

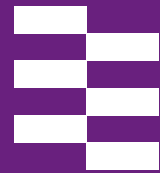


Home Office

BUILDING A SAFE, JUST
AND TOLERANT SOCIETY

Promoting Race Equality

The National Probation Directorate



**NATIONAL
PROBATION
SERVICE**



April 2002



Foreword by the Home Secretary

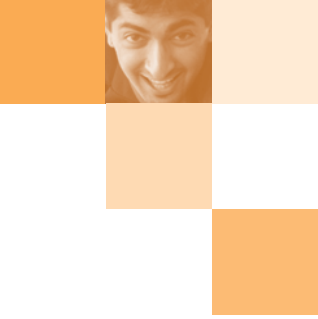
This Government has always made it clear that it wants the public sector to set the pace in the drive for race equality, to lead by example in the process towards achieving a society where there is respect for all, regardless of their race, colour or creed, and a society which celebrates its cultural richness and ethnic diversity.

Race equality is a moral imperative – that is why we have been working to provide the right legislative and administrative frameworks to help achieve race equality in Great Britain. The Race Relations (Amendment) Act 2000 placed a statutory duty on some 40,000 public bodies to have due regard to the need to promote race equality in carrying out their functions, and the Order subsequently laid late last year set out specific duties intended to help public bodies meet the general duty. One of these duties is the publication of a race equality scheme setting out how we will meet our new obligations. I am very pleased to put my name to this first Home Office Race Equality Scheme.

Publication of this Scheme represents a very significant step forward. It is not, however, the end of a process; rather it is the start of a new phase. This Scheme is a living document – it is not set in stone. We recognise that we will not get everything right first time, and we will actively welcome comments which we will be able to consider when the scheme is reviewed.

I know that many people will be watching our progress in implementing the Scheme. Rest assured that as Home Secretary, I will be doing all in my power to ensure that the Home Office delivers race equality as a service provider, as a policy maker and as an employer.

Rt. Hon. David Blunkett MP
Home Secretary



The NPD is responsible for the overarching strategic objectives and targets of the NPS, whose aims 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

The NPD operates within the Government's Correctional Policy Framework, contributing to Home Office Aims:

3 To ensure the effective custodial and community sentences to reduce re-offending and protect the public, through the prison and probation services in partnership with the Youth Justice Board

4 To deliver custodial and community sentences to reduce re-offending and protect the public

7 To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms





Foreword

I have set out in the 'New Choreography' my vision and commitment to diversity for the National Probation Service. The investment in race equality within the modernisation process continues to produce encouraging results. Our achievements to date include:

- Appointment of 9 minority ethnic Local Probation Boards Chairs where previously there were none;
- Appointment of over 70 minority ethnic Board members where there were only a handful;
- At the end of 2000, 9.8% of all Probation staff were from minority ethnic groups compared with 9.3% in 1999 (Home Secretary's target of 8.4% for the year has been exceeded);
- 500 black and Asian offenders are being researched currently to inform the service's development of programmes for minority ethnic offenders; and
- the MacPherson definition of racist behaviour is accepted by the NPS and work is underway to develop a pathfinder programme for racially motivated offenders.

The Stephen Lawrence Report and the HMIP Thematic, 'Towards Race Equality' provided us with ample evidence of the need for improvement on race equality and I have responded to this by leading a programme of structural, policy and cultural change for the NPS. A wider representation at Board level and the designing-in of diversity objectives into the business of the NPS has provided us a good foundation on which to build our actions and commitment in respect of our general and specific duties under the Race Relations (amendment) Act 2000.

I am aware of areas where we need urgent improvement.

- the lack of minority ethnic staff at senior levels
- unsatisfactory race and ethnic monitoring records
- evidence within the Thematic of unequal service delivery between white and minority ethnic offenders.
- Retention of staff

I believe that the NPS and the NPD Schemes give us a statutory framework to locate our Diversity Stretch Objectives and actions and to further demonstrate our commitment to race equality and indeed the wider diversity agenda.

I invite all staff of the NPS including the NPD to take a deep personal interest in the equality Scheme and embrace the principles of the new legislation. I want us to be a leader in engaging pro-actively, evidencing actions and results in promoting race equality and good relations in both our dealings with colleagues within the NPS our dealings offenders and the wider community.

I expect no less than 100% commitment to this Scheme and the accompanying action plans from every employee of the NPS including the NPD.

Eithne Wallis
National Director
National Probation Service for England and Wales



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Introduction and Brief Summary of Duties and Key Actions

Diversity is the seventh of the nine stretch objectives for the National Probation Service. It commits the organisation to valuing and achieving diversity in the National Probation Service and the services it provides.

The Service will ensure the accessibility and acceptability to all of:

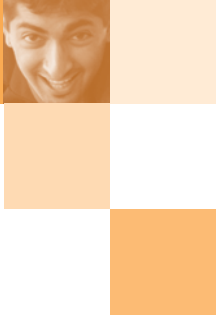
- the new organisation itself, and
- the services it delivers

Three key strategic imperatives are associated with the diversity objective for the NPS.

- Simple justice – no one should be excluded from the NPS or the services it delivers because of their gender, race or ethnicity, religious beliefs, disability or sexual orientation.
- Business effectiveness – the NPS needs to be able to recruit and promote the very best staff and by definition this means having access to the full range and diversity of the wider population. To be effective in its core business, the service must make its core services accessible to offenders and victims in ways, which are acceptable to them.
- Earning the confidence of the public it serves – The NPS will be representative of all sectors of the community. Probation Boards and staff personnel in their make-up will reflect the communities it serves and their interests.

The Home Office's commitment to building a fairer, more inclusive society is fully shared by the NPS and the Home Office race equality strategy will be integral to NPS current and emerging practices and policies.

The NPD as the 43rd part of the NPS has to operate within this framework ensuring that the ownership and delivery of stretch objectives VII is applicable to all staff working in NPD and the services provided by the NPD.



