



HM Prison &  
Probation Service

**Action Plan Submitted:** 22<sup>nd</sup> June 2023

**A Response to the HM Inspectorate of Probation Inspection:**

Greater Manchester region

*Manchester North PDU, Tameside PDU and Wigan PDU*

**Report(s) Published:** 25<sup>th</sup> May 2023

## INTRODUCTION

His 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 HMPPS 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: PROBATION SERVICE – Manchester Region

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
<b>Manchester North Probation Delivery Unit (PDU) should:</b>					
1	Improve the quality of work to assess, plan for, manage and review risk of harm and to improve desistance, ensuring that all available information is accessed and utilised, all relevant partners are engaged, and all outstanding training needs related to these areas are addressed	Agreed	<p>The Head of Manchester North PDU(M/C N) has developed a PDU specific Quality Improvement Programme (QIP) outlining all key areas of practice development activity expected within the PDU. This plan is derived from and aligned to the Greater Manchester Probation Service (GMPS) regional QIP and Minimum Expectations Guidance (MEG) and sits within the established QIP governance arrangements. This plan includes practice development and training activity which will focus on:</p> <ul style="list-style-type: none"> <li>• Risk assessment and the appropriate use of all available information, including that relating to domestic abuse (DA) and safeguarding</li> <li>• Risk Management plans and sentence planning including use of the Four Pillars of risk management; supervision, monitoring and control, interventions and treatment and victim safety planning</li> <li>• Risk review and how and when this must be completed, and;</li> </ul>	Head of M/C N PDU	Complete



			<ul style="list-style-type: none"> <li>The importance of partnership working in the assessment and management of risk and wider sentence management.</li> </ul> <p>The Head of M/C N PDU will ensure that monthly Protected Practice Development time will continue to link to priorities in PDU specific QIP and identified training needs. This will include a session for all sentence management staff in the PDU (including all new Probation Service Officers (PSOs) to support understanding and the use of the MEG.</p> <p>Attendance at practice development and training sessions delivered will be monitored by M/C N PDU Business Manager (BM) and shared with Head of M/C N PDU and Senior Probation Officers (SPOs). The impact will be measured through:</p> <ul style="list-style-type: none"> <li>The use of the Regional Case Audit Tool (RCAT)</li> <li>The GM regional audits as outlined in the GM Regional Quality Improvement Strategy</li> <li>Countersigning activity, and</li> <li>Reflective supervision</li> </ul> <p>The Head of M/C N PDU and Head of Performance and Quality (HoP&amp;Q) will devise and deliver a middle managers development day to ensure awareness of all available resources and tools, as well as devising methods and systems to track, monitor and evaluate quality improvement work within the PDU in response to key learning. This will include attendance at an Offender Assessment System (OASys) AQA benchmarking exercise with the Quality Development Officer (QDO) SPO.</p>	<p>Head of M/CN PDU &amp; Head of P&amp;Q</p> <p>Business Manager, Quality team and SPOs</p> <p>Head of M/C N PDU &amp; HoP&amp;Q</p>	<p>Monthly from July 2023</p> <p>March 2024</p> <p>July 2023</p>
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			<p>Monthly Head of PDU all staff meetings will continue to promote key messages around quality improvement linked to priorities as identified in the PDU QIP.</p> <p>The quality of risk assessment, planning, management and review, the use of all relevant information and engagement of partners will be monitored and tracked via:</p> <ul style="list-style-type: none"> <li>• Regional Case Audit Tool (RCAT) findings</li> <li>• Completion of GM and PDU targeted quality audits</li> </ul> <p>Results will to be shared with the SPOs by the Head of PDU to support the giving of timely and developmental feedback to practitioners.</p>	<p>Head of M/C N PDU</p> <p>QDOs &amp; GM audit team</p>	<p>Monthly</p> <p>March 2024</p>
2	Ensure consideration is given to the safety of victims when delivering interventions in all instances where required	Agreed	<p>The SPOs within the Manchester North Management Team will continue to prioritise adherence to the Touchpoint Model (TPM). All Touchpoint meetings between line managers and Probation Practitioners will consider the safety of victims. Completion of touchpoints is monitored in the weekly Manchester North Quality and Performance Meeting.</p> <p>The Head of Public Protection (HoPP) and Public Protection Senior Operational Support Manager (PP SOSM) have completed an audit of the delivery and sufficiency of formal management oversight through the TPM. Findings have been shared across GM and within the PDU and an Action Plan created.</p> <p>All Manchester North Probation Practitioners (PPs) will complete the Risk Activity Pack (RAP) workshop again, during the 2023-2024 business year. Completion of the RAP workshop is incorporated into the PDU QIP. Improvements</p>	<p>SPOs</p> <p>HoPP &amp; PP SOSM</p> <p>All Manchester North PPs</p>	<p>Complete and weekly</p> <p>Complete</p> <p>March 2024</p>



