



HM Prison &
Probation Service

Action Plan Submitted: 16 February 2022

A Response to the HMI Probation Inspection: Swansea, Neath Port Talbot (SNPT) and Gwent Probation Delivery Unit's (Probation Service Wales)

Reports Published: SNPT 20 January 2022, Gwent 03 February 2022

Actions with future target dates may be delayed due to COVID-19 recovery.

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions and effectiveness of the work of probation, Community Rehabilitation Companies (CRCs) and youth offending services across England and Wales to Ministry of Justice (MOJ) and Her Majesty's Prison and Probation Service (HMPPS). 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 plans 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 sent to HMIP and published on the HMPPS web-based Prison Finder. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

ACTION PLAN: Swansea Neath Port Talbot (SNPT) and Gwent Probation Delivery Unit's (Probation Service Wales)

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Swansea Neath Port Talbot PDU should:				
1.	Improve the quality of work to assess, plan for, manage and review risk of harm.	Agreed	<p>To improve the quality of work Swansea Neath Port Talbot (SNPT) PDU will:</p> <ul style="list-style-type: none"> • Develop a Probation Delivery Unit (PDU) calendar of quality development events in line with the Regional Effective Practice Strategy to support a local focus on quality. • Develop and introduce a multi-agency PDU induction process in March 2022 for all new staff, and those who have joined the service since March 2020. • Deploy staff to specialise in quality development activity, focusing on quality assurance and developing staff members through a range of activities. • Introduce Action Learning Sets across the PDU to support peer to peer learning in relation to risk of serious harm. 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>April 2022</p> <p>June 2022</p> <p>June 2022</p> <p>April 2022</p>

Actions with future target dates may be delayed due to COVID-19 recovery.

			<ul style="list-style-type: none"> Face to Face inductions have been reinstated for all People on Probation from December 2021 to promote improved assessments and plans. <p>Probation Service Wales and SNPT PDU will measure the impact of the above activities through PDU and Region-wide activities in the Effective Practice Strategy for 2022/23.</p>	PDU Head	Completed
				PDU Head and PS Wales Lead for Effective Practice	March 2023
2.	Improve the effectiveness of quality assurance and management oversight of all casework.	Agreed	<p>To improve the effectiveness of quality assurance and management oversight SNPT PDU will:</p> <ul style="list-style-type: none"> Re-structure sentence management teams and increase Senior Probation Officer (SPO) resource to reduce team sizes to support greater levels of management oversight of casework. Implement a management co-ordination hub to relieve SPO's of administrative tasks to increase the time available for management oversight of casework. Conduct a leadership 'reset day' with SPO's, focusing on resetting practice expectations as COVID-19 restrictions ease, in conjunction with National Exceptional Delivery Models (EDM's). Implement the revised countersigning framework with a focus on using the Assessment Quality Assurance (AQA) tool to improve the quality of assessment and reviews. Deploy staff to specialise in quality development activity within the PDU, focusing on quality assurance and developing staff members through a range of activities. 	PDU Head	February 2022
				PDU Head	February 2022
				PDU Head	March 2022
				PDU Head	June 2022
				PDU Head	June 2022
3.	Ensure that the interventions necessary to improve desistance and reduce reoffending	Agreed	To ensure the necessary interventions are provided for all cases SNPT PDU will:		

