



Action Plan Submitted: 15th February 2019

Midway Action Plan Update Submitted: 15th October 2019

Final Action Plan Update Submitted: 09 April 2020

A Response to: A thematic inspection of work with men convicted of sexual offences

Report Published: 24 January 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.

Context

In January 2019 HMIP published a report following their thematic inspection of the 'Management and supervision of men convicted of sexual offences' in prisons and probation. The report indicated that *'not enough work was being done, either in prison or after release, to reduce reoffending or to protect the public'*. Consequently, HMIP made 15 recommendations for HMPPS to improve the service delivered to this cohort.

We in HMPPS accepted all the recommendations, produced an action plan in response and are rising to the challenge of responding effectively to HMIP's far-reaching findings. Since February 2019 we have been working towards achieving the objectives in the action plan and this document summarises the progress made to date. For ease of reference, an overview has been provided. This is followed by a table showing the original action plan against each recommendation in shaded fields and an update of progress in plain cells. Actions have been implemented in the interests of long-term improvement and in many cases it will take time before the benefits for staff, service users and/or potential victims are fully realised. The projected completion dates outlined will be reviewed in the light of Covid-19 and may be delayed. Nevertheless, this action plan is a priority for all staff involved in the implementation of improvements and for their Senior Leaders at all levels in HMPPS. Effective communication will be critical and we will continue to work towards the objectives in the future, driving improved confidence and performance.

Introduction

Sexual offending causes enormous harm to victims. This harm can be pervasive and have implications for the victim's whole life. We are committed to doing everything within our control to reduce the likelihood of reoffending amongst those we have responsibility for. Evidence indicates that it is important to target our resources at those who are at the most risk of reoffending with our most intensive interventions, whilst making sure we respond appropriately to risk for all.

The plan includes improvements to our strategic governance and oversight arrangements, our approach to working with this group, the way we assess and manage the cohort, the way we support our staff and how we work with partner organisations.

Other areas of investment have enabled us to make improvements to resettlement services for the cohort and improve flows through reconfiguration of the prison estate. Moving additional probation resource into prisons will increase consistency throughout the prison sentence, to deliver rehabilitative activity alongside security and containment, once the Offender Management in Custody model is fully implemented.

Overview of the detailed work

The following overview describes progress made to date:

HMIP recommended that HMPPS:

1. *Provide our staff with a clear approach to working with those convicted of sexual offences.* We have improved our communications with front line staff, by using conferences to promote key messages and learning. A 'framework', that provides clarity on the HMPPS approach to working with this group, is in development and due for release later in 2020. In addition, we have developed a range of new training materials, updated existing materials and developed a face to face training package for Probation staff. We are now working on the means of delivery of this training.
2. *Undertake regular and comprehensive national analyses of offending-related risks and needs of those convicted of sexual offences.* We have combined different data sources to develop an improved narrative in relation to the risk and needs of the cohort. Good progress has been made in analysis relating to community provision, with further work under development, including to provide an improved understanding of how prisons are meeting demand prior to release. This work will then inform the way in which we target interventions for those convicted of sexual offences.
3. *Promote closer working between CRCs, prison staff and the NPS so that there is continuity of resettlement support, effective public protection and oversight throughout the sentence.* In collaboration with CRCs, Contract Management, Prisons and the NPS, a new enhanced resettlement service has been implemented across the prison estate, which has improved our resettlement offer to the cohort. We have put in place measures to ensure that temporary hotels will only be used by HMPPS when all other alternatives are exhausted, will be fully risk assessed and will require the approval of the Chief Probation Officer or Director General for Probation.
4. *Provide evidence-informed interventions for offenders whose needs are not met by accredited programmes.* In 2019 we released a new evidence informed toolkit to support Probation staff with 1-1 work with men considered to be low risk of sexual conviction, and we are developing similar toolkits for use in prisons, for those low risk individuals whose needs are not met by accredited programmes. We are also working with probation areas, to broaden the use of programmes designed for those with learning disabilities.
5. *Ensure that the workforce is equipped to identify, assess and deliver appropriate interventions to manage the risk of harm presented by those convicted of sexual offences.* We have developed a range of new training materials to better equip the workforce to identify, assess and deliver appropriate interventions, and are currently working on the best way to deliver the training.
6. *Improve IT systems to enhance joint working arrangements and to be available to relevant staff in both custody and the community.* We have updated case management systems to increase the capacity for joint working arrangements across custody and community. We have also made progress with our use of the ViSOR IT system, providing improved access for staff and improving the ability to share information. Over 1600 members of staff currently have access to ViSOR, including approximately 800 additional Offender Management staff, with plans in place for a further uplift.
7. *Improve the integration of assessment tools and the quality of assessments and plans to ensure that the public, particularly children and actual and potential victims, are protected.* We have issued improved guidance for home visits, to be used by the National Probation Service, to support the risk assessment process. This guidance mandates a home visit in all Very High/High Risk of Serious Harm cases, Registered Sex Offender cases, Child Protection cases and Domestic Abuse cases, unless there is a robust rationale for not doing so. Also, we want to ensure that we can improve the

quality of our risk assessments and support better targeting of our resources and therefore we are working to improve and rationalise our assessment tools, including the ARMS assessment.

HMIP recommended that NPS & HM Prisons:

8. *Ensure that those allocated to work with sexual offenders are offered the appropriate level of professional and emotional support to deal with the complex, often difficult, nature of their caseloads.* We have improved access to staff support with an electronic referral process for Structured Professional Support. Better management information is now available to enable senior leaders to track the use and delivery of the services; since April 2019, over 800 individual Structured Professional Support sessions have been recorded and over 7000 group/ onsite sessions have been available across HMPPS. Training has been introduced for providers of the support service (an organisation called PAM Assist), to ensure that the service meets the needs of HMPPS staff and counselling provision has been extended to include additional staff who may work with or be exposed to difficult content or material.
9. *Ensure that MAPPA level setting is consistent, clearly communicated across the responsible authorities, and underpinned by robust assessment and regular reviews.* We have revised supporting material regarding MAPPA levels and applied a greater emphasis on expectations regarding level 1 management. Prisons sites are working to embed current public protection processes, outlined in the revised MAPPA guidance that was released in July 2018.
10. *Ensure that accredited programmes are delivered in all appropriate cases.* Evidence indicates that it is important to target our most intensive interventions at those who are at the most risk of reoffending. In April 2019, a new NPS performance measure was implemented, which enables us to see how programmes are being targeted, for both community sentences and those on post release licences. Additional work is underway to assess how much of the need we are currently meeting with programme delivery in prisons.
11. *Train staff to deliver individual work programmes for use with sexual offenders who are not subject to an accredited sexual offending group work programme.* A new training syllabus has been designed with refreshed materials to better equip staff to work with the cohort. We are currently working on the delivery model for the training. Regular communication, including through National Conferences, is used to brief and update staff regarding new developments in working effectively with those that have committed sexual offences.
12. *Ensure that all convicted sexual offenders in custody have an allocated NPS responsible officer and prison-based offender supervisor who is actively involved in managing the case.* We are in the process of implementing a new Offender Management in Custody model, which will ensure that all people convicted of sexual offences will be managed by a suitably qualified member of staff throughout their sentence.

