



HM Prison &
Probation Service

Action Plan Submitted: 10th December 2020

Update Submitted: 8th December 2021

A Response to: A Thematic Review of Exceptional delivery model arrangements in probation services in response to the COVID pandemic

Report Published: 18th November 2020

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, HMPPS/MoJ 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 plan 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 annually by HMI Probation.

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: Exceptional delivery model arrangements in probation services in response to the COVID pandemic

1. Rec No	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
	HM Prison and Probation Service should:				
1	Work with probation providers and partners in the criminal justice system to manage backlogs so that there is fair justice for perpetrators and victims of crime.	Agreed	<p>The HMPPS Contract Management Team (CMT), Community Rehabilitation Companies (CRCs) and National Probation Service Regional Probation Directors will continue to work together through monthly Regional Recovery and Transition Boards to deal strategically with significant backlogs of work. A Recovery Workstream Lead has been allocated to each of the areas of practice where backlogs exist, including Unpaid Work and Accredited Programmes. Each Recovery Workstream Lead will work alongside equivalent and designated Strategic Workstream Leads based within Regional Probation directorates to manage backlogs.</p> <p><i>A Maximisation of Resources Group</i> has been established to ensure that the impact of any actions to address backlogs of work are understood and do not displace pressure to other parts of the system. Priorities for managing the backlog will be identified and demand/ capacity considerations will inform advice on appropriate Pre-Sentence Report (PSR) proposals to the court. This will be added to the effective proposal framework for use by PSR authors.</p> <p>The NPS Courts team have engaged with HMTCS, in order to understand backlogs in relation to sentencing and likely demand during the recovery period. A prioritisation strategy is in place, to ensure that cases requiring enforcement are progressed as appropriate. All court teams are rated as Red Amber or Green depending upon their capacity to progress enforcement of cases; all teams rated Green are to progress all cases requiring enforcement and the relevant factors to determine prioritisation decisions are provided for Amber and Red sites. The capacity of Courts to progress enforcement will continue to fluctuate during the recovery period due to HMCTS capacity, and the HMPPS prioritisation strategy will be kept up to date to ensure that defensible decisions are made throughout.</p> <p>A strategy to manage the backlog in relation to Unpaid Work (UPW) completion has been developed and approved by ministers. All UPW</p>	<p>Deputy Director, Probation Business Recovery Programme.</p> <p>Deputy Director, Probation Business Recovery Programme and Probation Deputy Director, Courts</p> <p>Probation Deputy Director, Courts</p> <p>Probation Deputy Director, Courts,</p>	<p>Completed and monthly</p> <p>January 2021</p> <p>Completed</p> <p>Completed (to be reviewed monthly)</p>

			<p>requirements with outstanding hours are to be categorised according to sentence date and the extent to which national restrictions have coincided with the operational period. HMPPS have worked with the Senior Presiding Judge to identify the most efficient means by which necessary amendments can be made to sentences to enable the UPW backlog to be addressed. A national panel, chaired by the Chief Probation Officer, will be created to scrutinise guidance and ensure consistency of application across the country. The Probation Business Recovery team and the NPS Strategic Workstream Lead for Unpaid Work will oversee and review progress of resulting activity, including through monthly Regional Recovery and Transition Boards,</p> <p>A Prioritisation Framework for programmes and participants has been agreed by the Lord Chancellor and programmes have been reinstated in accordance with this. Further recommendations have been agreed and are being sequenced to ensure that resources are targeted to those who pose the highest risk of serious harm. Communication with sentencers is being co-ordinated to ensure a consistent, evidenced and just approach.</p> <p>The Accredited Programmes Recovery Workstream includes representatives from the prison service, CRCs and CMT, who contribute to the Recovery Plan. Alternative venues for delivery, including use of portacabins, are being sought to enable primary format delivery with social distancing where possible. Alternative delivery formats, approved by the Correctional Services Accreditation and Advice Panel (CSAAP), have been developed to ensure delivery is adapted and can be prioritised appropriately. Further Toolkits, to support effective supervision, are under development for those service users who will be unable to complete a programme and additional recording guidance has been issued.</p>	<p>Deputy Director, Probation Business Recovery Programme and Regional Probation Director (Unpaid Work Lead)</p> <p>Regional Probation Director (Accredited Programmes Lead)</p> <p>Regional Probation Director (Accredited Programmes Lead)</p>	<p>December 2020</p> <p>January 2021</p>
			<p>Recovery Workstream leads have worked alongside the Deputy Director Regional Strategic Leads and business as usual teams (including Community Rehabilitation Companies (CRCs) prior to unification), providing an essential link between HMPPS Strategy and Policy teams and regional delivery functions. They have provided updates to regions on progress, have helped maintain a focus on central priorities and have worked to support a central approach to the management of backlogs. While some workstream areas have been able to successfully manage and clear the backlogs within their teams, e.g. (polygraphs), other backlogs (such as Unpaid Work and Accredited Programmes) have been more complex and have therefore required senior and Ministerial intervention.</p>	<p>Deputy Director, Probation Business Recovery Programme</p>	<p>Completed</p>

