



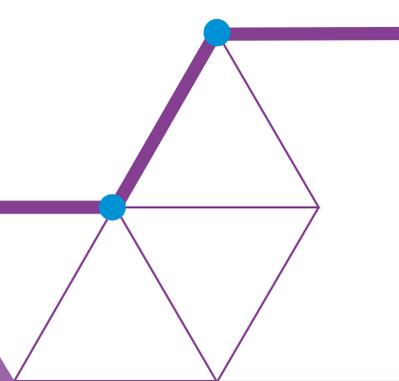
HM Prison &
Probation Service



Race Action Programme

December 2020

Changing lives together



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Foreword



Jo Farrar
CEO, HMPPS

It is so important that HMPPS continues to strive to become a truly inclusive organisation. Embracing difference across our services will help us to achieve our vision of working together to protect the public and help people lead law-abiding and positive lives, as well as creating a better environment for our staff and those in our care. This new programme of work is built on the ambitions of the MoJ Race Action Plan – published October this year – to **embed, ensure** and **empower**, drives the delivery of HMPPS’s Business Strategy; and, importantly, responds to what staff and those in our care have told us are the most important issues for them.

Since the [Lammy Review](#) in 2017, HMPPS has made good progress towards the 13 recommendations relevant to prisons and probation. This includes seeing an increase in the diversity of our Senior Civil Servant (SCS) group, and an increase in the number of successful Black, Asian and minority ethnic applicants into the Prison Service. We have developed mentoring and coaching support for staff and provided time for all staff across Prisons, Probation, YCS and HQ to discuss race during the recent Day of Action.

But we need to go further. HMIP recently published their report: [Minority ethnic prisoners’ experiences of rehabilitation and release planning](#). Their findings coupled with your powerful testament about lived experiences across HMPPS, shine a light on the need for a renewed approach to achieve our ambition to be truly inclusive.

To drive this renewed approach, the HMPPS Leadership Team (HLT) and I have commissioned the Race Action Programme (RAP). The RAP will build on the work done in recent years, developing better awareness of the rich, diverse cultures of all staff and those in our care, to deliver long term and sustainable change.

As CEO, I am committed to working towards a more culturally competent and inclusive environment, and maintaining that focus on sustainable change. However, we need the same commitment from leaders throughout HMPPS in order to achieve our goals. I am really pleased to be able to launch this programme, and I hope that – wherever in HMPPS you work – you will be able to get involved and be a part of transforming our organisation.

Introduction

HMPPS Race Action Programme

The Race Action Programme's ambition is to create a *fair, transparent model that values diversity and is inclusive for all*.

With specific aims that HMPPS will be a **culturally competent organisation**, with an ethos of inclusion evident throughout; that service users and staff feel **empowered and encouraged to call out all racism**, with the confidence that robust action will be taken against all forms of discrimination. Where staff understand and seek to **meet the individual cultural needs** of those in our care, and have a place to go with confidence if they feel that's not the case, and staff from all backgrounds and protected characteristics feel a **sense of belonging in HMPPS** and are supported to reach their full potential within the Agency.

We'll do this in five main ways:

- 1) creating safe spaces and support for staff and service users,
- 2) reviewing and enhancing our learning and development offer,
- 3) reviewing Diversity and Inclusion structures and policies,
- 4) improving recruitment and career progression and
- 5) greater engagement and consultation with our BAME-led third sector partners.

Our plans have been developed based on lessons learned from previous attempts to address racial inequality, evidence from you of where this inequality still exists, and engagement with external organisations who have reinforced the need for cultural change.