			<p>in practice will be monitored through auditing of practice in line with the GM Quality Improvement Strategy as set out under action one above.</p> <p>GMPS will co-commission Restorative Justice (RJ) service with the Greater Manchester Combined Authority and Greater Manchester Police to ensure there is a robust RJ offer that will support and build on the Statutory Victims services offered through Interventions and Public Protection. This work will be led within GMPS by the Head of Community Integration (HoCI).</p>	HoCI	December 2023
3	Ensure that appropriate activity is always undertaken following domestic abuse or safeguarding enquiries to ensure that risks are followed up and managed appropriately	Agreed	<p>The Head of M/C N PDU and Head of P&amp;Q will work together to deliver mandatory practitioner development sessions addressing the management of Domestic Abuse (DA) and safeguarding, with a focus on the appropriate use and action required to respond fully to DA and/ or safeguarding concerns.</p> <p>The delivery of sentence management linked to DA and safeguarding will be regularly audited across GMPS through delivery of RCAT, use of the MEG guidance which sets out minimum expectations, the MEG audit tool and other targeted audit activity.</p> <p>To support this Head of Ops and Head of Performance &amp; Quality has created a regional audit team and will hold an away-day to introduce them to the role/introduction to GM QIP and approach to auditing.</p> <p>Quality Development Officers (QDOs) from within the GM regional quality team, working with the GM regional audit team will complete a baseline audit with a sufficient case</p>	<p>Head of M/C N PDU &amp; HoP&amp;Q</p> <p>Head of Ops and HoP&amp;Q</p> <p>Head of Ops and HoP&amp;Q</p> <p>QDOs and GM Audit team</p>	<p>August 2023</p> <p>July 2023</p> <p>July 2023</p> <p>August 2023</p>



			sample (and subsequent audits as required) of DA and safeguarding practice within the M/C N PDU. The findings of these audits will inform ongoing practice development activity and targeted individual development work.		
4	Review the efficacy of work with people on probation both before leaving custody and upon release, including the efficacy and availability of services for this cohort	Agreed	<p>To support delivery in M/C N PDU and across GMPS, the Performance Manager (PM) will continue to review the integrity and delivery of the Prison Offender Manager (POM) and Community Offender Manager (COM) handover through Service Level reporting on this across GMPS and within M/C N PDU monthly. The Head of M/C N PDU and PM will meet to review Service Lenel delivery within the PDU and devise a PDU specific response to any issues identified.</p> <p>The HoPP with support from the HoP&amp;Q will devise a GM specific audit tool and audit methodology to quality assure all relevant activity including:</p> <ul style="list-style-type: none"> <li>• Pre-release activity and resettlement planning,</li> <li>• The setting of licence conditions and use of Effective Proposal Framework (EPF2)</li> <li>• POM/COM handover</li> <li>• Wider sentence management activity which spans pre and post release sentence management.</li> </ul> <p>This will be completed across GMPS in conjunction with use of the RCAT. In line with the GM quality improvement strategy timely feedback will be given to relevant staff to support individual development. PDU based analysis will be shared to inform PDU based improvement activity and the delivery of protected development time and learning.</p>	Head of N M/C PDU and PM  HoPP and HoP&Q	Complete and monthly  November 2023



			<p>GM Health and Justice Partnership, (HJL) will develop the continuity of care performance for all GM Prisons. The Health and Justice team will support prison and community drug and alcohol services to improve pathways and processes to achieve an increase in the continuity of care for prison releases, by identifying and addressing barriers and gaps in provision. This will be achieved through strategic involvement with GM D&amp;R provider contract management meetings, alongside Manchester, Merseyside and Cheshire Prison Group Directorate and prison Senior Leaders.</p> <p>This will be reported monthly to the National His Majesty's Prison and Probation Service Health &amp; Justice (HMPPS H&amp;J) team with supporting data.</p> <p>To measure this locally HoCI working in collaboration with the Performance &amp; Quality Team, Substance misuse lead, Greater Manchester Combined Authority (GMCA) data analyst and the GMPS the Health &amp; Justice Partnership lead will devise a report which reflects continuity of care figures released by Office of Health Improvements and Disparities (OHID) from National Drug Treatment Monitoring System (NDTMS) data, to assure performance and monitoring.</p>	HoCI &HJL	September 2023
				HoCI	September 2023
5	Ensure managers and staff are clear on expectations regarding the effective management of sickness.	Agreed	<p>The Head of M/C N PDU has created a separate Attendance Management Improvement plan to address issues identified around the delivery of effective attendance management.</p> <p>The Head of Human Resources (HoHR) has delivered an attendance management workshop to brief the PDU management team on the effective management of sickness including how to record absences, the effective use of the Management Coordination hub, how and when to make an</p>	Head of M/C N PDU	Complete
				HoHR	Complete





