



HM Prison &
Probation Service

A Response to: Offender Management in Custody – Pre-release

Report Published: 2 November 2022

Action Plan Submitted: 24 November 2022

Updated Action Plan submitted: 16 October 2023

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, 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 provide 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 GOV.UK website. 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: Offender Management in Custody – Pre-release

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Recommendations				
	Her Majesty's Prison and Probation Service should:				
1	<p>Review the OMiC model to ensure that:</p> <ul style="list-style-type: none"> a. there is an element of flexibility in how it is deployed in different establishments (for example reception prisons, resettlement, and training prisons), as in the high security and women's estate b. responsibility and accountability for delivery clearly sits with the Head of Offender Management Delivery c. handover from POM to COM should take place at the same point before release, removing the distinction between National Probation Service and Community Rehabilitation Company legacy cases d. COMs have sufficient time to build effective working relationships with individuals to inform parole reports and to allow sufficient time for referrals before release e. keyworkers are directly involved in sentence planning, and 	Partly Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The recommendation is partly agreed as HMPPS will not be including the responsibility and accountability of delivery sitting with the Head of Offender Management Delivery (HOMD) in the planned review, for operational reasons (part b of the recommendation).</p> <p>The national OMiC team will review the Manage the Custodial Sentence policy framework and the underpinning OMiC Operating Models. Once published these documents will provide clear up to date guidance for practitioners which will ensure the aims and expectations in terms of delivery of OMiC are understood.</p> <ul style="list-style-type: none"> a. The national OMiC team will use evidence, data and learning to review and develop the current model to maximise the opportunity to deliver better outcomes directly associated with safety and reducing reoffending. This will include reviewing Key Work and case management, exploring ways in which the current model can be made more flexible to better support delivery, taking into consideration different prison functions and prisoner cohorts. Implementation of the model must seek to develop constructive motivational relationships with prisoners, respond to individuals' risk and needs, 	Senior Responsible Owner - OMiC Recovery	June 2023



	<p>support prisoners and POMs to achieve their targets</p> <p>f. resettlement activity is coordinated and fully integrated with OMiC.</p>		<p>and properly co-ordinate the delivery of services and interventions in custody.</p> <p>b. This part of the recommendation is not agreed for operational reasons. The role of the HOMD is to provide professional oversight of the quality of offender management delivery in the prison. The HOMD is managed in the prison Governor's line allowing for the accountability of offender management to be within the prison Governor's responsibility. In privately managed prisons, the HOMD reports to an identified lead in the regional Probation team, with a dotted line to the Director of the prison. The Head of Offender Management Services (HOMS) is responsible for the integration of offender management across the prison and for managing the administration of the Offender Management Unit. The HOMS is also managed in the prison Governor's line. Both roles have clearly defined job descriptions, and it is the Governor's responsibility to ensure that roles are clearly understood based on job descriptions. Roles and responsibilities for delivery of OMiC case management will be clearly defined in the revised Manage the Custodial Sentence policy framework and the underpinning OMiC Operating Models.</p> <p>c. This is agreed, however, HMPPS are unable to move to this position until there are sufficient resources to manage the increase in work this will cause. The national OMiC team will work with the national Resettlement Team to understand when HMPPS will be able to remove the distinction between legacy National Probation Service (NPS) and Community Rehabilitation Company (CRC) cases and move to a model where the same level of service is provided to all prisoners.</p> <p>d. The national OMiC team will review the current policy and will work with HMPPS Digital to extend the timeframe for handover for parole cases to enable Community Offender Managers (COMs) to</p>		<p>December 2023</p> <p>June 2023</p>
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			<p>have a sufficient time scale in which to undertake the preparatory work required to prepare quality and informed parole reports.</p> <p>e. Prison Offender Managers (POM) are responsible for sentence planning and setting targets. However, HMPPS will clearly articulate the Key Worker's role which is working with the POM and prisoner in Key Work sessions to support, advise, signpost and enable prisoners to achieve targets set out in their sentence plan. This will be included in the Manage the Custodial Sentence policy framework and the underpinning OMiC Operating Models and training courses.</p> <p>f. HMPPS will conduct a review to explore how the work of OMiC and resettlement teams can be better aligned and coordinated.</p>		<p>June 2023</p> <p>April 2023</p>
			<p><u>Progress against commitments (October 2023)</u></p> <p>Work is underway on reviewing the OMiC policy framework and underpinning operating models. The new policy framework is expected to be published early 2024.</p> <p>a. HMPPS have included a dedicated OMiC section in the Free Flex Fixed guidance which summarises where operational leaders have existing flexibility and freedom with OMiC delivery and empowers Governors to access and use those powers more readily. This guidance is reiterated during support visits and will be further reviewed when the revised policy framework and underpinning operating models are published.</p> <p>A dedicated OMiC evaluation and research programme has been completed to support the ongoing development and improvement of OMiC delivery. The aims of the programme are 1) to ensure the best use of high quality, data and evidence to support evidence-led adaptive learning, 2) generate new knowledge and build the evidence base and,</p>	<p>Senior Responsible Owner - OMiC Recovery</p>	<p>March 2024</p> <p>Completed</p> <p>Completed</p>



