



HM Prison &  
Probation Service

## A Response to the HMI Probation Wales Division National Probation Service Report

Report Published: 17<sup>th</sup> April 2019

Action Plan Date: 17<sup>th</sup> April 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 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.<br>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 <b>must</b> 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.<br>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 <b>must</b> 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.   |



| 1.<br>Rec<br>No                     | 2.<br>Recommendation   | 3.<br>Agreed/<br>Partly Agreed/<br>Not Agreed | 4.<br>Response<br>Action Taken/Planned  | 5.<br>Responsible Owner<br>(including named<br>individuals and<br>their functional role<br>or department)                       | 6.<br>Target Date                   |
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| <b>Recommendations to NPS Wales</b> |  |   |   |   |                                     |
| 1                                   | Review and actively manage workloads to ensure an equitable and efficient distribution of work                               | Agreed  | <p>The Workload Management Tool (WMT) is reviewed monthly through the NPS Wales Local Delivery Unit (LDU) Heads / Heads of Departments meeting and the NPS Wales Divisional Workforce Planning Meeting; both meetings are chaired by the Director of NPS Wales. The Performance &amp; Quality (P &amp; Q) Manager will produce live reports broken down by LDU which the Heads will review and use to ensure work distribution is equitable and efficient. These reports will also be used to inform resourcing decisions across the Division.</p> <p>Senior Probation Officers (SPOs) will actively check the WMT for their teams to monitor the volume of work held by individual officers, relative to their capacity. The WMT will also be used as a reference point in allocating cases or reports to officers. The LDU Head will hold SPO's to account for effective use of the WMT by review in local monthly managers meetings and discussing use of the tool and appropriate reductions in one to one supervision with SPOs.</p> | <p>Director of NPS Wales</p> <p>LDU Heads</p>   | <p>April 2019</p> <p>April 2019</p> |
| 2                                   | Make appropriate and effective use of the services provided under commission from the Community Rehabilitation Company (CRC) | Agreed  | <p>The Effective Proposal Framework (EPF) usage by Court staff will be increased to over 70% as an average across Wales. This will be supported by the inclusion of EPF pre-sentence completion percentages within the NPS Wales performance report.</p> <p>NPS Court recommendation activity (as evidenced by EPF data) will be discussed as part of a standing agenda item within the Court Leads interface arrangements for CRC and NPS to collaboratively identify areas where use of CRC services is limited, explore problems and ultimately improve practice within both organisations.</p>  | <p>Court Strategic Lead for NPS Wales/ LDU Heads/ Performance and Quality Manager</p> <p>Court Strategic Lead for NPS Wales</p> | <p>April 2019</p> <p>April 2019</p> |



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|   |  |        | <p>Use of the rate card will be promoted through the sharing of a rate-card briefing to NPS Offender Management staff, including details of all interventions offered by the CRC.</p> <p>Rate card purchase data will be included as a standing agenda item on all LDU based CRC interface meetings and also discussed as part of the Wales Service Integration Group (SIG) meetings. This will allow collaborative identification of areas where the use of CRC services is limited, the exploration of reasons underlying the lack of use and the identification of solutions to improve practice within both organisations.</p>   | <p>Rate Card Strategic Lead for NPS Wales/ LDU Heads</p> <p>LDU Heads and Divisional Director</p>   | <p>May 2019</p> <p>April 2019</p>  |
| 3 | Improve the process for obtaining relevant information from children's services and domestic abuse units in all relevant cases | Agreed | <p>'HMIP Learning for Court Staff' document will be produced and will include a focus on when relevant information should be obtained from children's services and Police domestic abuse units. The guidance will also include clarity on how this should be recorded.</p> <p>A handbook on procedures for obtaining relevant information across all domestic abuse units and children's services in Wales will be produced for use by all Court Staff.</p> <p>'HMIP Learning for Court Staff' document and handbook on requesting information from Police Forces and Children's Services will be shared with staff via a combination of briefings and video communication.</p> <p>NPS Wales will conduct a weekly audit of fifteen cases per Court Team over a two-month period, providing weekly feedback to the staff whose work has been analysed. The weekly audit will include a focus on requesting information from domestic abuse units and children's services.</p> <p>A map of information sharing success will be developed for Wales in April 2019. This will highlight where information sharing with partners (particularly focusing on the acquisition of safeguarding and domestic abuse information) is working and where it is difficult. This will be used as a basis for engaging with key partners from May to September 2019, addressing areas of difficulty as part of local partnership engagement exercises.</p> | <p>Strategic Court Lead for NPS Wales</p> <p>Strategic Court Lead for NPS Wales</p> <p>Strategic Court Lead for NPS Wales</p> <p>Strategic Court Lead for NPS Wales and LDU Heads</p> <p>NPS Strategic Court Lead for NPS Wales and LDU Heads</p> | <p>April 2019</p> <p>April 2019</p> <p>May 2019</p> <p>June 2019</p> <p>September 2019</p> |
| 4 | Undertake risk of harm assessments in all applicable cases   | Agreed | <p>'HMIP Learning for Court Staff' document will be produced and will include a focus on when risk of harm assessments should be completed. This will be shared with staff via a combination of briefings and video communication to ensure that staff complete risk of harm assessments in all applicable cases.</p>  | <p>Strategic Court Lead for NPS Wales</p>   | <p>April 2019</p>  |