		<p>occupational health referral and responding to trigger points and staff welfare.</p> <p>Working with middle managers and with support from Head of HR the Head of M/C N PDU will oversee implementation of the PDU attendance management improvement plan with progress against objectives within the plan being monitored and shared on a monthly basis.</p> <p>The management of staff absence is a standing agenda item on the monthly PDU management meeting, with specific cases being discussed between Head of M/C PDU N and Senior Probation Officers (SPOs). There will be an ongoing focus on all cases during the supervision of SPOs to ensure a maintained focus on and the delivery of appropriate and effective management of sickness.</p> <p>All monthly staff updates by the Head of M/C N PDU will promote key messages around sickness and sickness management.</p> <p>All 28-day plus cases will continue to be discussed between Head of M/C N PDU &amp; Head HR to ensure a maintained focus on and the delivery of appropriate and effective management of sickness.</p> <p>All 90-day plus absences will continue to be monitored by Head of Ops, Head of HR, Head of M/C N PDU &amp; Head HR at monthly absence management meetings.</p>	<p>Head of M/C N PDU</p> <p>Head of M/C N PDU and SPOs</p> <p>Head of M/C N PDU</p> <p>Head of M/C N PDU &amp; HoHR</p> <p>HoOps, Head of M/C N PDU &amp; Head HR</p>	<p>July 2023</p> <p>Complete</p> <p>Complete and monthly</p> <p>Complete</p> <p>Complete</p>
<b>Tameside PDU should:</b>				



6	Ensure interventions and services available locally are utilised to deliver appropriate services to support desistence and risk of harm	Agreed	<p>The Head of Tameside PDU and Head of Interventions (HOI) will arrange a mandatory training session for all PDU staff on Structured Interventions, (SIs) and toolkits to improve confidence, knowledge, and skills.</p> <p>Monthly interventions surgery sessions will be delivered by the programmes team to support and embed staff understanding and use of SIs and toolkits. The impact of this delivery and improvements in the confidence, knowledge, and skills of staff will be monitored and evidenced through:</p> <ul style="list-style-type: none"> <li>• An increase in the use of SIs and tool kits</li> <li>• The use of the Regional Case Audit Tool, RCAT</li> <li>• The GM regional audits as outlined in the GM Regional Quality Improvement Strategy</li> <li>• The delivery of reflective staff supervision and observation.</li> </ul> <p>The Head of Tameside PDU, working with Head of P&amp;Q and HOI will ensure that those eligible and suitable are referred to and engage with locally available accredited programmes, structured interventions and toolkits. Use of data from the Effective Proposals Frameworks, (EPF)1 and 2, caseload analysis, referrals and starts within Service Delivery Review, and SDR meetings to drive improvements.</p> <p>The GM Region Contracts &amp; Compliance team (CCT) will undertake monthly assurance checks across all service providers and will work to incorporate the Operational Systems Assurance Group, (OSAG) methodology and Commissioned Rehabilitative Services Case Audit Tool (CRS CAT) into this assurance activity. Audit findings will be shared at the bi-monthly Service Level delivery review</p>	<p>Head of Tameside PDU &amp; HOI</p> <p>Head of Tameside PDU &amp; HOI</p> <p>Head of Tameside PDU &amp; HOI</p> <p>HOI &amp; CCT</p>	<p>July 2023</p> <p>Monthly from August 2023</p> <p>November 2023</p> <p>November 2023</p>
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			meetings and will be used to drive and inform ongoing improvement activity.		
7	Improve contingency planning for risk of harm management to ensure protection of victims is prioritised	Agreed	<p>The Head of Tameside PDU will develop a PDU specific QIP outlining all key areas of practice development activity expected within the PDU. This plan will be derived from and aligned to the GMPS regional QIP and MEG and will sit within the established QIP governance arrangements. This plan will include practice development and training activity which will focus on:</p> <ul style="list-style-type: none"> <li>• Risk Management plans and contingency including use of the Four Pillars and the protection of victims,</li> <li>• How to respond to changes in/ escalating risk, and</li> <li>• Staff attendance at the Risk (RAP) workshops delivered by the Quality QDOs on a rolling basis.</li> </ul> <p>Attendance at practice development and training sessions delivered in line with this plan will be monitored by Tameside PDU BM and will be shared with Head of Tameside PDU and SPOs. The impact of them will be measured through:</p> <ul style="list-style-type: none"> <li>• The use of the RCAT</li> <li>• The GM regional audits as outlined in the GM Regional Quality Improvement Strategy</li> <li>• Countersigning activity, and</li> <li>• Reflective supervision</li> </ul> <p>The Head of Tameside PDU and HoP&amp;Q will devise and deliver a middle managers Development Day to ensure awareness of all available resources and tools, as well as devising methods and systems to track, monitor and evaluate quality improvement work within the PDU in</p>	<p>Head of Tameside PDU</p> <p>BM &amp; SPOs</p> <p>Head of Tameside PDU &amp; HoP&amp;Q</p>	<p>July 2023</p> <p>March 2024</p> <p>July 2023</p>



