



HM Prison &
Probation Service

Action Plan Submitted: 4 March 2019

A Response to the HMI Probation Inspection: North West Division - National
Probation Service

Report Published: 22/02/2019

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.
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ACTION PLAN: North West Division

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
<i>The NPS North West Division should:</i>					
1.	Ensure that changes in risk of harm and updates are properly recorded in risk management plans	Agreed	<p>1.1 - NPS North West will work to improve the quality of risk of harm assessments and risk management plans by:</p> <p>a) Re-issuing 'Professional Judgement and Significant changes' document and 'Offender Assessment System (OASys) timeliness & reasons for review' document from the online platform Excellence and Quality in Process (EQuiP). These will be shared and discussed at all Offender Management (OM) team meetings within the North West Division. Assurance that this has taken place will be provided to the Head of Performance & Quality (P&Q) by the Heads of Cluster.</p> <p>b) Continued delivery of refreshed Risk Assessment Practice Training (RAP) to all newly recruited and returning Offender Managers coordinated with Head of P&Q and Head of Learning & Development via the Divisional Workforce Planning Board.</p>	<p>Head of P&Q</p> <p>Head of P&Q</p>	<p>May 2019</p> <p>September 2019</p>



			<p>Scoping work to be led by the Head of P&Q to identify any existing Offender Managers who are yet to complete this training, with a view to ensuring all OMs have completed this by September 2019.</p> <p>c) Issue 'Logic guidance' document – which outlines key learning themes from Serious Further Offences (SFOs), audit and inspection findings and presents good practice requirements – and ensure it is shared and discussed at all OM team meetings within the North West Division. Assurance that this has taken place will be provided to the Head of Performance & Quality by the SFO Lead Manager and Heads of Cluster.</p> <p>d) Incorporate learning themes from the current HMIP Inspection into the Divisional SFO Learning Briefings, which will be delivered bi-monthly from March 2019. Assurance that these are taking place will be provided to Head of P&Q and Head of Public Protection via SFO Lead Manager.</p> <p>e) Assurance and monitoring of the implementation of the above learning (points a-c) to be delivered via completion of nationally mandated bi-annual Assessment Quality Audit, the findings of which will be analysed by the Performance & Quality Unit, presented to the Senior Leadership Team and used to inform future quality improvements plans.</p>	<p>Head of P&Q</p> <p>Head of P&Q / Head of Public Protection / SFO Lead Manager</p> <p>Head of P&Q</p>	<p>September 2019</p> <p>Bi-monthly from March 2019</p> <p>Bi-annual throughout 2019</p>
2.	Put in place appropriate contingency plans (as part of risk management plans) to address identified risks, particularly in relation to domestic abuse and safeguarding	Agreed	<p>2.1 – NPS NW will work to improve the quality of RMP Contingency Plans as follows:</p> <p>a) Re-issuing OASys Risk Management Planning quality improvement tools to all relevant OM staff. Assurance that this has taken place will be provided to the Head of P&Q by the Heads of Cluster.</p> <p>b) Continued delivery of refreshed Risk Assessment Practice Training (RAP) to all newly recruited and returning Offender Managers coordinated with Head of P&Q and Head of Learning & Development via the Divisional Workforce Planning Board. Scoping work to be led by Head of P&Q to identify any existing</p>	<p>Head of P&Q</p> <p>Head of P&Q</p>	<p>May 2019</p> <p>September 2019</p>



			<p>Offender Managers who are yet to complete this training with a view to ensuring all OMs have completed this by September 2019.</p> <p>c) Issue 'Logic guidance' document – which outlines key learning themes from Serious Further Offences, audit and inspection findings and presents good practice requirements – and ensure it is shared and discussed at all Offender Management (OM) team meetings within the North West Division. Assurance that this has taken place will be provided to the Head of Performance & Quality by the SFO Lead Manager and Heads of Cluster.</p> <p>d) Incorporate learning themes from the current HMIP Inspection into the Divisional SFO Learning Briefings which will be delivered bi-monthly from March 2019. Assurance that these are taking place will be provided to Head of P&Q and Head of Public Protection via SFO Lead Manager.</p> <p>e) Assurance and monitoring of the implementation of the above learning (points a-c) to be delivered via completion of nationally mandated bi-annual Assessment Quality Audit, the findings of which will be analysed by the Performance & Quality Unit, presented to the Senior Leadership Team and used to inform future quality improvements plans.</p> <p>f) Improvements in the assessment and management of those that have committed sexual offences via the implementation of the Sex Offender Support Officer (SOSO) role across the North West. SOSOs will provide on-site support and guidance to Offenders Managers and be directly involved in the dissemination of learning, sharing of good practice and quality assurance of work with Sex Offenders.</p>	<p>Head of P&Q</p> <p>Head of P&Q / Head of Public Protection</p> <p>Head of P&Q</p> <p>Sex Offender Lead ACO & Lead Band 6 Manager</p>	<p>September 2019</p> <p>Bi-monthly from March 2019</p> <p>Bi-annually throughout 2019</p> <p>August 2019</p>
3.	Undertake domestic abuse and child safeguarding checks in a timely manner for those cases where reports are being presented at court	Agreed	<p>3.1 - NPS NW will continue to engage with key stakeholders to ensure more consistent and robust access to Children's Social Care information and Police Domestic Violence (DV) Information by:</p> <p>a) Head of Public Protection and Heads of Cluster to continue to work with Police colleagues to establish more robust information</p>	<p>Probation Divisional Director /</p>	<p>May 2019</p>



