



HM Prison &  
Probation Service



Action Plan Submitted: 13<sup>th</sup> October 2020

A Joint Response to the HMI Probation Thematic Inspection: Integrated  
Offender Management

Report Published: 28<sup>th</sup> February 2020

Updated Action Plan Submitted: 26<sup>th</sup> April 2021

## 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 and the Home Office 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 GOV.UK and HMI Probation 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: Integrated Offender Management (IOM) Thematic

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
	<b>The Ministry of Justice should, in collaboration with the Home Office:</b>				
1	Commission an independent, authoritative and structured evaluation of the cost and benefits of IOM, in terms of crime reduction; reduced frequency and/or seriousness of reoffending; and eventual desistance from crime. In doing this, they should identify which cohorts of offenders benefit most from the IOM approach	Partly Agreed	<p>This recommendation is partly agreed, because an assessment of the need for an independent evaluation and the nature of that evaluation should take place after the strategy has been designed and embedded.</p> <p>The MoJ and HO, NPCC and HMPPS are working together to develop an IOM strategy to clearly articulate the aims of IOM. The strategy will be informed by fieldwork with IOM professionals, including evaluation specialists, and a review of existing evidence on IOM. Once there is a clear articulation of aims, MoJ and HO will consider how to embed appropriate impact and performance measures going forward.</p> <p>At this point, MoJ and HO will also consider whether there is a need to commission an</p>	<p>Head of Probation Reform Evaluation, MoJ &amp; Criminal Justice Strategy Unit, Home Office HO.</p> <p>Head of Probation Reform Evaluation, MoJ &amp; Criminal Justice Strategy Unit, HO.</p> <p>Head of Probation</p>	<p>April 2021</p> <p>April 2021</p> <p>April 2022</p>

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		<p>independent evaluation on the cost and benefits of IOM - separate from ongoing and embedded assessment of impact. It will be most beneficial for this to be done after changes resulting from the strategy have been embedded into practice. We will need to consider whether there is value in evaluation on a national scale, and how this might complement existing local evaluations. As is the case for all community interventions, it will be difficult to isolate the impact of IOM on crime reduction; reduced frequency; seriousness of reoffending and eventual desistance from crime. An evaluation looking at process as well as impact may support us to do this</p> <p><b>Update April 2021</b></p> <p>As per the refresh the <a href="#">Integrated Offender Management Strategy</a> was published on 9<sup>th</sup> December 2020, the new 'neighbourhood' crime focus is established and when implemented an evaluation will be conducted. Neighbourhood crime includes offences such as Robbery, Burglary, theft from person and vehicle theft. Relevant research evidences that those who commit these types of offences are more likely to offend again and typically don't meet the criteria to be managed via existing multi-agency initiatives such as Multi Agency Public Protection Arrangements (MAPPA).</p>	<p>Reform Evaluation, MoJ &amp; Criminal Justice Strategy Unit, HO.</p> <p>Deputy Director for Probation (IOM Lead). Chief Constables, NPCC (IOM Lead)</p>	<p>Completed December 2020</p>
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			<p>Since publication, work has been on-going to devise operational guidance to complement the strategy. There is a need to establish performance measures that reflect the success of IOM from both a police and probation perspective. Post implementation, a national impact evaluation will be conducted measuring key metrics, including both qualitative and quantitative measures. The IOM Regional Leads Strategic Group will be crucial in monitoring performance and implementation of the strategy.</p> <p>The operational guidance has been developed for front line police and probation staff to ensure consistency in approach to the delivery of IOM. This guidance was launched in April 2021 and we believe a period of 12 months will be required to embed the strategy prior to evaluation work into the effectiveness of IOM taking place.</p>	<p>NPS Director for Wales, IOM Lead. Chief Constables, NPCC (IOM Lead)</p> <p>NPS Director for Wales, (IOM Lead). Chief Constables, NPCC (IOM Lead)</p>	<p>Completed April 2021</p> <p>April 2022</p>
2	Refresh the joint IOM strategy and provide clear leadership and support for the delivery of IOM and sharing of best practice. The strategy should be clear about who should provide leadership and governance for IOM within local areas.	Agreed	<p>The MoJ in collaboration with the HO will renew or create governance arrangements that confirm national, senior leadership support for multi-agency approaches.</p> <p>With all the relevant partners, including National Police Chiefs Council and Association of Police and Crime Commissioners, a Strategic Action Plan (drafted by a specifically convened cross-departmental Design Working Group) for multi-agency approaches will be published that:</p>	<p>Deputy Director Policy, MoJ &amp; Criminal Justice Strategy, HO</p> <p>Deputy Director Probation Policy Group, MoJ &amp; Criminal Justice Strategy, HO</p>	<p>November 2020</p> <p>November 2020</p>