			<p>The Maximisation of Resource Group coordinated decision making during the height of the pandemic/recovery period and has now been concluded. The group was key in bringing key stakeholders together, ensuring that different workstreams co-ordinated and sequenced approaches, considered interdependencies and identified obstacles and potential areas of tension. This has played a vital role in ensuring a cohesive approach across the organisation, enabling cross-cutting issues to be addressed quickly, creating shared understanding and ownership of decisions.</p>	Deputy Director, Probation Business Recovery Programme and Probation Deputy Director, Courts	Completed
			<p>The National Scrutiny Panel, chaired by the Chief Probation Officer and including senior representation from the judiciary and across HMPPS, worked together at pace to agree the best approach and to drive Unpaid Work (UPW) delivery. Improvements are ongoing and a key element of the strategy has been trialled in the Magistrates and Crown Court, with work now underway to develop a national rollout strategy with HM Courts and Tribunals Service colleagues. Regional Probation Directors and teams have been kept up to date and progress has been communicated. Progress has been scrutinised by the Recovery Programme teams and regular Boards chaired by the Executive Director for Workforce and Recovery.</p>	Probation Deputy Director Courts, Deputy Director Probation Business Recovery Programme and Deputy Director Unpaid Work	Completed
			<p>Unpaid Work (UPW) delivery capacity continues to be impacted by necessary measures to reduce the risk of COVID-19 transmission, contributing to the UPW backlog. A further £93 million has been awarded as part of the 2021 spending review settlement and a plan has been developed to increase the speed, scale and quality of UPW delivery. This includes COVID-19 compliant modifications to the UPW transport fleet and utilisation of resource efficient delivery models (e.g. independent working-home-based projects). Spending review investment will also be used to increase regional resources, replace the aging fleet and to 'relaunch' UPW with local partners and to ensure that ambitions for UPW, as set out in the Beating Crime Plan, are met. National projects with key organisations, including maintenance projects with the Canal and Rivers Trust and Highways England are being negotiated, to secure high-volume placements that are demanding, visible to the public and help meet communities' needs.</p>	Deputy Director, Unpaid Work	July 2022 and ongoing
			<p>Programmes have been reinstated in accordance with the Prioritisation Framework for programmes and participants agreed by the Lord Chancellor. Resources are targeted to those who pose the highest risk of serious harm and communication with sentencers has been co-ordinated to ensure a consistent, evidenced and just approach. Alternative delivery formats, approved by the Correctional Services Accreditation and Advice Panel</p>	Regional Probation Director (Accredited Programmes Lead) and Chief Probation Officer	December 2022

