



HM Prison &  
Probation Service

Action Plan Submitted: 24<sup>th</sup> December 2019

A Response to the HMI Probation Inspection: Thames Valley Community  
Rehabilitation Company

Report Published: 21<sup>st</sup> January 2020

## 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 HMPPS website.

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 <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. 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.



ACTION PLAN: Thames Valley 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	Increase communication with sentencers to improve information exchange and build effective relationships.	Agreed	<ul style="list-style-type: none"> <li>• Produce quarterly sentencer information template with key sentencing delivery information</li> <li>• Attendance at quarterly sentencer probation liaison meetings to share the above information</li> <li>• Review and reprint of current Interventions Booklet to include new Programmes and Programmes revisions as required. Distribute to sentencers and National Probation Service (NPS)</li> <li>• Quarterly meetings with resident Judges to share key sentencing delivering information and specific information as required</li> <li>• Deliver Magistrates' training bi-annually</li> </ul>	<p>Head of Rehabilitation Services, Thames Valley</p> <p>Head of Rehabilitation Services, Thames Valley</p> <p>Head of Rehabilitation Services, Thames Valley</p> <p>Heads of Operations, North and South, Thames Valley</p> <p>Heads of Operations, North and South. Head of Rehabilitation</p>	<p>January 2020</p> <p>Completed</p> <p>February 2020</p> <p>Completed</p> <p>Completed</p>



				Services, Thames Valley	
2	Improve the implementation and delivery of sentences to ensure appropriate interventions are delivered and offending-related factors are addressed.	Agreed	<ul style="list-style-type: none"> <li>• Embed use of the new Rehabilitation Activity Requirement (RAR) recording instruction via team meetings and briefings</li> <li>• Use of monthly and quarterly quality assurance audits to evaluate the implementation and delivery of sentences. Feedback to be provided to each Responsible Officer (RO) and Senior Probation Officer (SPO)</li> <li>• Learning from the quality assurance audits to feed into ongoing training plans. Communication of areas for development and best practice examples via team briefings and intranet news stories</li> <li>• 25 day and 4 month SPO case checks to continue to be completed and feedback given via line management arrangements</li> <li>• Ongoing monthly Area Accountability and Business Performance meetings to ensure consistent accountability at all levels and to monitor sentence delivery progress</li> </ul>	<p>Heads of Operations, North and South, Thames Valley</p> <p>Head of Quality and Performance, MTC</p> <p>Heads of Operations, North and South, Thames Valley</p> <p>Heads of Operations, North and South, Thames Valley</p> <p>Deputy Director, MTC</p>	<p>April 2020</p> <p>January 2020</p> <p>January 2020</p> <p>January 2020</p> <p>January 2020</p>
3	Ensure that reviewing takes full account of risk of harm issues and that adjustments to ongoing plans are made as a result.	Agreed	<ul style="list-style-type: none"> <li>• Revisit RO use of Risk and Needs in Omnia (integrated case management system), providing clear practice guidance on expectations for review and update. This will be carried out at team meetings using live demonstrations, and guidance will be added to the Practice Standards and Fuse (online training platform)</li> </ul>	<p>Head of Quality and Performance, MTC</p> <p>Heads of Operations, North and South, Thames Valley</p>	<p>June 2020</p>