Part I:

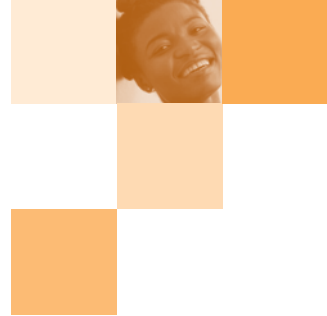
NPD Associate Race Equality Scheme

(a) Introduction

- 1.1 The Home Office is meeting its general and specific duty obligations under section 71(1) of the amended Race Relations Act 1976 by a two- tier Race Equality Scheme.
 - First, there is an overarching Home Office Scheme which sets out the principles and practices applicable throughout the Home Office and its constituent parts; and
 - Second, a series of individual Associate Schemes for each of the constituent parts of the Home Office, which reflect the special needs and priorities of those parts.
- 1.2 This document is the Associate Scheme for the National Probation Directorate, and it is available to all staff and members of the public via the Home office website. Hard copy versions are being made available to all Strategic Heads, Chief Officers, Secretaries to Probation Boards, and Regional Managers. All employees are to have a summarised version and a helpful reminder card. This will be made available electronically as soon as possible.

(b) The National Probation Directorate

- 1.3 The National Probation Directorate, together with 42 local probation areas, forms the NPS (National Probation Service). The National Director and the London - based Directorate are responsible for the overarching strategic objectives and targets for probation. The Directorate links with other Home Office and Government Departments and is accountable to the Home Secretary and Parliament.
- 1.4 The 42 Boards are named under the Act as independent statutory bodies and therefore are required to produce their own independent Race Equality Schemes. As the Local Probation Boards are the vehicles for delivering the Home Office aims, the Boards are the responsible bodies within which the NPD's obligations to meet the general and specific duties are located and focused. The NPD has produced a National framework for Area Boards to adapt to local needs.
- 1.5 The NPD Associate Scheme includes obligations on employment issues, which are essentially similar to the core Home Office and other HO Agencies. At present, NPD employees are covered in the scheme for the Home Office.



1.6 The table below sets out a brief summary of the NPD's Associate Race Equality Scheme Duties and Key Action Plans

GENERAL DUTIES

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

Action: All staff of NPD are expected to demonstrate evidence of commitment to valuing diversity and actions aimed at ensuring the NPD integrates race equality into all aspects of employment and service delivery practices (See Stretch Objective VII - The New Choreography, An Integrated Strategy for the National Probation Service 2001 –2004)

SPECIFIC DUTIES

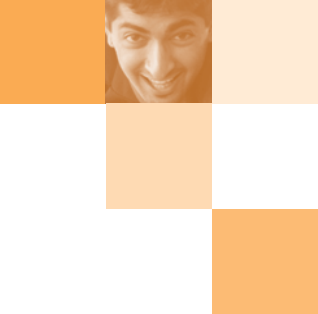
- Production of Race Equality Scheme
- Identify and list all of the functions that fall within the Race Relations (amendment) Act 2000 and review continuously
 - Timescale: May 2002 onwards
- Set out arrangements for assessing and consulting on the likely impact on the promotion of proposed new policies
 - Timescale: May 2002 onwards
- Monitoring of policies for adverse impact on the promotion of race equality
 - Timescale: June 2002 onwards
- Publishing the results of assessments, consultations and monitoring
 - Timescale: June 2002 onwards
- Ensuring access to information and services

- Timescale: May 2002 onwards
- Training staff on issues relevant to the duty
 - Timescale: Undertake detailed evaluation by March 2003

(c) Lead Official

1.7 The NPD is very aware that there must be clear accountability for the implementation of this Associate Scheme to be successful, and for race equality to be effectively embedded within the essence of the core NPD and its business. As evidence of commitment to race equality issues, Diane Baderin was appointed as the National Probation Service Head of Diversity in August 2000. She has been working with the forty-two local Probation Boards as well as the NPD to take forward the NPS diversity objectives. She is the Lead Official with the responsibility for the development and delivery of this Associate Scheme. She will also work in collaboration with the 42 local Probation Boards to ensure there is consistent and quality responses across the Areas in relation to Local Race Equality Schemes.

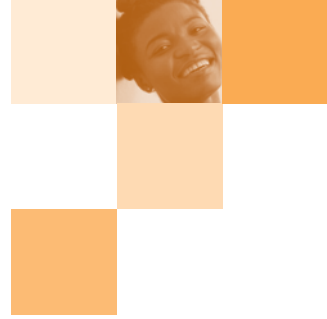
Diane can be contacted on 020-7-217-0739, or via e-mail at diane.baderin@homeoffice.gsi.gov.uk.



(d) Coverage

- 1.8 The NPD Scheme applies to all those who work within the NPD, as described in section (b) above, irrespective of whether they are involved in policy development, service delivery or have an administrative support role. Included also are seconded staff, those working under special contracts and agency staff. The inclusion of the latter categories will be monitored over the next twelve months to identify emerging issues and work out suitable approaches.





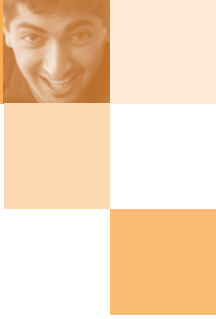
Part 2:

The NPD Associate Scheme – The Specific Duties

- 2.1 The NPD Associate Scheme follows the broad outlines of the overarching Home Office Scheme, but it informs the development of policies and the delivery of services within the NPD.
- 2.2 The Scheme will be reviewed annually by the Head of Diversity as part of the annual business planning process so as to ensure that it remains relevant and fit to deliver the changes sought by Ministers and the NPS Strategic Board.
- 2.3 The impact of the Associate Scheme, in terms of delivering the significant changes in policy development and service delivery that Ministers and the NPS Strategy Board seek, will be evaluated on a regular basis. As the NPD is a newly created organisation, there are a number of changes taking place and the responsibilities associated with the Scheme will be incorporated into the NPD change programme. As the Scheme needs time to bed in properly, milestones set from the outset will be subject to quarterly review.
- 2.4 For the purpose of its general duty to promote race equality, the list of functions undertaken directly or overseen by the NPD, are set out in the Annex B.
- 2.5 As the NPD is a new Directorate, the decision is to include as many as possible of its current and potential functions at this stage. The list at Annex B reflects a first sifting exercise. Each of the functions will be subject to rigorous impact assessment over the next twelve months. Each Strategic Head will be required to conduct an impact assessment of functions under their portfolios using a GRID to be provided by the end of May 2002. The result of the assessment and the categorisation of functions into priority areas in years 1-3 will be published when available.
- 2.6 This list will be reviewed annually as part of the annual business planning process between October and January each year. Where the relevance of a new function is not clear, it will be included within the list until a subsequent review decides otherwise.
- 2.7 New pieces of work arise throughout the year; Strategic Heads will ensure that the relevance of such new work to the NPD Associate Scheme is considered at the outset of the work. The Head of Diversity will monitor the new pieces of work and require Strategic Heads to bring new work to notice. A list will be maintained in the Diversity Unit.