HMIP recommended that HM Prisons:

13. *Ensure that public protection procedures, including the monitoring of communications, are sufficiently robust and consistently applied.* We have reviewed the section of the custodial public protection manual regarding the identification of those who pose a risk to children, and have developed guidance for governors to assist them in understanding how well their establishments are meeting expectations. We have introduced e-learning for staff involved in the interception of communications.
14. *Make a more effective contribution in their role as a MAPPA responsible authority.* We have updated the MAPPA levels chapter in MAPPA guidance. This has been approved by Ministers and published on the MAPPA website. We have consulted on the MAPPA levels descriptors to ensure that levels of management are accurately reflected and understood.
15. *Ensure all prisons have an active strategy to reduce reoffending, based on a current needs analysis, that sets out the steps to be taken with the population of convicted sexual offenders.* Models of delivery are available to support prison strategies and can be used to support the delivery of a nuanced service to the cohort. Prison senior leaders will continue to use data collected on the population's needs to inform strategic planning for the use of accredited programmes.

ACTION PLAN: A thematic inspection of work with men convicted of sexual offences

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>HM Prison and Probation Service should ensure that for both custody and community cases: Staff are provided with a clear approach to working with those convicted of sexual offences</p>	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>The Sex Offending Management Board (SOMB) meets at least quarterly and is responsible for ensuring a strategic and coherent HMPPS approach to management of men and women convicted of sexual offences. The Sex Offending National Reference Group (focused on managing sex offenders in the community) and the recently instigated Sex Offending Forum (focused on sex offenders in custody) both feed into this Board.</p> <p>HMPPS will produce a framework, articulating the priorities of the SOMB; describing the principles which underpin our work with those convicted of sexual offences and providing an evidence informed rationale focussed on identifying the priority issues for service implementation. In addition, a dedicated post to support the Deputy Director for Equalities, Interventions and Operational Practice Group has been created to coordinate the work undertaken in HMPPS on the management of those who have committed sexual offences. The Director General (DG) for Probation and Wales will hold ultimate responsibility for oversight of delivery of the above framework and this Action Plan. Both will be delivered through the Sex Offending Management Board, which will now be chaired by a Director. The Chief Probation Officer will also attend the Board</p> <p>A range of training and supporting materials are being developed to enable clarity about working with sex offenders. This includes:</p> <ul style="list-style-type: none"> • 'My Learning' (training database) has been launched by HMPPS to provide staff with easy access to all training, including a number of available events in relation to working with those who have committed sexual offences. This database also provides staff and managers with an accurate record of the training completed. • A revised joint police and probation training package will improve the quality of Active Risk Management System (ARMS) assessments, ensuring that staff have a clear understanding of what constitutes a quality assessment. ARMS will be appropriately 	<p>Head of Equalities, Interventions and Operational Practice Group</p> <p>DG for Probation and Wales; Director for Safety and Rehabilitation</p> <p>Deputy Director, Effective Probation Practice</p> <p>Head of Public Protection Group and Deputy Director,</p>	<p>Completed</p> <p>July 2019</p> <p>Completed</p> <p>December 2019</p>

			<p>prioritised and performance monitored through analysis of Management Information. We will pilot a Quality Assurance tool and include guidance on how to improve case recording. We are also exploring whether we can make use of ARMS assessments earlier in an offender's sentence, including the potential to do so in custody.</p> <ul style="list-style-type: none"> • A Model for Operational Delivery for those convicted of sexual offences has been developed to support prison establishments in working with their population. This toolkit brings together a comprehensive analysis of the latest evidence, supports successful delivery and acts as a resource which Governors can use to meet the needs of prisoners. This is an iterative set of material which will be promoted to custodial sites. This will be subject to regular review and amended as appropriate to ensure that the latest evidence is used and the changing needs of the prison population are met. • We will continue to provide staff training and delivery in prison establishments offering relevant accredited Offending Behaviour Programmes (OBPs), to enable staff to understand how to work with those convicted of sexual offences. We will also provide training to the wider staff group, to ensure an understanding of the programme content and aims. • The NPS has instigated national conferences to communicate a clear approach to working with those convicted of sexual offences. These conferences aim to improve awareness, confidence, theoretical understanding and forward-thinking approaches. Three conferences were delivered in 2018 with a fourth planned in early 2019. It has been agreed that further similar conferences will take place in 2019/20. • The NPS has launched '7-minute briefings' to condense key information, communicate strategic approaches and provide learning to staff (including to cover required approaches to working with those who have committed sexual offences). This includes both community and custodial programmes and information. To support this, 'bitesize' videos will be piloted with NPS Newly Qualified Officers in March 2019 and rolled out to all NPS staff in line with learning from this pilot. Work to provide access for prison staff is underway. • New Me MOT training (a toolkit of exercises developed in line with empirically supported effective characteristics of supervision) is available to both custody and community staff. A programme to ensure widespread delivery in the NPS will be rolled out over the next two years, commencing with all frontline staff in North East Division to be trained by April 2019. 	<p>Effective Probation Practice</p> <p>Head of Reconfiguration</p> <p>Head of Psychological Services</p> <p>Deputy Director, Effective Probation Practice</p> <p>Deputy Director, Effective Probation Practice/Head of Psychology Services</p> <p>Head of Interventions Service</p>	<p>March 2020</p> <p>Completed.</p> <p>April 2019 and April 2020</p> <p>September 2019</p> <p>February 2021</p>
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			<p>Final Update (April 2020)</p> <p>A Strategic Lead has been in post since May 2019 to co-ordinate the work undertaken in Her Majesty’s Prison and Probation Service (HMPPS) on the management of those who have committed sexual offences. A draft framework describing the departmental approach for this cohort has been produced. The quarterly Sex Offending Management Board (SOMB), chaired by a Director and including attendance from the Chief Probation Officer, has been established. The SOMB will provide final sign-off of the framework ahead of implementation in 2020, to be supported by operational practice material.</p> <p>A Sexual Offending Programme Group, chaired by a Deputy Director, oversees the delivery of this action plan, and reports on a quarterly basis to the SOMB.</p> <p>Police and HMPPS have worked together to revise and streamline the Active Risk Management System (ARMS) training materials. These will be kept under review as part of “<i>business as usual</i>” delivery and in the light of the developing approach to the assessment of those convicted of sexual offences.</p> <p>Following a successful pilot in Wales, the ARMS Quality Assurance tool has been introduced in all National Probation Service (NPS) Divisions.</p> <p>In response to findings from a working group and conceptual review of Programmes Needs Assessment and other Structured Professional Judgement tools, the SOMB have determined that ARMS will not be used in custody. The Programmes Needs Assessment (PNA) will continue to be used to ensure effective targeting of programmes and the circumstances under which they should be used. A PNA Supplementary Guide has been disseminated.</p> <p>The Men Convicted of Sexual Offences (MCoSO) Model for Operational Delivery (MOD) provides a summary of the minimum requirements for safely managing and meeting the needs of a MCoSO population in custody and outlines best practice from across the estate. This is accessible on the intranet for all prisons holding a MCoSO population. MOD implementation is part of the delivery of the reconfiguration project. Any prison requesting to</p>	<p>Director General for Probation and Wales and Director for Safety and Rehabilitation</p> <p>Deputy Director, Reducing Reoffending</p> <p>Head of Public Protection Group, and Deputy Director for Professional Development</p> <p>Head of Public Protection Group and Deputy Director, Effective Probation Practice</p> <p>Head of Psychological Services, HMPPS</p> <p>Head of Reconfiguration Project</p>	<p>May 2020*</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
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* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

