



HM Inspectorate
of Probation

HM Inspectorate of Probation Equity, Diversity and Inclusion Strategy 2024-2026



Foreword



Equity, diversity and inclusion is at the core of all our work at HM Inspectorate of Probation. Our approach and mission are driven by ensuring we achieve justice for all which we do through cultural humility, learning from others and challenging ourselves to be the best not only in the workplace but within society.

An equitable, diverse, and inclusive approach provides opportunities for real strength and endurance. This means having effective leadership, courage and patience in our workforce and through the impact we have in our work.

In 2023 we set out our three-step approach to improve equity, diversity and inclusion at HM Inspectorate of Probation:

Head - Our strategy and mission statement – setting out our commitment to driving forward positive change in equity, diversity and inclusion.

Hands - The actions we are taking to ensure we can deliver on our objectives and our wider mission statement.

Heart - How we develop relationships between colleagues to create a truly inclusive place to work.

I am proud to lead an organisation that has achieved positive progress against the actions that were set in 2023. We plan to continue to develop our achievements further, such as our participation strategy, increasing our engagement with children and people on probation, strengthening our approach with Wales through the Welsh language scheme commitment and taking even further our ethnic minority shadowing scheme.

This updated strategy sets out our equity, diversity and inclusion mission statement and the progress we have made against our previous strategy and plan.

In order to achieve our goals, we will continue to prioritise actions that will lead to meaningful change.

Over the next two years, with the support of our colleagues and partners, we will deliver on the objectives set out here to help us embed long term change. I look forward to delivering on our commitments and setting the scene of respect and collaboration to ensure the experiences of others are understood and central to our impact and effectiveness.

Martin Jones

Martin Jones CBE

HM Chief Inspector of Probation

Our mission statement

Driving forward positive change in equity, diversity and inclusion – for everyone, all the time.

Creating an equitable, diverse and fully inclusive organisation, and a safe culture, where everyone has a voice, and all lived experiences are valued.

Integrating equity, diversity and inclusion into all aspects of our work, evolving with the times, and influencing others to do the same.

Our corporate objectives:

- These are set out in the [Inspectorate's Corporate Plan](#). They are underpinned by our Equity, Diversity and Inclusion Strategy and Action Plan, with delivery led by our Equity, Diversity and Inclusion Group.
- We will create, promote, and embed cultural humility within the Inspectorate. We are committed to treating all employees fairly, with respect, and as individuals.
- Under the [Public Sector Equality Duty](#), we will have due regard for the need to eliminate discrimination, advance equality of opportunity and foster good relations between individuals who share relevant protected characteristics and those who do not share it.
- We will continue to review our workforce diversity to maximise representation across protected characteristics.
- We will continue to promote and provide training for all staff in the areas of equity, diversity and inclusion.
- We will work towards ensuring inspected bodies have a strong focus on equity, diversity and inclusion.
- We will proactively seek effective practice which not only recognises equity, diversity and inclusion across the range of protected characteristics but also mitigates barriers to support individuals to be the best versions of themselves.
- We will provide mentoring and shadowing opportunities to cover protected characteristics identified as critical across the Inspectorate and provide support for the interview and assessment process.
- We will strengthen our approach to equity, diversity and inclusion by ensuring all protected characteristics are reflected in our corporate plan.

Our Equity, Diversity and Inclusion Group:

The Equity, Diversity and Inclusion Group consists of members from across the Inspectorate and is responsible for developing and leading on the Inspectorate's EDI strategy and action plan.

The Group also advises the Chief Inspector and senior management team on matters of equity, diversity and inclusion, including across all protected characteristics, to ensure the organisation is operating in line with the Public Sector Equality Duty.

In 2023 we set out our three-step approach to improve equity, diversity and inclusion:

- **Head:** strategy
- **Hands:** delivery
- **Heart:** relationships.

This updated strategy sets out the mission of the Equity, Diversity and Inclusion Group and the progress we have made to date.

In order to achieve our mission and objectives we will continue to implement actions that will lead to meaningful change – these have been set out in our workstreams on below.

The third step we have adopted is to use our hearts, meaning that we will focus on the relationships that we have with our colleagues and how we can work together to make sure that the Inspectorate is a truly inclusive place to work.



Our workstreams:

This sets out how the Inspectorate will continue to deliver the equity, diversity and inclusion objectives set out in our Corporate Plan (LINK).

We have developed three EDI workstreams, underpinned by dynamic, deliverable actions to allow us to track and manage our progress against our Action Plan (**Appendix A**).

- Workstream 1: Diverse and inclusive workforce and culture.
- Workstream 2: Inspecting equity, diversity and inclusion.
- Workstream 3: Learning and development.

Each workstream has a dedicated Equity, Diversity and Inclusion Group subgroup, and action owners from across the Group will be responsible for monitoring progress, submitting regular updates and providing or sourcing assistance where required.

Workstream 1: Diverse and inclusive workforce and culture

We remain committed to being an organisation where difference is positively valued and everyone feels equally involved, supported and recognised.