			<p>sharing in relation to DV callout information, via the NPS North West Assistant Chief Constable / Assistant Chief Officer Stakeholder Group.</p> <p>3.2 – NPS NW will contribute to National Improvement Work within the HMPPS Whole System Improvement (WSI) programme by:</p> <p>a) Contribution to a Task & Finish Group developing clear processes for information exchange with Police and Children’s Social Care (CSC) to develop and implement a national agreed position for Information Exchange process between NPS and CSC and the Police. Practice guidance and production of an assurance tool to will be piloted in Wales.</p> <p>3.3 – NPS NW will continue, as part of the NW Safeguarding and Domestic Abuse plans, to improve local arrangements by:</p> <p>a) Divisional Court Quality Improvement Group to re-issue guidance / arrangements for obtaining Domestic Abuse / Children’s Social Care (CSC) information to inform proposals and assessments. Assurance activity is to be set out by the Divisional Court Group to ensure practice changes are embedded.</p> <p>b) Divisional Domestic Abuse and Safeguarding Groups to develop and implement a standard template for information sharing with DV Unit / Children’s Social Care.</p> <p>c) As per Child Safeguarding Action Plan: All Heads of Cluster to ensure system and procedures are in place for post sentence safeguarding checks, to include pre-release and move-on from Approved Premises.</p> <p>d) Heads of Cluster to escalate concerns to the Head of Public Protection and the Head of Stakeholder Engagement Lead.</p>	<p>Head of Public Protection</p> <p>Head of Public Protection and Heads of Cluster</p> <p>Head of Stakeholder Engagement</p> <p>Domestic Abuse and Safeguarding Lead ACO</p> <p>Heads of Cluster</p> <p>Heads of Cluster</p>	<p>December 2019</p> <p>September 2019</p> <p>September 2019</p> <p>June 2019</p> <p>June 2019 and ongoing</p>
4.	Clarify and promote the division’s	Agreed	4.1 – NPS NW will ensure all staff are familiar with and confident in implementing the Remote Working principles and Home Visiting Policy by:		



	<p>approach to flexible and remote working and use of information and communications technology, including the accessibility of divisional mobile phones for operational use.</p>		<p>a) Re-issue national Remote Working Principles via ACO Leads to Middle Managers and clarify the distinction between Flexible and Remote Working in doing so. Middle Managers in all clusters will ensure principles are shared with all staff and to oversee refreshed implementation in clusters as required. Assurance reporting via Heads of Cluster to Divisional BM.</p> <p>b) Re-issue Home Visit (HV) procedure including the mandatory use of agency mobile phones – cluster Business Managers (BMs). Assurance reporting via Heads of Cluster to Divisional BM.</p> <p>c) Divisional BM Group and Health and Safety Business Partner to develop and implement an assurance process to ensure that Remote Working and Home Visiting Policies are being adhered to (to incorporate monitoring of waiver where staff report preference to use own mobile phones). Design and implementation via Divisional BM Group, overseen by Health & Safety BP.</p>	<p>NW Head of Business Strategy and Change / H&S Business Partner / Heads of Cluster</p> <p>Divisional Business Manager / all NW BMs / H&S BP / Heads of Cluster</p> <p>All NW Heads of Cluster</p>	<p>May 2019</p> <p>May 2019</p> <p>July 2019</p>
<p><i>Her Majesty's Prison and Probation Service should:</i></p>					
<p>5.</p>	<p>Review probation recruitment policy and processes to bring the workforce up to strength as soon as possible, and develop a workforce that better reflects the diversity and gender of the communities it serves</p>	<p>Agreed</p>	<p>5.1 - MoJ Recruitment will work to meet the needs of NPS NW to bring the workforce up to strength as soon as possible and develop a workforce that better reflects the diversity and gender of the communities it serves by:</p> <p>a) Continuing to tailor attraction and recruitment campaigns to focus on increasing black and minority ethnic representation amongst our new recruits and will ensure appropriate focus on race and other protected characteristics throughout our recruitment processes.</p> <p>b) The HMPPS / MOJ Equality Strategy identifies a number of ways in which the organisation will endeavour to recruit a more diverse workforce; such as:</p> <ul style="list-style-type: none"> a. Holding a database of BAME staff for recruitment panels; b. Seek and share advice from LGBT+ staff network Pride in Prisons and Probation (PiPP) on improving 	<p>MOJ Resourcing and Onboarding</p> <p>HMPPS Equalities Team</p>	<p>End 2020 (in-line with HMPPS Equality Strategy)</p> <p>End 2020 (in-line with HMPPS Equality Strategy)</p>