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		<p>a) renews strategic commitment</p> <p>b) outlines minimum expectations for regional and local governance</p> <p>c) drives innovation, best practice and training, ensuring alignment to wider crime prevention/public protection priorities (such as domestic violence or serious violence)</p> <p>d) decides on priorities for further research/evaluation.</p> <p>The Strategic Action Plan will be sensitive to the various existing IOM (and similar) schemes, recognising that some areas have maintained and further developed IOM.</p> <p><b>Update April 2021</b></p> <p>On the 9<sup>th</sup> December 2020, the MoJ and HO published a refreshed national <a href="#">Integrated Offender Management Strategy</a>.</p> <p>In response to the HMIP recommendations, the IOM/Electronic Monitoring (EM) Strategic Oversight Board was established, including attendance from across HO, MoJ, Probation and Policing. In addition, a reconfigured IOM Strategic</p>	<p>Offender Policy, MoJ &amp; Strategy, Capabilities and Resources Director, Public Safety Group, HO</p> <p>Director General Probation, HMPPS</p>	<p>Completed December 2020</p> <p>Completed November 2020</p>
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			<p>Leads meeting was set up to report to the oversight board and drive forward changes set out under the published strategy.</p> <p>The IOM Strategic Leads meeting ensures that probation leads are kept informed of IOM Refresh development. This included the development of operational guidance to accompany the strategy and set out best practice across England and Wales. This guidance has been informed by operational insights and led by two IOM Refresh Programme Managers; one from Police and one from HMPPS. The guidance seeks to promote consistency whilst allowing for local regions to reflect on and adapt their existing governance structure. The guidance was circulated on the 6<sup>th</sup> April 2021.</p>	NPS Director for Wales, (IOM Lead). Chief Constables, NPCC (IOM Lead)	Completed November 2020
	<b>The Home Office should, in collaboration with the Ministry of Justice:</b>				
3	Provide support to local areas on the use of IDIOM, or an equivalent suitable alternative, to ensure that there is one performance framework that can help measure the impact of IOM on the cost of crime and the rehabilitation of service users	Agreed	<p>IDIOM is a Home Office IT enabled performance measurement platform available to all forces. Relevant guidance is available to forces on using the platform. Home Office continue to support use of IDIOM.</p> <p>The National Police Chief's Council (NPCC) recognise the benefits to be derived from a common approach to performance measurement, however it is the case that not all forces currently use IDIOM as they have developed local</p>	<p>Criminal Justice Strategy Unit, HO</p> <p>Chief Constables, NPCC (IOM Lead)</p>	<p>April 2021</p> <p>April 2021</p>

