

NATIONAL COUNCIL FOR INDEPENDENT MONITORING BOARDS - NATIONAL STRATEGY ON DIVERSITY

IMB Diversity Statement

Diversity encompasses and promotes greater interaction and understanding between people of different backgrounds including race, religion, gender, sexuality, marital status, disability, age, etc. Diversity is also about respecting and responding to needs and differences that cut across social and cultural categories such as mental health, literacy and drug addiction.

Engaging diversity should enable all individuals to express their values, perspectives and beliefs without disrespecting or discriminating against others.

IMBs should be encouraged to value diversity as a way of increasing their repertoire of skills and individual awareness of the diverse needs and perspectives of the population within prisons and IRCs. This would greatly enhance their ability to monitor whether the experience and interaction between prisoners, detainees, staff and visitors is fair and without prejudice.

Notes:

1. The following represents the National Council's national strategy on diversity.
2. The strategy is spread over 5 years and will be reviewed annually
3. It should be noted that the diversity co-ordinator referred to in the plan is likely, initially, to be a part-time external consultant. Consideration will subsequently be given to the longer term need for the post.

UPDATE re note 3: The lead training consultant (Bilkis Malek) was contracted to support respective staff to fulfil the co-ordinator's role. In sum the plan was for:

- the co-ordination of diversity modules for national training courses to be integrated into the work of the Training Team - this has been fulfilled
- the co-ordination and monitoring of local recruitment clusters to be integrated in to the work of the Appointments Team. To support this a separate DWG sub-group 'Regional Recruitment Group' was set-up involving Appointments Team, Consultant and chaired by DWG member Hashi Syedain. Due to resources the co-ordinating role of Secretariat has not been fulfilled and currently under review.
- the co-ordination and administration of national recruitment presentations to key umbrella groups was to be integrated in to the role of the Communications Team. To support this a sub-group 'National Recruitment' was set-up involving Communications Team, Consultant and chaired by DWG members Henry Hendron and Dencer Brown. Again, due to resources the co-ordinating role of the Secretariat has not been fully realised and currently under review.

ANNEX A – Notes to be read in conjunction with Action Plan

ANNEX B – Action Plan Targets

RECRUITMENT

	Action	Progress Update – Oct 09	Person(s) Responsible	Timescale & Revised Targets 09
A. National Council	A1. Subject to the agreement of the National Council, appoint an individual onto National Council with special responsibility for diversity.	Dencer Brown was co-opted onto NC October 2006	<input type="checkbox"/> Diversity Working Group <input type="checkbox"/> Norman McLean <input type="checkbox"/> National Council	July 2006
	A2. Improve recruitment process for future appointments to National Council. Existing National Council members and IMB Secretariat staff should be proactive in encouraging individuals from under-represented groups to stand in elections. This should be done at all opportunities, for example regional visits and annual conferences.	This aspect has been lost. (Recommendation to review process – include positive action built in. Place articles in IMB News and promote at IMB conference.	<input type="checkbox"/> National Council <input type="checkbox"/> IMB Secretariat	Ongoing
B. IMB Secretariat	B1. Discuss recruitment process with other volunteering organisations. Find out what methods they use for targeting under represented groups in recruitment drives. Seek advice on the use of an external diversity consultant to co-ordinate work on the subject.	Discussions have been limited to Magistrates – need to delve into more detail areas that facilitate the targeting under-represented groups.	<input type="checkbox"/> IMB Secretariat	Ongoing

