

# NATIONAL PROBATION SERVICE HAMPSHIRE AREA

## EQUALITY IMPACT ASSESSMENT

### Section One: Preliminary Screening

#### 1. Function Name, Policy or Procedure:

Management Review

#### 2. Aims and Approach of Function/Policy/Procedure

Development of a management structure for the Probation Trust including the implementation of Local Delivery Units.

Is it possible that the policy/procedure may be discriminating unlawfully?	No
Could some groups be excluded from the benefits of this policy/procedure or could it have a negative impact on them?	Yes
Is it possible that the policy/procedure may cause negative relations between groups?	Yes

If the answer to any of these questions is **Yes**, go on to the full Equality Impact Assessment (EIA)

If the answer to all of the questions is **No**, please provide explanatory evidence and attach the following statement to be signed off by senior management.

**“This policy and/or set of procedures have been written with a view to avoiding any adverse impact on an individual by reason of their ethnic origin, disability, gender, sexual orientation, age, religion or belief. The policy has been screened for any illegal discrimination and to ensure that no group is excluded from any benefits or experiences any disadvantage. It is not believed that this policy will have any such adverse impact, but future reviews of policy and procedures will revisit this evaluation, drawing on data to monitor outcomes”**

## **Section Two: Full Impact Assessment**

This “Equality Impact Assessment” documents the outcome of a full impact assessment on the specified function, policy or procedure, addressing the equalities strands of: Race, Gender, Disability, Sexuality, Faith and Age. It is to be completed, published as specified, and appended to policy and/or strategy documents.

### **1. Function Name, Policy or Procedure:**

**Management Review**

### **2. Aims and Approach of Function/Policy/Procedure**

#### **Executive Summary**

- 2.1 This paper sets out the revised management structure that will be introduced as the Hampshire Area moves towards Probation Trust status from April 2010.
- 2.2 The restructuring of Offender Management involves the creation of three Local Delivery Units (LDUs) which will be co-terminous with the Local Authorities of:
  - Hampshire
  - Southampton
  - Portsmouth and the Isle of Wight
- 2.3 Each LDU will be headed by a Senior Manager with a corporate team which will provide capacity to maintain operational performance at a high level whilst also creating greater engagement with partners through the Local Area Agreement. More responsibility and authority will be devolved to the LDUs from Headquarters.
- 2.4 A significant operational change will be the transfer of responsibility for line management of Case Administrators to Senior Probation Officers of Offender Management teams.
- 2.5 Whilst the changes to Offender Management will be implemented during 2009-10, the development of Interventions and Support Services to more explicitly support the role of LDUs will evolve over a longer period of time. This strategy will involve the creation of greater efficiencies and more strategic partnerships at a regional level, following the appointment of the South East Director of Offender Management. A more systematic joint venture with the Thames Valley Probation Area will be developed.
- 2.6 The restructuring will enable the Hampshire Probation Trust to create efficiency savings and reduce management overheads. The initial phase of the

restructuring will produce an estimated 11% reduction in management costs. The restructuring will enable the Area to be sustainable within a very challenging financial environment, whilst also increasing its capacity to influence local strategic partnerships and make a full contribution to the NOMS agency at both a regional and national level.

### **3. What data/information is available & does it suggest differential impact for any of the groups identified as part of the impact assessment process?**

*(A range of different data may be used for this section – e.g. internal monitoring data, national reports/research, locally commissioned reports/audits/research, results of previous consultations/workshops, statistical data such as census data, Home Office Statistics)*

**Representation in Management roles**

**Race:** 4.6% from BME background.

**Gender (including transgender):** 30% male; 70% female

**Disability:** 10.3% have disclosed a disability.

**Sexuality:**

**Religion or Belief:**

**Age:**

**If there are gaps in data provision how are these to be addressed in order to inform a full EIA?**

### **4. What consultation has been undertaken and with whom?**

*(include information on what was needed from the consultation, how it was carried out and with whom)*

Consultation has been undertaken with:

- The Equalities Consultation panel
- All managers
- Trades Unions

All groups were invited to comment on a detailed working paper approved by the Probation Board.

**5. What are the main findings of the consultation undertaken (what positive or negative impacts were identified for any of the different groups)?**

The major issue identified in consultation is that the removal of the Assistant Resources Manager (ARM) role from within the management structure will predominantly affect female managers. This step is made necessary because of the requirement to transfer supervision of Case Administrators to Senior Probation Officers (Team Leaders).

An additional consideration raised is that this will also affect the predominantly female Case Administrator staff group in the following ways:

- Predominantly female ARMs who have been administrators are a very good source of support for the female case administrator group. This it was felt was less likely to be forthcoming in the new structure.
- Administrative staff will experience less supervision and guidance through SPO management as they are not office managers, they are not equipped with the knowledge and insight and will not have the same amount of time.
- The smooth running of the administrative function could be compromised through lack of an office manager. Day to day issues such as ordering stationery, dealing with the photocopier, fax machine and so on would fall on the SPO and there was the feeling that this would not work smoothly. It was felt that SPOs are not going to be able to pick up on the needs of administrative staff, nor be able to respond to all of the day to day management issues of administration.

**6. Does this policy have the potential to cause unlawful discrimination, exclusion of some groups of people from its benefits or lead to negative relations?**

Refer to Section 5 and the implications of removing the Assistant Resource Management grade.

**7. What measures have been identified in order for the policy/procedures to achieve its aims without risking any adverse impact?**

The purpose of this measure is to:

- Create a team management structure in Offender Management that conforms to NOMS requirements.
- To reduce overheads within Offender Management by taking out an additional tier of managers.
- In the longer term to improve and sustain strong performance by ensuring that Senior Probation Officers have full responsibility for all staff resources which contribute to the achievement of performance.

The following mitigating measures have been identified:

- a) Full compliance with the Area's redundancy and redeployment policies for those staff whose posts will be discontinued.
- b) A training programme for Senior Probation Officers to ensure that they understand fully the role played by Case Administrators.
- c) A transitional period of three months when Assistant Resource Managers will continue to work alongside Senior Probation Officers as the latter take on their new responsibilities.
- d) Implementation of a pilot approach within one Local Delivery Unit.
- e) Appointments of a Business Support Manager in each LDU and additional Reception staff time to ensure that office management tasks are adequately re-assigned.
- f) Encouraging greater levels of female applicants for SPO posts, including through the provision of "preparation for promotion" opportunities.

**8. What action is now to be undertaken?**

An implementation plan is to be drawn up after the Area's Trust application has been submitted.

**9. Monitoring arrangements and review process**

A Project Board will be set up to oversee implementation of the review. Equalities Consultation panel to be consulted again concerning the implementation plan.

**10. How results will be published**

.All Equalities Impact Assessments are published on the Area’s website.

**Signature of Policy Lead** .....

**Position** .....

**Date** .....