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		<p>performance monitoring systems. The NPCC IOM lead is leading work to improve the effectiveness and sustainability of IDIOM with the aspiration that more forces adopt this system in the future.</p> <p>HMPPS and Regional Probation Directors will support use of IDIOM or alternative digital tools for monitoring the performance and impact of IOM, within the protocols that will be developed under their regional strategic partnerships.</p> <p><b>Update April 2021</b></p> <p>All forces now have access to and are able to utilise the IDIOM system for IOM cohort tracking and evaluation. The National User Group is now in place to support ongoing implementation and change.</p> <p>The HO IDIOM team are working on improvements supported by Police IOM representatives, as part of a wider and ongoing improvement programme in line with IOM refresh and new EM capabilities. The first improvements were introduced in February 2021 reflecting improved data quality standards, improvements on the current data reports and additional reports reflecting the need of the IOM cohort specifically, and supportive help functions to assist in navigation of the system.</p>	<p>Strategy, Capabilities and Resources Director, Public Safety Group, HO</p> <p>Strategy, Capabilities and Resources Director, Public Safety Group, HO</p>	<p>Completed October 2020</p> <p>Completed February 2021</p>
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			The operational guidance promotes the use of IDIOM alongside probation reporting metrics as an effective way to monitor IOM performance. Best practice has been captured and will be reviewed once embedded.	NPS Director for Wales, (IOM Lead)	Completed April 2021
	<b>Her Majesty's Prison and Probation Service should:</b>				
4	Provide information on service user profiles, characteristics and needs to local police and probation services, to support the development of IOM and commissioning of services at a local level	Agreed	<p>Under the future model for probation, Police and Crime Commissioners (PCCs) will inform commissioning priorities in each probation region and are considering pooling funds with the National Probation Service to provide rehabilitation and resettlement services. This will be supported by a data sharing MoU (or equivalent) between MoJ and PCCs.</p> <p>This offer will provide access to two central HMPPS data systems; the Segmentation Tool (which will provide information on offender needs) and the Data Hub (which will provide information on probation performance such as sentence completion rates, accommodation, and employment on release).</p> <p>We will also seek to support the development of information and data-sharing arrangements among PCCs and local partners such as health commissioners and local authorities by providing a blank template agreement to be populated by the relevant parties.</p> <p>Greater access to data on offender needs and</p>	NPS Director for Wales (IOM Lead), HMPPS	December 2020

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		<p>probation outcomes will enable PCCs to undertake meaningful co-commissioning activity with resources allocated more precisely and aligned with the shared aims of the probation service and the PCC. It will also allow PCCs to take a more co-ordinated approach to reducing re-offending by working locally with partners from health, social services and others. Our ambition is to secure PCC access to the Segmentation Tool and Data Hub when commissioning activity is due to begin in the Summer of 2021, subject to clearances being developed around PCC access to centralised HMPPS data platforms to support co-commissioning activity.</p> <p><b>Update April 2021</b></p> <p>The Dynamic Framework will be the future commissioning tool for the new probation service. The purpose of the Dynamic Framework is to deliver quality and offer a more responsive solution to Probation Regions when commissioning interventions. Successful contracts awarded from the framework will deliver a suite of interventions known as Commissioned Rehabilitative Services (CRS). The CRS will offer interventions which will sit alongside existing provision for Accredited Programmes, in-house structured interventions and Unpaid Work, making up a range of services to meet IOM nominal need and deliver the sentences of the Court. There will also be additional funding via the Regional Outcome and Innovation Fund (ROIF) where joint commissioning opportunities can be explored.</p>	<p>NPS Director for Wales (IOM Lead).</p>	<p>June 2021</p>
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			<p>With reference to data on IOM cohorts, the IOM operational guidance will cover standard data collection through existing means (DELIUS, NOMIS, IDIOM, OASys) to provide a greater understanding of need from the cohort which can then be reflected in interventions offered to reduce reoffending.</p>	NPS Director for Wales (IOM Lead), Chief Constables, NPCC (IOM Lead)	Completed April 2021
			<p>The development of improved data sharing practices to influence future commissioning will need to be informed by evidence based practice. Data sharing best practice between HO, MOJ/HMPPS and NPCC will be outlined in the operational guidance.</p>	NPS Director for Wales (IOM Lead). Chief Constables, NPCC (IOM Lead), Strategy, Capabilities and Resources Director, Public Safety Group, HO, APCC, MOJ	April 2022
	<b>The Probation Reform Programme should:</b>				
5	Ensure that there is a workstream dedicated to IOM development and that probation delivery partners at a local level provide interventions that address the	Agreed	<p>The Strategic Action Plan will include a work stream on the medium-term development of multi-agency approaches and integrated services aimed at reducing offending, linking to wider crime reduction/public protection plans and strategies (Female Offenders, NHS Long Term Plan etc.). This will feed into the governance arrangements</p>	NPS Director for Wales (IOM Lead), HMPPS	April 2021

