



HM Prison &
Probation Service

Action Plan Submitted: 14th May 2021

A Response to: A Thematic Review of work to prepare for the Unification of Probation Services

Report Published: 14th May 2021

Updated Action Plan submitted: 9th June 2022

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.

<p>Partly Agreed</p>	<p>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.</p>	<p>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.</p>
<p>Not Agreed</p>	<p>The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.</p>	<p>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.</p>

ACTION PLAN: [A Thematic Review of work to prepare for the Unification of Probation Services](#)

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
Her Majesty's Prison and Probation Service should:					
1	Ensure commissioning of services in regions are informed by an up-to-date strategic needs analysis of the full probation caseload, including all transferring CRC cases.	Agreed	<p>The Probation Service undertook a review of Reducing Reoffending Plans to ensure they are informed by the best available information on offender needs.</p> <p>The Probation Service will build increased capacity and capability in the newly formed regions by filling the relevant roles within the Heads of Community Integration teams.</p> <p>The Probation Service will undertake a strategic needs assessment of the full caseload to inform the refresh of Reducing Reoffending Plans in 2022.</p> <p>HMPPS will recruit to the newly created roles within the Effective Practice and Service Improvement Group (EPSIG) and the INSIGHTS team. The purpose of these roles will be to ensure the service needs are fully considered in the development of future commissioning priorities.</p>	<p>Deputy Director of Service Design, Probation Reform Programme. Deputy Director EPSIG</p> <p>Deputy Director of Service Design, Probation Reform Programme</p> <p>Deputy Director Insights</p> <p>Deputy Director EPSIG. Deputy Director INSIGHTS</p>	<p>Completed April 2021</p> <p>July 2021</p> <p>December 2021</p> <p>September 2021</p>

			<p><u>Progress against commitments (May 2022)</u></p> <p>Regional Reducing Reoffending Plans (RRRPs) were reviewed prior to unification and will be again updated by Summer 2022 to more closely reflect local offender needs and government priorities.</p> <p>The newly created roles within the Effective Practice and Service Improvement Group (EPSIG) have now been recruited to. The National Commissioning Skills and Co-Ordination Team (NCSCT) have begun to take over some of the business as usual aspects, from the Commissioning Team within the Probation Reform Programme, which includes direct support to the Regions. The NCSCT have met with newly appointed Heads of Community Integration (HOCl) and their Commissioning Teams, to identify Regions in most need of support with their commissioning intentions.</p>	<p>Deputy Director of Strategy Development Group</p> <p>Deputy Director EPSIG.</p>	<p>Complete - ongoing</p> <p>Complete</p>
2	Ensure that an effective workload measurement tool is used in the unified probation service, which is informed by timings that reflect current practice for all activities.	Agreed	Under the unified model the existing National Probation Service (NPS) Workload Measurement Tool (WMT) will be updated and available for use for Community Rehabilitation Company (CRC) transitioned caseloads and staff, so, practitioners, Senior Probation Officers (SPOs) and senior managers will have an overview of workload across the unified service to assist with decision making. The WMT will now reflect a more generous Unified Tiering Model (UTM) which took effect from the 4 th May 2021 within the NPS	Deputy Director of Probation Workforce Programme	June 2021

		<p>version. On unification this will also be extended to the incoming caseload.</p> <p>The Probation Workforce Programme (PWP) are working closely with HMPPS Digital to build a new in-house WMT to enable practitioners to manage tasks associated with workforce management, including allocating a Probation Practitioner, workload measurement of Probation Practitioners and workforce capacity planning. The aim is to improve the speed and accuracy of workforce management by integrating all the required information into one service. The tool will be subject to further iterations (post its initial roll out) to ensure the WMT aligns with wider workforce ambitions and requirements.</p> <p>A phased approach is being taken to develop WMT weightings that better reflect practice activity timings based on current evidence. A commitment has been made to undertake a comprehensive piece of work to refresh current timings (not revised since 2012) and align them to the unified operating model.</p>		<p>December 2021</p> <p>December 2021</p>
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			<p><u>Progress against commitments (May 2022)</u></p> <p>The Workload Measurement Tool (WMT) was moved to a central platform in January 2022.</p> <p>A project to review the timings and weightings for Sentence Management mandatory activities has taken place and amendments will be implemented by June 2022. The revised WMT will improve the transparency, accessibility and understanding of the tool, as well as the accuracy and reliability of the workload measure. The tool will be subject to ongoing review and updates.</p>	Deputy Director of Probation Workforce Programme	Complete Complete
3	Regional Probation Directors should review the services that have been commissioned nationally for their respective region within two years to ensure they meet the needs of their region.	Agreed	The services commissioned via both the Dynamic Framework and Regional Outcome and Innovation Funds will be reviewed in terms of the extent to which they are meeting offender needs as part of the annual refresh of the regional Reducing Reoffending Plans. The Plans will be subject to an annual review through the Improving Systems and Outcomes Committee chaired by the Director General of Probation and Wales.	Deputy Director of CRC Contract Management & Competition Lead, Probation Programme. Deputy Director EPSIG	March 2022
			<p><u>Progress against commitments (May 2022)</u></p> <p>Each Region will review their services commissioned via both the Dynamic Framework and Regional Outcome and Innovation Funds, supported by the NCSCT, Contract</p>	Deputy Director EPSIG Deputy Director EPSIG.	Complete - Ongoing