(a) Assessment of Functions

- 2.4 For the purpose of its general duty to promote race equality, the list of functions undertaken directly or overseen by the NPD, are set out in the Annex B.



Some examples of the existing guidance and processes supporting pieces of new work which include cross-reference to the NPD Scheme are:

- The pilot programme incorporating assessment centres, mentoring and coaching;
- The development of assessment centres for the appointment of Trainee Probation Officers;
- Recruitment of chiefs, chairs of Boards etc;
- OASys (system for assessment of offenders);
- What Works programme;
- Recruitment and Selection Guidance for NPD; and
- 22 Action points in the Report to the Home Secretary ' Developing Minority Ethnic Representation in Probation Services'.

(b) Assessing and consulting

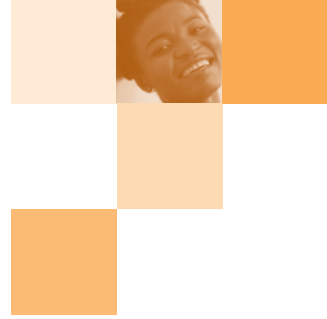
2.8 The development of new policies is a key activity of the NPD and some of these, especially in the Human Resource field have a direct impact on NPD staff. But NPD policy makers will take the wider perspective to judge the effect on offenders, members of the public and other NPS stakeholders. However, some policies are developed quickly as a reaction to a national emergency (e.g. the paedophiles register) while others form part of more formalised and long-term projects. The NPD's arrangements for assessing and consulting on new policies will take a pragmatic approach to the range of imperatives faced.

2.9 All new policies must have race equality as a core element, and be assessed as to whether they have an adverse effect on members of minority ethnic groups. Strategic Heads will ensure that all policies are assessed.

THE FOLLOWING STAGES ARE ESSENTIAL

REGARDING ASSESSMENT:

- 2.10 The assessment of any policy should specifically cover two questions
- Is there any evidence that some racial groups could be adversely affected?
 - Is there any public concern, especially from minority ethnic people about possible discrimination?
- 2.11 Answers to these questions will form a written Race Equality Statement and be included in the Assessment and consultation Report accompanying any policy.
- 2.12 All policies and policy proposals will undergo an initial equality impact assessment to see if there is:
- Evidence of higher or lower participation or uptake by different groups;
 - Evidence that different groups have different needs, experience issues and priorities in relation to the policy area;
 - An opportunity to promote equality of opportunity or good race relations by altering policy or working with others;
 - Indications, from consultations with relevant groups, organisations or individuals, that the policy may create problems that are specific to them;



2.13 The initial and full impact assessments should draw on the widest range of information available including all or most of the following:

- Historical, demographic and other statistics data, including census data;
- Existing surveys or similarly established mechanisms, or in their absence consider a specially commissioned exercise;
- Comparisons between similar policies in the other parts of the Home Office, National Probation Directorate or other public authorities;
- Survey data;
- Race and Ethnic monitoring data;
- One-off data gathering exercises;
- Specially commissioned research.

2.14 The Head of Diversity will maintain a register of complaints received and outcome and this will be accessible to guide policy assessment.

Assessment tools include: -

- A New Choreography: The Integrated Strategy Framework 2001- 2004 (particularly stretch Objective VII)
- Diversity Check List
- Annual Probation Statistics
- Home Secretary's Employment Targets
- Towards Race Equality: HMIP Thematic
- Report on Recruitment, Retention and Progression of Minority Ethnic Staff
- Race Equality examples of best practice report
- The Performance Management Framework including Better Quality Services Review and European Excellence Model

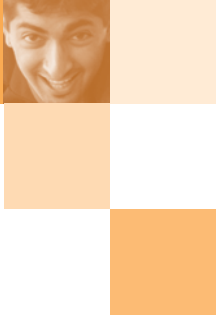
- HMIP Performance audit documents,
- The CRE Leadership Challenge

REGARDING CONSULTATION:

2.15 Consultation will be governed by the following guiding principles:

- consultation should begin as early as possible in the process of policy review or formulation;
- consideration will be given to which method of consultation is most appropriate in the circumstances;
- the accessibility of the language and format of information must be considered to ensure there are no barriers to the consultation process;
- specific training will be given to those engaged in the consultation process;
- adequate time should be allowed for groups to consult amongst themselves as part of a process;
- appropriate measures should be taken to ensure full participation in any meetings;
- information should be made available to ensure meaningful consultation;
- exercise should be meaningful, representative, effective and proportionate;
- engage effectively with those from minority ethnic communities both at community and professional level;

2.16 Strategic Heads will be required to produce a written report of any consultation process, which will form part of the race equality impact assessment. This in turn will accompany any new policy proposal or review put forward for approval.



2.17 The Head of Diversity will publish the results of assessment and bodies consulted in relevant minority ethnic staff Association Newsletters, Diversity unit reports and NPD other relevant reports.

2.18 The Diversity Unit will support the process of consultation by:

- (a) providing guidance and advice in written/ oral form;
- (b) developing a list of groups, organisations and individuals with whom consultation may be carried out. This list will be in two parts:
 - (1) those with whom there should be consultation on all policies and,
 - (2) those who should be consulted in relation to a particular business area. See an initial list in Annex E.

This list will be revised and added to annually

- (c) maintain a register of individuals and groups consulted by Strategic Heads and policy developers. (Details of groups and individuals consulted in relation to a particular policy will be notified to the Head of Diversity for registration)

The Strategic Head will ensure appropriate and relevant consultation is carried out.

Assessing and Consulting

The professional bodies who might be consulted on policy issues in section 2.10 (iii) above, might include, for example:

- NAPO
 - National Black Police Association;
- On criminal justice issues;
- the Bar Association's Race Relations

- Committee; and
- On voluntary sector issues;
 - the Council for Ethnic Minority Voluntary Organisations.
- On local issues;
 - The local REC *Criminal Justice Liaison Committee
 - Home Office: Connecting Communities Initiative
 - Police: Community Safety Strategy to address racial harassment and racially motivated crime
- On staffing issues;
 - Association of Black Probation Officers
 - National Association of Asian Probation Staff
 - NAPO
 - The Home Office Network
 - The TUS and Equality Opportunities sub committee

2.19 Consultation and the Diversity Centrally Led Action Networks (CLANs).

The CLANs are designed into the system of the new NPD to help it achieve effective connection between the Directorate and the 42 Local Areas and to make its business more accessible to a diversity of experts internally and externally. The CLANs structure and membership makes it a useful consultation channel. The Diversity CLANs (see Annex C) will be used for consultation purposes.