	and risk of harm are provided in all cases.		<ul style="list-style-type: none"> • Increase Unpaid Work delivery by introducing new processes for Education, Training and Employment (ETE) completions, and the implementation of Independent Working Projects. Performance of both will be tracked through monthly meetings chaired by the Head of Centralised Operational Resettlement Referral and Evaluation (CORRE), Effective Practice, Programmes and Unpaid Work. • Increase resource in Unpaid Work delivery through recruitment of additional supervisors, using additional funding. • Relaunch of approved toolkits that will include briefings to support staff skills development, alongside the implementation of an assurance tool to monitor the use of toolkits as an alternative to programme delivery where required. • Increase resource in programme delivery through recruitment of additional facilitators utilising additional national funding. • Embed Commissioned Rehabilitative Services (CRS) delivery across the PDU, ensuring that all relevant People on Probation are referred to and receive the relevant service. Referral volumes will be tracked by the Head of Contract Management and Head of CORRE, Effective Practice, Programmes and Unpaid Work. 	<p>Head of CORRE, Effective Practice, Programmes and Unpaid Work</p> <p>Head of CORRE, Effective Practice, Programmes and Unpaid Work</p> <p>Head of CORRE, Effective Practice, Programmes and Unpaid Work/ Head of PDU</p> <p>Head of CORRE, Effective Practice, Programmes and Unpaid Work</p> <p>Head of CORRE, Effective Practice, programmes and Unpaid Work/ Head of Contract Management/ Head of PDU</p>	<p>March 2022</p> <p>May 2022</p> <p>April 2022</p> <p>June 2022</p> <p>May 2022</p>
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4.	Ensure staff with responsibility for case management oversight have the skills, knowledge and time to undertake the work effectively.	Agreed	<p>To ensure staff have the skills, knowledge and time to undertake their work effectively SNPT PDU will:</p> <ul style="list-style-type: none"> • Re-structure sentence management teams and increase Senior Probation Officer (SPO) resource to reduce team sizes to support greater levels of management oversight of casework. • Implement the management co-ordination hub to relieve SPOs of administrative tasks to increase the time available for management oversight of casework. • Refresh the Touchpoints Model (the Probation Service model for management oversight), and Reflective Practice Supervision Sessions. • Conduct a leadership reset day with SPO's, focusing on resetting practice expectations as COVID-19 restrictions ease, in conjunction with National EDM's. • Launch an Induction Pack for SPO's focusing on the skills and knowledge needed to support effective management oversight. • Implement the revised countersigning framework with a focus on using the Assessment Quality Assurance (AQA) tool to improve the quality of assessment and reviews. 	PDU Head PDU Head PDU Head PDU Head PDU Head	February 2022 February 2022 April 2022 March 2022 June 2022 May 2022
5.	Explore the reasons for better casework in those cases on post-release licence and use this learning to improve effectiveness elsewhere.	Agreed	<p>SNPT PDU will explore the reasons why casework is better for those on post-release licence by:</p> <ul style="list-style-type: none"> • Reviewing a selection of relevant cases from the HMI Probation case sample to explore the differences between community penalty and post-release licence cases. • Conduct focus group discussions with relevant staff members to further explore the differences. • A summary of the findings will be produced, which will be used to influence the Effective Practice Strategy for 2022/23. 	PS Wales Lead for Effective Practice PS Wales Lead for Effective Practice PS Wales Lead for Effective Practice	March 2022 March 2022 March 2022

6.	Explore the reasons for worse casework in those cases assessed as medium risk of harm, compared with those assessed as low or high/very high risk of harm and use this learning to improve the quality of work delivered for medium-risk cases.	Agreed	<p>SNPT PDU will explore the reasons why casework was found to be worse for cases assessed as medium risk of harm by:</p> <ul style="list-style-type: none"> The PDU Head has prioritised and resumed practice observations for medium risk cases following the re-opening of the SNPT probation office in December. Review a selection of relevant cases from the HMI Probation case samples to explore the differences between medium and high/very high risk of harm cases. Conduct focus group discussions with probation practitioners and SPOs to further explore the differences. A summary of the findings will be produced, which will be used to influence the Effective Practice Strategy for 2022/23. 	<p>PDU Head</p> <p>PS Wales Lead for Effective Practice</p> <p>PS Wales Lead for Effective Practice PS Wales Lead for Effective Practice</p>	<p>Complete</p> <p>March 2022</p> <p>March 2022 March 2022</p>
	Gwent PDU should:				
7.	Improve the arrangements for information sharing to inform assessment and review of risk of harm, including at pre-sentence report stage.	Agreed	<p>To improve the arrangements for information sharing Gwent PDU will:</p> <ul style="list-style-type: none"> Implement Reportable Incidents (a process that supports real-time sharing of information between police and probation) with Gwent Police Force, to improve information sharing with police colleagues. Pilot the Early Intervention Safeguarding Hub in Newport which will support the sharing of safeguarding information with partners. Issue information sharing guidance to Court staff that clarifies expectations and recording processes. Conduct regular audits of information sharing practice in Court work to measure the impact of the above point, that will be incorporated into the quarterly audit schedule. 	<p>PDU Head</p> <p>PDU Head</p> <p>PS Wales Court Lead</p> <p>PS Wales Court Lead</p>	<p>February 2022</p> <p>March 2022</p> <p>March 2022</p> <p>July 2022</p>