	B2. IMB Secretariat to seek tenders for the appointment of a consultant as a diversity co-ordinator and proceed with an appointment.	The co-ordinator's role was to be spread across the Secretariat staff with initial support from consultant and DWG. See UPDATE re: Note 3 on page 1	<input type="checkbox"/> Norman McLean <input type="checkbox"/> Laura Armstrong	May 2006
C. IMBs	<p>C1. Identify and implement national strategy for raising overall profile of IMBs amongst under-represented groups.</p> <p>(i) Identify and establish rapport with umbrella groups providing access to under-represented groups (Employers' Forum on Diversity, Council for Ethnic Minority Organisations, Interbank Diversity Network, National Union of Students, Gay and Lesbian Society, Operation Black Vote, Black Londoners' Forum, BT Ethnic Minority Network etc.)</p> <p>(ii) Agree and co-ordinate IMB representation at specific networking meetings and address membership of respective organisations.</p> <p>(iii) Attend meetings / undertake presentations and displays at key meetings.</p>	<p>The aim was to target 4 groups in Year 1 and thereafter 6 per year and more if resources would allow. Groups targeted in Year 1 were 100BMOL, SCOPE, NW Soroptomists, SAWCC, BT-EMN, Chinese Information & Advice Centre.</p> <p>Three actual presentations co-ordinated by DWG members and Diversity Consultant took place to: SAWCC, NW Soroptomists, & Medway Islamic Exhibition (though this was part of clustered recruitment). A fourth to BT-EMN was postponed – but is currently being organised for Nov. 2009.</p> <p>An additional aspect of DWG work has been to encourage radio interviews – these to date have included Desi Radio; Manchester Radio, Heather Stott Show (part of North West cluster campaign) and Radio Rutland (part of Midlands 2 cluster campaign).</p>	<p>(i)</p> <ul style="list-style-type: none"> ▪ Diversity Co-ordinator, Communications Staff and NC representative <p>(ii)</p> <ul style="list-style-type: none"> ▪ Diversity Co-ordinator, Communications Staff, NC rep, plus IMB members <p>(iii)</p> <ul style="list-style-type: none"> ▪ Diversity Co-ordinator, Communications Staff, NC representative plus IMB members 	<p>In pilot year (2006-7) target 5 or 6+ groups Providing Representation across diversity spectrum (i.e. age, disability, sexuality, race).</p> <p>In subsequent years target 8+ groups as per resources.</p>

		<p>Due to lack of resources centrally, not enough momentum has built up behind the presentations to feel their full value and continuation in the long term. Secretariat input is currently under review and specific targets to be agreed.</p> <p>It has also been agreed that this aspect of the DWG work will be integrated into appropriate CWG groups – details of this are yet to be finalised.</p>		
	<p>C2. Invite all IMBs to indicate whether they would like to participate in a collective, regional recruitment process.</p> <p>(i) Undertake meetings to establish recruitment needs of participating IMBs in each region.</p> <p>(ii) If appropriate, organise recruitment training seminar aimed at diversity in recruitment.</p> <p>(iii) Consult local voluntary sector organisations working with marginalised communities (e.g. racial equality councils, volunteer bureaux, translation / interpretation services, Victim Support) for information on specific community group networks.</p>	<p>A model has been developed for regional recruitment clusters that provides 4 or 5 board geographically close together with a framework for joint recruitment campaigns to a) publicise vacancies to reach as many people as possible, and b) target particular skills and background under-represented on boards.</p> <p>A module titled 'Diversifying Board Membership' has been developed and is delivered to each Cluster at the first meeting.</p> <p>In Year 1(2007) – one cluster was set-up (I.e. Kent 1) and Year 2 a further 5 (i.e. North West 1; Midlands 1 & 2; Kent 2, and Eastern 1). Cluster recruitment campaigns have combined</p>	<p>(i)</p> <ul style="list-style-type: none"> ▪ Appointments Staff / Diversity Co-ordinator / NC representative <p>(ii)</p> <ul style="list-style-type: none"> ▪ Appointments Staff / ▪ Training consultants or IMB training tutors <p>(iii)</p> <ul style="list-style-type: none"> • Diversity Co-ordinator, Cluster members <p>(iv)</p> <ul style="list-style-type: none"> ▪ IMB members 	<p>1 / 2 regions to be targeted in pilot year (2006-7).</p> <p>4 or more regions to be targeted in subsequent years (as per resources).</p>