2.20 If as a result of the assessment and consultation arrangements it is determined that a proposed policy is likely to have an adverse impact on minority ethnic communities, those responsible for the policy will consider:

- The alternatives that could meet the



- objectives without any adverse impact;
 - Whether the adverse impact is unavoidable, and whether it can be justified in relation to the aims and importance of the policy;
 - Any measures that would help to reduce the predicted adverse impact; and
 - Whether a second round of consultation should be undertaken - this is likely to depend on how much of an effect the policy will have on people's daily lives and how much difference there is between the new and the original proposals.
- 2.21 Such plans will form part of the periodic reports in submissions to Ministers.

(c) Monitoring Arrangements

- 2.22 A robust monitoring system is essential to the effective delivery of sustainable policies, and to ensure that these policies do not have an adverse and differential impact on those from minority ethnic communities. Monitoring is used for: -
- Highlighting inequalities
 - Investigating underlying causes
 - Removing unfairness or disadvantage
- 2.23 There are ranges of tools that can be used including:
- (i) levels of use, and periods of use of a particular service;
 - (ii) satisfaction surveys;
 - (iii) randomised, or specifically targeted, interviews;
 - (iv) analysis of types of complaints received; or
 - (v) discussion forum.
- 2.24 All Strategic Heads will ensure that their existing monitoring arrangements are

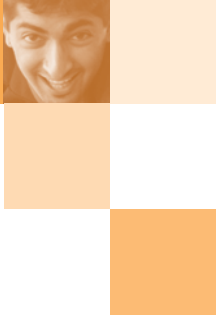
suitable and proportionate, and if not to take appropriate steps to rectify the situation.

- 2.25 If this monitoring identifies that a policy has, or is likely to have, an adverse impact on those from a minority ethnic community, then, like section (c) above, the responsible NPD Strategic Head will consider how best to react to that differential. The Director will decide when such monitoring issues should be brought to the attention of Ministers.

- 2.26 Human Resources Section will be expected to provide data on minority ethnic staff in the NPD using the 16+1 2001 census categories i.e. all new staff from 2 March 02 and conversion of existing staff by September 02

- 2.27 Each Strategic Head will ensure that their contributions to the quarterly monitoring of progress against the National Probation Directorate's Aims specifically provide evidence of monitoring arrangements, results, improvement projects / programmes, evaluations and reviews timetables. As part of that exercise they must ensure that such monitoring exercises effectively and proportionately bring out the race equality dimension to the delivery of their Aim's work programme and that they meet the Home Office's obligations under the general and specific duties to promote race equality.

The Strategic Head for Information Technology will ensure that adequate Information Technology support system is available for data collection and analysis.



2.28 The best measures of ethnicity are those based on self-assessment, which will be employed following the adoption of 16+1 ethnic classifications.

Harmonisation with the 2001 Census will ensure that data across the criminal justice system for both offenders and staff employed in public organisations can be compared within each group and with base population. (See Annex D).

2.29 The National Association of Probation Officers, the National Association of Asian Probation Staff and the Association of Black Probation Officers are to be consulted about any changes to and the workings of the Race and Ethnic categories, the appropriateness of usage and timings.

2.30 Full account must be taken of the Data Protection Act when collecting, storing and analysing data.

2.31 The expectation is that monitoring by ethnicity should, wherever possible, be accompanied by a gender breakdown.

2.32 NPD will aim to match the target of 100% return (effectively 95%), set for the NPS Local Boards.

Monitoring Arrangements

Some examples of existing monitoring arrangements that are relevant to the duties are contained in the HMIP Thematic Report and though aimed primarily at Areas, it includes some which could be applied equally to NPD although NPD staff have no direct supervisory role regarding offenders:

- Action to improve the quality of Pre-Sentence Reports by local community groups
- Action plans to promote race equality
- Make specific provision in national standards for effective work with minority offenders. The NPD's statistician collects statistics quarterly (a system of monitoring by pay band has been developed for the Home Secretary's Targets exercise, to include all operational and administrative support staff in post by grade to enable progression to be monitored) And: -
- Offenders starting community punishment orders.
- Central NPD staff is presently monitored by CPMU in the Core Home Office.
- Human Resource Unit will be expected to monitor NPD employees, Board members and any other categories of staff

2.33 All Strategic Heads will be expected to familiarise themselves with the Commission for Racial Equality document, 'ETHNIC MONITORING' a guide for public authorities' and refer to it for guidance and advice.

2.34 The Diversity Unit in the NPD will provide guidance and advice by:

- Receiving results of monitoring and publishing them;
- Liaising with the Performance Strategic Head regarding analysis of data and using findings to influence short/long term central and local actions /business plans;
- Incorporating information generated into Diversity Strategy Board's and other reports/briefings for Ministers;

- Making available to the NPS relevant literature including the CRE publications on monitoring;
- Holding regular seminars to support development of effective mentoring practice for the NPS;
- Publishing periodically monitoring data, lessons to be learned and actions for improvement; and
- Commissioning work on identifying best practice in monitoring and disseminating to areas, case studies to be published regularly.

(d) Publishing Results

- 2.35 The obligations here refer to results produced under sections (b), (c) and (d) above.
- 2.36 Strategic Heads and all NPD Managers will publish results of their monitoring exercises in a manner that is appropriate, accessible to all those likely to be affected by those results, and proportionate to the nature of the policy and its impact on the public. Results of all monitoring exercises must be notified to the Head of Diversity.
- 2.37 It is the aim of the NPD to be as transparent as is possible in the development and delivery of its policies. Wherever practicable, policy makers will use existing publication mechanisms to publish their results from assessments, consultations, and monitoring exercises. However, where such mechanisms do not exist then they will consider whether new publications would be appropriate and proportionate.
- 2.38 The NPD recognises that also relevant here are its obligations under the Freedom of Information Act 2000. Its systems have been designed to ensure that both sets of obligations work in a complementary manner.
- 2.39 The Home Office Annual Report will each year include a summary report of progress under the NPD Scheme either part of or as well as the report on the overarching Home Office Scheme.
- 2.40 The Diversity Strategy Board annual report to the Minister will include a progress report on NPD Race Equality Scheme for the NPS. This report is scheduled for September each year.
- 2.41 The Head of Diversity will publish at regular intervals information on how the NPD is doing in relation to its duties under the Act in the following ways:
- (a) Director's monthly reports to Chairs and Chief Officers; communication circulars;
 - (b) Diversity Unit's Quarterly Newsletter, to be distributed internally and externally.
 - (c) Newsletters of 'THE NETWORK', the Association of Black Probation Officers, the National Association of Asian Probation Staff, the National Association of Probation Officers etc.
- 2.42 Short articles will appear in these documents giving updates on NPD progress on the Scheme.