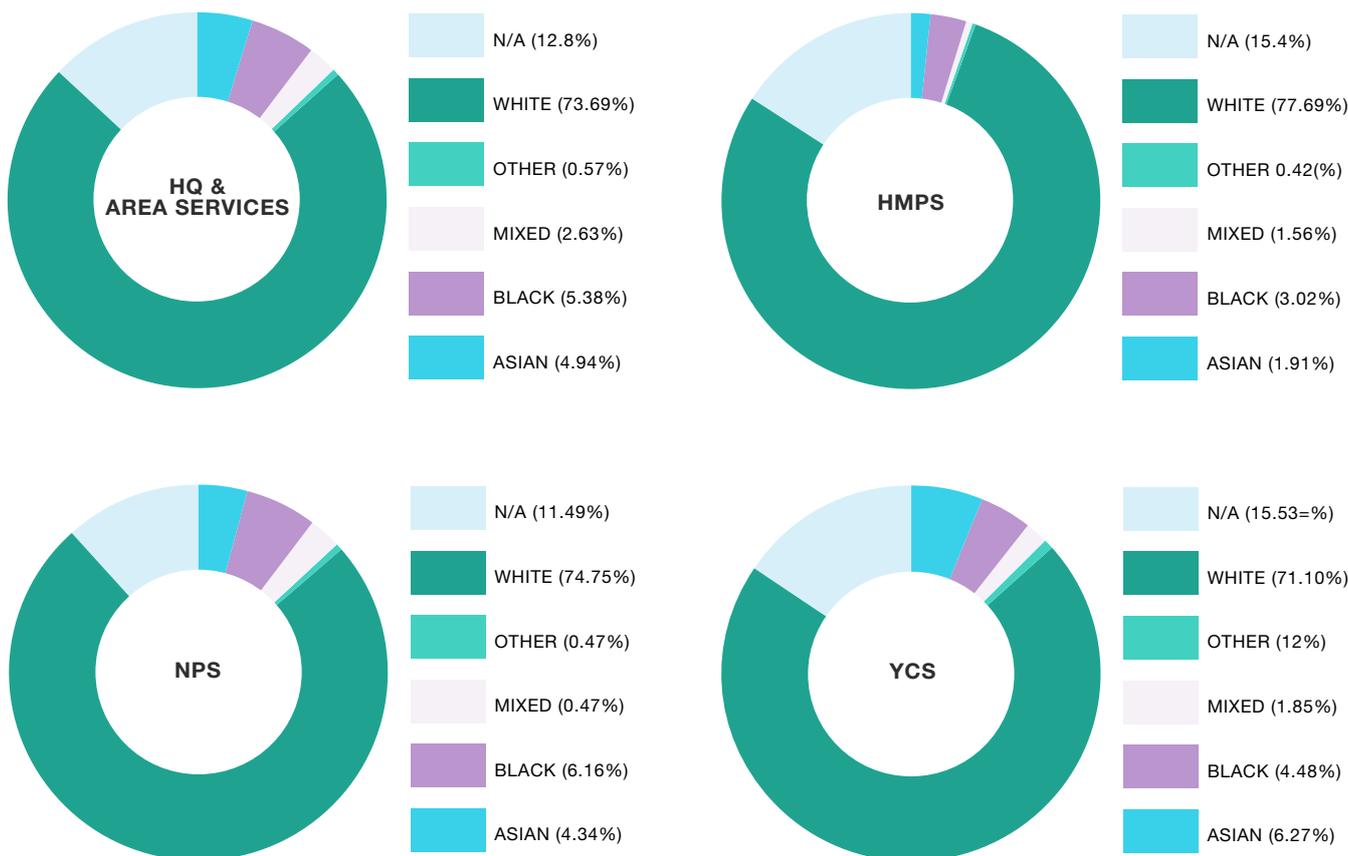
Our hope is for this to be an exciting and evolving programme of work, which has a long-term impact on our culture and the way we work across HMPPS. We will be evaluating impact and involving staff throughout to test and understand your experiences of the change we are trying to drive. If you have any queries regarding the programme, want to be on our mailing list or would like to participate in any staff consultation exercises, we'd love to hear from you: HMPPS.RAP@justice.gov.uk