			(CSAAP), have enabled the delivery of accredited programmes through alternative means such as face to face small group delivery and one-to-one remote delivery. One-to-one toolkits to support effective supervision which address risk and need have been issued for use with those individuals unable to access accredited programmes. Associated recording guidance has been developed, enabling all Probation regions (and Community Rehabilitation Companies (CRCs) prior to unification) to accurately identify backlogs and the alternative work completed with those unable to access a programme. In order to further address the backlog, plans to increase the speed of delivery through the provision of additional facilitators and an additional Programme Manager within each region have recently been approved.		
2	Ensure that CRCs are included in key decision-making during the recovery phase to support collegial working.	Agreed	<p>HMPPS is committed to ensuring that CRC's and Contract Management Teams (CMT's) are represented at NPS Regional Probation Directors (RPD's) monthly Regional Recovery and Transition Boards and on relevant recovery workstreams. This enables CRC's to contribute across NPS regions and practice areas, providing information and intelligence that supports key decision making, which will collaborate with other strategic partners across the criminal justice system.</p> <p>A new <i>CRC Integration</i> workstream has been created and CRCs are represented on the Recovery Programme board. In addition to provider representation on the above recovery boards, CRC Chief Executives will continue to meet every two to four weeks with HMPPS Senior Leaders and separate fortnightly meetings are held between Senior Contract Managers and members of the recovery team. CRC CMT will monitor and report to HMPPS and NPS RPD's the impact and effectiveness of collegial working to ensure that there is a clear understanding and common approach to jointly reduce the significant backlogs.</p>	Deputy Director, Probation Business Recovery Programme.	Completed and monthly
			<p>Through the pandemic, the Probation Recovery team ensured joint working with CRCs and worked with providers to continually review this alignment and make changes to the approach swiftly where potential improvement opportunities were identified. In addition to CRCs being represented in meetings with Regional Recovery and Transition Boards, wider engagement channels and forums were established to ensure sight on issues, involvement in discussions and the opportunity to influence decisions. This assisted the smooth transition into the unified Probation Service and helped drive recovery at pace, through shared understanding of priorities, a commitment to overcome obstacles together and a strong ambition to use creative and innovative approaches to enable progress.</p>	Deputy Director, Probation Business Recovery Programme	Completed and Monthly
				Deputy Director, Probation Business Recovery Programme	Completed

			<p>A CRC / Systems Integration Role was created within the Recovery team which worked closely with CRC Contract Management team and acted as a key link between the Recovery team and CRCs by improving communications. This was supported by a fortnightly meeting between the Deputy Director (DD) for Probation Business Recovery, the CRC Systems Integration Manager and CRC Contract Management teams, in which performance was reviewed and measures to unblock barriers to increased delivery discussed. In addition, two CRC representatives, including a CRC Chief Executive Officer, acted as key representatives at planning meetings, including engagement with Trade Unions, Public Health and Health & Safety colleagues. The Probation Business Recovery Programme has now ended, and collegial working with CRCs has successfully supported communication, trust and has contributed to improved performance post-unification.</p>	<p>Deputy Director, Probation Business Recovery Programme and Deputy Director, Strategic Support, Administration and Assurance</p>	<p>Completed</p>
3	<p>Work with the Ministry of Housing, Communities and Local Government in England and Welsh Government in Wales to make sure that service users have suitable accommodation that will support desistance and effective public protection, once the temporary arrangements end.</p>	<p>Agreed</p>	<p>The Ministry of Justice (MoJ), working together with Ministry of Housing, Communities and Local Government (MHCLG), Welsh Government and Other Government Departments, is developing its strategic vision for reducing reoffending. A key aspect to this approach will be provision of accommodation for those with a history of offending, ensuring that it aligns with the Governments goal to eliminate rough sleeping by the end of the current Parliament.</p> <p>HMPPS have set up seven Regional Homelessness Prevention Taskforces (HPTs) to coordinate the sourcing of accommodation for those offenders released from custody, in order to try and ensure no offender is released without accommodation in place. The HPTs have been able to successfully access temporary accommodation and have developed excellent working relationships with a range of strategic partners, including Local Authorities, Housing Providers, Police, Health and the Voluntary and Community Sector. In light of the introduction of national restrictions across England for four-weeks from early November and the Welsh Government's introduction of a two-week 'firebreak' commencing in late October, the Government has reinstated this accommodation support. This started in October 2020 and will be subject to monthly reviews. There will be an increased focus on securing settled accommodation during this extended period. In recognition of the importance of settled accommodation to reduce reoffending and partnership with local housing authorities and housing providers, HMPPS have agreed that HPTs will remain in place beyond the COVID-19 crisis. Work is ongoing as to how they will become a more permanent part of probation structures.</p>	<p>Head of Policy, Offender Accommodation and Family Engagement, MoJ</p> <p>Deputy Director, Reducing Reoffending and Deputy Director, Residential and Accommodation Support Services</p>	<p>April 2021</p> <p>January 2021 and ongoing</p>

