

HMIP ACTION PLAN 2021: Kent, Surrey, Sussex Probation Service

An Action Plan summarising key remaining activity within in Kent, Surrey, Sussex Probation Service, in response to HMI Probation recommendations made to East of England NPS (September 2019)<sup>1</sup> and Kent, Surrey & Sussex CRC (June 2019)<sup>2</sup>.

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<sup>&</sup>lt;sup>1</sup> The East of England NPS HMIP Action Plan (link) has been closed.

<sup>&</sup>lt;sup>2</sup> The Kent, Surrey & Sussex CRC Action Plan (<u>link</u>) will be closed upon unification of Probation Services in July 2021.

| 1. Domain and reference number       | 2. Recommendation <sup>3</sup>  | 3. Agreed/ Partly Agreed/ Not Agreed | 4. Response Action Taken/Planned  | 5. Responsible Owner (including named individuals and their functional role or department) | 6.<br>Target Date         |
|--------------------------------------|---|--------------------------------------|---|--|---------------------------|
| Organisational<br>Delivery<br>(5018) | KSS Probation Service will complete mandatory risk assessment refresher training for all operational staff as a key element of continuing professional development. | Agreed                               | The quality of Risk Management Plans will be re-visited with a specific focus on the four pillars approach to risk management as part of transition via briefings for all operational staff on developing quality and understanding risk. This will be supported by the 'transitions' Learning & Development training programme including, MAPPA, Indeterminate Public Protection sentences, Lifer, Registered Sex Offenders e-learning and a move towards mixed caseloads. | Head of P&Q  | November 2021             |
|                                      |   |                                      | Briefings will also be undertaken on Quality Development Tools for both Senior Probation Officers and Offender Managers, to ensure that expectations around quality are understood across KSS.  This activity will be monitored via quality assessment activity. Internal audits and Management Oversight (via TPM and Countersigning Framework).   | Head of P&Q Head of P&Q  | September 2021 April 2022 |

<sup>&</sup>lt;sup>3</sup> Recommendations have been taken directly from HMIP reports following inspections of KSS CRC and SEE NPS and reworded only as necessary to reflect unified arrangements. Recommendations have been grouped firstly by HMIP domain and secondly by the original provider.

| Organisational<br>Delivery<br>(1043) | KSS Probation Service will make sure that management oversight and supervision is consistent and effective in supporting responsible officers to manage public protection and safeguarding   | Agreed | Quality Assurance will be embedded via the Touch Point Model (TPM) throughout KSS Probation Service, including through the launch of TPMs for Court staff. This will be supported via Performance & Quality led activity to support national launch. A TPM Performance Dashboard has been agreed by Strategic P&Q and will be formally launched to KSS Middle Managers. | Head of P&Q  | December 2021  |
|--------------------------------------|--|--------|---|--|----------------|
|                                      | concerns   |        | A Management Oversight Quality Development Tool (QDT) will also be launched to support quality assurance processes. KSS will undertake quality assurance to evaluate the quality of Touch Points Model throughout the region.   | Head of P&Q  | December 2021  |
| Organisational<br>Delivery<br>(1044) | KSS Probation Service will reassure itself that the range of interventions, both accredited and nonaccredited, are consistently available and are being provided to individuals subject to supervision actual and potential victims safe | Agreed | KSS will launch the Dynamic Framework (DF) via an NPS/CRC all staff live event in May 2021 which will form an integral part of support for the roll out of the Commissioned Rehabilitative Services (CRS). P&Q will also provide briefings/guidance to all staff on the use of 1-1 toolkits for those individuals not eligible for interventions.                       | Transitions Lead, Head of P&Q, Head of Interventions and Head of Community Integration | June 2021      |
|                                      |  |        | This will also be supported by briefings, from the Structured Interventions team and Accredited programmes team, to ensure that Sentence Managers are aware of what interventions are in place to support Supervised Individuals following unification, referral criteria and how best to support individuals whilst they complete interventions.                       | Transitions Lead, Head of P&Q, Head of Interventions and Head of Community Integration | September 2021 |
|                                      |  |        | P&Q will monitor the use of these via feedback and audit activity. This activity will be monitored via Accredited Programmes /Structured Interventions/CRS performance monitoring.  | Transitions Lead, Head of P&Q, Head of Interventions and Head of Community Integration | December 2021  |