		<p>hold a MCoSO population will be asked to demonstrate that they can implement the minimum requirements under the MOD and provide an equitable regime for this cohort.</p> <p>Four divisional conferences were held in 2018/19 and a further four have been held in 2019/20. These have helped improve awareness, confidence, theoretical understanding and forward-thinking approaches in working with those that have committed sexual offences.</p> <p>Over 100 <i>bitesize</i> videos will be launched on My Learning, of which approximately 25 relate to sexual offending. Some of these have been incorporated into e-learning, which is available and awaiting formal launch. Technical issues regarding publication have been resolved and subtitles are currently being added to these videos. Following launch to NPS, HMPPS will review how to make these videos available to other parts of the agency.</p> <p>Trainers in five of the seven NPS divisions have attended <i>New Me MOT</i> training, with train-the-trainer events scheduled in the remaining divisions. This will enable content to be cascaded to Offender Managers and plans are on track for staff in all divisions to be trained by the end of 2020.</p> <p>Formal internal assurance of progress against the Work with Men Convicted of Sexual Offences HMIP Action Plan has been delayed, due to capacity issues within the Operational and System Assurance Group (OSAG). Subject to resources being available, relevant findings from existing assurance processes will be identified and a survey in relation to work to address sexual offending will be implemented. Options for further assurance, subject to prioritization of resources, will be set out for SOMB consideration.</p>	<p>Deputy Director, Effective Probation Practice</p> <p>Deputy Director, Effective Probation Practice, Head of Psychology Services and Deputy Director for Professional Development</p> <p>Strategic Lead, Sexual Offending</p> <p>Head of Operational & System Assurance Group</p>	<p>Completed</p> <p>August 2020*</p> <p>February 2021*</p> <p>August 2021*</p>
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2	There are regular and comprehensive national analyses of offending-related risks and needs of those convicted of sexual offences	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>HMPPS recognises the need for a comprehensive national analysis of offending related risks and needs of those convicted of sexual offences. The SOMB will drive improved coherence to the analysis of the cohort, with plans for delivery in custody and the community.</p> <p>Delivery plans for all accredited programmes are implemented according to the risk and need of the population and of individuals. The 2019/ 20 Delivery Plan will be developed by May 2019 and reviewed annually thereafter. Establishments will continue to analyse the risk and needs of their population, to ensure appropriate case management and that prisoners are directed to available interventions as appropriate.</p> <p>The NPS Performance and Knowledge Management team are exploring the most efficient means by which to gather further meaningful data. Criminogenic need and risk data will be obtained via Offender Assessment System (OASys) National Reporting (ONR) for those whose Index Offence is coded as a sexual offence.</p>	<p>Head of Equalities, Interventions and Operational Practice Group</p> <p>Head of Psychology HMPPS and Head of Intervention Services HMPPS</p> <p>Head of Performance and Knowledge Management, NPS</p>	<p>November 2019</p> <p>May 2019</p> <p>February 2019</p>
			<p><u>Final Update (April 2020)</u></p> <p>The national 2019/ 20 Custodial Delivery Plan was developed in August 2019 and will be reviewed annually. Planning for 2020/21 is in the final stages.</p> <p>A planned data gathering exercise by the NPS Performance and Knowledge Management team has been superseded by more complex and targeted HMPPS activity. HMPPS have combined different data sources to develop an improved narrative in relation to the risk/needs of the cohort of individuals convicted of sexual offending and the overall demand in the system. Good progress has been made in understanding how the risk/ needs are being met in the community, with the use of targeted interventions, including accredited programmes. Performance data collected during 2018/19, supported the development of a new performance target for the NPS. This target will ensure that HMPPS can better account for how the risk/ needs of those convicted of Sexual Offences are</p>	<p>Head of Psychological HMPPS and Deputy Director, Reducing Reoffending</p> <p>Deputy Director, Reducing Reoffending</p>	<p>Completed and ongoing</p> <p>Completed and March 2021*</p>

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		<p>addressed through accredited programmes and other appropriately targeted interventions. This measure now reports on programme activity for both the community and the post release groups, including data on programmes completed in custody. During 2020/21, further improvements to this measure will be considered to improve the quality of information regarding those not subject to accredited programmes. This may include information relating to the completion of additional activities for this cohort.</p> <p>Further work is under development to provide an improved understanding of how prisons are meeting demand prior to release. Whilst longer term digital solutions are sought, HMPPS have developed a consistent local referral database for all MCoSO treatment sites, to allow improved management information and referral management, for launch as soon as practicable. Whilst aimed at programme sites, this will also be used in all sites holding MCoSO, linked to Offender Management Units to better develop consistent management information and assist in planning the type, volume and location of Offending Behaviour Programmes (OBP). National data will continue to be used to enable Prison Group Directors to produce OBP delivery plans and strategies alongside this local data.</p>	<p>Head of Psychology HMPPS and Head of Analytical Services Directorate</p>	<p>May 2020*</p>
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3	Promote closer working between CRCs, prison staff and the NPS so that there is continuity of resettlement support, effective public protection and oversight throughout the sentence	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>Under the Offender Management in Custody (OMiC) specification, the Prison Offender Manager (POM) will ensure effective coordination of the sentence during the custodial stage. For registered sex offenders, the POM will support joint working, information sharing and transition to a Community Offender Manager (COM) prior to release and NPS supervision. The COM will take responsibility for resettlement and public protection arrangements in the last months leading up to release.</p> <p>The contracts with Community Rehabilitation Companies (CRCs) provide for through the gate (TTG) services, even where a prisoner does not reside in a designated resettlement prison prior to release. We are, though, aware the performance of the probation system, including TTG resettlement services for prisoners leaving custody, is in need of improvement. Discussions with CRC providers have taken place and an enhanced TTG offer is currently being mobilised to increase the level of service by 1 April 2019. This applies to all resettlement prisons as well as the range of provision available to those being discharged from sex offender and non-resettlement prisons, via CRC rate cards. The National Probation Service, CRCs and prisons are working together to improve the services available. HMPPS will collect data to track prisoners' accommodation and employment on release. This data will be used to measure and drive up the performance of both prisons and probation services, to address obstacles and to provide incentives for improved joint working.</p> <p>Capacity plans in relation to those who have committed sexual offences are built into the Prison Estate Transformation Programme (PETP)'s new build and reconfiguration work, including removing barriers to improve flows to resettlement prisons. The custodial Sex Offending Forum will provide feedback to the SOMB to understand the needs of staff in prisons due to receive an increase in numbers of prisoners who have committed sexual offences.</p> <p>The number of available Approved Premises places will be increased by 230 over the next two years. NPS will work with Local Authorities to help them ensure that, wherever possible, sex offenders are released to stable, risk assessed accommodation on release from custody and/or following a period at an Approved Premises. Temporary hotels will only be used when all other alternatives are exhausted, will be fully risk assessed (by Police</p>	<p>Executive Director, Safety and Rehabilitation</p> <p>Deputy Director, CRC Contract Management</p> <p>Head of Prison Reconfiguration Project</p> <p>Chief Probation Officer</p>	<p>December 2019</p> <p>April 2019</p> <p>March 2022</p> <p>April 2021</p>
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			and NPS) and will require the approval of the Chief Probation Officer or Director General for Probation.		
			<p><u>Final Update (April 2020)</u></p> <p>The OMiC model has been implemented across the male closed custodial estate. Implementation of the OMiC model supports management of prisoners throughout their sentence, supporting better sentence planning and access to appropriate services, in preparation for release.</p> <p>Enhanced Through The Gate (TTG) services have been implemented in the majority of prisons, with plans in place for the remaining sites. HMPPS now collect and publish data on accommodation and employment status of prisoners. Metrics holding prisons to account for improving through the gate outcomes for offenders on release were implemented in the 2019/20 prison performance framework and will be implemented for probation providers from summer 2021. Probation reform is underway, which will inform future improvements to resettlement support, public protection and oversight throughout the sentence.</p> <p>OSAG will provide assurance of the Enhanced TTG specification for men convicted of sexual offences.</p> <p>The Change, Strategy and Planning team are currently working with sites in North East, Devon & North Dorset, Avon & South Dorset and Wales to plan scheduled reconfiguration. This includes removing barriers, to improve flows to resettlement prisons. New accommodation will be constructed, including resettlement provision for MCoSOs in Wellingborough (due for build completion by December 2021) and Glen Parva (due for completion 2023).</p> <p>As part of a target expansion of an additional 230 beds across the male and female estate, forty-one extra bed spaces will have been created by end of March 2020 with twenty-seven currently operational. A recently completed demand analysis has shown that there is a shortfall across most of the country but it is most notable in London, the Midlands and Wales. The sum of £11m (primarily from the Spending Review) has been allocated for developments in Financial Year 2020/21 and work has commenced to plan</p>	<p>Executive Director, Safety and Rehabilitation</p> <p>Deputy Director, Resettlement</p> <p>Head of Operational & System Assurance Group</p> <p>Head of Prison Reconfiguration Project</p> <p>Deputy Director, Community Interventions Residential and Accommodation Support Services</p>	<p>Completed and ongoing</p> <p>August 2021*</p> <p>August 2021*</p> <p>March 2023*</p> <p>April 2021*</p>

