



HM Inspectorate of Prisons Equality and diversity action plan 2019-2021

HM Inspectorate of Prisons' equality and diversity statement

We are committed to creating and maintaining a working environment that is positive about and supportive of all equality and diversity issues. We believe that difference and diversity within our workforce strengthens the work we do and the influence we have.

We are committed to becoming an employer of choice by creating an inclusive and supportive working environment where people are treated with dignity and respect and where discrimination and/or exclusion are not tolerated. Our goal is to ensure these commitments, reinforced by our values, are embedded in our day-to-day working practices.

Our long-term vision is to:

- Have a workforce with the necessary expertise and sufficient diversity to reflect the community in which it operates;
- Develop a more flexible and supportive working environment which always seeks to include difference;
- Continue to build a confident and competent workforce who feel valued and heard;
- Deliver learning and development opportunities to our staff so they are equipped to understand, inspect and make valid and relevant recommendations relating to equality and diversity.

We expect commitment and involvement from all our staff and partners in working towards the achievement of our vision and to that end we have developed an equality and diversity action plan.

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Valuing diversity and pursuing equality of outcomes for all form part of HM Inspectorate of Prisons' (HMI Prisons) values. These must be at the forefront of all our work including how we treat detainees, staff in the places we inspect, our stakeholders, the wider public and each other.

We have a cross-organisational Equality and Diversity Advisory Group (EDAG), chaired by the Deputy Chief Inspector, which meets quarterly and drives the action plan for that year. There are five priorities for change within the action plan:

- A Improving recruitment and retention**
- B Improving staff well-being**
- C Better ways of working**
- D Better communication and transparency**
- E Considering equality and diversity as part of HMI Prisons' wider work**

At the end of each year, the Chair will report to all staff on the EDAG's progress against the action plan and provide a six-monthly update to the Corporate Governance Board.

A Improving recruitment and retention

	Action	Timeframe	Measure
1	<p>Publish specific and measurable equality objective(s) in order to fulfil our obligations under the Equality Act:</p> <p>HMI Prisons' published objective is:</p> <p>“Black and minority ethnic individuals make up 13% of the general population (2011 census) but make up 25% of the prison population (Lammy Report).</p> <p>Within each of the following four staff groups -</p> <ul style="list-style-type: none"> • Team leaders • Secretariat • Inspectors • Researchers <p>- HMI Prisons will commit to at least 20% of employees being black and minority ethnic by the end of the 2022-2023 financial year.”</p> <p>We will review progress after two years and consider adding further published objectives at this stage.</p> <p>The following five objectives will support the published objective:</p>	By March 31 2023	<p>Six-monthly review of progress at the EDAG, considering the staffing of all HMI Prisons departments.</p> <p>Annual report to the Corporate Governance Board to monitor and drive progress.</p>
1.1	Obtain and analyse recent recruitment data to:	July 2019	Annual paper to go to the

	<ul style="list-style-type: none"> • Understand our current workforce better • Understand potential barriers to recruiting a more diverse workforce <p>Identify steps to address any barriers identified, including any interview panel training which may be necessary.</p>		EDAG and Corporate Governance Board to evidence progress.
1.2	Half of all recruitment exercises should include a black and minority ethnic member on the panel, typically taken from either HMI Prisons or other Arms-Length Bodies (ALBs).	December 2019	<p>Make up of interview panels to be monitored by the HR and finance team to ensure compliance.</p> <p>Annual paper to go to the EDAG and Corporate Governance Board to evidence progress.</p>
1.3	All new staff should be allocated a mentor for their first six months to support development and assist retention.	September 2020	<p>All instances of mentoring to be logged by HR team.</p> <p>Mentoring roles to feature in performance management and recognised as important corporate contribution.</p> <p>Regular feedback sought</p>

			from mentees and mentors.
1.4	HMI Prisons should formally liaise with other ALBs, the Ministry of Justice (MOJ) and HM Prison and Probation Service (HMPPS) to gather learning on how to improve black and minority ethnic recruitment.	December 2020	Paper to be submitted to the EDAG and Corporate Governance Board with any key lessons learnt.
1.5	Improve the HMI Prisons website so that it better reflects our diversity.	September 2020	Redesigned website online for the 2020-21 financial year.