			Probation Service Wales and Gwent PDU will measure the impact of the above activities through PDU and Region-wide activities in the Effective Practice Strategy for 2022/23.	PDU Head and PS Wales Lead for Effective Practice	March 2023
8.	Improve the quality of work to assess, manage and review risk of harm.	Agreed	<p>To improve the quality of work Gwent PDU will:</p> <ul style="list-style-type: none"> • Develop a Probation Delivery Unit (PDU) calendar of quality development events in line with the Regional Effective Practice Strategy, to support a local focus on quality. • Develop and introduce a multi-agency PDU induction process in March 2022 for all new staff and those who have joined the service since March 2020. • Deploy staff to specialise in quality development activity, focusing on quality assurance and developing staff members through a range of activities. • Introduce Action Learning Sets across the PDU to support peer to peer learning in relation to risk of serious harm. • Face to Face inductions were reinstated for all People on Probation from December 2021 to promote improved assessments and plans. <p>Probation Service Wales and Gwent PDU will measure the impact of the above activities through PDU and Region-wide activities in the Effective Practice Strategy for 2022/23.</p>	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head and PS Wales Lead for Effective Practice</p>	<p>April 2022</p> <p>June 2022</p> <p>June 2022</p> <p>April 2022</p> <p>Completed</p> <p>March 2023</p>
9.	Improve the effectiveness of management oversight and quality assurance of all casework.	Agreed	<p>To improve the effectiveness of quality assurance and management oversight Gwent PDU will:</p> <ul style="list-style-type: none"> • Re-structure sentence management teams and increase Senior Probation Officer (SPO) resource to reduce team sizes to support greater levels of management oversight of casework. 	PDU Head	February 2022

			<ul style="list-style-type: none"> • Implement a management co-ordination hub to relieve SPO's of administrative tasks to increase the time available for management oversight of casework. • Conduct a leadership reset day with SPO's, focusing on resetting practice expectations as COVID-19 restrictions ease, in conjunction with National Exceptional Delivery Models (EDM's). • Implement the revised countersigning framework with a focus on using the Assessment Quality Assurance (AQA) tool to improve the quality of assessment and reviews. • Deploy staff to specialise in quality development activity within the PDU, focusing on quality assurance and developing staff members through a range of activities. 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>February 2022</p> <p>March 2022</p> <p>June 2022</p> <p>June 2022</p>
10.	Ensure that the interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases.	Agreed	<p>To ensure the necessary interventions are provided for all cases Gwent PDU will:</p> <ul style="list-style-type: none"> • Increase Unpaid Work delivery by introducing new processes for Education, Training and Employment (ETE) completions, and the implementation of Independent Working Projects. Performance of both will be tracked through monthly meetings chaired by the Head of Centralised Operational Resettlement Referral and Evaluation (CORRE), Effective Practice, Programmes and Unpaid Work. • Increase resource in Unpaid Work delivery through recruitment of additional supervisors, using additional funding. • Relaunch of approved toolkits that will include briefings to support staff skills development, alongside the implementation of an assurance tool to monitor the use of 	<p>Head of CORRE, Effective Practice, Programmes and Unpaid Work</p> <p>Head of CORRE, Effective Practice, Programmes and Unpaid Work</p> <p>Head of CORRE, Effective Practice, Programmes and</p>	<p>March 2022</p> <p>May 2022</p> <p>April 2022</p>

			<p>toolkits as an alternative to programme delivery where required.</p> <ul style="list-style-type: none"> • Increase resource in programme delivery through recruitment of additional facilitators, utilising additional national funding. • Embed Commissioned Rehabilitative Services (CRS) delivery across the PDU, ensuring that all relevant People on Probation are referred to and receive the relevant service. Referral volumes will be tracked by the Head of Contract Management and Head of CORRE, Effective Practice, Programmes and Unpaid Work. • Review cases with Accredited Programme requirements to provide assurance around the delivery of alternatives. 	<p>Unpaid Work/ Head of PDU</p> <p>Head of CORRE, Effective Practice, Programmes and Unpaid Work</p> <p>Head of CORRE, Effective Practice, programmes and Unpaid Work/ Head of Contract Management/ Head of PDU</p> <p>PDU Head</p>	<p>June 2022</p> <p>May 2022</p> <p>May 2022</p>
11.	Ensure staff with responsibility for case management oversight have the skills, knowledge and time to undertake the work effectively.	Agreed	<p>To ensure staff have the skills, knowledge and time to undertake their work effectively Gwent PDU will:</p> <ul style="list-style-type: none"> • Re-structure sentence management teams and increase SPO resource to reduce team sizes, to support greater levels of management oversight of casework. • Implement the management co-ordination hub to relieve SPOs of administrative tasks, to increase the time available for management oversight of casework. • Refresh the Touchpoints Model (the new Probation Service model for management oversight) and Reflective Practice Supervision Sessions. • Conduct a leadership reset day with SPOs, focusing on resetting practice expectations as COVID-19 restrictions ease in conjunction with National EDM's. 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>February 2022</p> <p>February 2022</p> <p>April 2022</p> <p>March 2022</p>