			<p>Management Teams and Insights. The Annual Refresh of the Regional Reducing Reoffending Plans will inform commissioning and help Regions to identify and prioritise areas for future commissioning intentions.</p> <p>A working group has commenced with a view to simplifying the process for accessing the Regional Outcome and Innovation Funds, via Grants. This working group currently reports into the HMPPS Commissioned Rehabilitative Services (CRS) Development Board and the 3Rs (Regional Reducing Reoffending and Commissioning) Board, to update on progress and ensure that there is an alignment with the regional annually reviewed Regional Reducing Reoffending Plans.</p>		
4	<p>Ensure clearer strategic oversight of resettlement services in each English region and Wales. We suggest the appointment of regional Heads of Resettlement.</p>	Agreed	<p>The Probation Reform Programme has proposed options to the NPS Senior Leadership Team on how a lead for Resettlement will be introduced in each Probation Region. The people who take the lead within the Regions will provide strategic leadership of Resettlement work set out in the <u>Target Operating Model</u>, and for working with partners in the Region (including Prisons).</p>	Deputy Director for Resettlement, Probation Reform Programme	May 2021
			<p><u>Progress against commitments (May 2022)</u></p> <p>Each Probation Region across England and Wales has appointed a Head of Resettlement. Monthly resettlement</p>	Deputy Director for Resettlement,	Complete - ongoing

			leads meetings are held with the resettlement design team to provide support and retain oversight of the implementation of the new resettlement approach.	Probation Reform Programme	
5	Ensure an inclusive culture is in place that embraces different experiences and backgrounds of the staff forming the new probation model and gives equal status to interventions and sentence management staff.	Agreed	<p>The NPS in collaboration with wider HMPPS have reviewed the work undertaken in the last 18 months to support a successful transition to a unified model. A business case setting out how HMPPS will embed a learning organisational culture over 2021/22 is currently being developed. The strategic approach for this work has been approved by Probation Executive and HMPPS Higher Leadership Team (HLT).</p> <p>HMPPS will signify the unification of the service under a new organisational name with amended branding. This change will be communicated as emblematic of our commitment to an inclusive culture of both former organisations.</p> <p>HMPPS is delivering a programme of national and regional leadership/all staff events across CRC and NPS to support the culture of inclusivity and developing the future Probation Service together. HMPPS will continue with a form of engagement events going forward post-unification so there is no firm end date for this.</p> <p>Regional events including Commissioned Rehabilitative Services (CRS) providers will take place as they are confirmed.</p> <p>HMPPS will continue to deliver launch events for new providers of CRS as each competition begins mobilisation</p>	Head of Change Strategy, Probation Reform, Workforce & Recovery Programme	<p>July 2021</p> <p>June 2021</p> <p>Completed October 2020</p> <p>August 2021</p> <p>December 2021</p>

		<p>which provides an overview of the overall HMPPS strategy, our cultural aspiration for a learning culture to develop the unified model and bring the best from all parts of the system (NPS, CRC and supply chain).</p> <p>HMPPS will continue to facilitate dedicated all staff events (including NPS and CRC) with specific focus on interventions and sentence management to raise awareness and understanding of all parts of the unified model. This will be supported by tailored induction materials that will support engagement and awareness raising for all staff on how the new CRS will operate from the 26th June 2021.</p>		<p>Monthly throughout 2021</p>
		<p><u>Progress against commitments (May 2022)</u></p> <p>Within the Probation Service, the plan to develop and embed a learning organisational culture is progressing through the development of a pilot to test the methodology prior to wider roll-out.</p> <p>The new organisational name and amended branding was launched prior to transition in June 2021. Engagement events with staff and briefings with senior leaders were undertaken to launch the new name as emblematic of the unified service. In addition, for the first-time, regional branding was created, seeking to strengthen identity with the new name and the commitment to a unified and inclusive culture.</p> <p>Through the change products and the persona mapping process there is continued influence and messaging to support the commitment to an inclusive culture that seeks to</p>	<p>Head of Change Strategy, Probation Reform. Workforce & Recovery Programme</p>	<p>Complete – ongoing</p> <p>Complete</p>