	(iv) Attend specific groups / events providing access to networks matching recruitment needs of IMBs and organise presentations and / or displays.	newspaper adverts, radio interviews and one-to-one contact with local organisations e.g. CVSs, RECs, community and interfaith groups, disability and mental health professional networks etc. Results have indicated recruitment clusters provide boards with choice when appointing new members. However, the cluster initiative has been reliant on the Training Consultants and not had input from Applications Team as originally envisaged due to lack of resources. The roll-out of this programme to all boards is currently being discussed and pending sufficient resources centrally.		
	C3. Target individual IMBs at establishments <u>either</u> identified by specific investigations / reports as failing on issues of diversity <u>or</u> with a high mix of prisoners or detainees of diverse backgrounds not reflected on the Board. Also target Boards that do not reflect the demographic mix of their local area. Adapt / apply steps outlined in C2 above.	As yet this option has not been used – the cluster initiative has the capacity to involve individual boards regardless of their effectiveness at recruitment. Clusters also offer the additional advantage of boards sharing recruitment resources and skills which offers a more supportive context for all boards, but especially those struggling to recruit.	As C2 above	3 IMBs to be targeted in pilot year (2006-7). 6-8 IMBs to be targeted in subsequent years (as per resources).
	C4. (i) Apply a race equality / diversity impact assessment to the proposals for a probationary year. (ii) Independent interviewer to ensure diversity	A lead Independent Interviewer was appointed July 2009. Their	(i) <input type="checkbox"/> IMB Secretariat / Diversity Working Group	By June 2006

	is part of the recruitment process.	remit – promoting diversity within all interviewing practices. A specific module on diversity is due to be developed for Independent Interviewers and delivered early 2010.	(ii) <input type="checkbox"/> IMB Secretariat / Diversity Working Group	Ongoing
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TRAINING (see notes*)

	Action		Person(s) Responsible	Timescale & Revised Targets Oct 09
A. National Council	A1. Presentation to National Council on Diversity Working Group National Strategy / Action Plan	A presentation was given to NC in April 2006 subsequent to the Diversity Statement and Action Plan were approved by NC	<ul style="list-style-type: none"> ▪ 1 or 2 members of Diversity Working Group 	April 2006
	A2. National Council Members to attend a separate Diversity Training Module.	Due to changes in NC membership – a need to update and refresh NC members understanding and support has been identified. A proposal for a Diversity slot at a forthcoming NC meeting is being considered by Peter Selby, President.	<ul style="list-style-type: none"> ▪ Diversity Co-ordinator ▪ IMB training tutors 	Ongoing
B. IMB Secretariat	B1. Diversity training to be undertaken by all IMB Secretariat staff.	All NC members and Secretariat staff will be trained.	<ul style="list-style-type: none"> ▪ Diversity Co-ordinator ▪ Secretariat 	June 2006
C. IMBs	C1. Incorporate specific diversity training modules into existing courses (e.g. New Chairs' Course; New Members' Course) as appropriate. Publish proposals in IMB News	Four modules have now been designed and integrated into National Courses as follows: New Members – 'Prejudices, Stereotypes and Misconceptions' Continued Development Course – 'Monitoring	<ul style="list-style-type: none"> ▪ Training Strategy Group ▪ Diversity Working Group ▪ Training Consultants ▪ IMB News editorial team 	October 2006

