



Action Plan Submitted: 12th November 2018

A Response to the HMI Probation Inspection: South West and South Central
National Probation Service

Report Published: 1st November 2018

INTRODUCTION

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. It reports on the effectiveness of probation and youth offending service work with adults and children.

In response to the report, Her Majesty's Prison and Probation Service (HMPPS) and the Ministry of Justice are required to draft a robust and timely action plan to address the recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are published on the HMI Probation website. Progress against the implementation and delivery of the action plans will be monitored by HMPPS/MoJ and reviewed by HMI Probation via annual inspection.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

ACTION PLAN: South West and South Central NPS

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
1	<p>The NPS delivering services in South West South Central (SWSC) should:</p> <p>Review and actively manage workloads to ensure an equitable and efficient distribution of work.</p>	Agreed	<p>SWSC will optimise the use of accurate workload data by:</p> <ul style="list-style-type: none"> a) Reviewing Workload Management Tool (WMT) to improve confidence in output of data which accurately reflect staffing issues. b) Continuing to produce WMT data for the Resource Planning Committee (RPC) and Senior Leadership Team (SLT) scrutiny, focussing on capacity levels above 110%, in order to ensure manageable workloads. c) Quarterly review of Divisional WMT Reduction information to officer level, to ensure that the data is robust and fit for scrutiny/assessment. d) Working to improve the accurate reflection in WMT of the Probation Service Officer (PSO) Case Management Support role. <p>SWSC will ensure allocation of work to appropriate grades and improved staff perceptions by:</p> <ul style="list-style-type: none"> a) Continued active management of workload distribution by Local Delivery Unit (LDU) Heads including the use of locally-appropriate solutions. b) Working to improve staff understanding of workload management activities, e.g. via briefing sessions, FAQs, inclusion in Divisional Teleconference, and a review of the media used to communicate with staff. <p>SWSC will implement effective demand management strategies by:</p> <ul style="list-style-type: none"> a) Reviewing the hub throughcare model to facilitate the transfer of some long-term custody cases to better-resourced LDUs, as appropriate, in response to local pressures. b) Refreshing the role of PSOs, following the re-launch of the Case Management Support Guide in October 2018. c) Continuing to address staff vacancies as a first priority. d) Progressing staff flexibility & mobility policies, including work on grade-specific spans of control, the use and monitoring of overtime and options for detached duty. 	<p>SWSC Probation Divisional Director</p> <p>SWSC Probation Divisional Director</p> <p>SWSC Probation Divisional Director</p>	<p>December 2018</p> <p>November 2018</p> <p>March 2019</p> <p>February 2019</p>

2	Ensure that appropriate and effective use is made of the services provided by the Community Rehabilitation Companies.	Agreed	<p>SWSC will review its use of Information & monitoring to enhance Rate Card take-up in relation to:</p> <ul style="list-style-type: none"> a) Monthly production of purchasing intention data against commissioning intentions. b) Minimum Level Payment numbers. c) PSR proposals and disposals (concordance) information d) Attrition rates against each service provided by each CRC. e) Mapping of offender-level individual need information (from Offender Assessment System (OASys)) against services purchased. To consider default opt-in approach to services once offender needs have been identified. <p>SWSC will work to enhance liaison with CRCs through:</p> <ul style="list-style-type: none"> a) Continuation of NPS/CRC Rate Card meetings to review services to support sentencing options and consider NPS need. <p>SWSC will further promote Rate Card usage by</p> <ul style="list-style-type: none"> a) Sharing local initiatives such as LDU Rate Card Champions, and NPS/CRC Interventions Booklets and considering their wider application. b) Regular and active team discussions, LDU Focus Groups etc.. c) Re-launching the Professional Judgement Toolkit and undertaking dip-sampling to ensure that appropriate services are being properly considered in each applicable case. d) Services for women will be reviewed as we consider the Ministry of Justice (MoJ) Female Offender Strategy 	<p>SWSC Probation Divisional Director</p> <p>SWSC Probation Divisional Director</p> <p>SWSC Probation Divisional Director</p>	<p>January 2019</p> <p>February 2019</p> <p>March 2019</p>
3	Improve the processes for obtaining relevant information from children's services and domestic abuse units in all relevant cases.	Agreed	<p>SWSC will contribute to National Improvement Work within the HMPPS Whole System Improvement (WSI) programme by:</p> <ul style="list-style-type: none"> a) Membership of a Task & Finish Group developing clear processes for information exchange with Police and Children Services. Supporting the development of a nationally agreed position; practice guidance and production of an assurance tool to be piloted in Wales. <p>SWSC will continue, as part of our SWSC Safeguarding and Domestic Abuse plans, to improve local arrangements in the interim by:</p>	<p>SWSC Probation Divisional Director</p> <p>SWSC Probation</p>	<p>April 2019</p> <p>November 2018</p>