			<ul style="list-style-type: none"> • Launch an Induction Pack for SPOs focusing on the skills and knowledge needed to support effective management oversight. • Implement the revised countersigning framework with a focus on using the Assessment Quality Assurance (AQA) tool to improve the quality of assessment and reviews. 	PDU Head	June 2022
				PDU Head	May 2022
	Probation Service – Wales region should:				
12.	<p>Ensure that performance monitoring has a far greater focus on the effectiveness of provision.</p> <p>(For Swansea Neath Port Talbot and Gwent)</p>	Agreed	<p>To ensure performance monitoring has a greater focus on the effectiveness of provision for SNPT and Gwent PDU's, Probation Service Wales will:</p> <ul style="list-style-type: none"> • Review, expand and implement the Effective Practice Strategy, to include a stronger focus on measuring the impact of the planned local and regional quality development and audit activity throughout 2022/23. • Deploy staff to specialise in quality development activity, focusing on quality assurance and developing staff members through a range of activities. • Strengthen people on probation feedback loops through the development of local and regional Involving People on Probation (IPOP) groups. 	<p>PS Wales Lead for Effective Practice</p> <p>PS Wales Lead for Effective Practice and PDU Heads</p> <p>PS Wales Lead for Involving People on Probation</p>	<p>April 2022</p> <p>April 2022</p> <p>July 2022</p>

	HM Prison and Probation Service should:				
13.	Ensure that staffing levels are swiftly determined for the PDU and region. (For Swansea Neath Port Talbot and Gwent)	Agreed	In advance of the new financial year and in line with the departmental budget settlement, 2022/23 target staffing levels are being finalised for all PDUs and Regions in line with caseload volumes.	Executive Director, Probation Workforce Programme	March 2022
14.	Resolve the current shortfall in accredited programme delivery and ensure that the delivery of interventions offered as an alternative are effectively quality assured. (For Swansea Neath Port Talbot and Gwent)	Agreed	The Probation Reform Programme Interventions Service Design Team have worked in conjunction with representatives from Regional Interventions Teams to consolidate legacy Structured Interventions (SI) into a refined and sustainable suite of National SI's provision, which have been approved by the National Effective Interventions Panel (NEIP). These interventions have a clear model of change, evaluation framework and Practice Manual which covers: Targeting Courts, Referrals & Selection, Getting the Most out of Structured Interventions, Delivering Structured Interventions, Programme Management, Training and Quality Assurance.	Probation Service Accredited Programme Lead	December 2022
15.	Ensure that measures agreed by the National Demand Management Board prioritise delivering a high-quality service and regularly	Agreed	The National Demand Management Taskforce called 'Prioritising Probation' identifies measures to be deployed in Gwent PDU. The measures approved by the Taskforce will be reviewed quarterly to ensure the approved approach to demand management supports the required performance improvement.	Chief Probation Officer	Ongoing and quarterly

	review the impact of those measures. (For Gwent)				
16.	Address and significantly reduce the 14 to 16-week delay in vetting for both new and existing staff. (For Gwent)	Partly Agreed	<p>This recommendation is partly agreed, as HMPPS cannot guarantee the timescales to complete the vetting process and are constrained by the time required for any additional checks. However, HMPPS are working to resolve and reduce the time it takes to hire. This includes, but is not limited to, ensuring efficient vetting processes for new and existing staff.</p> <p>The Probation Workforce Board have commissioned a review into recruitment efficiencies. This will examine some of the analytical work that MoJ Resourcing have done on Probation campaigns in particular areas of the country to determine what steps can be taken to begin to address timeliness, including consideration of a digitized sifting tool that may help reduce structural delays in the current Probation recruitment model. A Task and Finish group chaired by the Director General of Probation will meet weekly to discuss recruitment times.</p>	Probation Workforce and Recovery Programme and MoJ People Group	March 2022

Recommendations	
Agreed	15
Partly Agreed	1
Not Agreed	0
Total	16