



HM Prison &
Probation Service

Action Plan Submitted: 12th September 2019

A Response to the HMI Probation Inspection: National Probation Service,
South East and Eastern Division

Report Published: 4th September 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: NPS, South East & Eastern 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
1	<p>The NPS South East and Eastern division should ensure that actions are taken to protect victims in all cases, including those assessed at medium risk of serious harm.</p>	Agreed	<p>In all SEE Courts where there is an identified victim, NPS Court staff will request adjournment or delay to sentencing, to enable sufficient time for all victim enquiries and safeguarding information to be gathered and fully assessed. Similarly, requests will be made for reports that require more detailed assessment and analysis to be undertaken as a written Court report rather than an on the day report. Discussion within HM Courts and Tribunals Service will take place in every Local Delivery Unit (LDU) to explain and gain support for this practice change locally. The SEE Divisional Director will also work at both a Regional and National level to engage HMCTS in understanding the need for time to complete more detailed Court Reports in complex cases.</p> <p>All victim statements will be referred to within Court reports or mention made if there is no such statement. In the latter scenario, report writers will refer to the <i>potential</i> impact on victim.</p> <p>A root and branch review of the learning and development needs of Court staff will be undertaken and a core training plan developed. Following the review, we will implement a training programme for Court staff that addresses key issues around risk assessment, analysis, victims, vulnerability and safeguarding and ensure processes supporting these practice areas are fully reviewed and updated, with changes implemented in a consistent manner across South East and Eastern (SEE) NPS division.</p> <p>Court SPOs will monitor ongoing quality activity for each team member and undertake a monthly dip sample of Court reports, using the relevant NPS Quality Assurance practice improvement tool, to ensure victims issues have been adequately picked up and addressed. In addition, in line with the Supervisory and Line Management Meetings Framework, all Court SPOs will</p>	<p>Heads of LDU, SEE Court Lead Strategic and Divisional Director, SEE</p> <p>Heads of LDU and SEE Court Lead Strategic</p> <p>SEE Training Manager, Head of Performance and Quality, Heads of LDU and SEE Strategic Court Lead</p> <p>Heads of LDU and SEE Court Lead Strategic</p>	<p>January 2020</p> <p>January 2020</p> <p>April 2020</p> <p>April 2020</p>



		<p>observe report preparation for every staff member, assuring compliance with relevant ROSH practice and recording.</p> <p>A refreshed SEE strategic approach to sharing best practice will be implemented through the development of a SEE Knowledge Management (KM) Framework, overseen by the SEE Deputy Probation Director. As part of this framework, the Strategic Best Practice Board will coordinate the Divisional response to audit and inspection findings and deliver a programme of activities to take forward learning within teams. Progress will be closely monitored for effectiveness by the Board to drive quality improvements. The KM Programme will include: -</p> <ul style="list-style-type: none"> a) A re-focus on risk assessment and required risk related activity by Responsible Officers to ensure consideration of all the presenting behaviour, circumstances and information from other agencies b) Victims related briefings c) Workshops to raise awareness and understanding of significant events and how they should be acted on d) A refresh of the required standard of OASys assessments, informed by other assessment tools <p>Senior Probation Officer Ndelius (national case management system) recording at the point of recall will evidence that contingency arrangements in Risk Management Plans have been fully considered, with a focus on risks to an identified victim. SPO records will also evidence that victim trigger plans have been activated as part of the contingency plan</p> <p>Victim Liaison Unit representation will be evidenced at all IPP/ Lifer progression panels and also as part of the Multi-Agency Public Protection Arrangements level 1 review process</p> <p>Posters and promotional materials will be developed to highlight victim considerations in all aspects of our work and displayed in office and Court locations.</p> <p>All LDU's will review information sharing arrangements and set up monitoring processes to evidence the sharing of information with relevant agencies, both before and after sentencing.</p>	<p>Deputy Probation Director, SEE NPS and Head of Performance & Quality</p> <p>Deputy Director, SEE NPS and Heads of LDU</p> <p>Heads of LDU and SEE Strategic Victims Lead</p> <p>SEE Staff Engagement and Communications Lead</p> <p>Heads of LDU</p>	<p>November 2019</p> <p>January 2020</p> <p>January 2020</p> <p>January 2020</p> <p>January 2020</p>



