in the project, designed to engage hard to reach groups in learning through use of Arts activities alongside delivering skills training which would increase employability.		20
A Victim Liaison Unit Ethnic Minorities Directory had been compiled, containing details of a large number of organisations in the West Midlands providing support services to the black and minority ethnic community.	West Midlands	15
Basic skills assessment was incorporated into the community punishment induction, with a voluntary sector consortium accredited tutor helping in the delivery of the induction package and then assessing each individual. On Saturday mornings a 'Learning Hour' took place at each community punishment unit.	Wiltshire	19
Investment in a diversity advisor post at a senior level, and in probation service officer posts in two districts, provided advice and support to improve service provision to minority communities.	West Yorkshire	16

Monitoring of the level of disciplinary activity demonstrated that in 2003/2004, for the second year running, half of the investigations involved minority ethnic staff. Whilst the numbers were low (ten and eight) this was disproportionate. Consequently, a decision had been taken to open up the area's grievance and discipline procedures and activity to outside scrutiny, with the head of diversity from one of the local authorities appointed to carry out this review		17
The Board had been active in promoting its work with the local black and minority ethnic communities and had held a number of events for this purpose. Within the area there was a robust structure to progress race and other diversity issues, including a County Diversity Management Committee, chaired by the chief officer, supplemented by divisional meetings. Amongst the initiatives that had been undertaken was a very well received series of events organised as part of a Diversity Week.	South Yorkshire	13
Agreements had also been reached with neighbouring probation areas to enable minority ethnic offenders supervised by North Yorkshire to attend accredited programmes in a different area if that would reduce the impact of their being the only such offender within the group setting.	North Yorkshire	15
A vast geographical area, with a few key population centres and many small rural towns and villages, the area had three main offices and three satellite locations which were managed as part of the main office team. This arrangement was designed to enable routine contact with the majority of the offender population. However, specialist interventions, such as accredited programmes and community punishment, had to cover the whole area and involved significant travel for both offenders and staff. The area was in the process of reviewing current arrangements to seek better ways of achieving success,		16
Some examples of good communication included a letter from the area which had given sentencers confidence in sentencing disabled offenders to community orders.		20