			<p>A monthly Accommodation leads meeting chaired by the Deputy Director, Community Interventions Residential (AP/BASS) and Accommodation Support Services brings together designated regional leads to discuss issues surrounding accommodation and to hear presentations from MoJ Policy, MHCLG/Welsh Government, together with invited guests, e.g. Clinks and National Association of Private Landlords.</p> <p>The Bail, Accommodation and Support Service (BASS) has increased by 55 bed spaces in October 2020 to a total of 605. HMPPS will continue to assess the accommodation needs of higher risk offenders prior to their release and where relevant, under Multi Agency Public Protection Arrangements, work with other partners to ensure accommodation is available. HMPPS provides accommodation placements prioritised for higher risk offenders in Approved Premises and will continue to expand capacity.</p>	<p>Deputy Director, Residential and Accommodation Support Services</p> <p>Deputy Director, Residential and Accommodation Support Services</p>	<p>February 2021</p> <p>Completed</p>
			<p>The Ministry of Justice have published the outcomes from the work done during the last year to provide temporary accommodation for prison leavers during the pandemic. The COVID-19 Emergency Accommodation Scheme ran in two phases from May 2020 to May 2021, providing temporary accommodation to over 5,000 prison leavers with around a quarter (23%) in Phase 1 and around a third (32%) in Phase 2 progressing to permanent accommodation. In addition to this, data shows that 12% of individuals released from custody in the year to March 2021 were recorded as homeless or rough sleeping, which presents a decrease compared to the 16% recorded homeless or rough sleeping in the preceding year.</p> <p>The Homelessness Prevention Teams (HPTs) have been successful and are retained as a permanent feature of HMPPS to strengthen relationships with local authorities and other strategic partners in order to embed and expand housing options for prison leavers. The HPTs continue to provide services in all the 12 regions in England and Wales.</p> <p>A new service, which provides prison leavers at risk of homelessness with temporary accommodation for up to 12 weeks and support into settled accommodation, has been developed drawing upon learning from the Covid Emergency Scheme. The service has initially launched in five probation regions and will support around 3,000 individuals this year. Alongside</p>	<p>Head of Policy, Offender Accommodation and Family Engagement, MoJ</p> <p>Head of Policy, Offender Accommodation and Family Engagement, MoJ, Chief Probation Officer and Executive Director for Reducing Reoffending, Partnerships and Accommodation</p> <p>Head of Policy, Offender Accommodation and Family Engagement, MoJ and Executive</p>	<p>Completed</p> <p>Completed and ongoing.</p> <p>Completed and ongoing.</p>

			<p>Approved Premises and Bail, Accommodation & Support Service (BASS), this new temporary accommodation service will provide the necessary accommodation solution to meet the specific needs of individuals leaving prison. In addition, the Department for Levelling Up, Housing & Communities (DLUHC) launched their Accommodation for Ex-Offenders (AFEO) scheme in July 2021. HMPPS are working closely with this scheme to support those at risk of homelessness into private rental tenancies, which has seen over £13m awarded to 87 schemes across 145 local authorities for this financial year.</p> <p>The monthly Accommodation leads meeting ceased when HMPPS set up seven Regional Homelessness Prevention Taskforces (HPTs) to coordinate the sourcing of accommodation for individuals released from custody in response to the Covid pandemic. It was replaced by a weekly Silver Command Accommodation meeting, attended by regional and HPT leads to discuss any issues surrounding accommodation. Following the relaxation of the Command structure and unification of probation, discussions are to be held with both SLT and HPT leads to determine the format of meetings in the future.</p> <p>The current BASS contract ends September 2022 and the preferred supplier for the next contract will be confirmed by the end of January 2022, allowing appropriate time for effective mobilisation of the service.</p>	<p>Director for Reducing Reoffending, Partnerships and Accommodation</p> <p>Executive Director for Reducing Reoffending, Partnerships and Accommodation</p> <p>Head of Policy, Offender Accommodation and Family Engagement, MoJ and Executive Director for Reducing Reoffending, Partnerships and Accommodation</p>	<p>January 2022</p> <p>January 2022</p>
	Her Majesty's Prison and Probation Service, together with the Community Rehabilitation Companies, should:				
4	Ensure that the digital technology used by probation services is compatible with that used by key partners to improve remote working to support effective public protection.	Agreed	NPS staff have access to <i>Microsoft Teams</i> and <i>Skype-for-Business</i> , the former being the preferred multi-agency platform for most agencies in the Criminal Justice sector and the majority of their partners. In addition, a Cloud Video Platform has been deployed to enable NPS staff to access meetings hosted by stakeholders and partners that use alternative systems, including Courts and the Parole Board.	Divisional Director for Business Strategy & Change, HMPPS	Completed