Data

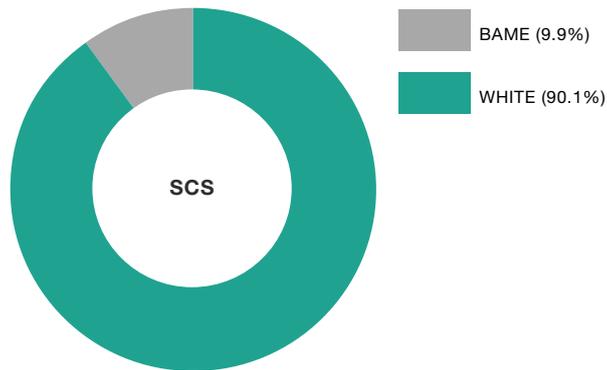
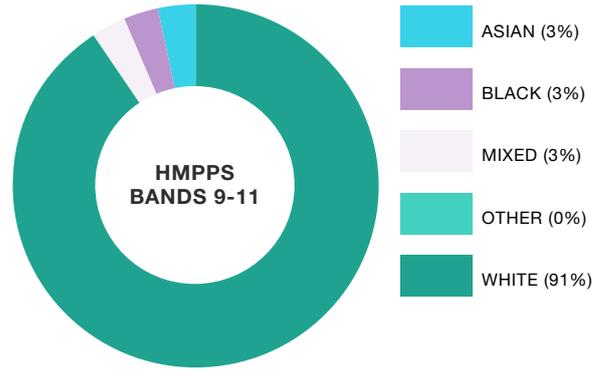
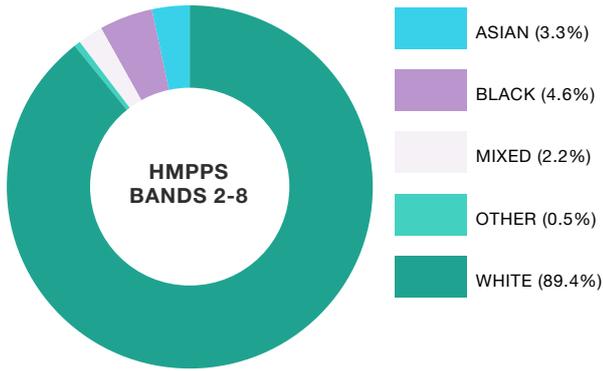
Ensuring we have the most accurate and up-to-date data is key in understanding the areas for improvement and measuring success throughout the programme. For benchmarking and consistency with other government departments we have grouped Black, Asian and minority ethnic (BAME), including Gypsy, Romany and Travellers. We know that the experiences of different groups of staff and those within our care can vary and we recognise the need to understand specific issues. Where we have enough data to do so, we are committed to breaking down different groups by ethnicity. We have provided a breakdown of Black staff compared to service users as an example of how we plan to utilise data by ethnicity.

Part of being a truly inclusive organisation is being able to demonstrate we are representative of the service users we work with. The data summaries below demonstrate the work still to do on this issue.