			<ul style="list-style-type: none"> a) Sharing best practice for obtaining domestic abuse and children's services checks. b) Escalating concerns to the Head of Public Protection and the Divisional Court Lead. c) Our Quality Development (QD) Team reviewing the content and efficacy of workshops currently being delivered to all Court staff. 	Divisional Director	
4	Put in place robust contingency plans to address staff shortfalls, specifically in approved premises.	Agreed	<p>SWSC will contribute to national improvement work within HMPPS Contract Management by:</p> <ul style="list-style-type: none"> a) "OCS" are contracted to provide night-cover staff for Approved Premises. Performance will be actively monitored, including failures under the OCS contract. Failures will be reported to via the helpdesk portal, to inform national data. b) Taking part in regular local liaison and national contract management meetings. <p>SWSC will work to promote robust cover locally by:</p> <ul style="list-style-type: none"> a) Continuing to rota two NPS staff onto overnight shifts to mitigate the risks of OCS not attending b) Initiatives to enhance the appeal of these roles in hard-to-recruit areas. c) Reviewing the Out of Hours provision to consider potential enhancements to the robustness of Tier 1 cover. 	SWSC Probation Divisional Director	November 2018
				SWSC Probation Divisional Director	November 2018
5	Undertake the required risk of harm assessments in all applicable cases.	Agreed	<p>SWSC will work to ensure risk of harm assessments are completed at all relevant points in the offender journey by:</p> <ul style="list-style-type: none"> a) Swift action to improve the number of risk assessments undertaken on applicable cases at the court stage via immediate quality control, and to dip sample routinely to monitor progress. b) Accessing necessary OASys training for court staff who need it. c) A renewed emphasis on points of "significant change" throughout a period of supervision. <p>SWSC will launch a major initiative to uplift the quality of risk of harm assessments by:</p> <ul style="list-style-type: none"> a) Focussing on missing and inadequate Active Risk Management System assessments. b) A spotlight on <i>dynamic</i> risk of harm factors. c) Highlighting the need to sustain attention to keeping other people safe <i>throughout</i> supervision. 	SWSC Probation Divisional Director	April 2019
				SWSC Probation Divisional Director	December 2018