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	needs of individuals subject to IOM		<p>developed by the MoJ in partnership with Home Office.</p> <p>HMPPS, National Probation Service Probation Regional Directors will, under regional governance arrangements, provide clarity on the availability of relevant interventions, supporting their regional plans. HMPPS will work closely with the Probation Reform Programme to update them on IOM developments which will be tested and assured with the IOM strategic leads in NPS.</p> <p><b>Update April 2021</b></p> <p>The IOM Strategic Leads group has enabled regions to remain focused on the development of the operational guidance. The IOM Refresh Programme Managers promoted collaboration in the development of the guidance, ensuring representatives from NPS, Community Rehabilitation Companies (CRC) and Police leads were involved in the subgroup activity. The IOM Refresh Programme Managers have consulted with experts of specific areas such as female offending, youth justice and with families of people in our care, therefore ensuring that our work is aligned with the strategic objectives of HMPPS/MOJ central work programmes. Furthermore, the Probation Reform Programme has been consulted on various workstreams, capturing interdependencies in our work plan, ensuring alignment, specifically the unified tiering model, the Target Operating Model (TOM) and performance. The IOM Refresh Programme</p>	NPS Director for Wales (IOM Lead), HMPPS	Completed November 2020
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		<p>Managers have sought expertise from MAPPA leads in both Probation and Police, providing guidance to the crossover of IOM and MAPPA.</p> <p>Effective governance is critical to the success of any IOM arrangements. The purpose of good governance ensures that the correct agencies at the appropriate level are attending meetings; recognising they have the decision-making ability to make a significant difference at an operational level. The guidance directs that areas adopt certain working practices relating to maintaining effective governance, such as ensuring IOM Steering Groups (reflective of Probation Delivery Units) are escalating any issues to the IOM Board.</p> <p>The Probation Reform Programme has created the 'Dynamic Framework' which is a commissioning tool for the future of commissioned rehabilitation services; these services will make-up contracted provision available to Probation Practitioners to support the identified needs of those under probation supervision. The Dynamic Framework consists of 14 categories, based on individual user needs. After the Probation Offender Manager (POM) has completed the sentence plan and specific needs are identified, a suite of commissioned rehabilitation services will be available for staff to commission.</p>	<p>NPS Director for Wales, IOM Lead, HMPPS</p> <p>Head of Probation Reform Evaluation</p>	<p>Completed April 2021</p> <p>Completed April 2021</p>
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			In Wales the commissioned rehabilitation services will be accessible through a simplified referral process to the Centralised Operational, Resettlement, Referral and Evaluation (CORRE) Unit which was initially piloted in one Probation Delivery Unit. The pilot was completed by December 2020, the review consisted of staff focus groups that concluded the use of a central referral hub was effective at tracking intervention delivery. The CORRE will manage and track the referral process to the identified intervention/ service, until the point that the intervention is accessed by the individual being supervised, whereupon the relationship with the provider will be managed by the practitioner. This new process allows regions to commission their own rehabilitative services, ensuring specific intervention requirements are met.	NPS Director for Wales (IOM Lead), HMPPS	Completed December 2020
	<b>Police and Crime Commissioners should:</b>				
6	Assure themselves that all relevant partners and services are involved in the delivery of IOM, as a major contribution to reducing reoffending and community safety.	Agreed	PCCs are in place to secure an efficient and effective police force for their area. It remains for PCCs to set local priorities and hold their local forces to account. This includes setting the police and crime objectives for their area and bringing together community safety and criminal justice partners to ensure that local priorities are joined up.	Police and Crime Commissioners	December 2020