			<p>awareness with providers have continued to take place within regions through the Heads of Community Integration.</p> <p>Quarterly all staff events have been held to ensure staff are sighted on the progression of unification, raise awareness of all elements of the model, and updated on operational developments. These events continue to take place. Tailored induction materials were prepared in relation to CRS, available for all staff on the dedicated intranet (see <i>recommendation 8</i>) and included an e-learning package in relation to the new digital platform, Refer and Monitor.</p>		Complete
6	Ensure appropriate services are in place to manage risk of harm and address risk of offending, during the last months of the CRC contracts before they terminate.	Agreed	<p>CRC contract management teams and structures remain in place until unification and will continue to both monitor sufficiency of service and escalate concerns where they exist.</p> <p>The CRC contract management team will maintain oversight and hold accountable CRCs for the quality of Risk Management Plans (RMPs) up to the end of the contracts. The HMPPS Risk Management Plan Working comprising Regional Probation Directors, CRC Chief Executive's and the Operational and System Assurance Group is in place and defining national activity in relation to collaborative, whole system approaches to improve and assure the quality of CRC Risk Management Plans.</p> <p>Work is ongoing to ensure alignment of CRC and NPS Exceptional Delivery Models (EDMs) ahead of the 26th June</p>	Director of Strategic Support, Administration and Assurance. Head of CRC Contract Management Strategy	<p>June 2021</p> <p>June 2021</p> <p>June 2021</p>

			<p>to all the CRC's. The framework provided several examples on how to improve the quality of Risk Management Plans (RMP's), alongside offering additional examples of good practice which was taking place across several regions. Regional contract management teams, carried out assurance and compliance activities across their respective regions, ensuring that the quality of RMP's continued.</p> <p>The NCMT worked in collaboration with the Probation Reform Programme, Regional Probation Directors (RPD's) and policy colleagues to publish a single version of the Exceptional Delivery Model (EDM) prior to unification.</p>		Complete
7	Ensure the skill base of transitioning CRC commissioning and corporate staff is sufficiently understood and employed appropriately in the new unified model.	Agreed	<p>Through the alignment process, transferring-in staff are being aligned to role descriptions under the unified model. HMPPS will then follow established organisational change processes to populate the new organisational structures.</p> <p>The Probation Reform Programme has completed the first stage of the alignment process and communicated the outcome to transferring-in staff.</p> <p>The Probation Reform Programme is working with MoJ functional teams and other areas receiving transferring-in staff, to ensure the skills of those staff are appropriately deployed.</p>	Divisional Director of Change Delivery Prisons & Probation People Lead	June 2021
			<p><u>Progress against commitments (May 2022)</u></p> <p>The People Workstream worked with the Probation Service, HMPPS and the MoJ ahead of unification to allocate</p>	Divisional Director of Change Delivery	Complete

	<p>corporate staff to the correct function based on their role information e.g. Finance, Human Resources. The role alignment process was completed pre-unification which identified role matches.</p> <p>Transferring staff that did not match were allocated to a role for day one which was then reviewed after transfer when new line managers could engage directly with staff to enable appropriate changes to be made, based on new / further information about the individual. The Human Resources Business Partner Community worked with the functions and the People Workstream to resolve transitional issues.</p> <p>The Contract Management and Commissioning teams have been restructured since unification to populate the end-state structure; this work required engagement with staff to understand their skills, knowledge, experience to ensure they were considered for the correct roles in restructuring.</p>	Prisons & Probation People Lead	
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Community Rehabilitation Companies including parent companies should:

8	<p>Prioritise and facilitate the smooth transition of the CRC workforce to the unified probation service and relevant Dynamic Framework commissioned providers.</p>	Agreed	<p>HMPPS will work closely with CRCs and Parent Organisations as the current employers to ensure their responsibilities in relation to staff transfer, mobilisation and TUPE are met, providing subject matter expertise.</p> <p>Fortnightly engagement and communication consultations forums will continue to be held with relevant trade unions to ensure the staff impacted are offered the best support.</p>	Divisional Director of Change Delivery Prisons & Probation People Lead	July 2021
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		<p>The Welcome Hub was launched in February 2021 and has been a successful communications channel for both transferring and existing staff. Positive feedback on the style, navigation and information on the hub has been received with over 12,000 visitors to date. It houses information on key transfer topics like vetting, role alignment and pay assimilation, as well as information about the new Probation Service and the future <u>Target Operating Model</u>. The Welcome Hub will continue to exist post-June 2021 and will be updated to support staff through the next phase of the changes post-unification. Whilst the Welcome Hub is the primary mechanism for communicating with incoming staff, key messages continue to be communicated directly to current employers who in turn are responsible for sharing with their staff.</p>		
		<p><u>Progress against commitments (May 2022)</u></p> <p>The People Workstream completed preparatory activity to prepare for unification. This included: assignment; role alignment; measures consultation; payroll preparation; data & file transfer, induction and prioritised learning and development. A range of mechanisms were used to support communication and engagement in connection with these activities including; communication through the former employer, communication directly from the Probation Service, self-service (using the Probation Hub), Trade Union consultation and engagement.</p>	<p>Divisional Director of Change Delivery Prisons & Probation People Lead</p>	<p>Complete</p>

	<p>For transfer to Dynamic Framework providers, the People Workstream set a framework for the expected people activity. Former and future employers were responsible for agreeing the detail and timings of activity to support staff transfer.</p> <p>The People Workstream provided oversight and, where required, direction and support to employers to understand and execute processes to discharge their legal responsibility.</p> <p>The Welcome Hub (latterly known as the Probation Hub) continues to be used as a central point for information with 750,000 page views to date.</p>	Head of Probation Communications and Engagement	Complete
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