Publishing Results

Some examples of the publication of results from assessments, consultations and monitoring include:

- A summary of the overarching Home Office Scheme which is within the Home Office annual business plan;
- Annual Report to the Home Secretary of the Diversity Strategy Board
- An example of a consultation exercise within which the race equality dimension was evident;
- The annual report on the Home Secretary's Race Equality Employment targets; and
- The annual publication of "Race Equality in Public Services";
- The Annual Probation Statistics

Typically all the above and similar publications will be available on the NPD website when operational.

(e) Access to Information and Services

2.43 Strategic Heads, all policy makers, Managers and staff of NPD will ensure that they make information about their policies, functions and casework where applicable, accessible to the public, especially to those from minority ethnic communities. NPD will provide information in languages other than English as determined by local demography or individual needs. The NPD is already committed to making literature available in these languages as appropriate: English, Welsh, Spanish, Hindi, Punjab, Arabic and Chinese.

2.44 Publication is a necessary element in achieving public confidence. The following elements must be observed: -

Assessment

- Description and explanation of the policy and a brief account of how it was assessed;
- Summary of results;
- Assessment in the light of responses received; and
- Statement of what is planned next.

Consultation

- Description of why, how and summary of replies. Assessment in the light of these and statement of future action.

Monitoring

- Explanation of importance;
- Monitoring systems and methods used;
- Summary of monitoring and whether any discrimination found;
- How results used to develop future policy and practice.

Presentation (critical in terms of)

- Actual layout, style and content
- Availability in different languages

2.45 Strategic Heads will ensure that access arrangements within their Units are reviewed on a regular basis.

2.46 The Head of Diversity will consider what specific and further annual publication on race issues is needed. She will liaise with the Directorate's Head of Communications and Heads of Units to ensure the most effective mechanisms are adopted.



Access to Information and Services

Some examples of existing arrangements include:

- A leaflet to promote these new changes to the Race Relations Act 1976 was widely circulated to public authorities, community groups and others. The leaflet is also available on the Home Office website in a range of languages;
- A leaflet explaining the standardised complaints procedure, with provision for appeal to the Prisons and Probation Ombudsman;
- The issue of race equality was covered in the publication 'Careers in the National Probation Service' and in 'Careers in the Home Office' the prospectus for the "Connecting Communities" grant scheme was issued in a variety of languages. The intention is that these documents are available on the NPD website when it is operational.

(f) Training of Staff

2.47 The National Director's commitment is to ensure that all staff working in NPD are trained to be fully aware of race equality issues. The aim is to have a learning Directorate where the development, and or, improvement of knowledge, skills, experiences and awareness are integrated into day-to-day practices and behaviours. Identification of training needs and opportunities for personal, team development should be a standard feature of all NPD staff. This approach will ensure that all NPS staff will be equipped to meet the NPD specific duties under the Race Equality Scheme.

2.48 Under the Act, there is a specific duty to train all staff within the Directorate to enable them to promote race equality. At present this training is in the hands of OTD. The Home Office has developed a comprehensive approach to mainstreaming race equality into its training programme and most NPD staff have attended either the one-day or two days 'Race Awareness' Seminars. Seconded staff may also have participated in a variety of race equality training initiatives across local Areas. However given the newness of the NPD and the diversity of entry sources for its staff, i.e. seconded, agency, private contracts, Strategic Heads, and in particular Human Resource Head, will work with the Head of Diversity to take the following actions:

- Conduct a detailed evaluation by March 2003, of the training received by all NPD staff so far in order to assess what knowledge, understanding, skill, practice have been developed, how these are being utilised, assessed, monitored and what improvement mechanisms are available. Appropriate training strategy and implementation will be devised from this exercise. By the end of March 2004 all staff working in NPD will have received a basket of training initiatives aimed at ensuring they are have all received training aimed at ensuring they are working to eliminate unlawful racial discrimination, promote race equality and promote good relations between people of different racial groups be devised following this exercise.
- All new staff will undergo race equality training needs assessment as a mandatory element of induction. This



will take into account any gaps on diversity issues identified in the course of selection and will propose action plans to rectify.

- All staff involved in the implementation of this Scheme including Strategic Heads will receive appropriate training on their roles and responsibilities, appropriate race equality legislation and implications of this Scheme for all staff and employment and service delivery practices. There will be an initial introductory training by May 2002. A more detailed training will follow between 2002 - 2004
- All Strategic Heads, Heads and Managers will ensure that their training needs and the needs of staff under their supervision with regards to race equality are identified, planned for and met. Identified training needs and plans for meeting them will be included in the PADR.
- Specific training will be delivered to develop or improve skills and knowledge to ensure staff are competent to carry out:
 - equality impact assessments;
 - effective consultation methods;
 - monitoring and evaluating implementation of Scheme; and
 - gathering evidence and using data to influence effective service delivery.
- Strategic Heads will ensure that they and their staff notify OTD, Head of Diversity of their own and their staff training needs, take up training opportunities offered, monitor take up by themselves and their staff and record

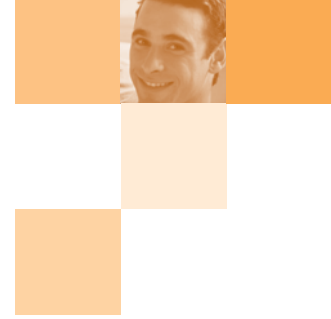
impact on self and staff performance. This will be mandatory where particular racist behaviour is identified as an issue.

2.49 All training provision will be evaluated by March 2004.

Staff Training: Some examples of the training programme in which a race equality dimension has been included are:

- Race Equality 'Reflections for Action', a training video aimed at helping employers and employees of Probation develop further race equality in their employment policies and practices. Launched in June 2000 at the same time as the HMIP Thematic Inspection Report, 'Towards Race Equality'
- HO Diversity training for middle managers and other staff;
- HO Induction training for new entrants;
- HO Mandatory performance management training; and
- HO interviewing skills for all those who interview for posts

2.50 The target audience in NPD for training for awareness of this Scheme is around 150, due to rise to over 300 in the coming year.