We will have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people ([Public Sector Equality Duty, section 149 of the Equality Act 2010](#)) and to safeguard against discrimination involving any of the protected characteristics.

We will promote and embed an inclusive culture within the organisation, making equity, diversity and inclusion everybody's responsibility and a constant priority. We want to ingrain equity, diversity and inclusion into our organisational culture and ensure that everyone feels empowered in the work that they do, including having confidence and a safe space to challenge.

To help achieve this, we have committed to:

- 1.1** Focused recruitment initiatives to continue to increase equity, diversity and inclusion of staff at all grades. This will include broadening the current minority ethnic

shadowing scheme to other protected characteristics, offering shadowing opportunities, mentoring and reverse mentoring and that recruitment panel members reflect equity, diversity and inclusion.

- 1.2** Providing care and the best experience for new and existing staff. We will review induction process's ensuring a consistent approach to equity, diversity and inclusion is embedded. Learn from staff exiting the organisation and candidates involved in mentoring and shadowing schemes to review approaches.
- 1.3** Strengthen and utilise management information and data to monitor and report on progress of recruitment and experiences of staff. Shape future pulse surveys ensuring there is a focus on equity, diversity and inclusion.

Workstream 2: Inspecting equity, diversity and inclusion

We will work towards ensuring that inspected bodies have a strong focus on equity, diversity and inclusion.

We will respect and reflect the importance of equity, diversity and inclusion in all aspects of our inspection activity and work, including within our standards and methodology, presenting our findings for different protected groups from inspections.

We will proactively seek effective practice which not only recognises equity, diversity and inclusion across the range of protected characteristics but also that which mitigates barriers to support individuals to be the best versions of themselves.

To help achieve this, we have committed to:

- 2.1** Strengthening equity, diversity and inclusion in all current forms of inspection frameworks, such as probation, youth justice, thematic, quality assurance of serious further offence reviews and in the development of the approved premises framework.
- 2.2** Inspecting services using frameworks that drive improvements and shine a light on effective equity, diversity and inclusive practice, exploring the value of having equity, diversity and inclusion integrated within the standards structure or an independent standard.
- 2.3** Develop meaningful and impactful methods for child and adult participation in inspection activity. Utilising learning from best practice guides to maximise engagement and contributions from children and adults across all protected characteristics.
- 2.4** Showcase effective practice which promotes working in an inclusive manner. Reflecting effective practice through our own publications, easily accessible material and publishing equity, diversity and inclusion inspection guidance.
- 2.5** Ensuring the services we deliver support Welsh language and culture. This is because we know people are better able to express their views and needs in their language of choice, and that language is an essential part of a person's identity. Our revised Welsh Language Scheme sets out the commitments the Inspectorate must adopt when planning and implementing our inspection activity in Wales, ensuring this work treats the Welsh language no less favorably than English, and supports us to deliver an equally high standard of inspection whether it is conducted in Welsh or English.

Workstream 3: Learning and development

We will create, promote, and embed cultural humility within the inspectorate to strengthen the learning and development of all staff. Ensuring that all employees have a mutual understanding of the importance of equity, diversity and inclusion and how it applies to their daily work. By ensuring that everyone is on the same page, we aim to provide a more inclusive culture where all employees feel valued, respected, and included.

To help achieve this, we have committed to:

- 3.1** Providing all staff with cultural humility training which will be threaded through our day-to-day roles and responsibilities.
- 3.2** Develop information packs and pathways, supporting our learning development and understanding of all protected characteristics. This will be used to inform internal training and development programmes for new and existing staff.
- 3.3** Collect and analyse feedback from internal training events and staff surveys to inform the organisational learning and development plan.

Innovation and achievements

The Inspectorate is proud to share the achievements made since the launch of the 2023 Equity, Diversity and Inclusion Strategy.

Welsh language scheme

Translation of key documents into Welsh.

Inspections delivered using the Welsh language, supported by Welsh speaking inspectors and local translation services.

Increase in Welsh speaking inspectors enabling us to meet the Welsh language requirements of the services being inspected.

Revision of our Welsh Language Scheme which has been approved by the Welsh Language Commissioner.

Review of 'Cymraeg' webpage to ensure it is up to date and reflects inspection activity in Wales.

Regular interface meetings with Welsh Government, and engagement with other key personnel, agencies/forums such as YJS Managers Cymru, and Hwb Doeth.

Annual reporting on inspection activity and delivery against our Welsh Language Scheme.

Focused ISD session on the Welsh Language; raising awareness amongst inspection staff on our commitments set out in the Welsh Language Scheme and the importance of the Welsh Language.

Our shadowing scheme offers staff currently working in the Civil Service or Youth Justice sector the opportunity to shadow a member of our inspection teams. This scheme is designed to encourage minority ethnic applicants to apply to be HMIs or AIs Inspectors based on a position of knowledge.

We will be launching a shadowing scheme for Welsh language speakers in the next few months.

Minority ethnic shadowing scheme

In 2020, 4% of our HMIs and AIs were from a minority ethnic background compared to 15% of staff working in the probation service and between 16% and 27% of service users across the adult and youth disciplines.