			<p>response to key learning. Initial findings from the management oversight, Touch Point Model (TPM) audit to be brought to this development day to support SPOs develop their practice.</p> <p>The Head of Tameside PDU will ensure that Protected Practice Development time linked to priorities in PDU specific QIP and identified training continue to be delivered monthly. Attendance will be monitored by Tameside PDU business manager, (BM) and will be shared with Head of Tameside PDU and SPOs.</p> <p>Progress in relation to the contingency planning and the prioritisation of victims is monitored and tracked via monthly RCAT findings and the completion of GMPS and PDU targeted quality audits. RCAT and audit results are shared with SPOs by the Head of PDU to support the giving of timely and developmental feedback to practitioners.</p>	<p>Head of Tameside PDU &amp; BM</p> <p>Head of Tameside PDU &amp; Head of P&amp;Q</p>	<p>Monthly</p> <p>Complete and monthly</p>
8	Increase middle management capacity to ensure sufficient resource is in place to provide enhanced management oversight	Partly agreed	<p>This recommendation is partly agreed as the Greater Manchester Senior Probation Officer (SPO) middle manager group is now fully staffed. This has included the recruitment of a new SPO within the Tameside PDU and increasing management time available through the removal of an SPO case load within the Tameside PDU. The Head of Ops and Senior Leadership Team (SLT) will continue to ensure that all PDUs and functions are fully resourced to ensure that all aspects of management oversight can be fully delivered.</p> <p>The HoPP and Public Protection Senior Operational Support Manager (PP SOSM) have completed an audit of the delivery and sufficiency of formal management oversight</p>	<p>Head of Ops &amp; SLT</p> <p>HoPP &amp; PP SOSM</p>	<p>March 2024</p> <p>Complete</p>



			<p>through the TPM. Findings have been shared across GM and with Tameside PDU and an Action Plan created.</p> <p>Working with Head of PP and Head of P&amp;Q, the Head of Tameside PDU will use TPM audit findings to identify, plan and deliver practice improvement activity linked to management oversight to SPO grade staff.</p> <p>The HoPP and PP SOSM will re-audit the delivery and sufficiency of formal management oversight in the Tameside PDU to identify areas of improvement and any ongoing deficiencies. Findings will inform the delivery of ongoing improvement activity.</p>	<p>Head of Tameside PDU, HoPP &amp; HoP&amp;Q</p> <p>HoPP &amp; PP SOSM</p>	<p>September 2023</p> <p>January 2024</p>
9	Provide probation practitioners with the knowledge and experience necessary to ensure sufficient analysis can take place to improve the quality of work to keep people safe	Agreed	<p>The Head of Tameside PDU will ensure that Protected Practice Development time linked to priorities in PDU specific QIP and identified training needs are delivered on a monthly basis. Attendance will be monitored by Tameside PDU business manager, BM and will be shared with Head of Tameside PDU and SPOs</p> <p>Attendance at practice development and training sessions delivered as part of protected practice development time will be monitored by Tameside PDU business manager and will be shared with Head of Tameside PDU and SPOs. The impact of them will be measured through:</p> <ul style="list-style-type: none"> <li>• The use of the Regional Case Audit Tool, RCAT</li> <li>• The GM regional audits as outlined in the GM Regional Quality Improvement Strategy</li> <li>• Countersigning activity, and</li> <li>• Reflective supervision</li> </ul>	Head of Tameside PDU & BM	Monthly from July 2023



10	Ensure that diversity information is assessed and analysed to support the desistance of the person on probation	Agreed	<p>The Head of Tameside PDU will ensure that the PDU Equality, Diversity and Inclusion Plan for 2023/4 is written to align with the GMPS Equality, Diversity and Inclusion Plan using the Equalities Monitoring tool to inform this.</p> <p>The Regional Equalities Manager (REM) will be invited to attend PDU Meetings. This will allow all staff to have the opportunity to ask questions, to hear messages on priority needs and ensure there is a consistent approach through all levels of the PDU.</p> <p>The REM will provide quarterly PDU Profile Report detailing needs and priority areas of all our People on Probation. Head of PDU and SPOs will share this information with all staff to ensure diversity information is taken into account in all sentence management activity</p> <p>The REM will provide quarterly PDU Profile Report detailing needs and priority areas of all our People on Probation. The HoCI will utilise this information to explore available options for Regional Outcomes &amp; Innovation Fund (ROIF) to meet the diverse and relevant needs of People on Probation. The HoCI will consider any Greater Manchester Integrated Rehabilitative Services (GMIRS) and Community Accommodation Services (CAS3) and other commissioned service improvements to meet the diverse needs of people on probation.</p>	<p>Head of Tameside PDU</p> <p>REM</p> <p>Head of Tameside PDU &amp; REM</p> <p>HoCI &amp; REM</p>	<p>July 2023</p> <p>From July 2023</p> <p>August 2023 and quarterly thereafter</p> <p>August 2023 and quarterly thereafter</p>
<b>Wigan PDU should:</b>					



11	Focus management oversight to ensure that work to keep other people and staff safe is accurately assessed, planned for and that services are delivered to reduce risk to other people	Agreed	<p>The HoPP and Public Protection Senior Operational Manager (PP SOM) have completed an audit of the delivery and sufficiency of formal management oversight through the Touch Point Model. Findings have been shared across GM and with Wigan PDU and an Action Plan created.</p> <p>Working with HoPP and Head of P&amp;Q, the Head of Wigan PDU will use TPM audit findings to identify, plan and deliver practice improvement activity linked to management oversight to SPO grade staff.</p> <p>The HoPP and PP SOSM will re-audit of delivery and sufficiency of formal management oversight in the Tameside PDU to identify areas of improvement and any ongoing deficiencies. Findings will inform the delivery of ongoing improvement activity</p>	<p>HoPP &amp; PP SOM</p> <p>Head of Wigan PDU, HoPP &amp; HoP&amp;Q</p> <p>HoPP &amp; PP SOSM</p>	<p>Complete</p> <p>August 2023</p> <p>January 2024</p>
12	Continue the work to support staff development, maintain the high levels of staff motivation and enable innovation	Agreed	<p>The Head of Wigan PDU will ensure that Protected Practice Development time linked to identified training needs are delivered on a monthly basis. Attendance will be monitored by Wigan PDU business manager and will be shared with Head of Wigan PDU and SPOs.</p> <p>Attendance at practice development and training sessions delivered as part of protected practice development time will be monitored by Wigan PDU business manager, BM and will be shared with Head of Wigan PDU and SPOs. The impact of practice development and training sessions will be measured through:</p> <ul style="list-style-type: none"> <li>• The use of the Regional Case Audit Tool, RCAT</li> <li>• The GM regional audits as outlined in the GM Regional Quality Improvement Strategy</li> </ul>	Head of Wigan PDU & BM	Monthly from July 2023