			<p>HMPPS and NPS staff can add audio add-ins to their accounts which enables them to send Skype and Microsoft Teams meetings to partners, including CRC's, providing them with a secure dial in facility. This has been widely publicised to staff and the Business Strategy and Change directorate will continue to promote this facility locally.</p> <p>Whilst many CRCs do not currently have camera enabled laptops and phones, they are able to participate in meetings through voice only contributions. CMT will monitor the use of technology for responsible officers to increase and maintain their attendance at key risk management meetings via video tele-conference facilities. A three-month technology programme will commence in March, to ensure that CRC staff transitioning to NPS have access to the required digital technology, including <i>Skype-for-Business</i> and <i>Microsoft Teams</i>.</p>	<p>Divisional Director for Business Strategy & Change</p> <p>Divisional Director for Business Strategy & Change and Deputy Director Strategic Support, Administration & Assurance.</p>	<p>Completed</p> <p>June 2021</p>
			<p>The CRC Contract Management Team monitored the use of technology prior to Probation unification, through which CRC officers increased and maintained their attendance at key risk management meetings via video tele-conference facilities. A three-month technology programme was completed as planned, ensuring that CRC staff transitioning to the unified Probation Service were provided access to the required digital technology, including <i>Microsoft Teams</i>, the preferred multi-agency platform for most agencies in the Criminal Justice sector and the majority of their partners.</p>	<p>Divisional Director for Business Strategy & Change and Deputy Director Strategic Support, Administration & Assurance</p>	<p>Completed</p>
5	<p>Ensure that, where necessary, resulting actions from the reviewing of risk of harm are fully implemented so that actual and potential victims are protected.</p>	<p>Agreed</p>	<p>The Risk of Serious Harm (ROSH) Guidance, covering ROSH analysis and Risk Management Planning (RMP) was reviewed and reissued by PPG in April 2020. As part of ongoing work to mandate a shared quality assurance framework, the Assessment Quality Assurance Tool (AQA) was revised and reissued in June 2020 to support operational practitioners in meeting agreed quality standards and will be kept up to date by EPSIG. The AQA can be used by SPOs to assure the quality of RMPs, including through checks of case management records to assure the implementation of actions identified in RMPs. EPSIG will continue to work with CMT to share AQA standards with CRC colleagues and support analysis of subsequent assurance work.</p> <p>The <i>Touchpoints</i> Model for NPS Case Management sets out key milestones for review and oversight of cases and risk management activity. Regional Probation Directors will ensure that this model is implemented effectively and used by Senior Probation Officers (SPOs). This will include the effective use of line-management supervision to ensure that priority actions to protect actual and potential victims are implemented in accordance with RMPs and reviews.</p>	<p>Deputy Director, EPSIG</p> <p>Chief Probation Officer</p>	<p>Completed</p> <p>March 2021</p>