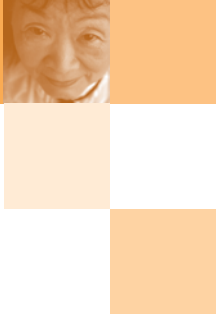


Part 3:

Complaints

The NPD will adopt a complaints procedure similar to that used in the core (non-IND) Home Office Scheme. Complaints in relation to the NPD Associate Scheme will be monitored by the NPD Lead Official, Diane Baderin.

- 3.1 Strategic Heads will be responsible for notifying the Head of Diversity of complaints, ie a brief description and the outcome. Diane Baderin will publish appropriate data in this regard and keep records of all such complaints. A standard format for provision of required information on complaints will be developed by May 2003.
- 3.2 All Strategic Heads will be expected to include in their annual business plan key objectives relating to how they will demonstrate effectiveness in their areas of responsibilities in order for the NPD to meet its general and specific duties under the Act.
The Head of Diversity will support Strategic Heads through advice, monitoring and guidance.



Annex A

The NPD Scheme

The Specific and Employment Duties

The Home Secretary has made an Order, which came into force on 3rd December 2001.

1. In this Order -
“the Race Relations Act” means the Race Relations Act 1976;
“staff” includes any person treated as an employee for the purposes of Part II of the Race Relations Act (Discrimination in the Employment Field); and
references to “150 full-time staff” are references to such number of staff as would, if the hours they work were aggregated, amount to 150 staff working on a full-time basis.

Race Equality Schemes

2. (1) A body or other person specified in Schedule 1 to this Order shall, before 31st May 2002, publish a Race Equality Scheme, that is a scheme showing how it intends to fulfil its duties under section 71(1) of the Race Relations Act and this Order.
(2) A Race Equality Scheme shall state, in particular, -
 - (a) those of its functions and policies, or proposed policies, which

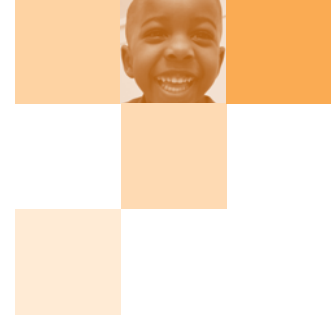
that person has assessed as relevant to its performance of the duty imposed by section 71(1) of the Race Relations Act; and

- (b) that person's arrangements for -
 - (i) assessing and consulting on the likely impact of its proposed policies on the promotion of race equality;
 - (ii) monitoring its policies for any adverse impact on the promotion of race equality;
 - (iii) publishing the results of such assessments and consultation as are mentioned in sub-paragraph (i) and of such monitoring as is mentioned in sub-paragraph (ii);
 - (iv) ensuring public access to information and services which it provides; and
 - (v) training staff in connection with the duties imposed by section 71(1) of the Race Relations Act and this Order.

- (3) Such a person shall, within a period of three years from 31st May 2002, and within each further period of three years, review the assessment referred to in paragraph (2)(a).

Educational Bodies - (included only for completeness sake)

3. (1) A body specified in Part I or II of Schedule 2 to this Order shall, before 31st May 2002



- (a) prepare a written statement of its policy for promoting race equality (referred to in this article as its race equality policy) and
 - (b) have in place arrangements for fulfilling, as soon as is reasonably practicable, its duties under paragraph (3) or (4), as the case may be.
- (2) Such a body shall:
 - (a) maintain a copy of the statement, and
 - (b) fulfil those duties in accordance with such arrangements.
- (3) It shall be the duty of a body specified in Part I of Schedule 2 to this Order to:
 - (a) assess the impact of its policies, including its race equality policy, on pupils, staff and parents of different racial groups including, in particular, the impact on attainment levels of such pupils; and
 - (b) monitor, by reference to their impact on such pupils, staff and parents, the operation of such policies including, in particular, their impact on the attainment levels of such pupils.
- 4. It shall be the duty of a body specified in Part II of Schedule 2 to this Order to:
 - (a) assess the impact of its policies, including its race equality policy, on students and staff of different racial groups;
 - (b) monitor, by reference to those racial groups, the admission and progress of students and the recruitment and career progress of staff; and
 - (c) include in its written statement of its race equality policy an indication of its arrangements for publishing that statement and the results of its assessment and monitoring under sub-paragraphs (a) and (b).
- (5) Such a body shall take such steps as are reasonably practicable to publish annually the results of its monitoring under this article.
- (1) A body specified in Part III, IV or V of Schedule 2 to this Order shall, before 31st May 2002, have in place arrangements for fulfilling, as soon as is reasonably practicable, its duties under paragraph (2), (3) or (4), as the case may be, and shall fulfil those duties in accordance with such arrangements.
- (2) It shall be the duty of a body specified in Part III of Schedule 2 to this Order to monitor, by reference to the racial groups to which they belong:
 - (a) the numbers at all maintained schools in its area of -
 - (i) staff in post, and
 - (ii) applicants for employment, training and promotion, from each such group, and
 - (b) in the case of all maintained schools in its area which have 150 or more full-time staff, the numbers of staff from each such group who -
 - (i) receive training;
 - (ii) benefit or suffer detriment as a result of its performance assessment procedures;
 - (iii) are involved in grievance

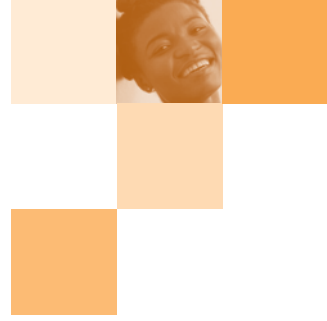


- procedures;
(iv) are the subject of disciplinary procedures; or
(v) cease employment with such schools.
- (3) It shall be the duty of a body specified in Part IV of Schedule 2 to this Order to:
- (a) monitor, by reference to the racial groups to which they belong, the numbers of teaching staff from each such group at all maintained schools in respect of which it exercises its functions; and
(b) take such steps as are reasonably practicable to use, for that purpose, data provided by Local Education Authorities.
- (4) It shall be the duty of a body specified in Part V of Schedule 2 to this Order to monitor, by reference to the racial groups to which they belong, the numbers of teaching staff from each such group at all educational establishments in respect of which it exercises its functions.
- (5) Such a body shall take such steps as are reasonably practicable to publish annually the results of its monitoring under this article.
- (6) In this article references to 'maintained schools' are references to such schools within the meaning given by section 20(7) of the School Standards and Framework Act 1998 a.