			<p>engagement and experiences of LGBT+ staff as measured through the annual People Survey to inform ways of attracting staff from the LGBTI+ community.</p> <p>c. LGBT benchmarking with Stonewall and mental health allies.</p> <p>c) Ensure improvements to the recruitment process are on-going, aimed at reducing both the time and cost to hire, increasing the diversity of new recruits and ensuring NPS North West attract the right people with the right skills.</p> <p>d) NPS North West will deliver a Positive Action Mentoring Programme (PRISM) for LGBT+, BAME and Disabled Staff to help identify barriers for these groups and to support progression and improve the diversity of our workforce. This will be an ongoing mentoring programme running until end December 2019.</p> <p>e) Support the delivery of focus groups with BAME members of staff to understand and mitigate barriers to entry to these groups. There will be a minimum of two Focus Groups run, which will conclude by end of April 2019.</p>	<p>Head of Volume Recruitment</p> <p>NW ACO Lead for Equality & NW Equality Manager</p> <p>NW Equality Manager</p>	<p>End 2020 (in-line with HMPPS Equality Strategy)</p> <p>December 2019</p> <p>April 2019</p>
6.	Review probation operational management roles with a view to giving managers greater capacity to focus on oversight of case management through professional supervision and quality assurance.	Agreed	<p>6.1 - HMPPS have established a Senior Probation Officer (SPO) review work package. This will provide strategic oversight of a review of different aspects of the SPO role in order to improve efficiency and effectiveness. The work package will encompass a review of large aspects of the SPO role including:</p> <ul style="list-style-type: none"> - Management Oversight (linked to Skills for Effective Engagement, Development and Supervision (SEEDS2), Reflective Practice, Lifer Reviews, OASys countersigning) - Mentoring Professional Qualification in Probation (PQiP) Role - Learning & Development support - HR tasks - Spans of control - Specification, Benchmarking & Costing (overview of all tasks and responsibilities) 	NPS Head of Innovation, Development & Change	March 2020



			NPS North West will contribute to this work package as required. An SPO review work package governance group was established in December 2018. Work will be completed by March 2020, with key milestones for different workstreams during the intervening period.		
7	<p>The Ministry of Justice should:</p> <p>Ensure that probation facilities are well maintained and provide a safe and enabling environment for work with offenders.</p>	Agreed	<p>Since the inspection there has been progress in addressing issues in specific properties that NPS have highlighted as of particular concern. In conjunction with this the MoJ moving forward with plans to move out of both the Birchcroft portacabin and the property in Warrington.</p> <p>At a national level MoJ are working collaboratively with NPS to develop an investment approach, which will be aligned to their Estates Strategy, currently being developed.</p>	Estates Directorate	December 2019
8	<p>Her Majesty's Courts and Tribunal Service should:</p> <p>Recognise as members of staff, probation staff who are based in court buildings, and allow them to use court and tribunal staff facilities.</p>	Agreed	<p>Her Majesty's Courts and Tribunal Service (HMCTS) will always seek to accommodate NPS staff working in support of the court hearings provided there is sufficient capacity across the regional estate to do so. The HMCTS Regional Delivery Director has instructed the areas Cluster Managers to address individual site issues as they are reported.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Include estate and accommodation management matters to the agenda of meetings in place between the HMCTS Regional Head of Crime and the Regional Director for NPS. • Ensure HMCTS Cluster Managers take action to resolve or escalate for resolution where possible, individual site issues as soon as they are reported. 	HMCTS	<p>Completed</p> <p>Completed</p>