We have run three shadowing schemes since 2020. The first two were for people interested in either HMI or AI positions and, as we are moving to schemes aligning to specific recruitment, the last one was run for AI positions only.

The scheme was started as we saw that, on the inspection staff side of the organisation, our staff group was not representative of the organisations we inspect or the wider population. Running alongside these schemes was the introduction of our new assessment centre for HMI and AI roles.

This new approach to recruitment was driven by the need to ensure that our processes did not unconsciously disadvantage any particular group of applicants.

Our assessment centres were designed in collaboration with MoJ Occupational Psychologists.

32 people undertaking shadowing activity in our first scheme, 36 people last year and 38 currently. Each scheme starts with a launch event, where people can hear about the scheme – what it's about, what it like to work in the role and what's on offer.

In 2023, of those staff who completed our diversity monitoring form and who identified their staff group, 5% of Inspection staff stated that they were from a minority ethnic background. From the diversity monitoring forms returned this year this figure is now around 12% (it is also 12% for the organisation as a whole).

We receive (limited but) very positive feedback. Comments received include:
"Thank you so much for providing us with this scheme as it has really helped me to have a better understanding of the role"

"It was a very insightful experience"

"Thank you; a really fruitful exercise."

Trialing new methods and processes to increase child, parent and carer participation on inspection. Some have already been adapted, we wanted to repeatedly test different methods. This has helped us increase our participation levels but there is still work to be done to improve this further.

Key decisions to be based at programme board on design, draft framework, methodology, using views of children, parents and carers in judgements, learning for inspectors, data capturing and developing evidence-based questions.

Child, parent and carer participation & engagement

Complete workshops with children to consult on the new framework – At the end of the last year and beginning of this year, several workshops were completed with children working with YJS's. Starting in Wolverhampton, children were consulted on a number of areas including questions/areas that we should be looking at to inform the new framework.

Some suggestions from children of areas to ask the YJS included:

Leadership – how do you listen, gather feedback and act on what young people have to say?

Services – Is their good access to services?

Venues – Does the YJS have different types of rooms for different types of activities?

Interviews with staff – How do staff use “careful” and sensitive questioning”?

Interviews with young people – How did you feel at the start, during and end of your contact?

Further consultation with children, parents and carers – We need to further involve children, parents and carers in the development of the framework including deciding the methods of engagement, questions to ask/areas important to children, parents and carers, how to close the feedback loop, child friendly reports. However, we need time and resource to complete this and volunteers!

Pilots – Youth pilots 4 and 5 pilot will include child, parent and carer participation and will look to test out methods of engagement and explore what this will look like in the new framework.

Animation for child participation – the final versions of the animation have now been completed, [we have an English and Welsh version both with subtitles](#). We worked with Peer Power, a youth participation organisation and chocolate films to develop the animation. The animation is co-produced with young people, including the script, and designed to help us increase participation on our inspections.

Appendix A

Equity, Diversity and Inclusion Group Action Plan

| Workstream | Action | Progress |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Diverse and inclusive workforce and culture | 1.1a Review recruitment material and approaches to ensure the language and approach incorporates EDI. | |
| | 1.1b Ensure EDI is reflected in recruitment panels. | |
| | 1.2a Review and develop new staff induction processes and ensure a consistent focus on EDI for all. | |
| | 1.2b Enhance the minority ethnic shadowing scheme to cover other business critical protected characteristics. | |
| | 1.2c Review mechanisms in place to support staff assisting with the shadowing scheme, the use of buddies and for those involved in complaint processes. | |
| | 1.3a Learn from those who exit the organisation through exit surveys and from candidates from recruitment events who do not go on to join the inspectorate. | |
| | 1.3b Collate and analyse management information to allow EDI data to be understood and inform future decision making and shaping of pulse survey. | |
| Inspecting equity, diversity and inclusion | 2.1a Explore language used in probation and youth inspections, thematic inspections, quality assurance of serious further offences and development of approved premises inspection to ensure appropriate focus is provided to EDI. | |
| | 2.2a Outline and analyse the most effective method to inspect EDI, considering both integrated questions within the standards framework and a standalone EDI standard. | |
| | 2.3a Review outcomes from child participation pilots, scoping how we utilise information gathered, best practice guides in engaging with neurodiversity, embedding accessibility in our contact with children. | |
| | 2.3b Implement child participation work, supporting inspected organisations needs within planning and follow up meetings. | |
| | 2.5a Strengthen our approach to the Welsh language scheme in probation inspection approaches. | |
| Learning and development | 3.1a Deliver cultural humility training to all staff ensuring learning is embedded within the culture of the organisation. | |
| | 3.2a Develop information packs and pathways, to support our learning, development and understanding of all protected characteristics. | |
| | 3.2b Review all training material, core skills, lead inspector training and professionalisation material to ensure appropriate focus is given to EDI. | |
| | 3.3a Collect and analyse feedback from internal training events and staff surveys to inform the organisational learning and development plan. | |