			<p>EPSIG have supported the development of a Core Quality Management Framework, which outlines the range of guidance materials and quality frameworks that are available to managers and practitioners. Each NPS region will use this framework during a period of testing and further development to develop a Regional Quality Improvement Plan, to be signed off by the Chief Probation Officer. Regional Quality Improvement Plans will take account of the need to ensure that actions outlined in Risk Management Plans are fully and effectively implemented. Further work will be undertaken as part of the Probation Programme to ensure that the Core Quality Management Framework is futureproofed for the Unified Model.</p>	Chief Probation Officer	June 2021
			<p>HMPPS Contract Management Teams (CMT's) to conduct reviews and assurance on information share relating to public protection/ safeguarding and the quality of CRC's Risk Management Plans (RMP's). This was initially supported by ongoing training that applies the steps to developing a Risk Management Plan and the principles of Risk Management. I</p>	Deputy Director Strategic Support, Administration & Assurance.	March 2021
			<p>CMT has established a working group, consisting of several NPS Regional Probation Directors (RPD's), CRC CEO's and Senior Contract Managers (SCM's). This working group has been tasked to develop a collaborative approach, a set of principles and agree shared responsibilities for improving the quality of RMP's. The collaborative principles will enable robust assurance, utilising management checks and internal assurance, including how effectively actions arising from RMP reviews are implemented. The working group will ensure that agreement has been reached to establish the principles for management oversight. Over the course of the next 8 months SCM's will continue to hold CRC's to account on the level of quality of their RMP's and their implementation. Thereafter, this will be reported into the relevant RPD meetings.</p>	Deputy Director Strategic Support, Administration & Assurance.	March 2021
			<p>The OSAG EDM assurance programme will assess the quality of Risk Management Planning for NPS and CRC cases. This assessment will include a review of how well Risk Management Plans address the <i>Four Pillars</i> of Risk Management as covered in the Risk of Serious Harm Guidance. Every CRC and every NPS division will be audited at least once by January 2020, with findings reported to National Gold command and the senior leadership team for the area/ division inspected. NPS Regional Probation Directors and/or the HMPPS CMT will take forward relevant actions as required.</p>	Head of Assurance, Risk Management and Governance.	January 2021

			<p>Following Probation unification, the Effective Practice and Service Improvement Group (EPSIG) have concluded their work with HMPPS Contract Management Team (CMT) to share Assessment Quality Assurance standards with CRC colleagues and support analysis of subsequent assurance work.</p> <p>The <i>Touchpoints</i> model is fully launched across all Probation regions and early data has shown an increase in management oversight. The Probation Service will continue to review usage and assure how effectively it has been embedded in each of the regions.</p> <p>Further work to ensure the Core Quality Management Framework (CQMF) is future proofed for the Unified Model has been completed as planned. CQMF provides the primary delivery vehicle for the newly developed Probation Service Performance & Quality Strategy.</p> <p>Prior to unification, guidance was developed, in relation to assurance of CRC Risk Management Plans, supported by delivery of several training sessions. This included a particular focus on the successful transition / management of people on probation who were part-way through their requirement at the point of transfer from the CRC to the unified Probation Service. The outcomes from audit and assurance activity conducted by HMPPS contract managers was made available to the Probation Service in advance of transition.</p> <p>The Operational and System Assurance Group (OSAG) carried out regular assurance to assess compliance with the Offender Management Exceptional Delivery Models (EDMs), with a focus on the quality of Risk Management Planning and delivery commencing in April 2020, covering every CRC and NPS Division at least once prior to January 2021. This culminated in a full national EDM audit commencing in February 2021 which reported combined results for each of the 12 new regions to National '<i>Gold command</i>' in May 2021.</p> <p>A working group comprising senior representatives of CRCs and the RPD group was established following the publication of the OSAG EDM Assurance audits. These reports highlighted several areas of significant concern, specifically focussing on operational delivery by CRCs whilst delivering services via their respective EDMs. A set of <i>collaborative principles</i> and assurance principles to support improved quality of RMPs from an operational perspective were agreed, implemented and subsequently shared with RPD's.</p>	<p>Deputy Director, Effective Practice and Service Improvement Group</p> <p>Chief Probation Officer</p> <p>Chief Probation Officer</p> <p>Deputy Director Strategic Support, Administration & Assurance.</p> <p>Head of Assurance, Risk Management and Governance.</p> <p>Deputy Director Strategic Support, Administration & Assurance.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
6	Improve engagement with service users to develop	Agreed	The lessons learned regarding staff and Service User experience of remote supervision during the EDM period have been collated and evaluated by the	Deputy Director, Probation Business	January 2021