6	Keep the progress of supervision under review, involving the service user wherever possible.	Agreed	<p>SWSC will refresh sentence planning in order to sustain momentum throughout the offender journey by:</p> <ul style="list-style-type: none"> a) Mitigating the obstacles to sound sentence planning, and motivating staff around the utility of tools such as OASys. b) Optimising the feedback loop within Assessment, Quality Assurance and Skills for Effective Engagement Development (SEEDs) observations to promote practice improvement. c) The implementation of Lifer Review and Indeterminate Public Protection (IPP) Progression Panels to focus on this aspect with these offender cohorts. d) Sentence planning workshops currently under preparation by QD Team will be adapted to re-emphasise the review task, focussing on offenders' readiness and motivation to change. <p>SWSC will explore new ways of engaging offenders meaningfully with their supervision by:</p> <ul style="list-style-type: none"> a) Re-calibrating expectations about what a good outcome looks like and encouraging staff to celebrate small progress steps in their planning and review work with offenders. b) Improving the response rate in the Offender Survey regarding offender awareness of sentence plans. c) Exploring increased use of positive updates to offenders by middle and senior managers. d) Using SEEDs to improve meaningful engagement with offenders. 	<p>SWSC Probation Divisional Director</p> <p>SWSC Probation Divisional Director</p> <p>SWSC Probation Divisional Director</p>	<p>April 2019</p> <p>November 2018</p> <p>April 2018</p>
7	Ensure that risk management plans include effective contingency plans to address heightened risk of harm to others.	Agreed	<p>SWSC will work to improve the quality of Risk Management Plan (RMP) contingency plans by:</p> <ul style="list-style-type: none"> a) Briefings & inputs to all relevant staff. b) Dissemination of Good Practice Examples and learning from Serious Further Offences. c) Working across key Offender Management interfaces to agree best practice, including liaison with and feedback from Approved Premises; Prisons; Parole Board. d) A particular focus on RMPs when applying the Assessment Quality Assurance (AQA) tool, and ensuring high quality, specific feedback is given to staff. e) The delivery of AQA Benchmarking workshops for SPOs, to include a specific focus on contingency planning. f) Parole Assessment Report (PAROM) Practice Improvement Tool Briefings to all relevant teams. 	<p>SWSC Probation Divisional Director</p>	<p>March 2019</p>

8	<p>Her Majesty's Prison and Probation Service should:</p> <p>Work to resolve the difficulties in recruiting sufficient probation staff in South West South Central division.</p>	Agreed	<p>MoJ Recruitment will work to meet the needs of SWSC in hiring into specific locations for volume recruitment campaigns by:</p> <ul style="list-style-type: none"> a) Advertising will be focused on the LDUs where the roles are. b) Social media, including Facebook, will be used to promote local "open office" events. c) The locations pages on the campaign website will detail the LDUs that have open vacancies and give an indication of the number of roles available (e.g. 1-5 roles, 5-10 roles etc.) d) When candidates click to apply, they will be asked to apply to the LDU of their choice. Previously they have applied to a division. This will allow us to extend the closing date of any divisions for which more applications are needed. e) Candidates will be selected for an Assessment Centre (AC) based on the LDU they applied to as well as merit. Previously, as LDUs were only preferences, we could not use them in selecting candidates for AC. 	Head of Volume Recruitment	January 2019
9	<p>The Ministry of Justice should:</p> <p>Review the process for prioritising and escalating concerns, set out in the facilities management contract.</p>	Agreed	<p>The Director of Estates and The Business Development and Transformation Director met with HMI Probation on 3rd October 2018 to discuss the approach being taken to improve Facilities Management (FM) and broader Estates service delivery.</p> <p>Three key interventions have already been put in place to support rapid service recovery for NPS:</p> <ul style="list-style-type: none"> a) Implementing an FM Change Programme to rapidly improve delivery and satisfaction in the FM service; b) Implementing a dedicated team for Approved Premises to pilot a new model of service delivery and engagement from MoJ Estates Directorate; c) Injecting an additional £0.5m this financial year to support a programme of targeted investment for Approved Premises. <p>The success of these pilot measures will be reported in December 2018.</p>	Head of Business Development, Estates Directorate	December 2018
10	<p>Audit the division's facilities to make sure that they are accessible, safe and secure for staff and for individuals subject to supervision.</p>	Agreed	<p>Through the new FM contracts, compliance audits on properties across the estate are carried out by the FM Integrator, KBR. To date, KBR auditors have carried out dip check statutory audits of Approved Premises and other key sites, moving to a rolling programme of 20 audits per month from 1st November 2018. This process is complemented by full compliance audits carried out by MoJ Estates in house personnel (Quality, Health, Safety and Environment Managers) who use the data from KBR audits to address any areas of concern.</p>	Director of Technical Services, Estates Directorate	November 2018