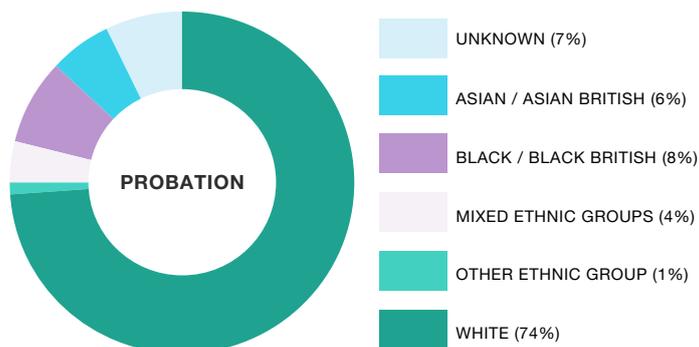
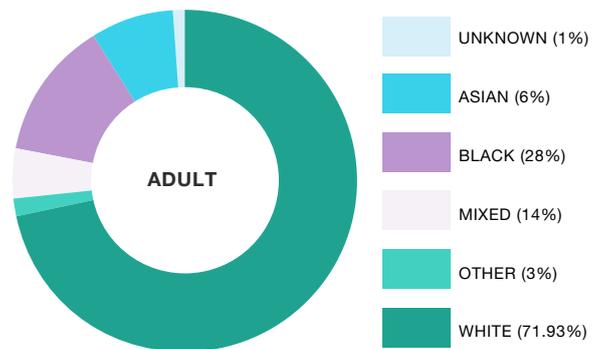
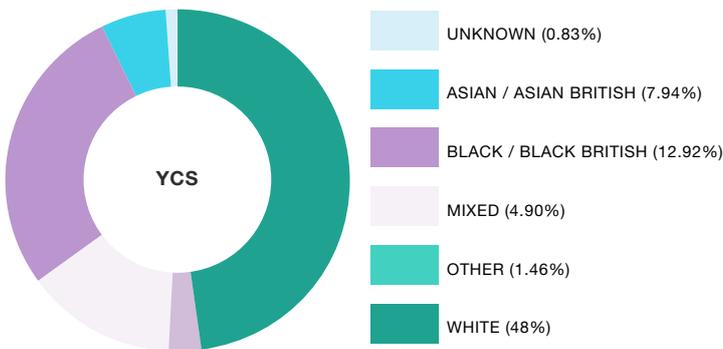
Ethnicity of staff by division



Ethnicity of staff by division / SCS



Ethnicity of prison population, children and young people in custody and the probation population within the community



Reflecting on the data

HMPPS overall

Less than 1 in 10 (9.9%) Senior Civil Servant (SCS) positions are held by either a Black, Asian, minority & ethnic (BAME) SCS. Within senior leadership roles, the breakdown of BAME representation equates to 9.2% of BAME staff in bands 9-11 (NPS ACO grades). With 10.6% BAME representation across all other grades.

Prison

Overall the BAME prison population is 27% of recorded prisoner ethnicities, and only 8% of prison staff are from a BAME background. An example of breaking down Black, Asian, minority & ethnic (BAME) data, highlights 3% of prison officers are Black in comparison to 13% of prisoners.

YCS

The Youth estate has a higher proportion of BAME staff and young people in their care. However, there is still a significant imbalance, with BAME young people representing a huge 51% of the population, and 14% of staff from a BAME background. More specifically, 4.5% of YCS staff are Black compared to 28% of children and young people in custody.