Monitoring by Employers

5. (1) A person to whom this article applies shall,

- (a) before 31st May 2002, have in place arrangements for fulfilling, as soon as is reasonably practicable, its duties under paragraph (2); and
(b) fulfil those duties in accordance with such arrangements.
- (2) It shall be the duty of such a person to monitor, by reference to the racial groups to which they belong,
- (a) the numbers of -
(i) staff in post, and
(ii) applicants for employment, training and promotion, from each such group, and
(b) where that person has 150 or more full-time staff, the numbers of staff from each such group who
(i) receive training;
(ii) benefit or suffer detriment as a result of its performance assessment procedures;
(iii) are involved in grievance procedures;
(iv) are the subject of disciplinary procedures or
(v) cease employment with that person.
- (3) Such a person shall publish annually the results of its monitoring under paragraph (2).
- (4) Subject to paragraph (5), this article applies to a body or other person specified in Schedule 1A to the Race Relations Act.
- (5) This article does not apply to (a) a body specified in Part I, II, or III of Schedule 2;
(b) A person specified in Schedule 3;
(c) A Scottish public authority with



mixed functions or no reserved functions, as referred to in section L.2 of Part II of Schedule 5 to the Scotland Act 1998 b, or

(d) a cross-border public authority in relation to the exercise of its Scottish functions within the meaning given by that section.

- (6) In paragraph (5) the reference to a “cross-border public authority” is a reference to such an authority within the meaning given by section 88(5) of the Scotland Act 1998.



Annex B

LIST OF NPD FUNCTIONS FALLING WITHIN THE SCHEME

National Standards inc enforcement

OASys – implementation of Joint Prisons/Probation Offender Assessment System

Dangerous Offenders – implementation of joint policy/probation arrangement to manage dangerous offenders – section 67 and 68 Criminal Justice and Court Services Act 2000

- Supervising offenders on community orders and license according to National Standards
- Assessing and managing their risk of posing serious harm to others
- Working with other agencies to form joint assessment and management plans
- Dealing with breaches of license or community supervision
- Running treatment programmes

Writing reports

Serious Incident System. New Policy and Revised Policy

Victims – implementation of Section 69 Criminal Justice and Court Services Act 2000 and HMIP thematic

Undertaking victim contact work in cases involving a serious sexual or violent offence where the offender is given a custodial sentence of 12 months or more – in accordance with the National Standards and PC 61/95.

- Contacting eligible victims to offer face-to-face contact with the probation

service or its agent,

- Keeping the victim/family informed of developments in the case at key stages of sentencing;
- Enabling victim's views to be included in PSRs so that it is available to decision-makers

Ensuring victim information is kept securely and separately from the offender's case.

What Works – development and implementation of core curriculum of accredited offender behavior programmes

- Community service,
- Basic skills and employment;
- Joint accreditation panel,

Management and roll-out of pathfinder programmes

Community sentences –

- Implementation of new enforcement measures in the Criminal Justice Court Services Act, and the new Benefits Sanction contained in the Child, Support, Pensions and Social Security Bill 2000,
- Development of community service pathfinder;
- Extension of use of electronic monitoring (Criminal Justice and Court Services Act 2000).

On going assessing and reviewing CP Order projects inc Beneficiaries

Drugs

- Drug Treatment and Testing Orders (Powers of Criminal Courts (Sentencing) Act 2000),
- Contribution to Government's Drugs Strategy,
- Expansion of probation and court referral schemes,
- Implementation of Drug Abstinence Order (Criminal Justice and Continued (Court Services Act)

Bail

Expansion of Bail Information Schemes
Information for Courts inc PSRs, SSRs and Bail Information.

Post release supervision

Accommodation

- Developing accommodation policies for offenders on partnership arrangements,
- Monitoring purchased accommodation grant scheme

Participating in supporting people programme.

Employment

- Development of employment pathfinder, Management of basic skills pathfinder, participation in delivery of welfare to work programmes.

Approved premises – development of approved premises regime and standards
A New Handbook is being produced including special provision for treating residents from minority ethnic groups

Strategy for Women Offenders

Prison/Probation Ombudsman (complaints procedures for offenders)

Partnerships

- Service Delivery

- Strategic

Finance and Estates

- Cash allocation formula
- Research
- Performance link
- Accommodation, Access, Special Needs
- Service Delivery
- Staff

Strategic planning of probation estate

Capital funding of hostels and probation estate

INFORMATION AND TECHNOLOGY

New Policies

Development and management of IT systems

- 1) Staff
- 2) Offenders

HUMAN RESOURCES

Recruitment and selection –

- Recruitment of Chiefs, chairs of Boards, probation staff in line with Home Sec targets, secondments/transfers, consultants
- Flexible Working
- Leave Arrangements
- Retention – Boards, Staff
- Sickness absence,
- Grievances,
- Discipline,
- Staff Surveys

Training –

- Diploma of Probation Studies,
- HR Management Training Probation Officer Scheme,
- The Certificate of Community Justice.

PERFORMANCE & PLANNING

- Activity sampling and performance measures
- Probation Service National Plan



- Annual Report (publications generally)
- Better Quality Services Reviews
(contracting out/privatization)