| Case<br>Supervision<br>(5011) | KSS Probation Service will ensure that actions are taken to protect victims in all cases, including those assessed as medium risk of serious harm.    | Agreed | The training needs analysis for all staff, including for both Court and Sentence Management staff, will include the need for Safeguarding Children training and refresher events.   | Divisional Training<br>Manager, Head of<br>Performance &<br>Quality (P&Q)    | July 2021     |
|-------------------------------|---|--------|---|--|---------------|
|                               |   |        | Refreshed Continuous Professional Development briefings across KSS, including in relation to protecting victims, will help embed the importance of liaison with key agencies.   | SLT Court Quality<br>Lead, Head of P&Q<br>Court Quality Lead,<br>Head of P&Q | November 2021 |
|                               |   |        | KSS staff will be supported through transition via Learning & Development activity on key practice areas including Multi Agency Public Protection Arrangements, Active Risk Management System in Offender Assessment System, Effective Proposal Framework (EPF) 1 & EPF2 and Victim Liaison Briefings.                              | Head of Operations   | December 2021 |
|                               |   |        | Victim Liaison Team to provide briefings for all staff on their role in working with victims, liaison arrangements, points of contact and involvement via Multi Agency Public Protection Arrangement (MAPPA) /Lifer & Indeterminate sentence for Public Protection Panels.  | Head of Operations   | December 2021 |
| Case<br>Supervision<br>(1041) | KSS Probation Service will improve the quality of assessment, planning, service delivery and reviewing to help keep actual and potential victims safe | Agreed | Professional Curiosity to be revisited across KSS and to embed the use of professional judgement, including through recording. This will be undertaken via briefings on Professional Curiosity, and weaving this theme through training around National Standards, Home Visit Guidance and Risk Management/Victim Safety briefings. | Head of P&Q  | November 2021 |
|                               | and potential violant date  |        | This activity will be monitored via internal audits and Management Oversight (via TPM, MO Oversight, and Countersigning Framework).   | Head of P&Q  | April 2022    |
|                               |   |        | The CRISSA (structured supervision model) has been mandated to all KSS NPS staff and will be rolled out via briefings to all staff to ensure a consistent recording system is in place for KSS.   | Head of P&Q  | August 2021   |
|                               |   |        |   |  |               |
|                               |   |        |   |  |               |

| NPS Specific (5016) | KSS Probation Service will review the quality assurance processes for same-day reports.  | Agreed | SDR/SFR Quality Development Tool (QDT) & Oral Report Specific QDT have been rolled out nationally. Both tools have been approved by the National Court Strategy Group and are available for use across the region.  The use of these Quality Assurance Forms will be embedded throughout KSS, supported by Touch Points Model for Court, Countersigning Framework and the Probation Court Information Management System (P-CIMS).  Regional Quality Assurance audit activity will also be undertaken in KSS to ensure a consistent approach to same-day reports.  | Court Lead SLT, Head of P&Q  Court Lead SLT, Head of P&Q  Head of P&Q  | December 2021  December 2021  April 2022          |
|---------------------|--|--------|---|--|---|
| CRC Specific (1045) | KSS Probation Service will enhance the delivery and coordination of resettlement activity provided to those released from custody. | Agreed | The effectiveness of the existing Quality Assurance Framework will be reviewed with a final audit, 2021, with outcomes reported by the end of May 2021. This will identify gaps and provide learning about the current QAF approval.  Head of Operations and Regional Resettlement Leads will identify a strategic plan for the move away from TTG to a Short Sentence Team, supported by provision from Commissioned Rehabilitative Services (CRS) on the Dynamic Framework. Post Day One, TTG services will remain 'as is' whilst CRS are embedded, with a clear timeframe for the winding down of these services and the creation of the new Short Sentence Team to be established by October 2021.  This will be used to review the QAF in June/ July into an "interim QAF" to be completed on a quarterly basis, starting in September (ie, three months after "day one") until the end state is implemented. Following reunification, this will be repeated using the Target Operating Model expectations at the point of end state, with the QAF being repeated on a | TTG Lead (CRC) & Head of Operations  Head of Operations & Regional Resettlement Leads  TTG Lead (CRC) & Head of Operations | June 2021  November 2021  June 2021 and quarterly |