remote service delivery options to support face-to-face contact.	<p>HMPPS <i>Insights Group</i> with support from the MoJ Implementation Unit. This work has led to a series of recommendations to inform current practice, contingency planning and future reform, which are now being taken forward by the Probation Business Recovery Programme and Probation Reform Programme. This includes the development of remote working guidance for staff, as part of longer-term plans to develop a blended model of supervision that considers the risk, needs, and diversity considerations of our service users.</p>	Recovery Programme	
	<p>The Senior Manager for Service User Insights (SUI) is facilitating a range of work to strengthen how the NPS engages with and involves service users in their work. This includes the development of a national NPS SUI Plan, with clear commitments to a number of national objectives by January 2021. There will be explicit references to SUI in all Regional Business Plans, which include details of approach and resourcing. A national review of the approach to SUI surveys is underway, with initial recommendations anticipated in early 2021. This review draws on learning from a number of pilots using remote methods of contact, including a successful pilot of the use of text messages to deliver questionnaires. Existing criteria to track progress against HMPPS SUI Standards of Excellence is being strengthened and will be piloted and reviewed, with a view to implementation by June 2021.</p>	Deputy Director, Insights Group	June 2021
	<p>CMT will conduct 'dip testing' to provide assurances that CRC's are utilising technology, where and when possible to engage with and maintain appropriate levels of minimum contact with service users. CMT will monitor on a regular basis, the CRC's adherence to minimum standards and their recovery plans, via the Exceptional Delivery Models (EDM). This will also provide assurances that Service User involvement is recorded and used to inform service delivery.</p>	Deputy Director Strategic Support, Administration & Assurance.	March 2021
	<p>Guidance was developed for staff in January 2021 to support decision making around the use of remote supervision, including door-step visits. Grounded in the learning that had taken place regarding the experiences of staff and people on probation, the guidance has helped staff to identify those individuals that were more suited to remote methods and raised awareness of the impact on those with different protected characteristics, risks and needs. This was complemented by the development of a Smarter Working toolkit for probation staff to support remote working practices.</p>	Deputy Director, Insights Group	Completed
	<p>A Blended Supervision evaluation is due to take place from April 2022 to August 2023 involving five Probation regions, with a published report due at the end of 2023. The core evaluation will consider how blended supervision is applied and the impact of different modes of contact on sentence and risk</p>	Deputy Director, Insights Group	December 2023

		<p>management. Case studies will also examine how technology is used, and how home visits can be deployed to support blended supervision.</p> <p>A national Lived Experience Implementation Lead for Probation commenced in late June 2021, to strengthen delivery against the National Probation Engaging with People on Probation (EPOP) Plan, as well as supporting delivery against the EPOP Standards of Excellence. There are explicit references to EPOP in all the Regional Business Plans, and stand-alone EPOP Regional Action Plans are in place in all Probation Regions. EPOP Action Plans use a nationally agreed template, ensuring they address the commitments made in the national plan and Standards of Excellence. The EPOP Action plans also include a mechanism for regions to self-assess and rate themselves against the standards, forming a consistent basis for tracking levels of engagement with people on probation.</p> <p>Following a successful initial pilot of the use of text messages to deliver questionnaires, an electronic version of the national Survey for People on Probation (<i>'Your Views Matter'</i>) is being piloted in eleven Regions, concluding 10th December 2021, with a view to future use of this survey on a rolling basis, as part of the wider probation performance framework.</p> <p>HMPPS supported CRCs in ensuring that appropriate levels of community supervision maintained a primary focus on Public Protection whilst utilising remote delivery methods to support compliance with Government COVID-19 advice. As all CRC cases were classified as low or medium risk of serious harm and therefore not within the high risk of serious harm category, CRCs were able to implement a remote working model viable in maintaining an appropriate level of risk management, assessment, and oversight. Parent Organisations submitted proposals to explain what services they would retain and how they would deliver them via technology (including through increased use of telephone contact and/or applications with videotelephony capability, for 1:1 supervision). EDMs were subject to robust assurance and compliance activities, which were carried out by the CRC regional CMTs, Central CMT and OSAG.</p>	<p>Deputy Director, Insights Group</p> <p>Deputy Director, Insights Group</p> <p>Deputy Director Strategic Support, Administration & Assurance.</p>	<p>Completed</p> <p>December 2021</p> <p>Completed</p>
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