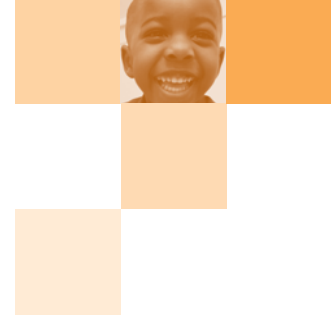
EEM self-assessment

COMMUNICATION

- Communication Strategy
- Publications
- Briefings

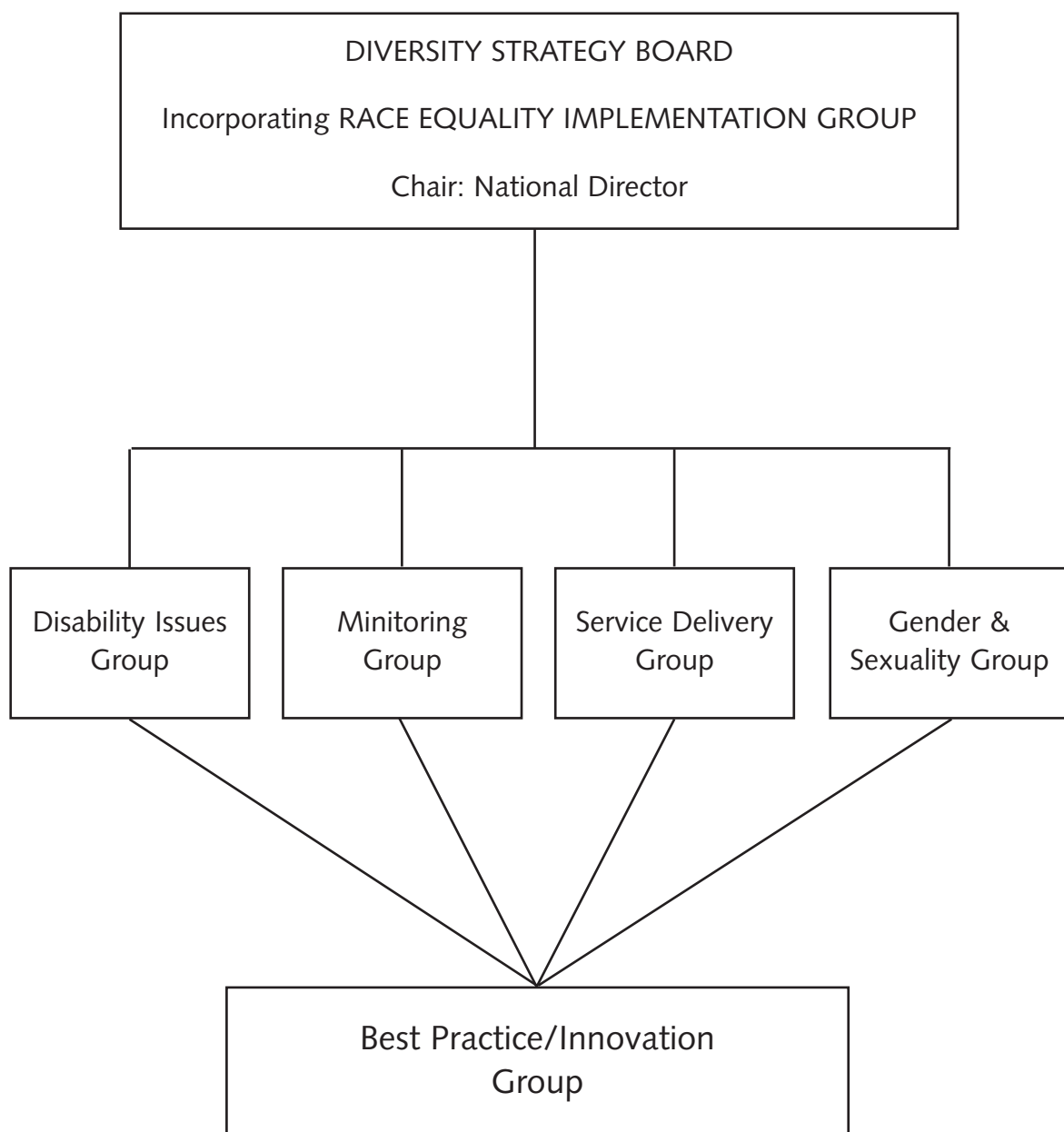
DIVERSITY

- NPD Diversity Strategy
- Business Plans
- Annual Reports or any report
- Diversity Policies
- Delivery Projects
- Training
- Allocation of resources



Annex C

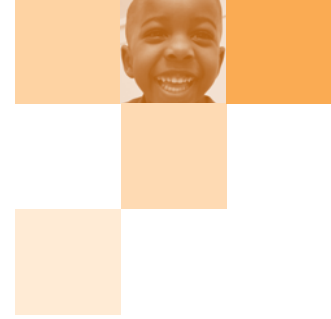
Diversity Clan Structure



Annex D

Census Categories

1991 Census	2001 Census		
	England & Wales	Scotland	Northern Ireland
<ul style="list-style-type: none"> • White 	White <ul style="list-style-type: none"> • British • Irish • Other 	White <ul style="list-style-type: none"> • Scottish • Other British • Irish • Other 	<ul style="list-style-type: none"> • White • Irish Traveller
	Mixed <ul style="list-style-type: none"> • White & Black Caribbean • White & Black African • White and Asian • Other 	Mixed <ul style="list-style-type: none"> • Any mixed background 	<ul style="list-style-type: none"> • Mixed ethnic group
<ul style="list-style-type: none"> • Indian • Pakistani • Bangladeshi 	Asian or Asian British <ul style="list-style-type: none"> • Indian • Pakistani • Bangladeshi • Other 	Asian, Asian Scottish or Asian British <ul style="list-style-type: none"> • Indian • Pakistani • Bangladeshi • Chinese • Other 	<ul style="list-style-type: none"> • Indian • Pakistani • Bangladeshi
<ul style="list-style-type: none"> • Black Caribbean • Black African • Black Other 	Black or Black British <ul style="list-style-type: none"> • Caribbean • African • Other 	Black, Black Scottish or Black British <ul style="list-style-type: none"> • Caribbean • African • Other 	<ul style="list-style-type: none"> • Black Caribbean • Black African • Black Other
<ul style="list-style-type: none"> • Chinese • Any other ethnic group 	Chinese or Other ethnic group <ul style="list-style-type: none"> • Chinese • Other 	Other ethnic background <ul style="list-style-type: none"> • Any other background 	<ul style="list-style-type: none"> • Chinese • Any other ethnic group
9 + 1	16 + 1	14 + 1	11 + 1



Annex E

Main Groups Relevant for Consultation Purposes

Advisory Service for Squatters	Lesbians and Gay Men in Probation
Alternatives to Violence Project	Napo
Apex Charitable Trust	National Association of Asian Probation
Asian Family Counselling Service	Staff
Association of Black Probation Officers	National Youth Agency
Black Prisoners Support Project	Probation Boards Association
Community Advice Project	Reach Out Project
Criminal Injuries Compensation Board	Society of Black Lawyers
Divert trust	The Commission for Racial Equality
Dyspel	The Equal Opportunities Project
Equal Opportunities Commission	The Rights Shop
Joint Council for the Welfare of Immigrants	Women in Prison
Justice	Women's Aid Federation of England