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			for this expansion. Temporary hotels will only be used by HMPPS when all other alternatives are exhausted, when fully risk assessed and with the approval of the Chief Probation Officer or Director General for Probation.		
4	Provide evidence informed interventions for offenders whose needs are not met by accredited programmes	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>HMPPS seeks to identify the most appropriate approach in line with the latest research for every offender. Frequently this may be to provide support to build strengths (e.g. in relation to education, accommodation and employment) to enable desistance. The Maps for Change Toolkit provides a resource to structure supervision with men convicted of sexual offences in the community, to promote evidence informed desistance factors and engagement. Maps for Change has been re-written and is now linked specifically to Active Risk Management System (ARMS) items, changes due for release in early 2019. HMPPS will review the current use of Maps for Change, to determine whether custodial delivery would be desirable.</p> <p>Specialist units are available or under development in key custodial establishments, to address the needs of complex individuals who are not progressing in their sentence, including lack of progress with Accredited interventions. This includes Personality Disorder (PD) units and counselling psychology provision. This provision will be subject to ongoing review.</p>	<p>Head of Equalities, Interventions and Operational Practice Group and Deputy Director, Effective Probation Practice</p>	<p>April 2019</p>
				<p>Head of Psychological Services</p>	<p>May 2019</p>
			<p><u>Final Update (April 2020)</u></p> <p>A revised Maps for Change toolkit, linked specifically to ARMS items, was released in April 2019 for use in the NPS.</p> <p>A draft product for Low Risk MCoSOs will be piloted in HMP Usk and HMP Brixton, as part of the review to consider use of Maps for Change in custody, which has been extended to allow time to pilot implementation. Findings and recommendations are now anticipated by December 2020.</p>	<p>Deputy Director, Effective Probation Practice and Head of Public Protection Group</p>	<p>Completed</p>
				<p>Head of Psychological Services</p>	<p>December 2020*</p>

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			Specialist units remain available or under development in key custodial establishments, to address the needs of complex individuals who are not progressing in their sentence, including lack of progress with Accredited interventions. This provision includes fully opened Offender Personality Disorder services in HMP Whatton and North Sea Camp and a Prison Enhanced Resettlement Service (PERS) at HMP Leyhill. Suitable Psychologically Informed Planned Environments (PIPEs) are available in HMP Hull and HMP Wymott. A treatment service and a progression PIPE have been procured for HMP Channings Wood. These are in addition to pre-existing treatment services at HMPS Whitemoor, Frankland and Swinfen Hall. Finally, counselling psychology is resourced in the main establishments delivering Offending Behaviour Programmes for people convicted of sexual offences to specifically address issues relating to Sexual Offending.	Head of Psychological Services	Completed and ongoing
5	The workforce is equipped to identify, assess and deliver appropriate interventions to manage the risk of harm presented by those convicted of sexual offences	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>Under the OMiC specification, all registered Sex Offenders will be subject to Offender Management by a suitably qualified member of staff throughout their sentence. We will ensure that they receive appropriate training to enable effective supervision.</p> <p>The available training for HMPPS staff is being updated and will ensure that the workforce is equipped to engage those convicted of sexual offences and manage the risk of harm that they present. This includes training opportunities for Keyworkers and Prison Offender Managers. Training is also being developed for Newly Qualified and experienced NPS Officers for release in late 2019. NPS will pilot a face to face workshop for Offender Managers in relation to the risk assessment of online sex offenders in March 2019 and a further workshop to improve staff understanding of the role of legal pornography in sexual and violent offending commencing in April 2019.</p>	<p>Executive Director, Safety and Rehabilitation</p> <p>Deputy Director, Effective Probation Practice and Head of Psychology</p>	<p>December 2019</p> <p>November 2019</p>
			<p><u>Final Update (April 2020)</u></p> <p>The OMiC model introduces a new role of Prison Offender Manager (POM). POMs will be trained appropriately to deliver their role effectively. The training is delivered by Learning and Development and includes priority and</p>	Executive Director, Safety and Rehabilitation	Completed

			<p>additional courses, including working with individuals who have committed sexual offences.</p> <p>An Introduction to Working With People Who Commit Sexual Offences workbook and one-day face to face training, have been updated. This is provided to new Probation Service Officers (PSOs) and all Professional Qualification in Probation (PQiP) learners. In addition, there is a further workbook and one-day package that is delivered specifically to PQiPs. A third package, comprising e-learning content, is then available to newly qualified officers following completion of PQiP. This is available to all Divisions, as part of a package to address the key learning needs of newly qualified officers and is to be delivered as determined by the Division, including to ensure an understanding of the fundamental principles of effective work with those convicted of sexual offences. A two-day advanced training event has been developed and will be considered for national roll-out to experienced NPS officers, including POMs.</p> <p>Two workshops for Offender Managers to improve their understanding of specific areas of practice related to sexual offending have been developed and successfully piloted;</p> <ul style="list-style-type: none"> • Indecent Images of Children (IIOC) and risk assessment • Understanding legal pornography and links to violence <p>Building on the originally planned activity, the above workshops have been endorsed by NPS SLT and referred to the National Curriculum Authority, to be made available nationally as a package for all divisions. Custodial training packs have also been collated, gaps in provision identified and relevant input into the Prison Officer Apprentice training will be introduced. A custodial strategy for delivering training relating to MCoSOs is under development.</p>	<p>Deputy Director for Professional Development</p> <p>Deputy Director, Effective Probation Practice</p> <p>Deputy Director, Effective Probation Practice and Strategic Lead, Sexual Offending</p>	<p>Completed and ongoing</p> <p>Completed</p> <p>August 2020*</p>
6	IT systems are improved to enhance joint working arrangements and to be available to relevant staff in both custody and the community.	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>Case Management systems have been updated and improved to increase the technical capacity for joint working arrangements across custody and the community as follows:</p> <ul style="list-style-type: none"> • nDelius (Community Case Management System) can be accessed by staff in custody, including through the quantum system used by custodial staff. 	Deputy Director, HMPPS Digital & Technology	Completed

