



HM Prison &
Probation Service

Probation
Service



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Sonia Flynn CBE
Chief Probation Officer

1 July 2021

Dear Simi

HMI PROBATION ACTION PLANS – WEST MIDLANDS PROBATION SERVICE

In preparation for the new unified Probation Service, all NPS regions and Community Rehabilitation Companies (CRCs) provided a final RAAG rated progress update on their existing HMI Probation actions plans.

HMPPS Operational and System Assurance Group held workshops from March to May 2021 with each NPS Region alongside the HMPPS Contract Management team and CRC representatives. The aim of these workshops was to review all the CRC and NPS HMI Probation recommendations and actions with a view to closing them or moving them over to respective Regional Probation Directors to take forward into their Business as Usual (BAU) activity.

Colleagues were also encouraged to share experiences of any positive practice.

This letter provides a summary of the findings from the West Midlands region's workshop and subsequent discussions. Some of the key HMIP actions that the CRC and NPS have achieved across the area include:

- Internal training for Senior Probation Officer's to facilitate monthly clinical supervision with practitioners to support and facilitate continuous improvement, resulting in improved practitioner confidence, evidence of improved risk management planning and implementation.
- Improvements in multi-agency working and safeguarding checks - with supervision incorporating case discussion linked to quality of assessment, planning and verification of information.
- Development and delivery of a 'Sentence Plan Good Practice' briefing and 'Sentence Planning Top Tips' document to all Offender Management teams alongside ongoing monitoring of sentence plan quality through Quality Development Officers.

Two of the original eighteen CRC and NPS recommendations will continue to be progressed in their BAU activity by the West Midlands Regional Probation Director, Sarah Chand following Probation Reform. Please see the attached action plan for further details.

I am therefore content to formally close the published HMIP Action Plans for Warwickshire and West Mercia CRC (July 2019), Staffordshire and West Midlands CRC (December 2018) and Midlands NPS (December 2018).

With best wishes

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sonia Flynn', written in a cursive style.

Sonia Flynn CBE
Chief Probation Officer
HM Prison and Probation Service



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HMIP ACTION PLAN 2021: West Midlands Probation Service

An Action Plan summarising key remaining activity within in West Midlands Probation Service, in response to HMI Probation recommendations made to NPS Midlands (December 2018)¹ and Staffordshire and West Midlands Community Rehabilitation Company (December 2018)² and Warwickshire and West Mercia Community Rehabilitation Company (July 2019)³.

¹ The Midlands NPS HMIP Action Plan ([link](#)) has been closed.

² The Staffordshire & West Midlands Action Plan ([link](#)) will be closed upon unification of Probation Services in July 2021.

³ The Warwickshire & West Mercia ([link](#)) will be closed upon unification of Probation Services in July 2021.

1. Domain and reference number	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner (including named individuals and their functional role or department)	6. Target Date
Case Supervision (1121)	West Midlands Probation Service will improve the quality of assessment, planning, service delivery and reviewing to help keep actual and potential victims safe. This recommendation has been repeated from the previous inspection.	Agreed	<ul style="list-style-type: none"> An ongoing reflective practice framework will be created which will incorporate facilitated peer group discussions and side by side case auditing with probation managers. The reflective practice framework will ensure officers are aware of how home visits can be used to keep people safe and promote learning from each other. A refreshed supervision approach will focus on reflective practice, demonstrating putting learning into practice and the identification of any gaps in knowledge. To ensure sentence planning is sufficiently focused on areas relating to risk of harm and public protection, expectations will be set around risk management plans and initial sentence plans to promote good practice including highlighting the importance of sentence planning sequencing. 	<p>West Midlands Operations Directors and Heads of PDUs</p> <p>West Midlands Operations Directors and Heads of PDUs</p> <p>West Midlands Operations Directors, Head of Performance & Quality and Heads of PDUs</p> <p>West Midlands Head of Performance & Quality</p>	<p>June 2022</p> <p>June 2022</p> <p>April 2022</p> <p>April 2022</p>

<p>Organisational Delivery (1124)</p>	<p>West Midlands Probation Service will develop and implement a clear and consistent approach to the middle manager role in improving public protection practice and the overall quality of case management.</p>		<ul style="list-style-type: none"> • The probation service reflective practice supervision standards will be adopted to focus on reflective case discussions with officers to support ongoing development of assessment, analysis and actions relating to risk of harm. • The quality and recording of management oversight will be improved through the roll out of the Touch Point Model within the West Midlands region. 	<p>West Midlands Operations Directors, Head of Performance & Quality and the Heads of PDUs.</p> <p>West Midlands Head of Performance & Quality and the Heads of PDUs.</p>	<p>April 2022</p> <p>April 2022</p>
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