			<ul style="list-style-type: none"> <li>Countersigning activity, and</li> <li>Reflective supervision</li> </ul>		
13	Improve understanding of the discrimination and inequalities faced by black, Asian and minority ethnic staff and people on probation, making sure that there is equal access to services for people on probation	Agreed	<p>The Engaging People on Probation (EPOP) Strategy includes specific reference to Black, Asian and Minority Ethnic individuals to ensure that individuals from these ethnic groups are fully represented in EPOP within Wigan PDU. This will ensure that all views are fully represented, and these can be taken into account within operational and strategic practice.</p> <p>The Head of Wigan PDU will implement and embed an approach for all Initial OASys Assessments completed for Black, Asian and Minority Ethnic People on Probation to be countersigned by an SPO. This will ensure that all initial assessments have had individual needs fully considered within plans for those minority ethnic individuals we are working with.</p> <p>The REM will provide quarterly PDU Profile Report detailing needs and priority areas of all People on Probation. The Head of Community Integration will utilise this information to explore available options for Regional Outcomes &amp; Innovation Fund (ROIF) to meet the diverse and relevant needs of our People on Probation. The HoCI will consider any Greater Manchester Integrated Rehabilitative Services, GMIRS and Community Accommodation Services and other commissioned service improvements to meet the diverse needs of people on probation.</p> <p>The REM will continue to fully communicate and promote throughout the organisation the Racial Inclusion &amp; Striving for Equality (RISE) race alliance forum and the Ethnic</p>	<p>Head of Wigan PDU</p> <p>Head of Wigan PDU</p> <p>REM &amp; HoCI</p> <p>REM</p>	<p>Complete</p> <p>July 2023</p> <p>August 2023 and quarterly thereafter</p> <p>Completed and ongoing</p>





			<p>Minority and RPD focus groups which are the core forums within the region which ensures that these link into the Equality Diversity Inclusion and Belonging, (EDIP) committee.</p> <p>The REM will work with the EPOP and Community Integration (CI) teams to ensure that the availability of services are fully shared and are accessible for POPs.</p>	REM	December 2023
14	Assist people on probation to know about and use the complaints process.	Agreed	<p>Greater Manchester Serious Further Offence (SFO) and complaints Senior Operational Support Manager (SOSM) will meet with Wigan PDU management team and reception staff to brief them on the complaints process and provide access to all relevant material which can be shared with people on probation.</p> <p>Wigan PDU senior probation officers will ensure the complaints process is shared with and understood by all probation practitioners and administrative staff within the PDU.</p> <p>The Head of Wigan PDU will identify an SPO complaints lead who will ensure that posters and leaflets explaining the complaints process are displayed prominently within the Wigan probation office.</p> <p>The SFO and complaints SOSM will track and monitor all complaints across GM region and will provide Head of Wigan PDU and SPO complaints lead with quarterly data/ analysis of all complaints and complaint outcomes across the Wigan PDU to inform future approach and further relevant action.</p>	<p>SFO &amp; Complaints SOSM</p> <p>SPOs</p> <p>Head of Wigan PDU &amp; SPO complaints lead</p> <p>SFO &amp; Complaints SOSM</p>	<p>July 2023</p> <p>August 2023</p> <p>July 2023</p> <p>Quarterly from July 2023</p>
<b>Greater Manchester region should:</b>					





			<p>the Probation Scorecard to all SPOs, BMs and senior admin staff as part of the GM Leadership Development Programme.</p> <p>The Head of Performance and Quality and Performance Manager will deliver a series of on-line mandatory briefings to Senior Probation Officers (SPOs) to promote and embed their understanding of Service Level measures and how these are achieved; the Probation Scorecard and its focus on both quality and performance and the tools which are available to enable staff and managers to deliver appropriate outcomes.</p> <p>The Head of Performance &amp; Quality and Performance Manager, PM will deliver face to face/ hands on demonstrations to all Heads of PDU, SPOs, BMs and admin staff on the use of performance tools to further embed understanding.</p> <p>The Quality SPO (QSPO) will attend PDU based Operational Performance &amp; Quality (OPQ) meetings to raise awareness of all inspection and audit findings, ongoing regional quality assurance and regional quality improvement priorities for 2023/4.</p> <p>The Performance Manager will attend PDU based Operational Performance &amp; Quality, OPQ meetings to raise awareness of all Heads of PDU, SPOs, BMs and admin staff of service level (SL) measures.</p>	<p>HoP&amp;Q &amp; PM</p> <p>HoP&amp;Q &amp; PM</p> <p>QSPO</p> <p>PM</p>	<p>July 2023</p> <p>August 2023</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p>
16	Consider the use of the Regional Outcomes Intervention Fund to tackle the gaps identified locally regarding mental health	Agreed	GM Community Integration Health and Justice lead (HJL) and Commissioning and Contracts (CC) team, with oversight from the Head of Community Integration, HoCI will:	HOCl & H&JCP Team	July 2023