		<p><u>Final Update (April 2020)</u></p> <p>Risk assessments undertaken in court are now produced on OASys, ensuring prison staff can access information post sentencing from the OASys platform and are no longer reliant on Delius access or community staff to provide this. New functionality within Digital Prison Services (DPS) means OMiC specific case notes created by the OMU are readable in Delius to support the handover period to the community. Additionally, OMU staff can access the documents contained in Delius via DPS, ensuring sentencing and previous event documentation is accessible to inform assessments and management.</p> <p>The timescale for the roll out of the new NPS business model for community NPS staff's use of ViSOR (information system used by Police and HMPPS in relation to Violent or Sex Offender Registered individuals subject to Multi Agency Public Protection Arrangements arrangements) has been amended in response to the Home Office identifying technical capacity issues. On-boarding of relevant staff has been staggered. By December 2019, 80% identified staff had been vetted, with some NPS Divisions being at a more advanced stage than others. All staff who require access to ViSOR now have ViSOR enabled laptops. They will be given appropriate access so that they can log on to ViSOR directly once technical issues are resolved and they are suitably trained and vetted.</p> <ul style="list-style-type: none"> • All 886 pre-existing ViSOR account passwords have been reset enabling them to establish themselves as <i>active users</i>. • Approximately 800 additional Offender Management staff were trained, vetted and <i>on-boarded</i> to ViSOR between September and December 2019. • The next cohort of users will consist of all relevant staff in designated Local Delivery Units or boroughs. 700 users will be trained between March and June 2020. The day to day business model will be tested and refined in these areas. • Training for remaining identified current staff (approximately 3,900) will commence in September 2020 and take several months to deliver. • As a result of wider Probation changes, it is likely that an additional 3,800 staff, currently employed by CRCs will require vetting and training to use ViSOR. 	<p>Senior Project Lead, OMiC</p> <p>Head of Public Protection Group</p>	<p>May 2020*</p> <p>June 2020 and commencing September 2020*</p>
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* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

		<ul style="list-style-type: none"> NPS will fund a new server, providing the technical capacity to support an increase in the number of active ViSOR users. Work on this infrastructure continues. <p>HMPPS ViSOR Development Manager continues to engage with PGDs, attending Governor meetings across the estate to promote the use of ViSOR and assist with operational support when issues arise. The updated HMPS ViSOR training has been implemented. The ViSOR Training Working Group will continue to review and improve where necessary.</p> <p>The use of <i>Interventions Manager</i> (an IT system developed to support delivery of interventions) in custody has been piloted at HMP Berwyn, as a means of better integrating interventions. The outcomes will inform further investment and Interventions Manager remains under consideration for wider roll out. Whilst longer term digital solutions are sought, HMPPS have developed a consistent local referral database for use in all sites holding MCoSO, to allow improved management information and referral management, for launch as soon as practicable.</p>	<p>Head of Public Protection Group</p> <p>Head of Psychological Services</p>	<p>Completed and ongoing</p> <p>May 2020*</p>
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7	<p>NPS divisions and HM Prison Service should:</p> <p>Improve the integration of assessment tools and the quality of assessments and plans to ensure that the public, particularly children and actual and potential victims, are protected.</p>	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>Under the OMiC specification, all registered Sex Offenders will be subject to Offender Management by a suitably qualified member of staff throughout their sentence.</p> <p>In October 2018 a revised version of the Assessment Quality Assurance (AQA) tool was introduced, focussing on the quality of the core elements of NPS work: risk assessment, risk management and sentence planning. This includes measures to assure and improve the quality of key assessments and plans within OASys. The impact on quality is being evaluated, and will be available in February 2019.</p> <p>HMPPS will launch a revised joint police and probation training package, to improve the quality of Active Risk Management System (ARMS) assessments. The QA, Refresher and Assessor training packages will ensure that staff have a clear understanding of what constitutes a quality ARMS assessment.</p> <p>NPS will set up a mechanism for collecting Management Information on ARMS completion, put in place a performance management process and will issue guidance on the prioritisation of ARMS where there are staff shortages. The National ARMS team will provide further information on the strengths and weaknesses of ARMS, and therefore inform further practice development across HMPPS.</p> <p>Psychologists take account of available risk assessments when using additional specialist tools with those convicted of sexual offences, and are trained in new approaches as appropriate.</p> <p>NPS will strengthen risk management planning, including by ensuring a more coordinated approach to Home Visits with the police. NPS will revise guidance in relation to Home Visits, to set out more clearly the circumstances in which home visits are required, in particular, with respect to child safeguarding. Management Information will be used to monitor the use of Home Visits in appropriate cases.</p> <p>To ensure that polygraph testing can be used to strengthen Risk Management Plans where necessary, NPS have increased the size of the</p>	<p>Executive Director, Safety and Rehabilitation</p> <p>Deputy Director, Effective Probation Practice</p> <p>Head of Public Protection Group</p> <p>Deputy Director, Effective Probation Practice</p> <p>Head of Psychological Services</p> <p>Deputy Director, Effective Probation Practice</p> <p>Head of Public Protection Group</p>	<p>December 2019</p> <p>February 2019</p> <p>February 2019</p> <p>December 2019</p> <p>Completed</p> <p>November 2019</p> <p>Completed</p>
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		national polygraph team, and given instructions that will ensure that priority is given to higher risk cases.		
		<p><u>Final Update (April 2020)</u></p> <p>The OMIC model introduces a new Custody OASys Quality Assurance Framework, which will be launched in 2020. A new, national OASys countersigning framework will also be launched in 2020 and will provide guidance to Heads of OM Delivery. This is intended to support sufficient assessments, planning and management oversight throughout the custodial period.</p> <p>As set out in relation to Recommendation One, revised ARMS training materials have been agreed.</p> <p>Work to support the integration of assessments, including building Risk of Serious Recidivism into OASys and exploring the extent to which ARMS questions could be integrated into OASys is progressing. The Risk Management Plan in OASys is being restructured to use <i>Four Pillars</i> (model for Risk management), which will support an enhanced focus on victim safety, planning and safeguarding. New guidance on assessing and managing Risk Of Serious Harm is due to be published as soon as practicable.</p> <p>Research regarding the strengths and weaknesses of ARMS was published in March 2020 and findings have been used to shape the agency approach to ARMS.</p> <p>An ARMs completion Management Information reporting system is in place.</p> <p>Guidance in relation to Home Visits, including mandatory visits in certain circumstances, was issued to NPS in September 2019. For the first time, this guidance mandates a Home Visit in all Very High/High Risk of Serious Harm cases, Registered Sex Offender cases, Child Protection cases and Domestic Abuse cases, unless there is a robust rationale for not doing so. Additional communications will be published to help embed the new</p>	<p>Senior Project Lead, OMiC and Head of Quality and Effective Practice</p> <p>Head of Public Protection Group</p> <p>Head of Public Protection Group</p> <p>Head of Public Protection</p> <p>Deputy Director, Effective Probation Practice</p> <p>Deputy Director, Effective Probation Practice</p>	<p>December 2020*</p> <p>Completed</p> <p>May 2020*</p> <p>Completed</p> <p>Completed</p> <p>June 2020*</p>

* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

			guidance document. Data sampling will be undertaken by the end of June 2020 to evaluate the impact on practice.		
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8	Ensure that those allocated to work with sexual offenders are offered the appropriate level of professional and emotional support to deal with the complex, often difficult, nature of their caseloads	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>PAM Assist (an Employee Assistance Programme EAP and Wellbeing Service) offers Structured Professional Support for HMPPS staff (via line manager referral) that manage predominately high risk and complex caseloads. A new electronic referral process is being rolled out nationally to improve access and HMPPS are working with PAM Assist to ensure the services on offer meet the demands of our staff. Confidential counselling is available via the Employee Assistance Programme, which can be accessed through self-referral. Training workshops related to building resilience and identifying enhanced coping strategies are available and bespoke training days can be arranged as required; discussions are underway as to a specific offer for staff working with those convicted of sexual offences.</p>	National Lead, Occupational Health & EAP, HMPPS and Probation Divisional Director for Business Strategy & Change	April 2019
			<p>In addition, the following professional and emotional support will be available to HMPPS staff, depending on their role and specific needs;</p> <ul style="list-style-type: none"> • A counselling service is available to those facilitating high intensity interventions (including programmes for those convicted of sexual offences) and eligibility has been broadened to include other staff who may work with or be exposed to difficult content or material. • Regular support from a Line Manager (e.g. Structured Supervision for NPS staff, Psychology staff and other specialists). NPS will implement a Supervisory and Line Management Meetings Framework (SLMMF) from April 2019. • Access to mentoring schemes or peer supervision (e.g. NPS and psychology pilots are underway). • Peer support (e.g. Virtual Networks will be launched in 2019 to network NPS staff more appropriately to discuss effective practice in working with those that have committed sexual offences). • Training (e.g. NPS will launch dedicated training for Newly Qualified Officers to support their work with those convicted of sexual offences. This can be accessed by all NPS staff, and has a core focus on resilience and supporting staff in the emotional impact of managing those who have committed a sexual offence). 	Deputy Director, Effective Probation Practice and Head of Psychological Services	September 2019

		<ul style="list-style-type: none"> Bespoke support (e.g. a briefing to help address concerns around Serious Further Offences and build understanding and resilience will be available to all managers in early 2019). POMs and COMs will have access to psychologically informed consultancy in relation to cases screened into the Offender Personality Disorder (OPD) pathway programme. In addition to providing direct assistance in managing these complex cases, this aims to build capacity and skills in OMs for future cases. 		
		<p><u>Final Update April 2020</u></p> <p>A new electronic referral process for PAM Assist (an Employee Assistance Programme and Wellbeing Service) has been rolled out nationally, improving access to Structured Professional Support (SPS) Services. Following an agreed increase to central budget, the SPS service is being widely promoted. Since April 2019, over 800 individual SPS sessions have been recorded and over 7000 group/ onsite sessions have been available across HMPPS. Regular, scheduled SPS bookings for NPS staff are well established. From February 2020, this work-focused mental health support will be provided for prison staff through at least one regular day of SPS every month at each public-sector establishment (for as long as the prison actively accesses the provision).</p> <p>Additional HMPPS orientation training is being delivered to counsellors who support staff working with sex offenders to ensure that EAP providers are properly trained to support staff working with vulnerable people. The training package was developed with specialist input from members of the Sexual Offending National Reference Group, experienced operational HMPPS staff and Human Resource Business Partners.</p> <p>The eligibility for the counselling service previously available to those facilitating high intensity interventions has been broadened to include other staff who may work with or be exposed to difficult content or material. To ensure consistent and prioritised access to counselling services, this has been advertised through the intranet, NPS News, e-mail cascade and the Senior Leaders Bulletin February 2020.</p> <p>A formal Supervisory and Line Management Meetings framework has been implemented. This is supplemented by improved access to peer support. This included a Virtual Network launched to over 220 NPS staff, creating</p>	<p>Head of Occupational Health & EAP and Sexual Offending Programme Group</p> <p>Head of Occupational Health & EAP and Sexual Offending Programme Group</p> <p>Head of Psychological Services and Strategic Lead, Sexual Offending</p> <p>Deputy Director, Effective Probation Practice.</p>	<p>Completed and ongoing</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

		<p>networks through which to discuss effective practice in working with those who have committed sexual offences. Bespoke support is also available, including a briefing to build understanding and resilience in relation to Serious Further Offences, available through My Learning.</p> <p>As outlined in response to recommendation five, dedicated training to support work with those convicted of sexual offences has been rolled out nationally. A comprehensive e-learning training package for all operational staff and a two-day advanced face to face training event for more experienced officers has been developed and will be considered for national roll-out by the Probation Workforce Programme.</p> <p>Access to psychologically informed consultancy in relation to cases screened into the Offender Personality Disorder (OPD) pathway programme is currently available to Offender Managers in the community. Current usage and future demand is under review, following the implementation of OMiC case management, this consultancy is being transitioned to include POMs for custodial cases by HMPPS Psychology Services Group.</p> <p>OSAG will undertake work to gather the voice and lived experience of staff across a number of National Probation Service divisions and prison establishments.</p>	<p>Deputy Director, Effective Probation Practice</p> <p>Head of Psychological Services</p> <p>Head of Operational & System Assurance Group</p>	<p>Completed and ongoing</p> <p>December 2020*</p> <p>August 2021*</p>
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9	Ensure that MAPPA level setting is consistent, clearly communicated across the responsible authorities, and underpinned by robust assessment and regular reviews	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>Multi Agency Public Protection Arrangements (MAPPA) Senior Management Boards (SMBs) are independent bodies and the statutory requirement to manage the risks presented by those with sexual and violent index offences rests with them. The national MAPPA Team will review the MAPPA Guidance (setting out the framework for level setting, communication across the responsible authorities, the assessment process and regular reviews). Clear guidance on minimum requirements for single agency management and review of Level One cases will be produced.</p> <p>MAPPA Guidance in relation to Custody has recently been updated, clearly setting out HMPS's responsibilities in relation to MAPPA. A new escalation procedure has been introduced for occasions when prisons are not informed of MAPPA levels. HMPPS will review the effectiveness of this process by September 2019.</p>	Head of Public Protection Group	September 2019
			<p><u>Final Update April 2020</u></p> <p>The National Multi Agency Public Protection Arrangements (MAPPA) team has published revised guidance on MAPPA levels, including greater specificity regarding expectations of level 1 management.</p> <p>National consultation regarding the meaning and use of MAPPA levels has been concluded and an OSAG audit of Level 1 MAPPA case management is in draft form. Findings will inform future steps to ensure that levels of management are accurately reflected and understood by all. This will include a Probation Instruction /Policy Framework on NPS management of Level 1 cases, which will be ready for consultation in May 2020.</p> <p>A Senior Policy Lead for the Custodial Public Protection Policy has been recruited. Following a consultation and review of the prison public protection manual, findings and proposals to ensure consistent and effective use of an improved Interdepartmental Risk Management approach have been presented to the Responsible Authority National Steering Group (RANSNG). Wider consultation is taking place to explore any resource implications resulting from the proposed changes.</p>	Head of Public Protection Group	Completed
			<p>Head of Public Protection Group</p>	May 2020*	
			<p>Head of Public Protection Group</p>	May 2020*	