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|   |  |        | NPS Wales will conduct a weekly audit of fifteen cases per Court Team over a two-month period, providing weekly feedback to the staff whose work has been analysed. The weekly audit will include a focus on whether risk of harm assessments have been undertaken in all applicable cases.   | Strategic Court Lead for NPS Wales and LDU Heads   | June 2019  |
| 5 | Improve the use of the ViSOR database to share information with police and prisons   | Agreed | All Offender Management Staff, Divisional Sexual Offending Unit Interventions Staff, Approved Premises Managers and Offender Management in Custody staff across Wales will submit vetting forms to the relevant police force.<br><br>All these staff will be trained in the use of ViSOR (Violent and Sexual Offenders information sharing system). This will focus on read and write access for Case Administrators and read only access for other staff.<br><br>National Guidance on ViSOR usage will be developed as part of the forthcoming ViSOR Quality Development Tool. This will be disseminated to all relevant staff across Wales.<br><br>Audit of ViSOR usage across Wales using the forthcoming Quality Development Tool will be conducted and learning shared with all staff. | Head of Public Protection and Local Delivery Unit Heads<br><br>Head of Public Protection and Local Delivery Unit Heads<br><br>Head of Public Protection and Local Delivery Unit Heads<br><br>Head of Public Protection Local Delivery Unit Heads | April 2019<br><br>September 2019<br><br>June 2019<br><br>November 2019 |
| 6 | Ensure that individuals are able to start accredited programmes promptly after sentence, or as soon as they are ready to do so | Agreed | Monthly programme waiting list communications for Horizon and iHorizon (Accredited Programmes to support desistance from sexual offending and sexual offences committed on the internet respectively) have been developed for sharing with LDU Heads. This local senior level oversight of waiting lists will support local prioritisation exercises and general waiting list management.<br><br>A resourcing model has been developed to enable better scenario planning in terms of waiting list management.<br><br>Projected waiting lists using the resourcing model will be discussed at the Divisional workforce planning meetings alongside workforce planning tool information to ensure best use of available resource.  | Head of Public Protection/ LDU Heads<br><br>Head of Public Protection<br><br>Divisional Director   | Completed<br><br>Completed<br><br>April 2019 and ongoing.              |
| 7 | ensure that efficient and effective use is made of Probation Service Officer resources   | Agreed | NPS Wales will enrol PSOs on training on groupwork and Group Supervision facilitators as part of the re-launch of Group Supervision across the Division<br><br>Where appropriate, LDU Heads will ensure PSOs are working in line with the Case Management Support (CMS) model to ensure that efficient and effective use is made of PSO resource. LDU Heads will do this by locally conducting a review of the work of PSOs and reviewing the workload management tool.   | Divisional Director<br><br>LDU Heads   | September 2019<br><br>May 2019   |



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|   |  |        | <p>Based on this, where appropriate, LDU Heads will establish whether the CMS role needs to be refreshed.</p> <p>PSO caseload and workloads are to be reviewed actively by SPOs using the Workload Management Tool with workload distributed equitably and efficiently in line with action point 1 (above) and to ensure a more effective and formal process is in place for the distribution of specific tasks to PSOs.</p> <p>LDU Heads will also consider assigning specialist Single Point Of Contact roles to PSOs in their teams to ensure the most effective use of this role. LDU Heads consider recruiting specialist accommodation PSOs, female offender PSOs and Business Support Officer PSOs (who will support SPOs with all HR transactional tasks)</p>  | <p>LDU Heads</p> <p>LDU Heads</p>   | <p>May 2019</p> <p>September 2019</p>                     |
| <b>Recommendation to Her Majesty's Prison and Probation Service (HMPPS)</b> |  |        |  |   |   |
| 8   | Recruit sufficient probation staff to fill vacancies in the NPS in England and Wales | Agreed | <p>The third Professional Qualification in Probation (PQiP) cohort qualified in March 2019, office placements will be made based on home address of qualifiers and LDU preference but with priority for business-critical posts. In addition, NPS Wales learners are set to qualify in September 2019 and in March 2020. These qualifiers will have a significant impact on reducing the shortages of Probation Officers across NPS Wales.</p> <p>NPS Wales will work closely with the central NPS recruitment team to forecast the number of PQiP placement requirements for NPS Wales, utilising forecasts with inbuilt attrition rates. The next cohort is due to start in January 2020 and planning for this will begin in approximately August 2019.</p> <p>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 HMPPS attract the right people with the right skills. This includes the introduction of new digital sifting and assessment technology, implementation of Civil Service Success Profiles and targeted local marketing and attraction. HMPPS are committed to retaining existing staff and to seeing a strong and diverse workforce. New recruits come from a range of backgrounds and bring a variety of valuable experience to the service.</p> | <p>Divisional Director</p> <p>Divisional Director</p> <p>MOJ Resourcing</p> | <p>March 2020</p> <p>August 2019</p> <p>December 2019</p> |



| Recommendation to Ministry of Justice (MoJ) |  |        |  |                              |           |
|---|--|--------|--|------------------------------|-----------|
| 9   | Ensure that the process for reviewing work orders in the facilities management contract prioritises public protection. | Agreed | <p>HMPPS in Wales Estates Board includes representation from all LDU Heads, Head of Public Protection and FM Contract Management. This provides an opportunity to escalate issues and communicate progress against priority work orders. NPS Wales Director will continue to escalate issues and review outstanding work orders via this forum and in liaison with the national estates Board, to prioritise public protection in Wales.</p> <p>From March 2019, a dedicated Estates team is in place for Probation, with regular checkpoints established between key stakeholders, to ensure service delivery aligns with supporting customer need. A weekly status report on work orders is also now being provided; progress will be reviewed as part of the checkpoint sessions.</p> | Divisional Director          | Completed |
|   |  |        |  | Head of Business Development | Completed |