		<p>Diversity'. Vice Chairs – 'Co-ordinating and Recording Diversity Observations'. New Chairs – 'Establishing Whole Board Approach to Diversity'</p> <p>The modules are now run by National Trainers.</p>		
	<p>C2. Identify and deliver training modules to IMBs wishing to take a proactive approach to diversity:</p> <p>(i) Initial meeting with IMB Chair and members with special interest in diversity in order to identify most appropriate training modules and timetable for delivery.</p> <p>(ii) Deliver training modules to individual IMB as agreed.</p>	<p>Delivering modules to individual boards has not proved a feasible option mainly due to boards having some members who will have attended national courses and accessed diversity modules that way.</p> <p>An alternative explored in the Midlands was to offer the New Members diversity module to established members across a number of local boards. Whilst this was a successful exercise, to offer and coordinate similar events in various regions would require commitment of resources centrally which currently is not possible.</p>	<p>(i)</p> <ul style="list-style-type: none"> ▪ Diversity Co-ordinator (in correspondence with training consultants) <p>(ii)</p> <ul style="list-style-type: none"> ▪ Training consultants 	<p>In pilot year (2006/7) target 3 IMBs.</p> <p>In subsequent years target 6 to 8 as per resources</p>
	<p>C3. Identify and deliver training modules as appropriate to regional groups of IMBs involved in collective recruitment (see C2 under Recruitment)</p>	<p>A model has been developed for regional recruitment clusters which provides 4 or 5 boards geographically close together with a framework for joint recruitment campaigns to a) publicise vacancies to reach as many people as possible, and b) target particular skills and backgrounds under-represented on boards. A module titled 'Diversifying Board Membership' has been developed and</p>	<ul style="list-style-type: none"> ▪ Appointments Team ▪ Training Consultants 	<p>Same as C2 under recruitment</p>

		is delivered to each cluster at the first meeting. Update: same as C2 under Recruitment.		
	C4. Provide training / guidance on probationary year, including diversity aspects, to Chairs, training co-ordinators and mentors, through national courses, local training and distance learning.	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Training Strategy Group ▪ NC representatives (SR95N) ▪ Diversity Co-ordinator ▪ IMB Training Tutors 	Ongoing

MONITORING DIVERSITY

A. National Council	A1. Establish a framework for monitoring diversity within prisons / IRCs	<ul style="list-style-type: none"> ▪ The Vice-Chairs diversity module provides guidance on the areas of diversity that boards should cover in their monitoring. It also gives a template for organising the diversity section of annual reports. 	<ul style="list-style-type: none"> ▪ National Council ▪ Diversity Working Group 	July 2006
B. IMBs	<p>B1. Provide guidance to Boards on how to monitor diversity within establishments</p> <p>B2. Diversity to be a standing item on agendas for Board meeting and in annual reports and provide guidance on the subject.</p>	<ul style="list-style-type: none"> ▪ The 'Monitoring Diversity' module is delivered in two parts on the Continued Development Course. It provides guidance on 1) monitoring the establishment's responses to diversity, and 2) how boards can develop their own understanding and approach to diversity monitoring allowing them to monitor experiences of specific groups whose rights may not be sufficiently promoted by existing legislation or official responses within establishments. The handouts and guidance from the Monitoring Diversity 	<ul style="list-style-type: none"> ▪ Diversity Working Group / IMB Secretariat ▪ Diversity Working Group / IMB Secretariat 	<p>October 2006</p> <p>Ongoing</p>

		<p>Module are available on the website.</p> <p>In addition the DWG have embarked on a series of 'specialist' papers on Monitoring Diversity. The first of these titled "Hidden Diisabilities' is now available on the website.</p>		
	B2. Report monthly at Board meetings on monitoring diversity	<ul style="list-style-type: none"> ▪ Diversity is now a Standing Agenda item at all monthly board meetings. 	<ul style="list-style-type: none"> ▪ IMBs ▪ NC Reps 	Ongoing
	B3. Encourage Boards to appoint a diversity advocate to each Board and promote the subject.	<p>Training Consultants have <u>not</u> promoted individual members to assume responsibility of diversity for the board. The Continued Development Course highlights diversity should be the responsibility of all members though it is perfectly okay to assign individual members to monitor specific areas such as monitoring disability equality statistics, effectiveness of REAT, RIRFs etc.</p>	<ul style="list-style-type: none"> ▪ IMBs ▪ Training Consultants 	By December 2006

ANNEX A NOTES

WORK TO BE AGREED / UNDERTAKEN BEFORE ACTION PLAN CAN BE IMPLEMENTED

1. Draft presentation guidelines and materials (e.g. PowerPoint file, flyer) for recruitment presentations. Update: CWG have developed PowerPoint and Guidance for Network of Speakers.
2. If funds available commission video / DVD on duties / role of IMBs with a strong message for encouraging applications from under-represented groups. The video would be included in recruitment packs and extracts could be used in presentations. Update: This has not been developed.