2	<p>The NPS South East and Eastern division should fully implement the process for MAPPA level 1 reviews.</p>	Agreed	<p>SEE Division will implement a standardised review process for MAPPA level 1 cases, based on current best practice, across all LDUs. This will include a reporting mechanism and audit process, to ensure that reviews are taking place appropriately (after significant events and/or at set time periods) and are of sufficient quality.</p> <p>ARMS assessments will be completed by Responsible Officers on all eligible Registered Sex offenders who are sentenced to a Community Order or released on Licence from 1st August 2019.</p> <p>The CRISSA structured supervision and recording model will be implemented across all Offender Management teams as part of the SEE Knowledge Management Programme, with a focus on ensuring interventions and services are utilised appropriately</p>	<p>Head of Public Protection and Heads of LDU</p> <p>Heads of LDUs</p> <p>Heads of LDU and Head of Performance & Quality</p>	<p>January 2020</p> <p>January 2020</p> <p>January 2020</p>
3	<p>The NPS South East and Eastern division should ensure that risk of serious harm screening is undertaken at court and identifies all known risk factors and potential victims.</p>	Agreed	<p>Refresher training will be delivered to Court SPOs to ensure consistent benchmarking expectations are met across all Courts in relation to the analysis of offending behaviour, accurate risk assessment using related screening tools, and safeguarding requirements. Court SPOs will relay relevant information to staff and undertake dip sampling to ensure that risk screening is being undertaken to the required standard.</p>	Heads of LDUs	March 2020
4	<p>The NPS South East and Eastern division should ensure that court reports contain a comprehensive risk analysis and that a written record is available for organisations managing sentences.</p>	Agreed	<p>All LDUs will review current allocation practice processes and implement a consistent approach to the uploading, recording and sharing of information with NPS, Community Rehabilitation Companies, Electronic Monitoring Service and/or Prison colleagues</p> <p>Court Duty Officers will record in Ndelius when no Pre-Sentence Report is completed in all cases sentenced to Community Orders or Custody.</p> <p>A SEE review of local Court processes will take place to ensure that the information shared with CRC colleagues at the point of allocation meets a minimum standard. Implementation of these standards will be monitored by Court SPOs to ensure consistency.</p>	<p>Heads of LDU and SEE Strategic Court Lead</p> <p>Heads of LDUs</p> <p>Heads of LDUs and SEE Strategic Court Lead</p>	<p>March 2020</p> <p>January 2020</p> <p>March 2020</p>



5	<p>The NPS South East and Eastern division should ensure that court quality assurance processes are followed and used to improve reports on BAME and women defendants.</p>	Agreed	<p>All reports on women, on those with a Black, Asian or other Minority Ethnic background and on 18-24-year-olds will include the following:</p> <ul style="list-style-type: none"> a) Application of the relevant PSR aide-mémoire b) Completion of the Effective Proposal Framework to inform the assessment c) Completion of the Equality Information Form to inform the assessment <p>A sample of such Court reports will be quality assured each month by the Court SPO using the relevant Court NPS QA Practice Improvement Tool, with feedback given to relevant staff</p> <p>SEE Division will deliver best practice briefings to all Court staff on the use of the relevant guidance tools.</p> <p>All Court staff female offender leads will attend 'POWER' training (a new training package to ensure that staff working with female service users have the skills and knowledge that they need).</p>	<p>Heads of LDU and SEE Strategic Court Lead</p> <p>Heads of LDU and Head of Performance & Quality</p> <p>Heads of LDUs and Head of Performance & Quality</p> <p>Heads of LDUs</p>	<p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>June 2020</p>
6	<p>HM Prison and Probation Service should review the quality assurance processes for same-day reports.</p>	Agreed	<p>Work on a refreshed PSR Quality Development Tool (QDT) was concluded in March 2019, this has now been supplemented with an Oral Report Specific QDT in recognition that this is now the predominant delivery format for PSRs. Both tools have now been approved by the National Court Strategy Group and are available for use across the division.</p> <p>Work is ongoing to develop a PSR Quality Assurance Framework, which will detail how the QDT aligns with Skills for Effective Engagement, Development and Supervision (SEEDS) and The Management Oversight Models. The framework will capture minimum expectations (and whether these expectations are mandatory or for guidance purposes) and will be presented to the Senior Leadership Team in October 2019 for consideration.</p>	<p>Head of Practice Development (Courts) and Quality and Effectiveness Lead (Effective Probation Practice division, NPS)</p> <p>Head of Practice Development (Courts) and Quality and Effectiveness Lead (Effective Probation Practice division, NPS)</p>	<p>December 2019</p> <p>October 2019 and to be determined.</p>