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			<p>Most PCCs chair Local Criminal Justice Boards in their force area, and all play a leading role in local CJS partnership working. This enables them to take a cross CJS strategic overview of IOM arrangements in their force area.</p> <p><b>Update April 2021</b></p> <p>Following the launch of the national IOM Strategy in December 2020, the Association of Police &amp; Crime Commissioners (APCC) have undertaken a series of on on-going information/awareness raising measure for PCCs and PCC offices around the new strategy and the PCC role within refreshed IOM arrangements.</p> <ul style="list-style-type: none"> <li>• The sharing of information and briefing on IOM with all PCCs and PCC offices.</li> <li>• In December 2020 the NPCC and MOJ IOM leads attended the APCC's regular Criminal Justice System meeting (to which all PCCs/PCC offices are invited) to brief PCCs on the new IOM Strategy and PCCs role in IOM.</li> <li>• In December 2020 NPCC and MOJ attended the joint APCC/HMPPS Working Group (which has PCC office representatives covering all of the new probation regions) to brief and up-date PCC offices.</li> </ul>	<p>APCC CJS Portfolio</p> <p>APCC CJS Portfolio</p> <p>APCC CJS Portfolio/NPCC IOM Lead/HMPPS IOM Lead</p> <p>APCC CJS Portfolio/NPCC IOM Lead/HMPPS IOM Lead</p>	<p>Completed December 2020</p> <p>Completed December 2020</p> <p>Completed December 2020</p> <p>Completed December 2020</p>
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			<ul style="list-style-type: none"> <li>On-going liaison between MOJ and NPCC with further briefing and attendance at relevant APCC national meetings planned both after the May 2021 PCC elections and to coincide with the new IOM operational guidance.</li> </ul>	APCC CJS Portfolio/NPCC IOM Lead/HMPPS IOM Lead	May 2021
	<b>Chief Constables, National Probation Service Divisional Directors and Community Rehabilitation Company Chief Executive Officers should:</b>				
7	Define their IOM offer and produce operating guidance that sets out clearly what is required by each agency at every stage of the IOM supervision process	Agreed	<p>This recommendation will be considered under the joint IOM Strategic Action Plan and as part of the Probation Reform Programme.</p> <p>The NPCC acknowledge the need to re-focus IOM; this may entail a greater prioritisation upon impact, volume and harm reduction as opposed to the management of risk. As the IOM Strategic Action Plan is developed the NPCC lead will be working with policing colleagues to seek a more standardised approach in these areas. Across HMPPS the refreshed set of IOM guiding principles will help to ensure consistency in approach with regards to cohort selection and deselection.</p> <p>Regional Probation Directors will engage with CRC's to develop the IOM offer. In addition, an operating guidance document will bring clarity to</p>	Chief Constables, NPCC (IOM Lead); NPS Director for Wales (IOM Lead),  Regional Probation Directors	April 2021  Ongoing

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		<p>the roles of each of the identified agencies and outline key roles and responsibilities. All will need to be dynamic and respond to local needs, identifying gaps and within the Probation Reform Programme using the Dynamic Framework to target appropriate interventions at the right time to the right people via co-commissioning opportunities.</p> <p>In addition, CRC's will work with their IOM partners to define their current offer and where protocols/guidance are not in place, CRCs will be monitoring this to establish/refresh these to provide clarity on the local offer.</p> <p><b>Update April 2021</b></p> <p>As part of the <a href="#">Integrated Offender Management Strategy</a> refresh, operational guidance will be provided to all forces thereby achieving consistency across England and Wales. The degree to which the Strategy and operational guidance are adopted, and the resources committed to IOM, remains a local decision for Chief Constables to make in consultation with stakeholders. However, progress updates provided to Chief Constables Council have been well received indicating a good level of support for the approach that is being jointly developed with the NPS and other key stakeholders.</p>	<p>HMPPS CRC CMT &amp; Community Rehabilitation Company, Chief Executive Officers</p> <p>IOM Portfolio Holder NPCC</p>	<p>April 2021</p> <p>Completed April 2021</p>
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			<p>The first draft of the IOM operational guidance was reviewed by members of the IOM Strategic Leads Meeting. The guidance was circulated on the 6<sup>th</sup> April 2021.</p> <p>The guidance follows the IOM nominals journey from their first Court appearance to completion of their licence/community sentence. The guidance sets out minimum standards, roles and responsibilities, providing principles on selection and deselection. Identifying the need for the nominal to be engaged in the decision for selection, detailing the expectations of all agencies and how they can assist the IOM nominal in leading an offence free lifestyle. The focus of the guidance will be to share best practice and provide guiding principles that can be adapted locally.</p>	<p>NPS Director for Wales, (IOM Lead). Chief Constables, NPCC (IOM Lead)</p> <p>NPS Director for Wales, (IOM Lead), HMPPS</p>	<p>Completed April 2021</p> <p>Completed April 2021</p>
8	<p>Improve the quality and accuracy of recording in IOM cases, in particular, the activity relating to public protection.</p>	Agreed	<p>IOM can be used as an approach within MAPPA; however, IOM is non-statutory and does not replace statutory public protection processes. The exact role and scope of IOM will be defined and its relationship with other forms of offender management as part of the IOM Strategic Action Plan. Notwithstanding this, as part of the work to standardise IOM working, there will be an opportunity to improve the quality and accuracy of recording.</p>	<p>Chief Constables, NPCC (IOM Lead); NPS Director for Wales (IOM Lead) &amp; and CRC Chief Executive Officers</p>	<p>April 2021</p>