	<p>provision for people on probation</p>		<ul style="list-style-type: none"> <li>• Complete an initial GAP analysis of Mental Health services within the GM region which will inform gaps in provision.</li> <li>• Produce a commissioning proposal document that will be presented to the Head of Public Protection as the regional Mental Health Lead and the Equality, Diversity, Inclusion and Belonging, EDIB committee for consultation and agreement on onward procurement.</li> <li>• The HOCl will work with Greater Manchester Combined Authority, GMCA leads to develop region mental health services and health commissioning to support people on probation</li> </ul> <p>GM will co-commission a Greater Manchester Integrated Rehabilitative Services (Commissioned Rehabilitative Services) Welfare Programme through a locality hub delivery approach for People on Probation. The procurement activity will be concluded, and services mobilised in each of the 10 GM Boroughs by September 2023. The mandated services will include:</p> <ul style="list-style-type: none"> <li>• Emotional regulation and decision making (non-clinical)</li> <li>• Wellbeing support and healthy choices (non-clinical)</li> <li>• Behaviour change</li> <li>• Family support and mediation</li> <li>• Finance, Benefit and Debt</li> <li>• Low level accommodation support</li> <li>• Provide targeted support to people in prison (sentenced/unsentenced/remand)</li> </ul>	<p>HoCl</p>	<p>September 2023</p> <p>December 2023</p> <p>September 2023</p> <p>September 2023</p>
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			There will be added value through investment in locality Voluntary Community and Social Enterprise (VCSE) organisations from other sources which will develop the offer to People on Probation and ensure there is the continued offer for individuals and families once they complete their sentence.		
17	Review arrangements to ensure people on probation from all PDUs feel safe when visiting the Redfern Building and that their views are incorporated into organisational planning when appropriate	Agreed	<p>GM probation will continue to respond to all safety concerns as and when raised. To support this and upon notification of a reported incident where a person on probation believes that their safety in the Redfern Building has been compromised the Redfern Management Group (RMG) will complete an information gathering exercise, put together a plan and deliver identified, achievable and proportionate actions to promote and improve the safety of all users of the Redfern Building, including people on probation. This will include:</p> <ul style="list-style-type: none"> <li>• Obtaining the views of people on probation who use the Redfern Building regarding their personal safety</li> <li>• Obtaining the views of staff working in the Redfern Building regarding their personal safety</li> </ul> <p>GM Probation has taken action to address and reduce the waiting times in reception of people on probation who attend the Redfern Building through the re-issue of guidance to all staff.</p> <p>The above processes are supported by the EPOP strategy through which the views of people on probation are regularly sought and acted upon. Within this strategy sits the Service User Forum which provides an opportunity for people on probation to express and share their views, comments and concerns.</p>	RMG	<p>Complete and as and when required</p> <p>Complete</p> <p>Complete</p>





			<p>Monthly meetings have been established between PWP Leads, Greater Manchester Region and key stakeholders to drive forward improvements and increased oversight of workforce planning. Enhanced workforce planning will enable regions to effectively undertake recruitment forecasting.</p>		
19	<p>Ensure there are effective arrangements in place for the PDU to deliver a quality service while qualified PO vacancies remain</p>	Agreed	<p>The GM integrated approach to resource mobilisation across different functions remains in place as PQiPS come into operational delivery. In line with this approach GM will:</p> <ul style="list-style-type: none"> <li>• Continue to allocate newly qualified officers (NQOs) in line with operational need with an anticipated 37 NQOs in August and 40 in December</li> <li>• Whilst PO vacancies remain GMPS will over resource the PSO cohort and utilise agency PO recruitment until such time as the above PQiPs complete their qualification</li> <li>• Tightly monitor all PDUs resources to ensure tactical use of agency/newly qualified staff and movement of staff/resources from different functions to retain effective focus on public protection.</li> <li>• Employ effective workload management strategies which will be proactively implemented across all PDUs to ensure effective use of commissioned services, accurate risk thresholding and use of other methods such as POD Model</li> </ul>	Head of Ops & SLT	December 2023
20	<p>Ensure that probation service officers have sufficient training to adequately assess, plan and deliver interventions that</p>	Agreed	<p>GM Probation Service will continue to deliver the PSO induction and training programme in line with the ongoing recruitment to the PSO staff grade. This induction and training programme includes sessions on the assessment of</p>	PSO learning Lead	Ongoing



