



HM Prison &
Probation Service

Action Plan: National Probation Service Midlands Division
A Response to the HMI Probation Inspection Report
Published 18/12/18

Action plan

INTRODUCTION

HM Inspectorate of Probation (HMIP) is an independent inspectorate which reports on the effectiveness of work with adults and children and young people who have offended. They report their findings on the quality of services provided across England and Wales to Ministry of Justice (MOJ) and HM Prison and Probation Service (HMPPS). In response to the report, the HMPPS/MOJ are required to draft a robust and timely action plan to address the recommendations. The 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 should provide specific steps and actions to address these. Actions within the plan must be clear, measurable, achievable and relevant, with the owner and timescale of each step clearly identified. Action plans are sent to HMIP. It is possible that these will be published at some future point (to be decided). Progress against the implementation and delivery of the action plans will also be monitored and reported on at the next 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: HMIP REPORT

CRC or NPS Division: Action Plan National Probation Service Midlands Division

1. Rec no	2. Recommendation	3. Agreed/Partly Agreed/Not Agreed	4. Response Action Taken/Planned	5. Responsible / Policy Lead	6. Target Date
1	<p>The NPS Midlands Division should:</p> <p>Take further steps to balance workloads across Local Delivery Units and between Probation Officers and Probation Service Officers.</p>	Agreed	<p>NPS Midlands are currently running an external recruitment campaign for Probation Officers to address staff shortages which are impacting on workload. This will be reviewed as part of NPS Midlands Divisional Workforce Planning Meeting.</p> <p>Workload Measurement Tool (WMT) information will be used by NPS Midlands managers to monitor tiering and workloads and redistribute work within and across teams where possible. This will be reviewed quarterly as part of NPS Midlands Senior Leaders Team Meeting.</p>	<p>Senior HR Business Partner, NPS Midlands</p> <p>Head of Performance & Quality (P&Q) and the Cluster Head in each Midlands LDU Cluster</p>	<p>March 2019</p> <p>Completed and ongoing</p>
2	Ensure that interventions provided to offenders are used consistently across the division.	Agreed	<p>The use of CRC interventions is to be calculated and distributed monthly to enable senior NPS Midlands managers to monitor usage and drive consistency of provision across the Midlands division.</p> <p>NPS Midlands will analyse quarterly Pre-Sentence Report proposal data from the Effective Proposal Framework</p>	<p>Senior Finance Manager, NPS Midlands and LDU Cluster Heads</p> <p>Courts Lead NPS Midlands and Head of P&Q</p>	<p>Completed and ongoing</p> <p>March 2019 & then quarterly</p>

			<p>to ensure Unpaid Work (UPW) and Accredited Programmes are appropriately utilised across the division.</p> <p>NPS Midlands will continue to promote the use of the rate card to staff through the location of the rate cards on the intranet, discussion at a middle managers event and provision of a rate card presentation to assist responsible officers understand what is available. The impact of this work will be measured through our monthly rate card usage reports.</p>	LDU Cluster Heads, Divisional Rate Card Lead and Midlands Probation Director	Completed and ongoing
3	Ensure that risk management plans are reviewed in response to changes in risk of harm.	Agreed	<p>NPS Midlands will reissue 'Professional Judgement and Significant changes' document and 'OASys timeliness & reasons for review' document from the online platform EQUIP and ensure they are shared and discussed at all Offender Management (OM) team meetings within the Midlands. Assurance that this has taken place will be provided to the Head of P&Q by the Deputy Cluster Head in each LDU. The learning will be reviewed as part of the risk management plan audit outlined below.</p> <p>As part of the NPS Midlands continuous improvement, Quality Development Officers will conduct an</p>	<p>NPS Midlands Head of P&Q & Deputy LDU Cluster Heads</p> <p>NPS Midlands Head of P&Q & Deputy LDU Cluster Heads</p>	<p>March 2019</p> <p>April 2019</p>

			audit in April 2019 of Risk Management Plans to ensure changes in risk are acted upon. Findings will then be distributed to Local Delivery Unit (LDU) Clusters for action, if required.		
4	Keep the progress of supervision under review, updating sentence plans where appropriate.	Agreed	<p>NPS Midlands will develop and deliver Sentence Plan Good Practice briefing to all OM teams within the NPS Midlands.</p> <p>A Top Tips document on sentence planning to be developed by NPS Midlands and distributed at briefing events to assist with continual practice improvement.</p> <p>As part of the continuous improvement of NPS Midlands, Quality Development Officers will conduct a quality audit of Sentence Plan Reviews in June 2019. Findings will then be distributed to Local Delivery Unit (LDU) Clusters for action if required.</p>	<p>NPS Midlands Head of P&Q</p> <p>NPS Midlands Head of P&Q</p> <p>NPS Midlands Head of P&Q & Deputy LDU Cluster Heads</p>	<p>March 2019</p> <p>March 2019</p> <p>June 2019</p>
5	Ensure that initial contact with individuals who have been affected by specified crimes encourages their engagement with the victim contact scheme.	Agreed	NPS Midlands Victim staff have recently attended a national briefing event to reinforce their role in the victim journey. This learning will be reinforced by their line managers.	Head of Stakeholder Engagement, NPS Midlands	Completed and ongoing

			NPS Midlands Victim managers will undertake assurance of three cases per staff member in ongoing regular supervision to ensure initial contact provided maximises victim engagement and referral to additional services This will be reinforced by the introduction of a new NPS Victim Contact Service Quality Assurance tool in early 2019.	Head of Stakeholder Engagement, NPS Midlands	March 2019 and ongoing
6	<p>HM Prison and Probation Service should:</p> <p>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.</p>	Agreed	<p>HMPPS will establish a Senior Probation Officer (SPO) review work package. This was established in December 2018 , with work to be completed by March 2020, with key milestones for different work streams during the intervening period. 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"> - Manager Oversight (linked to Skills for Effective Engagement, Development and Supervision (SEEDS2), Reflective Practice, Lifer Reviews, OASys countersigning) - Mentoring Professional Qualification in Probation (PQiP) Role 	NPS Midlands Probation Director and NPS Head of Innovation, Development & Change	March 2020

			<ul style="list-style-type: none"> - Learning & Development support - HR tasks - Spans of control - Specification, Benchmarking & Costing (overview of all tasks and responsibilities) 		
7	<p>The Ministry of Justice should:</p> <p>Ensure that probation facilities are well maintained and provide a safe environment for work with offenders.</p>	Agreed	<p>A key element of ensuring the Probation Estates are properly maintained, are the new Facilities Management (FM) contracts which were introduced in January 2018. The MoJ acknowledge supplier performance is not yet at the level expected and as a result the Director of Estates and Business Development and Transformation Director met with the HMI Probation on 3rd October 2018 to discuss the approach being taken to improve the FM and broader Estates service delivery to NPS.</p> <p>Three key interventions have been put in place to support rapid service recovery for NPS:</p> <ol style="list-style-type: none"> 1. Implemented an FM Change Programme to improve delivery and satisfaction in the FM service; 2. Implemented a dedicated team for Approved Premises to pilot a new model of service delivery and engagement from MoJ Estates Directorate; 	Estates Directorate, MoJ	Completed and ongoing

			3. Injecting an additional £0.5m this financial year to support a programme of targeted investment for Approved Premises. This is in addition to a £4m programme of maintenance being delivered during the financial year 18/19.		
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