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		<p>A large number of CRCs have implemented revised training in relation to managing risk in response to their annual HMIP inspection report. Similarly, a number are also creating guidance documents to improve their recording practice. This report has proved a timely reminder to ensure a focus on IOM cases, particularly in regard to the sharing of risk information with the police and other IOM partners.</p> <p><b>Update April 2021</b></p> <p>The need to provide clarity and ensure Offender Managers are aware of MAPPA protocols and how they can function within existing IOM arrangements is considered a critical element. A cross model working subgroup was devised to discuss this issue more broadly with portfolio holders from MAPPA and experienced practitioners across the different organisations and other multi-agency offender management structures.</p> <p>The operational guidance and local training plans now offer clarity around cross model working arrangements, MAPPA and Multi-Agency Risk Assessment Conference (MARAC), stipulating which arrangement takes precedence, core roles and responsibilities and offers guidance on how</p>	<p>CRC Chief Executive Officers and Senior Contract Managers, CRC Contract Management Team</p> <p>NPS Director for Wales (IOM Lead), HMPPS</p> <p>NPS Director for Wales (IOM Lead). HMPPS</p>	<p>April 2021</p> <p>Completed April 2021</p> <p>Completed April 2021</p>
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			multiple arrangements can work effectively together where appropriate and necessary.		
9	Analyse training needs and ensure that all staff receive sufficient training to enable them to fulfil their duties. Training in public protection, safeguarding children and working with vulnerable adults training should be prioritised.	Agreed	<p>Under the IOM Strategic Action Plan, the case for revised training products, and drawing upon existing training offers where appropriate will be considered.</p> <p>IOM has not been considered to be a specialism and therefore no bespoke training for police officers and staff has been identified. Engagement will be undertaken with the College of Policing to explore the identification of a national training programme for police officers and staff in IOM units.</p> <p>The distinction between statutory public protection and safeguarding arrangements and IOM mentioned in the response to recommendation 8 above is also pertinent to this recommendation. CRCs will review their training curriculum to ensure that all areas of public protection are covered. In a number of areas, supplementary multi-agency safeguarding training is also available. CRCs will be encouraged to monitor and report on attendance at training events to ensure all appropriate staff, including new recruits, receive an agreed minimum training offer in relation to public protection.</p>	<p>Chief Constables, NPCC (IOM lead); NPS Director for Wales (IOM Lead); and CRC Chief Executive Officers</p> <p>Senior Contract Managers, CRC Contract Management Team</p>	<p>April 2021</p> <p>April 2021</p>

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			<p><b>Update April 2021</b></p> <p>The identified gap in professional IOM training within policing was specifically highlighted in the inspection report. A training package developed by West Midlands Police will be adapted to provide a national training solution. This will be circulated as best practice to all Police forces by the close of 2021.</p> <p>All Probation staff are required to undertake safeguarding training on an annual basis, which has continued during the COVID-19 pandemic. There are also references to safeguarding throughout the operational guidance. Within the guidance we provide community and resettlement checklists that can be utilised by key agencies and detail expectations relating to the need for safeguarding checks to be undertaken. The IOM regional leads have identified the need for IOM schemes to undergo annual IOM refresh training. Newly appointed IOM Refresh Programme Managers will be required to devise an IOM training action plan after conducting a training needs analysis. The first training will be focused on the implementation of the new strategy. This activity can be tracked via the regional leads meeting.</p>	<p>IOM Portfolio Holder NPCC</p> <p>NPS Director for Wales (IOM Lead), HMPPS</p>	<p>December 2021</p> <p>April 2022</p>
10	Ensure that service users are kept informed, as much as possible, about the benefits of inclusion in IOM, the	Agreed	A joint set of principles will be developed under the Strategic Action Plan - a specific principle would place a responsibility on local Chief Constables and Probation Divisional	Chief Constables, National Probation	November 2020