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		<p>Individual establishments have continued to embed public protection processes outlined in the revised MAPPA guidance released in July 2018, which introduced a direct process for prison staff to contribute to MAPPA level setting decisions and formalised the MAPPA level escalation document (MAPPA S). The impact of the MAPPA S has been reviewed. While the MAPPA S has been used, there is more to do to strengthen communication on MAPPA level setting so that escalation is not required. Contribution to the MAPPA screening and communication of the MAPPA level will form a key part of the handover process under OMiC and is reflected in process maps on the Equip online platform.</p> <p>OSAG will provide assurance on the effectiveness of MAPPA level setting by baselining from existing MAPPA audit work and repeating the audits to assess practice improvement. OSAG will collate relevant audit findings from HMI Follow-up-Audits across the estate.</p>	<p>Head of Public Protection Group and Senior Project Lead, OMiC</p> <p>Head of Operational & Systems Assurance Group</p>	<p>Completed</p> <p>August 2021*</p>
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10	Ensure that accredited programmes are delivered in all appropriate cases	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>HMPPS's new suite of programmes is consistent with the latest evidence and has the assurance of accreditation by the Correctional Services Advice and Accreditation Panel (CSAAP). Programmes to address sexual offending within our New Delivery Model (NDM, November 2017) pay attention to the individual needs of each participant; place emphasis on the Risk, Need and Responsivity model of rehabilitation and adopt a strengths-based, future focussed approach in order to instil hope for a non-offending future. Focus is placed on the Dynamic Risk Factors which contributed to offending (Positive Relationships; Managing Life's Problems; Sense of Purpose; Healthy Sexual Interests and Healthy Thinking). HMPPS will review the demand for these programmes in comparison with the volume and location of those we provide, both in the community and in custody, to improve the available data and support the prompt allocation of eligible sex offenders onto programmes.</p>	Head of Psychological Services, Deputy Director, Effective Probation Practice	December 2019
			<p>Prioritisation of the provision of programmes for those that have committed sexual offences is implemented using assessments of risk and need. National data and local needs assessments will be used to improve the understanding of the risks/needs of the population. Planning will ensure that programme availability is aligned with these assessments, taking account of eligibility, readiness and resource constraints. Planning for 2019/20 has commenced.</p>	Head of Psychological Services	July 2019
			<p>A working group is reviewing system improvements to the individual assessment process to identify those suitable for accredited programmes.</p>	Head of Psychological Services and Head of Interventions Services	July 2019
			<p>Accredited Programmes for people with learning disabilities and challenges have been developed. Work to embed these programmes within custody and in the community is ongoing.</p>	Head of Psychological Services, Deputy Director, Effective Probation Practice	Completed
			<p><u>Final Update April 2020</u></p> <p>HMPPS have combined different data sources to develop improved narrative in relation to the risk/needs of the cohort of individuals convicted of sexual offending and the overall demand in the system. Good progress</p>	Deputy Director, Reducing Reoffending	Completed and ongoing

		<p>has been made in understanding how that need is being met in the community and the data collected during 2018/19 has underpinned a target for the National Probation Service to ensure that accredited programmes are used appropriately. The work is supporting a more consistent approach of targeting programmes and is helping the business to see what proportion of suitable individuals complete a programme by sentence termination.</p> <p>During 2020/21, the Reducing Reoffending directorate will use the data underpinning the above measure to support the development of materials for offenders whose needs are not met by programmes, and equip front line staff with the tools they need to work with the cohort. It will also support the development of guidance to help improve national consistency and target resources effectively.</p> <p>Further work is under development to provide an improved understanding of how prisons are meeting the demand prior to release. This includes work to review <i>Interventions Manager</i> and HMPPS have developed a consistent local referral database for use in all sites holding MCoSO, to allow improved management information and referral management, for launch as soon as practicable.</p> <p>A Programmes Needs Assessment (PNA) Working Group has monitored the impact of PNA and ensured it offers an efficient, effective and proportionate way to support selection onto the Sexual Offending strand of high intensity provision through Kaizen and Becoming New Me+ (BNM+). This included a conceptual review of PNA and other Structured Professional Judgement tools to establish potential alternative approaches to ensuring effective targeting of programmes and the circumstances under which they should be used. In response to findings, the SOMB have determined that ARMS will not be used in custody. A PNA Supplementary Guide has been disseminated.</p> <p>Programme provision for individuals with Learning Disabilities or Challenges through <i>Becoming New Me+</i> and <i>New Me Strengths</i> has improved through increased delivery in the National Probation Service. The provision of accredited programmes for individuals with Learning Disabilities or Challenges will remain a focus for further increase in 2020/21.</p>	<p>Deputy Director, Reducing Reoffending</p> <p>Head of Psychological Services</p> <p>Head of Psychological Services and Head of Reducing Reoffending</p> <p>Head of Psychological Services and Strategic Lead, Sexual Offending</p>	<p>March 2021*</p> <p>May 2020*</p> <p>Completed</p> <p>April 2020 and ongoing*</p>
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* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

			Due to a number of competing resource demands and in the context of national changes to Probation delivery, an OSAG thematic analysis of Accredited Programmes has been delayed.	Head of Operational & System Assurance Group	November 2021*
11	Train staff to deliver individual work programmes for use with sexual offenders who are not subject to an accredited sexual offending group work programme	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>Maps for Change is available to Offender Managers to inform work with those who are not subject to an accredited sexual offending group work programme, with changes due for release in early 2019.</p> <p>Training and provision of materials is underway for staff working with sex offenders who are not subject to an accredited programme. This includes specific face to face training for working with those who have committed sexual offences commissioned by NPS (due to be available in late 2019), which will support the delivery of such work, including the use of Maps for Change. Regular communication, including through National Conferences, is used to brief and update staff regarding new developments in working effectively with those that have committed sexual offences.</p> <p>In partnership with NHS England, the OPD pathway is available to support work with people convicted of sexual offences, including those whose ability or willingness to undertake accredited offending behaviour programmes is impacted by Personality Disorder. Intensive Intervention and Risk Management, will be introduced to support Community Offender Managers (COMs) in engaging men and women screened into the OPD pathway and provide tailored interventions during their licence and will be available across most of England and Wales by the end of 2020. Therapeutic Communities are accredited interventions available in custody and offer a more appropriate treatment model than groupwork based Offending Behaviour Programmes in some cases.</p> <p>Within custody, the forum for Governors and other custodial staff groups in relation to those convicted of sexual offences, includes a workstream to consider further options for those for whom an accredited programme is not the appropriate pathway, concluding in March 2020.</p>	<p>Deputy Director, Effective Probation Practice</p> <p>Deputy Director, Effective Probation Practice</p> <p>Head of Psychological Services and Head of OPD Programme</p> <p>Head of Psychological Services</p>	<p>April 2019</p> <p>November 2019</p> <p>December 2020</p> <p>March 2020</p>

* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

			<p><u>Final Update (April 2020)</u></p> <p>The framework describing the departmental approach for this cohort (see recommendation one) will outline a range of alternative rehabilitative activity that can be undertaken by those not suitable for accredited programmes.</p> <p>A revised Maps for Change toolkit was released in April 2019, for use in the NPS.</p> <p>A draft product for Low Risk MCoSOs will be piloted in HMP Usk and HMP Brixton, as part of a review to consider use of Maps for Change in custody, with findings and recommendations now anticipated by December 2020.</p> <p>Funding is in place to maintain regular communication with practitioners, including through National Conferences, regarding new developments in working effectively with those that have committed sexual offences.</p> <p>As outlined in response to recommendation five, dedicated training to support NPS work with those convicted of sexual offences has been rolled out nationally and a custodial strategy for delivering training relating to MCoSOs is under development. A two-day advanced training event has been developed and will be considered for national roll-out to experienced NPS officers by the Probation Workforce Programme.</p> <p>Access to psychologically informed consultancy in relation to cases screened into the Offender Personality Disorder (OPD) pathway programme is currently available to Offender Managers in the community. Following the implementation of OMiC case management, this consultancy is being transitioned to include POMs for custodial cases by HMPPS Psychological Services Group.</p>	<p>Strategic Lead, sexual offending</p> <p>Deputy Director, Effective Probation Practice and Head of Public Protection Group</p> <p>Head of Psychological Services</p> <p>Deputy Director, Effective Probation Practice</p> <p>Deputy Director, Effective Probation Practice and Head of Psychological Services</p> <p>Head of Psychological Services and Head of OPD Programme</p>	<p>May 2020*</p> <p>Completed</p> <p>December 2020*</p> <p>Ongoing</p> <p>Completed and ongoing</p> <p>December 2020*</p>
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* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