B Improving staff well-being

	Action	Timeframe	Measure
1	Relaunch and sustain the staff support team, including fresh recruitment and training.	May 2019	Annual feedback to Corporate Governance Board and performance by the team.
2	Review the bullying, harassment (including sexual harassment) and discrimination policy (part of the HMI Prisons Code of Conduct) to ensure it is in line with best practice; ensure that our reporting and support procedures are robust.	July 2020	Updated policy approved at the Corporate Governance Board. EDAG to consider staff survey outcomes around colleagues feeling able to report any bullying or harassment.
3	Managers will routinely address staff wellbeing, resilience and any caring or parenting responsibilities at bilateral meetings.	Ongoing	A clear record of a discussion about wellbeing in all bilateral notes.
4	Offer a better range of learning and development, other opportunities and project work to develop and upskill staff across all grades and departments.	Development of Learning and Development Strategy by July 2020, then ongoing	Staff survey feedback around development to be considered by EDAG annually.
6	Avoid sending staff to inspections on consecutive weeks unless in exceptional circumstances.	Ongoing	Log kept of all instances of back to back inspections.

			Figures to be regularly reviewed by Delivery Board to consider any disproportionate outcomes.
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C Better ways of working

	Action	Timeframe	Measure
1	All staff will continue to complete mandatory equality and diversity training on the Civil Service Learning website.	Annually	<p>There is an ongoing requirement for all staff to complete equality and diversity training. This should be monitored annually by managers.</p> <p>Completion of all training will be routinely tracked by the HR/Finance team and flagged to managers where there is non-compliance by staff.</p>
2	Move the full inspection week and independent reviews of progress (IRPs) within the normal working week, to avoid weekend travel in most instances.	April 2019	<p>Review implementation in autumn 2019:</p> <ul style="list-style-type: none"> • At Delivery Board • At EDAG
3	Introduce some self-rostering for inspectors within the annual inspection programme.	April 2019, then annually	<p>Review implementation in autumn 2019:</p> <ul style="list-style-type: none"> • At Delivery Board • At EDAG
4	Explore the possibility of adapting the inspection model and offering smaller, more flexible allocations to part-time inspectors and those with caring responsibilities to fit around their commitments – so they travel away more frequently but stay on site for a shorter time.	March 2021	An exploratory piece of work to be commissioned by and delivered to the EDAG for consideration.

5	<p>All staff to receive comprehensive training in One Note, Word, Excel, Outlook and Skype in order to:</p> <ul style="list-style-type: none"> • facilitate flexible and remote working; • address the stress created by not understanding new software; • make best use of the new technology. 	Ongoing	All staff will have completed training in the full suite of Microsoft programmes.
6	<p>All inspectors to be allocated Quantum, NOMIS and OASys log-ins – and in the process gain access to New NOMIS online at home on their laptops – to make working more effective.</p>	March 2020	All inspectors will have log ins for Quantum, NOMIS and OASys.

D Better communication and transparency

	Action	Timeframe	Measure
1	<p>Make improvements to the HMI Prisons website which will ensure that we:</p> <ul style="list-style-type: none"> • explain how we meet the Public Sector Equality Duty; • reflect the diversity we aspire to in order to recruit a more diverse workforce in the longer term; • promote all available flexible working options to potential recruits. 	September 2020	Redesigned website online for the 2020-21 financial year.
2	Regularly minute consideration of equality and diversity issues at all meetings across the organisation to ensure that HMI Prisons meets its statutory obligations	Ongoing	Consideration of equality and diversity issues recorded in all minutes across HMI Prisons.
3	Regularly review language and terminology used both internally and in our reports to ensure that we are using the most sensitive and appropriate language.	September 2020	<p>Update to EDAG in the autumn of 2019.</p> <p>Subsequent guidance published to staff.</p> <p>Editors and publications team to ensure compliance.</p>

E Considering equality and diversity as part of HMI Prisons' wider work

	Action	Timeframe	Measure
1	All project plans for thematic inspections and other projects must include Equality Impact Assessments.	Ongoing	Projects have robust EIAs – Delivery Board and Steering Groups to quality assure.
2	HMI Prisons' Business Plan must contain an objective for reviewing and refreshing our methodology on inspecting Equality and Diversity in establishments every two years.	Every two years	Published in our annual Business Plan.
3	Deliver training on trans issues to improve staff understanding and the quality of Equality and Diversity inspection.	September 2020	To be considered by the Equality and Diversity Working Group in their analysis of how we inspect equality and diversity issues.
4	All reviews of HMI Prisons' <i>Expectations</i> must consider Equality and Diversity, include up to date best practice and use the most sensitive and appropriate language.	Ongoing	Consideration of equality and diversity is a recognised part of the methodology of any expectations review.
5	HMI Prisons should contribute to policy consultations and parliamentary enquiries which consider equality and diversity issues, drawing on our inspection evidence.	Ongoing	A record is kept of all contributions for the EDAG to review.