	address the risk of harm to others		<p>(RoSH) and risk management planning and the availability and delivery of formal and wider interventions.</p> <p>The impact of the induction and training package will be monitored by the GM quality team, regional audit team and SPOs through:</p> <ul style="list-style-type: none"> <li>• Staff feedback from induction and training events,</li> <li>• The use of the Regional Case Audit Tool, RCAT,</li> <li>• The GM regional audits as outlined in the GM Regional Quality Improvement Strategy,</li> <li>• Countersigning activity, and</li> <li>• Reflective supervision</li> </ul> <p>The findings of this activity will be used identify areas where improvements to the PSO induction and training programme can be made.</p>	Quality team, GM Audit team & SPOs	Ongoing
21	Reduce waiting times for accredited programmes, particularly Building Better Relationships (BBR).	Agreed	<p>The Head of Programmes (HoP) will articulate a clear strategy/approach to number of offered attempts at a programme start, ensuring that non-compliance is addressed by PDUs, creating additional capacity for those who are engaging with their BBR requirement.</p> <p>The Head of Programmes will work with the Programme Management team to identify opportunities to maximise efficiency in the current BBR schedule and increase delivery levels, evidencing a reduction in average wait time to under 16 weeks from date of sentence.</p>	HoP  HoP	September 2023  September 2023
22	Improve the quality of court work and the knowledge of sentencers of what	Agreed	The Head of GM Courts and Senior Operational Support Manager, SOSM Courts, working with the Head of P&Q will develop and deliver a plan to implement the use of the Court	Head of GM Courts, SOSM	September 2023





	interventions are available to reduce reoffending and manage risk of harm to others		<p>Case Audit Tool (CCAT). Assurance activity within this will include the completion of a CCAT and associated feedback of a minimum of 6 Pre-Sentence Reports (PSRs) per practitioner per year, which will include assurance of the continued implementation and use of the National Gatekeeping form for PSRs.</p> <p>The Head of GM Courts and SOSM Courts will deliver a refreshed sentencer strategy following consultation with GM Bench Chair and Crown Court liaison judges to ensure key messages that are shared are being received and assisting the Judiciary in sentencing decisions. This will include local liaison meetings, with all Crown Court Judges and a revised newsletter highlighting interventions, outcomes, and key organisation updates.</p>	<p>Courts &amp; Head of P&amp;Q</p> <p>Head of GM Courts &amp; SOSM Courts</p>	July 2023
23	Provide sufficient opportunities for people on probation to start and complete unpaid work (UPW)	Agreed	<p>The Head of unpaid work (UPW) will ensure that there is sufficient provision of opportunities for people on probation within the Wigan area to start and complete UPW. This will be achieved through:</p> <ul style="list-style-type: none"> <li>• The continued delivery within the Wigan PDU of the First Work Session workshop which offers an in-depth induction setting out the rules, expectations and benefits of UPW. This session enhances the experience of people on probation, supports engagement with UPW and provides for the prompt allocation of people on probation to suitable placements.</li> <li>• The provision of 125 UPW places per week to ensure that people on probation do not have to wait to commence a placement.</li> <li>• The operation of two UPW groups per day in Wigan on Monday, Tuesday and Saturday and three groups per day on Wednesday, Thursday and Sunday.</li> </ul>	Head of UPW	<p>Complete</p> <p>Complete</p> <p>Complete</p>



		<ul style="list-style-type: none"> <li>• Delivery of a female only task group and access to the women's centre to accommodate female people on probation who request a female only placement, and</li> <li>• The sustained provision of Individual Placements, IPs which can accommodate up to 50 people on probation</li> </ul>		September 2023
		<p>The sustained provision of sufficient UPW opportunities within the Wigan area and across Greater Manchester will be monitored by Head of UPW with support from the UPW performance &amp; quality officer, UPW PQ through:</p> <ul style="list-style-type: none"> <li>• Monthly UPW performance reports</li> <li>• Discussion of the performance reports at monthly UPW performance meetings where actions to drive improvement are agreed and their delivery planned</li> </ul>	Head of UPW & UPW PQ	Complete
		<p>The Head of UPW will create a resource tool to evidence hours needed per week against sentenced hours to be used alongside the placement co-ordination tool to facilitate immediate allocation. This will support the provision of sufficient opportunities to commence UPW within expected timescales.</p>	Head of UPW	Monthly
		<p>The Head of UPW will promote amongst practitioners the need to complete the Person on Probation availability within the personal circumstances on nDelius to ensure that people on probation who have greater availability are promptly allocated to and can complete additional UPW hours. This will be monitored through the UPW quality assurance framework.</p>	Head of UPW	August 2023
		<p>The Head of UPW will undertake a longer term project to devise and deliver a plan to expand evening group delivery which will support the completion of UPW hours by people on probation who work shifts, those with childcare</p>	Head of UPW	Complete and ongoing
				September 2023