3. Co-opt member onto National Council with responsibility for diversity. Update: Dencer Brown was co-opted onto NC in October 2006.
4. Identify 3 individual IMBs and 1 or 2 regional groups of IMBs willing to participate in recruitment and / or training programmes in pilot year. Update: See C2 & C3 updates under Training above.
5. Identify regional pools of IMB members willing to attend recruitment presentations and provide ad hoc support to IMBs within their region. Hold regional training sessions on presentation materials. Identification of regional pools should seek to coincide with geographical location of IMBs committed to training and recruitment programmes. Update: CWG have developed Network of Speakers.
6. Appointment of training consultants to develop bespoke training modules specific to prison / IRC environment. Update: Training Consultants were appointed in January 2007 and have designed 5 modules.
7. Agree whether delivery of training modules is to be undertaken by training consultants or IMB volunteers from regional pools. Another option could be a gradual transition from training consultants to IMB volunteers who are trained by the consultants over a specified period. Update: During 2008 / 09 Training Consultants handed over each diversity module for National Courses to 5 National Trainers who are responsible for introducing and supporting the remaining Trainers to deliver the modules.

TRAINING

- The training programme will consist of three 1.5 to 2 hour training modules covering the following topics:
 - Diversifying Board Membership – to raise awareness amongst Board members of the impact of diverse representation on Boards; challenges of liaising with and recruiting from different communities; carrying an audit of the board's membership and its monitoring observations to establish priorities for recruiting from under-represented groups. Update: This has been developed as a 3hr module and delivered to clusters of boards.
 - Challenging Prejudices and Stereotypes – to encourage open discussion about the impact of prejudices and stereotypes on relations within prisons / IRCs and access to prison / IRC regimes and opportunities (education, employment, gym etc); explore unconscious and subtle forms of prejudice and their potential impact on the work and interaction of IMB members; highlight the unique challenges within prison environments to promote diversity touching

on issues such as illiteracy and mental health as well as findings from formal investigations. Update: This has been developed as a 2 hour Module and integrated into the Foundation Course.

- Monitoring Diversity Within Prisons / IRCs – to enhance understanding of practicalities of monitoring diversity; assess Boards' approach to tracking diversity and identify areas of improvement (e.g. annual report, Board meeting agendas); establish ways of integrating checklists within Boards' work as well as assigning specific duties to individuals. Update: This has been developed as a 3hr module and integrated into the Continued Development Course.

ADDITIONAL UPDATE: A further two diversity modules for Chairs & Vice-Chairs Courses have been developed.

- The training modules would be offered to IMBs in accordance with their needs / priorities. For example, some Boards may be efficient at monitoring diversity but lacking diversity on the Board and thus may only find the Diversifying Board Membership module useful. Boards should also be given the opportunity to commit to one module at a time OR assign a whole day's Board development for all three modules depending on their programme and availability of members. Update: see C2 & C3 updates under Training above.
- Specific modules to be incorporated into existing training courses. For example, Monitoring Diversity Within Prisons may be useful for the New Members' Course whilst Diversifying Board Membership may be incorporated within New Chairs' training. Update: see C1 update under Training above.
- All training modules to work with comprehensive conception of diversity. However, given the huge imbalance in awareness and sensitivity between issues of 'race' compared to sexuality, disability etc within the Prison Service / Immigration Services per se, it may be appropriate (resources permitting) to commission short play / video to raise the profile and discussion of less talked about areas of diversity. The commissioned piece could be shown at annual conference and specific training courses and would probably have wider benefits for other departments within the Prison and Immigration Services.