7	HM Prison and Probation Service should deliver court report training for court-based staff.	Agreed	court Officers receive two days bespoke court training, to supplement the Probation Service Officer training offer. This is built upon through a suite of seven cohort specific work books. It is recognised that the training offer currently provided to court staff requires a review due to inconsistent implementation nationally. This review is scheduled to commence in September 2019, and will form part of the Probation Reform Programme Work Plan, whilst aligning with the professionalisation agenda.	Head of Practice Development (Courts), Head of Service Integration and Learning and Development Lead for Probation.	September 2020
8	HM Prison and Probation Service should introduce mandatory risk assessment refresher training for all operational staff as a key element of continuing professional development.	Partly Agreed	<p>This recommendation is partly agreed. Whilst it is recognised that there should be a more structured focus on improving staff practice in this area, classroom based refresher training is not assessed as the most effective or efficient means by which to fully address the areas for improvement.</p> <p><i>7-minute briefing tools</i> are published nationally through online platform <i>EQUIP</i> and 2 minute 'best practice' clips are available on MyLearning. These include briefings targeting the personalisation of risk management and contingency planning to consider all the presenting behaviour and circumstances. Other briefings support the use of information from other agencies and associated changes to Risk Management Plans. Furthermore, to meet additional learning styles, managers are encouraged to direct staff to Ted Talks and other materials, which can be accessed on their smart phones away from the office. NPS introduced the Supervisory and Line Management Framework in April 2019, under which all operational staff will now receive individual, tailored feedback from SPOs. Staff will be supported in accessing up to date information and learning tools relating to risk assessment, as a key element of continuing professional development.</p> <p>The newly developed SEE Knowledge Management framework will mandate monthly development days for SEE OM staff and a programme of activities will be designed for dissemination to practitioners across all teams. This will include relevant elements of risk assessment practice, drawing on the national resources and tools to support learning and ensure staff are appraised of the standards required.</p> <p>As part of the above framework, quality assurance processes will be introduced, to be conducted locally and Divisionally to provide evidence of the achievement of relevant standards. If evidence to the contrary is received then mitigating actions will be determined and actioned.</p>	<p>Deputy Director for Professional Development and L&D Lead for Probation</p> <p>SEE Deputy Divisional Probation Director SEE Head of Performance and Quality</p> <p>SEE Heads of Local Delivery Units; SEE Deputy Divisional Probation Director and SEE Head of</p>	<p>Completed and ongoing</p> <p>October 2019</p> <p>March 2020</p>



				Performance and Quality	
9	The Ministry of Justice should review the facilities management contract to ensure that work orders prioritise public protection, and staff and service users' wellbeing.	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. This includes the following;</p> <ul style="list-style-type: none"> • Introduction of a Handyman Service, with dedicated resource allocated to priority properties, to undertake small scale works to respond to staff/service user wellbeing and safety issues. The Handyman service will undertake a number of lower level reactive works that have an impact on the day to day running of sites, such as minor paint, fixtures, fitment and fabric works in addition to basic mechanical works. • Work with suppliers to review outstanding works, in order to ensure resources are directed to actual (not historical) works. • An improved escalation process, which will result in less chasing by NPS staff and a speedier resolution to outstanding jobs <p>Head of Business Strategy and Change will maintain close working relationship with suppliers and MoJ Facilities Management (FM) colleagues through the Divisional Estates Board, in order to escalate matters of priority and raise general concerns with Senior FM Managers and the National Estates Board before they become risks to staff/service user wellbeing.</p>	<p>FM Manager, Facilities management</p> <p>SEE Head of Business Strategy and Change</p>	<p>September 2019</p> <p>October 2019</p>
10	The Ministry of Justice should prioritise its recruitment policies to ensure that the NPS South East and Eastern division recruits the staff required to deliver a high-quality service.	Agreed	<p>MoJ Resourcing have run several Professional Qualification in Probation (PQiP) recruitment campaigns in the last 14 months. The PQiP learners who will qualify in September 2019 and in March 2020 will have a significant impact on increasing the number of qualified Probation Officers. A further cohort of learners joined the NPS in July 2019, and the next PQiP cohort (PQiP 7) is due to start in January 2020</p> <p>The MoJ Resourcing marketing and attraction team are working to understand geographical vacancies and targeting media to be as localised as possible. Improvements to the recruitment process are on-going, aimed at reducing both the time and cost to hire, increasing the diversity of candidates/ recruits and ensuring we attract the right people with the right skills. MoJ and HMPPS are</p>	<p>MOJ Resourcing and Selection and Onboarding</p> <p>MOJ Resourcing and Selection and Onboarding</p>	<p>January 2020</p> <p>January 2020</p>



		<p>committed to retaining existing staff and to seeing a strong and diverse workforce.</p> <p>SEE NPS will continue to fill Probation Officer and other vacancies coordinated through the divisional workforce planning committee in line with national guidance, including the recruitment of Trainee Probation Officers (through completion of the Professional Qualification in Probation) to manage medium to long-term staffing need.</p> <p>NPS SEE will work with the NPS National Workforce Planning Committee and HMPPS Executive Team to identify suitable additional resources to support the division and its staff vacancy and recruitment difficulties, including: -</p> <ul style="list-style-type: none"> • Additional resources to support the high number of PQIPs currently being managed • Options regarding inducements to encourage staff from other parts of the country to move either temporarily or permanently to SEE division. • A review of options for the deployment of a 'Geographic Allowance' for parts of the SEE known to be particularly difficult to recruit to, due to cost of living pressures • Additional financial support for staff well-being activity, to mitigate workload pressures • Ensure the maximum use of all practitioner resources, including case management support and group supervision by PSOs, to mitigate high workloads where possible. 	<p>SEE Divisional Director Probation</p> <p>SEE Divisional Director Probation</p>	<p>March 2020</p> <p>March 2020</p>
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