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<p>support available and the monitoring and information-sharing ramifications of IOM supervision.</p>		<p>Directors/Regional Directors to ensure all IOM nominals were issued with written material, explaining the implications of being included in a scheme, including its benefits.</p> <p>In most areas IOM Operating Manuals contain a clear requirement to both inform users that they are subject to oversight by the IOM schemes, and the potential benefits to them should they choose to positively engage. This often involves users signing a compact to outline their understanding of the requirements of them. All CRCs will be asked to review their protocols to ensure service users are kept fully informed of both the benefits and consequences of inclusion in IOM schemes.</p> <p><b>Update April 2021</b></p> <p>The IOM operational guidance offers clear direction and minimum standards for practitioners; specifically ensuring the IOM nominal plays a central role in any arrangements. This includes a requirement for initial appointment, explanation of the scheme, reasons for selection and the expectations of them and the professionals assigned to them. Templates to support this understanding are included within the Annex of the operational guidance document.</p>	<p>Service Divisional Directors and CRC Chief Executive Officers</p> <p>Senior Contract Managers, CRC Central Contract Management Team</p> <p>NPS Director for Wales (IOM Lead), HMPPS</p>	<p>November 2020</p> <p>Completed April 2021</p>
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			<p>The IOM operational guidance shares best practice and promotes user engagement at each stage of their IOM journey. The guidance features an IOM induction pack that seeks to promote consistency and enhance an individual's involvement. The guidance also sets time for review, promoting the need to check progress against sentence plan objectives. The guidance directs IOM schemes to ensure that they have an information sharing protocol in place that captures all agencies. The guidance provides an IOM exit questionnaire which can be utilised when considering the effectiveness of schemes in each locality.</p> <p>There is an expectation that the IOM guidance will be reviewed annually. However, monthly updates on progress to deliver IOM against the key areas in the operational guidance will be achieved via the joint IOM Strategic Leads Group.</p>	<p>NPS Director for Wales (IOM Lead), HMPPS</p> <p>IOM Strategic Leads Group</p>	<p>Completed April 2021</p> <p>April 2022</p>
	<p><b>The National Police Chiefs Council lead for IOM and the National Probation Service IOM Strategic lead should:</b></p>				
11	<p>Establish a joint national oversight group to drive forward improvements to IOM and make sure that progress is sustained.</p>	<p>Agreed</p>	<p>The MOJ and the HO have supported the establishment of a cross-departmental design group that includes all relevant partners, with members at a level/in roles able to commit to decisions made at the group.</p>	<p>The National Police Chiefs Council Lead for IOM and the NPS IOM Strategic Lead</p>	<p>Complete</p>

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


			<p>The group will develop and agree:</p> <ul style="list-style-type: none"> <li>- A draft of the Strategic Action Plan, for consultation and dialogue with relevant statutory partners and stakeholders, including the Victim Contact Scheme (VCS). The group will seek ministerial approval.</li> <li>- Set out a term of reference for an agreed Oversight Governance structure for IOM to oversee the progression of the IOM Strategic Action Plan.</li> </ul>	<p>The National Police Chiefs Council Lead for IOM and the NPS IOM Strategic Lead</p>	<p>November 2020</p>
			<p><b>Update April 2021</b></p> <p>A bi-monthly Strategic meeting for IOM and EM has been implemented, which is attended by Director General of Probation and Wales, Strategic Director Home Office, NPCC Lead and various other stakeholders.</p> <p>The IOM Strategic Regional Lead Meetings have agreed terms of reference aligning with existing governance structures.</p>	<p>The National Police Chiefs Council Lead for IOM and the NPS LOM Strategic lead</p>	<p>November 2020</p>
			<p>A bi-monthly Strategic meeting for IOM and EM has been implemented, which is attended by Director General of Probation and Wales, Strategic Director Home Office, NPCC Lead and various other stakeholders.</p> <p>The IOM Strategic Regional Lead Meetings have agreed terms of reference aligning with existing governance structures.</p>	<p>The National Police Chiefs Council Lead for IOM and the NPS IOM Strategic Lead</p>	<p>Completed November 2020</p>

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



Recommendations	
Agreed	10
Partly Agreed	1
Not Agreed	0
<b>Total</b>	<b>11</b>

**Note:** MoJ/HMPPS and the NPCC have responded to *9 of the 11* recommendations as recommendations *3 and 6* are specifically for Home Office and Police and Crime Commissioners to respond.



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