			commitments and other identifiable needs which preclude the completion of UPW hours as part of routine delivery. This plan will also scope the viability of the delivery of UPW hours on Fridays which would support the availability and completion of UPW hours across the region.		
24	Work with Wigan children's social care services to protect children from the harm caused by domestic abuse; specifically, this should include effective information sharing, joint planning and improvements to joint work to protect children from harm.	Agreed	<p>All Sentence management staff in the Wigan PDU have been briefed on what action they should take if they do not receive a timely and appropriate response to domestic abuse and/ or safeguarding enquiries. This includes the agreed inter-agency escalation process.</p> <p>A workshop focussing on partners responsibilities under MAPPA arrangements has been delivered to the Wigan PDU and partners. Details of attendance by Children's Social Care (CSC) have been shared with CSB to enable appropriate action to be taken.</p> <p>Head of Wigan PDU to raise the issue of effective information sharing, joint planning and improvements to joint work to protect children from harm at the Wigan Children's Safeguarding Board, CSB and the Reducing Reoffending Partnership, RRP and the Domestic Abuse Strategy Group, DASG and to work with relevant partners to produce a plan</p> <p>Senior Probation Officers, SPOs will monitor the timeliness and sufficiency of responses to enquiries received from CSC and subsequent action taken by probation practitioners to protect children from harm through:</p> <ul style="list-style-type: none"> <li>• Analysis of data provided by the Effective Practice &amp; Service Improvement Group, EPSIG</li> <li>• The use of the Regional Case Audit Tool, RCAT,</li> </ul>	Head of Wigan PDU	Complete
				Head of Wigan PDU	Complete
				Head of Wigan PDU	July 2023
				SPOs	July 2023



			<ul style="list-style-type: none"> <li>• The GM regional audits as outlined in the GM Regional Quality Improvement Strategy,</li> <li>• Countersigning activity, and</li> <li>• Reflective supervision</li> </ul>		
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HM Prison and Probation Service should:					
25	Ensure probation delivery units and probation regions are sufficiently resourced with the right staff to protect the public	Agreed	<p>HMPPS have established a National Operational Stability Panel to provide a forum to review and address strategic resourcing and operational workforce planning issues along with longer-term system wide challenges and capacity and business changes which impact on service delivery.</p> <p>The Probation Service will deliver a unified model of operational resourcing for 6 priority regions (including Greater Manchester) to achieve consistency and delivery, increase applications and reduce time to hire. The campaigns to recruit Probation Services Officers (PSOs), Case Administrators (CAs) and Community Payback staff will be subject to monthly review and seek to increase recruitment levels across the Probation Service to ensure adequate staffing levels in the hardest to recruit regions.</p> <p>An updated Recruitment and Retention Strategy for the Probation Service was published in May 2023. The strategy will champion recruitment and retention equally and profile initiatives being delivered within the Probation Workforce Programme (PWP), and across HMPPS and MoJ more widely in support of increasing recruitment and improving retention.</p>	Deputy Director, Probation Workforce Programme	<p>Complete</p> <p>Wave 4 concluded April 2023</p> <p>Complete</p>



26	Provide all probation practitioners and managers with the necessary training and learning to ensure work to protect the public can be carried out effectively.	Agreed	<p>The learning and development priorities and new product development are reviewed on a quarterly basis, with consideration given to the organisational priorities. The 23 commitments set out in the learning strategy 2022-2024 (introduced November 2022) will be monitored and tracked on a quarterly basis. These support the embedding of the new probation learning model.</p> <p>A review of learning and development performance data has been undertaken to consider how to make maximum use of the current available data and to build capability in this area for the future, including reviewing the recording of learning on mylearning.</p> <p>There is a pilot scheduled to evaluate the use of learner pathways within mylearning to reflect the learning set out on the learning for roles pages.</p> <p>Outsourced commission of specialist supplier to support the delivery of mandatory safeguarding and domestic abuse learning products has been completed.</p>	Deputy Director, Probation Workforce Programme	<p>March 2024</p> <p>Complete</p> <p>October 2023</p> <p>Complete</p>
27	Ensure regions and PDUs have the appropriate level of middle management capacity to provide enhanced oversight in recognition of the high volume of Professional Qualification in Probation (PQiP) trainees and newly qualified officers.	Agreed	<p>The SPO role has been reviewed (PQiP management) to ensure workload levels enable robust line management and effective oversight of case allocation.</p> <p>A second stage review will be undertaken to assess national roll out and effectiveness.</p> <p>The Managerial Role Review recommended additional case administrator support for SPOs as SPOs are the only operational grade without direct administrative support. 9.8 Case administrators were added to the resourcing for GM;</p>	Deputy Director, Probation Workforce Programme	<p>Complete</p> <p>December 2023</p> <p>December 2023</p>



			once the CASPO vacancies are filled an evaluation of their effectiveness will be undertaken.		
28	Ensure sufficient resource is in place to provide enhanced management oversight.	Agreed	<p>Quarterly review of the activity-based analysis of the SPO role (sentence management and court) to update workload activity and weightings in line with the new target operating model, monitor implementation and evaluate effectiveness.</p> <p>An agreed action plan from the Managerial Role Review and adjusted workforce plans within Probation Regions is being implemented. An annual evaluation of the action plan will be undertaken to monitor the impact of the change</p>	Deputy Director, Probation Workforce Programme	<p>December 2023</p> <p>Complete</p>

Recommendations	
Agreed	27
Partly Agreed	1
Not Agreed	0
<b>Total</b>	<b>28</b>