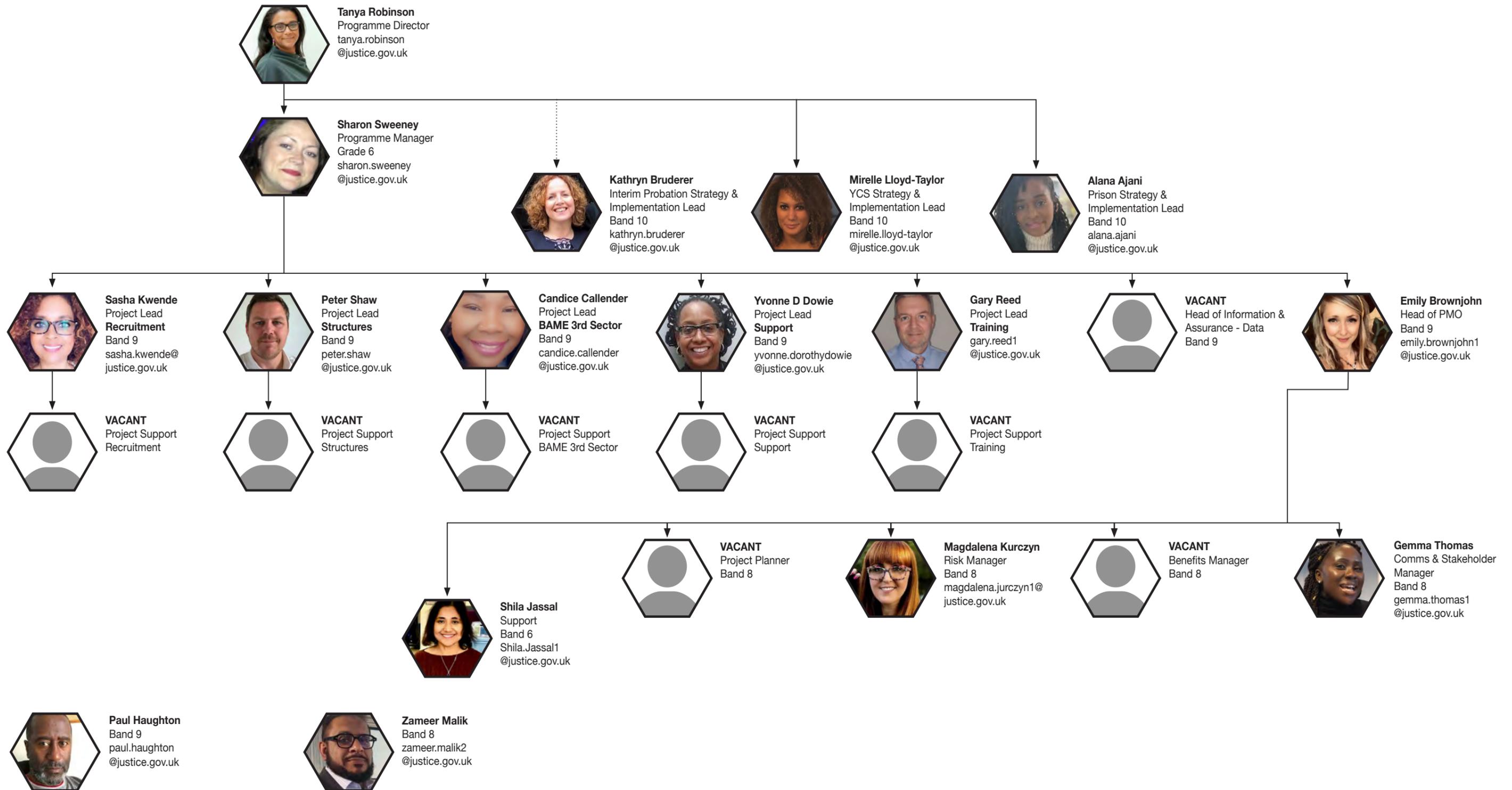
NPS

Overall the BAME probation population within the community is 19%, and 13.4% of NPS staff are from BAME background. Breaking down this information further shows that 6.2% of probation staff are Black compared to 8% of the probation population within the community.



Race Action Programme Org Chart

HMPPS.RAP@justice.gov.uk



Introducing the Projects

The aim is **to create a service that enables people to be their best, and one that is culturally competent and inclusive**. We intend to implement change across all prison, probation, YCS and HQ sites, with the positive impact felt by staff and those in our care.

The **Training** project led by Gary Reed

The training project will review all current equality training packages commissioned both locally and nationally and develop training packages that support staff knowledge and understanding around Diversity & Inclusion (D&I), with a strong focus on building cultural competence throughout. As the products are developed, we will work with operational strategic leads on the roll-out and delivery across the organisation. **Creating innovative ways to deliver and facilitate learning across the Agency, underpinned by an evidence-based open learning culture.**

The **Structures** - policy and D&I project led by Peter Shaw

This project will review all D&I delivery across the organisation, including the review of current structures to be more effective in supporting the delivery of D&I across Agency, whilst sharing good practice and driving greater consistency in approach.

The review of HR policies will ensure fairness and proportionate outcomes with consistency in implementation. **Ensuring fair and consistent outcomes for all.**

The project will take a consultative approach that will consider the views and opinions of key stakeholders across HMPPS, MoJ and relevant external partners.