			<ul style="list-style-type: none"> <li>• Use of monthly and quarterly quality assurance audits to evaluate reviewing practice. Feedback to be provided to each RO and SPO</li> <li>• Learning from the quality assurance audits to feed into ongoing training plans. Communication of areas for development and best practice examples via team briefings and intranet news stories.</li> <li>• 4 month SPO case checks to continue to be completed and feedback given via line management arrangements</li> <li>• Ongoing monthly Area Accountability and Business Performance meetings to ensure consistent accountability at all levels</li> </ul>	<p>Head of Quality and Performance, MTC</p> <p>Heads of Operations, North and South, Thames Valley</p> <p>Heads of Operations, North and South, Thames Valley</p> <p>Deputy Director, MTC</p>	<p>January 2020</p> <p>January 2020</p> <p>January 2020</p> <p>Completed</p>
4.	Review guidance for responsible officers to ensure that the impact of diversity and personal circumstances are fully considered when planning, referring to and delivering interventions.	Agreed	<ul style="list-style-type: none"> <li>• Deliver Advisory, Conciliation and Arbitration Service (ACAS) Diversity Training to all employees to raise awareness of the impact of diversity and personal circumstances</li> <li>• Review and reissue diversity practice guidance to ROs and SPOs</li> <li>• Deliver guidance to teams via monthly team learning days</li> </ul>	<p>Head of Operations, North, Thames Valley</p> <p>Head of Quality and Performance, MTC and Heads of Operations, North and South, Thames Valley</p>	<p>April 2020</p> <p>February 2020</p> <p>May 2020</p>



			<ul style="list-style-type: none"> <li>• Use of monthly and quarterly quality assurance audits to ensure that diversity and personal circumstances are fully considered. Feedback to be provided to each RO and SPO</li> <li>• Learning from the quality assurance audits to feed into ongoing training plans. Communication of areas for development and best practice examples via team briefings and intranet news stories.</li> <li>• 4 month SPO checks to continue to be completed and feedback given via line management arrangements</li> </ul>	<p>Head of Quality and Performance, MTC</p> <p>Heads of Operations, North and South, Thames Valley</p> <p>Heads of Operations, North and South, Thames Valley</p>	<p>January 2020</p> <p>January 2020</p> <p>Completed</p>
5	Reduce the number of stand-downs that take place on unpaid work requirements.	Agreed	<ul style="list-style-type: none"> <li>• Recruitment of Supervisors into permanent and sessional roles to maintain sufficient staffing levels</li> <li>• Ongoing monitoring of resources to ensure appropriate staffing levels are maintained including cross-area resource management as necessary</li> <li>• Review and reissue Unpaid Work (UPW) individual placement and beneficiary guidance to reinforce appropriate use of individual and beneficiary led placements. Guidance to be added to internal Practice Standards on CRC intranet</li> <li>• Track use of individual placements using management information (MI) and review at monthly accountability meetings</li> <li>• Increase use of beneficiary led work placements by 10%. Review progress at accountability meetings using MI</li> </ul>	<p>Head of Operations and CP lead, South, Thames Valley and HR Business Partner, MTC</p> <p>Head of Operations and CP lead, South, Thames Valley Head of Operations and CP lead, South, Thames Valley</p> <p>Head of Operations and CP lead, South, Thames Valley</p> <p>Head of Operations and CP lead, South, Thames Valley</p>	<p>June 2020</p> <p>March 2020</p> <p>June 2020</p> <p>June 2020</p>



6	Ensure management oversight through supervision and audit is effective and recommendations made are followed through by responsible officers.	Agreed	<ul style="list-style-type: none"> <li>“Virtual PA” – Thames Valley Task Tracker - to be piloted. Using the JIRA (work flow monitoring system) platform, this will replace email notification traffic and will allow requested tasks to be tracked, monitored and progressed</li> </ul>	Heads of Operations, North and South, Thames Valley	April 2020
			<ul style="list-style-type: none"> <li>Introduce action log to track progress of alert and concern audit cases. SPOs to provide feedback and Quality and Performance Team to complete follow up checks to ensure action has been taken</li> </ul>	Head of Quality and Performance, MTC	February 2020
			<ul style="list-style-type: none"> <li>Use of monthly 1:1 supervisory process to track action completion and provide assurance to Managers</li> </ul>	Heads of Operations, North and South, Thames Valley	February 2020
			<ul style="list-style-type: none"> <li>Ongoing monthly Area Accountability and Business Performance meetings to ensure consistent accountability at all levels</li> </ul>	Deputy Director, MTC	Completed

Recommendations	
Agreed	6
Partly Agreed	0
Not Agreed	0
<b>Total</b>	<b>6</b>

