



HM Prison &
Probation Service

Action Plan Submitted: 16th August 2019

A Response to the HMI Probation Inspection: London Community
Rehabilitation Company

Report Published: 21st August 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.



ACTION PLAN: London CRC

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
1	Improve the quality of planning, service delivery and reviewing to help keep actual and potential victims safe	Agreed	<p>Learning and Development plan to include the teaching and development of assessment and planning skills for a) all new staff and b) ongoing staff development.</p> <p>Implement and embed Omnia (integrated case management and risk and needs assessment tool). This will enable:</p> <ul style="list-style-type: none"> ○ Action planning objectives to be developed which are directly linked to the service user's risk and needs ○ A strengths-based approach to risk assessment, which leads to risk management and action plans that support desistance ○ An ongoing review of the risk and needs and of the delivery of the action plan. <p>Implement monthly quality assurance audits (62 cases per month: 10 for each community area, and 12 for stand-alone community payback) focused on quality indicators of safeguarding, risk management, recording and interventions. Any risks to victims will be flagged via the case of concern process. Verbal and written feedback to be provided to practitioners.</p> <p>Thematic audits will take place to allow for deeper analysis where a need is identified through quality assurance work.</p>	<p>Deputy Director of Communities, London CRC, Learning and Development Business Partner, MTC</p> <p>Deputy Directors, London CRC, Head of ICT, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p>	<p>Completed and ongoing</p> <p>May 2020</p> <p>Commenced and ongoing</p> <p>As required</p>



			<p>Implement quarterly audits (150 cases: 25 for each community area, and 25 for stand-alone community payback), focused on the HMPPS operational quality assurance framework (key lines of enquiry: assessment and sentence planning; risk management; compliance and enforcement, and organisational support). Any risks to victims will be flagged via the case of concern process. Verbal and written feedback to be provided to practitioners.</p> <p>Areas for development and good practice themes will continue to be shared and discussed during peer group learning, team briefings, management meetings and accountability meetings.</p> <p>Implement and embed 'What does good look like?' series to support a consistent understanding of how to deliver quality case management. Modules include: Assessment and Sentence Planning, Risk Management, Compliance and Enforcement, and Recording.</p>	<p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p>	<p>Commenced and ongoing</p> <p>Commenced and ongoing</p> <p>September 2019</p>
2	Make sure that management oversight is consistent and effective in supporting responsible officers to manage public protection and safeguarding concerns	Agreed	<p>Review and launch Supervision framework for all roles with the expectation that all employees have monthly supervision.</p> <p>Launch a Senior Probation Officer (SPO) Quality Assurance Tool to enable managers to have consistent oversight of case management.</p> <p>Management Information and workloads will continue to be accessible on SPO and Offender Manager (OM) dashboards and management information system, Tableau.</p> <p>Ongoing monthly Area Accountability and Business Performance meetings to ensure consistent accountability at all levels.</p>	<p>Deputy Directors, London CRC</p> <p>Deputy Directors, London CRC, Head of Quality and Performance, MTC</p> <p>Head of Financial Planning and Analysis, MTC</p> <p>Deputy Directors, London CRC</p>	<p>September 2019</p> <p>September 2019</p> <p>Completed and ongoing</p> <p>Ongoing</p>
3	Ensure workloads are manageable so that staff can deliver personalised services effectively	Agreed	<p>Develop, launch, and embed Workload Management Tool (WMT) across community and community payback directorates. Rollout to include briefings to all employees.</p>	<p>Deputy Directors, London CRC, Head of Financial Planning and Analysis, MTC</p>	<p>December 2019</p>



			<p>London CRC will continue with use of Grid-it tool to ensure practitioners are managing cases in line with their risk and need and appropriately targeting intervention delivery.</p> <p>Management Information and workloads will continue to be accessible on SPO and OM dashboards and Tableau system.</p> <p>Increase front line delivery unit's utilisation of the Service Centre Hubs for all the key case management admin tasks. Recent examples of tasks that have transferred to the Service Centre include terminations and enforcement administrative processes.</p> <p>Ongoing monthly Area Accountability and Business Performance meetings to monitor resources and workloads.</p>	<p>Deputy Directors and Area Managers, London CRC</p> <p>Head of Financial Planning and Analysis, MTC</p> <p>Deputy Director – Rehabilitative Services, London CRC</p> <p>Deputy Directors, London CRC</p>	<p>Ongoing</p> <p>Completed and ongoing</p> <p>December 2019 and then ongoing</p> <p>Ongoing</p>
4	Improve the analysis of management information relating to offending data so that it is less fragmented and can better inform decision-making	Agreed	<p>MTC Insight and Analytics team will continue to develop analysis of London CRC performance and offending data via the management information system and case management system - Tableau and Omnia.</p> <p>Analysis of management information to continue to be discussed at Senior Management Team meetings to inform decision making.</p> <p>The Insight and Analytics team will continue to develop Tableau reports to increase the available data on protected characteristics. (e.g. dashboard of Quality Indicators now includes gender and ethnicity against enforcement and recall). Data on protected characteristics is shared with MTC's Inclusion and Diversity Board and feeds into the Annual Equality & Diversity report.</p>	<p>MTC Insight and Analytics team</p> <p>Deputy Directors, Heads and Area Managers, London CRC</p> <p>MTC Insight and Analytics team</p>	<p>December 2019</p> <p>Ongoing</p> <p>December 2019</p>
5	Ensure that all delivery units have enough fully functioning solo protect alarms, to enable staff	Agreed	<p>London CRC will undertake an audit of all solo protect devices to:</p> <p>a) Ensure that defective devices are reported and fixed</p>	<p>Head of Health and Safety, MTC</p>	<p>October 2019</p>



	to carry out home visits as and when necessary		b) Determine the appropriate distribution of devices and redistribute where necessary		
6.	<p>HMPPS should:</p> <p>Ensure that probation facilities where jointly shared with NPS staff, are well maintained and provide a safe environment for both CRC staff and those under probation supervision.</p>	Agreed	<p>MoJ Estates has put in place a change and improvement plan, focused on the resolution of reactive and <i>Planned Preventative Maintenance</i> delivery, while also making improvements to processes. A dedicated estates team for probation (covering both NPS and CRC) has been created and a new Director of Facilities Management (FM) was recruited in February 2019 to support this change programme.</p> <p>Her Majesty's Court Tribunal Service (HMCTS) are aware of issues raised by the CRC. HMCTS will be addressing the areas of concerns, which is subject to funding being made available</p>	<p>Soft Facilities Management Manager</p> <p>Facilities Management HMCTS</p>	<p>September 2019</p> <p>December 2019</p>

Recommendations	
Agreed	6
Partly Agreed	0
Not Agreed	0
Total	6