The **Support** project led by Yvonne Dorothy Dowie

The aims of this project are to **create safe spaces for staff, prisoners and service users** to share their experiences with others and where appropriate include senior leaders in those conversations. Considerations will also be made for BAME staff wellbeing, including the psychological and emotional impact that discrimination has had on them.

We will utilise data and feedback from staff to focus on areas of disproportionate outcomes; ensure discrimination is tackled and increase staff confidence in the implementation of policies and procedures that are in place.

The project will also develop ways to support staff who want to be race allies.

The **Recruitment, Promotion & Talent Management** project led by Sasha Kwende

Will review current recruitment/talent management arrangements and data to improve inclusivity in approaches and encourage greater participation.

The project will create a plan to increase the diversity of our workforce, by improving recruitment processes, ensuring bias is addressed in the process of both recruitment and promotion of BAME staff.

We will support and build on the work being undertaken across MoJ and HMPPS **to increase the representation of BAME staff** at all grades. By improving our recruitment outreach, supporting the talent management process, utilising positive action schemes with a focus on increasing numbers of BAME staff progressing through the pipeline from lower grades to middle managers and on to senior positions.

Finally, the **BAME third sector engagement** project led by Candice Callender

This project will support the wider programme to develop our plans to be a culturally responsive and inclusive organisation. We will **work collaboratively and consult with BAME Third Sector partners throughout the development and delivery of the Race Action Program**. This partnership would serve to inform policy, training and support packages for staff, service users and other stakeholders.



What you can do

As an organisation we need to work together to make long term, sustainable changes. As individuals our words, deeds and actions all make a difference and we each play a key part in being and making that positive change. Here are some suggestions about how you can begin to challenge, support and develop the programme of work to help build a more inclusive workforce.

- Talk to colleagues, friends and family to learn more about different cultures and be responsible for your own learning, to increase cultural awareness
- Participate in the “Let’s talk” series, using distributed facilitation guides and toolkits
- Create a meaningful “equalities objective” which should be clear and measurable. This can relate to inclusive leadership or how you are inclusive in your thinking and/or behaviour. For further details please refer to the MoJ Race Action Plan which provides some examples
- Be aware of the support options available to staff. Access available support or signpost colleagues who may require support i.e. Tackling Unacceptable Behaviour Unit (TUBU) employee support, local equality leads, staff associations
- Keep a look out for key information launched on the intranet to learn more about the development of initiatives to educate yourself and others and make sure you have completed all mandatory e-learning on equality and diversity – ask your line manager if you are not sure
- Get involved in your regional equality networks, staff associations and other groups
- Take every opportunity to learn about race equality and other areas of diversity and inclusion and share these with colleagues to keep the conversation going
- Learn about the specific issues in your part of HMPPS for those in our care – what are some of the patterns, barriers or issues and what part can you play in taking action to improve?
- Complete your staff data on SOP so we can understand the makeup of our staff and improve our representation
- Be clear on how to report unacceptable behaviour and use appropriate reporting channels
- If you witness unacceptable behaviour, challenge it if you feel comfortable but the key action is to report it, via TUBU if necessary.

Links to HR, Well-being and other resources:

[TUBU](#)

[HR](#)

Helping you at Work page on My Hub, that covers range of support and useful information including: ACAS, EAP, Grievances, L&D and Trade Unions, etc.

[HMPPS](#)

External Wellbeing site which can be accessed from home and work.

Included on the Wellbeing site is the [staff support guide](#).

[David Lammy Review 2017](#)

[HMIP Thematic – Minority Ethnic Prisoners and Rehabilitation 2020](#)

For wider Diversity & Inclusion queries. Please contact the HMPPS D&I Team:
HMPPSDiversity_Inclusion@justice.gov.uk

[MoJ Race Action Plan](#)