12	Ensure that all convicted sexual offenders in custody have an allocated NPS responsible officer and prison-based offender supervisor who is actively involved in managing the case.	Agreed	<u>Original Action Plan (February 2019)</u> <p>All Registered Sexual Offenders will be assigned to NPS according to agreed models. Once OMiC case management is implemented, a suitably trained Prison Offender Manager (POM) will ensure effective coordination of the sentence during the custodial stage of the sentence. A Senior Probation Officer will be located in every prison, to oversee the management of sexual and violent offenders in custody. Active management of the case will transition to a Community Offender Manager (COM) in readiness for release.</p>	Executive Director, Safety and Rehabilitation	December 2019
			<u>Final Update (April 2020)</u> <p>The OMiC model will ensure that all registered Sex Offenders will be subject to Offender Management by a suitably qualified member of staff throughout their sentence.</p>	Executive Director, Safety and Rehabilitation	Completed

13	HM Prison Service should ensure that: Public protection procedures, including the monitoring of communications, are sufficiently robust and consistently applied	Agreed	<u>Original Action Plan (February 2019)</u> HMPPS will review the guidance in the Public Protection Manual on how to identify prisoners who pose a risk to children, to ensure it is clear, supports public protection, ensures effective assurance through Interdepartmental Risk Management meetings and is in line with legislation. All reviews of the need for continued communications monitoring will be undertaken by suitably competent staff, taking account of all relevant information about the prisoner. An electronic learning package for staff involved in the interception of communications will be launched.	Head of Public Protection Group	September 2019
			<u>Final Update (April 2020)</u> A Senior Policy Lead joined the Public Protection Partnership Section and has reviewed the section of Custodial Public Protection Manual regarding the identification of persons who pose a risk to children. The Senior Public Protection Policy Lead, in collaboration with the OMiC Team, has developed a public protection screening tool to improve establishments' compliance with the Custodial Public Protection Manual, including restrictions and monitoring of communication. A pilot of the public protection screening tool has now concluded and subject to review, will be launched as soon as practicable. Guidance has been developed for Governors to assist them in understanding how well their establishments are meeting expectations set out in the Custodial Public Protection Manual, including the monitoring of communication.	Head of Public Protection Group	Completed
			All reviews of the need for continued communications monitoring will be undertaken by suitably competent staff, taking account of all relevant information about the prisoner. An electronic learning package for staff involved in the interception of communications has been launched.	Head of Public Protection Group and Senior Project Lead, OMiC	May 2020*
				Directorate of Security, Order and Counter Terrorism	Completed

* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

14	Prisons make a more effective contribution in their role as a MAPPA responsible authority	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>The risk assessment and management element of the OASys training for prison staff has been re-written to better equip prison staff to complete quality assessments.</p> <p>The national MAPPA Team will review the MAPPA Guidance. This will include production of clear minimum requirements for single agency management. This will also set out the framework for communication across the responsible authorities, including prison contribution to MAPPA review meetings, and the support to be provided by prisons for cases co-ordinated by a single lead agency. HMPPS will consider an operational review of prison engagement, to ensure compliance with formal processes.</p> <p>The National MAPPA Team delivered presentations to the Regional Prison Group Directors in November and December 2018 promoting the value of ViSOR and the impact its use has in relation to MAPPA and protecting the public. HMPPS has improved the process for providing staff with access to ViSOR. To further support improved operational use of ViSOR across the prison estate HMPPS has reviewed the current mandatory training. Implementation of the updated training will begin by September 2019.</p>	Head of Public Protection Group	Completed		
				Head of Public Protection Group	September 2019		
				Head of Public Protection Group	Completed		
			<p><u>Final Update (April 2020)</u></p> <p>The National MAPPA team has updated the MAPPA levels chapter of the statutory, revised MAPPA guidance. This has been approved by Ministers and published on the MAPPA website.</p> <p>A consultation of the MAPPA Level descriptors has concluded, to ensure that levels of management are accurately reflected and understood by all.</p> <p>A Senior Policy Lead for the Custodial Public Protection Policy has been recruited. Following a consultation and review of the prison public protection manual, findings and proposals to ensure consistent and effective use of an improved Interdepartmental Risk Management have been presented to the Responsible Authority National Steering Group (RANSNG). Wider consultation is taking place to explore any resource implications resulting from the proposed changes.</p>			Head of Public Protection Group	Completed
				Head of Public Protection Group	Completed		
				Head of Public Protection Group	May 2020*		

* Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

		<p>Individual establishments have continued to embed public protection processes outlined in the revised MAPPA guidance released in July 2018, which introduced a direct process for prison staff to contribute to MAPPA level setting decisions and formalised the MAPPA level escalation document (MAPPA S). The usage and impact of the MAPPA S has been evaluated.</p>	Head of Public Protection Group	Completed
		<p>MAPPA level setting and communication has been included on the process maps showing the transition from POM to COM under OMiC, on the online platform <i>Equip</i>.</p>	Senior Project Lead, OMiC	Completed
		<p>As set out above, HMPPS ViSOR Development Manager continues to engage with PGDs, attending Governor meetings across the estate to promote the use of ViSOR and assist with operational support when issues arise. The updated HMPS ViSOR training has been implemented. The ViSOR Training Working Group will continue to review and improve where necessary.</p>	Head of Public Protection Group	Completed and ongoing

15	All prisons have an active strategy to reduce reoffending, based on a current needs analysis, that sets out the steps to be taken with the population of convicted sexual offenders.	Agreed	<p><u>Original Action Plan (February 2019)</u></p> <p>The OMiC case management specification sets out the steps to be taken with any group of prisoners. Prisons will actively adhere to this specification, taking account of the framework for work with those convicted of sexual offences (see recommendation one). HMPPS will work closely with Prison Group Directors to assure effective implementation.</p> <p>National data will continue to be used to enable Prison Group Directors to produce Offender Behaviour Programme delivery plans and strategies. The Prison Estate Transformation Programme Model for Operational Delivery for working with those convicted of sexual offences, will be considered by each site holding relevant offenders to ensure approaches are in line with the evidence, the population held, and wider HMPPS strategy.</p>	Director of Safety and Rehabilitation	December 2019
			<p><u>Final Update (April 2020)</u></p> <p>The MCoSO MOD was published in 2018, providing a summary of the minimum requirements for safely managing and meeting the needs of a MCoSO population and outlining best practice from across the estate. This is available and accessible for HMPPS staff on the intranet and has been made available to external colleagues, through the <i>Promoting Professional Prison Practice</i> EuroPris website. MOD implementation is part of the delivery of the prison estates reconfiguration project and any prison requesting to hold a MCoSO population will need to demonstrate that they can implement the minimum requirements under the MOD and provide an equitable regime for this cohort.</p> <p>Prisons will adhere to the OMiC case management specification, taking account of the framework for work with those convicted of sexual offences once available (see recommendation one). HMPPS will continue to work closely with Prison Group Directors to assure effective implementation and OSAG will undertake assurance work on OMiC once the process is fully implemented.</p> <p>National data will continue to be used to enable Prison Group Directors to produce Offender Behaviour Programme delivery plans and strategies.</p>	Head of Analytical Services Directorate	March 2020
				Head of Reconfiguration Project, HMPPS	Completed
				Director of Safety and Rehabilitation	May 2020 and ongoing*
				Head of Analytical Services Directorate	Completed and ongoing

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