		<p>3) to develop HMPPS future capability to capture and measure change, outcomes and impacts of OMiC. A synthesis of existing evidence and a primary research programme focusing on different OMiC delivery approaches in the women's prison estate and the male closed estate have also been completed. Research findings and recommendations are being consolidated to inform the development of the model.</p> <p>A review of the key work delivery model is underway and will be informed by the evidence from the evaluation. We aim to test an alternate delivery model, making better use of the available resources before the end of 2023/2024.</p> <p>A research study in the open prison estate has commenced and will report by July 2024.</p> <p>c. The legacy National Probation Service (NPS) and Community Rehabilitation Company (CRC) distinction was removed in May 2023 and the handover point extended from 7.5 to 8.5 months for all standard determinate sentence cases. All short-sentenced prisoners are now allocated to a COM at point of sentence. Additionally, the handover guidance has been reviewed, simplified and republished.</p> <p>d. Proposals have been drawn up to change the handover timeframes for parole eligible cases from eight months prior to Parole Eligibility Date (PED)/Tariff End Date (TED)/Projected Release Date (PRD) to 12 months. Implementation of this change is on track to complete by December 2023.</p> <p>e. The role of the key worker in sentence planning has been restated during support visits with prisons whilst work remains underway to review the OMiC policy framework and underpinning operating models. Once published, both products will restate the importance of the key worker role in an individual's sentence management and the partnership working between the key worker and the POM. This will also</p>		<p>April 2024</p> <p>July 2024</p> <p>Completed</p> <p>December 2023</p> <p>April 2024</p>
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			<p>be included in the revised POM and key work training packages that are under development.</p> <p>f. In reviewing the future structure of HMPPS HQ it has been determined that the work of the national OMiC and pre-release teams should be brought together under the leadership of one Deputy Director. This will ensure better alignment and coordination of this work at a national level. Local delivery of offender management in custody and pre-release work will continue to be overseen and driven by Prison Group Directors and Regional Probation Directors, under the leadership of the new Area Executive Directors.</p> <p>The national OMiC team have worked closely with the pre-release team to improve the alignment of their respective operating models. This has included working with at least one region to develop and test a model of delivery that integrates the work of the prison facing pre-release teams with the Offender Management Unit. This work will consider roles and responsibilities, where flexibility is appropriate, how digital systems might be improved and collaboration increased. Learning from this work will be used to further adapt and iterate the operating models.</p>		April 2024
2	Undertake a fundamental review of the probation POM role to ensure a clear focus on the prisoner's progress in custody and preparation for release.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The national OMiC team will conduct a review of the POM role and job description to ensure that it is fit for purpose and responds to the sentence management needs of people in prison.</p>	Senior Responsible Owner - OMiC Recovery	June 2023
			<p><u>Progress against commitments (October 2023)</u></p> <p>HMPPS remain committed to the POM role with prison and probation POMs working together under the leadership of the Head of Offender Management Delivery (HOMD) and Governor to ensure that the risk and needs of people in custody are responded to and managed to best effect.</p>	Senior Responsible Owner - OMiC Recovery	



			<p>HMPPS have commissioned the Correctional Services Accreditation and Advice Panel (CSAAP) to provide independent expert advice drawing on the existing evidence base which will be used to produce a position paper on the Prison Offender Manger (POM) role. This will be further informed by the research study in the open prison estate which is due to commence in October 2023 and will report by July 2024.</p> <p>In addition, HMPPS have developed and issued guidance clarifying the role and expectations of a POM when they are allocated in a supporting capacity to the COM.</p>		<p>July 2024</p> <p>Completed</p>
3	<p>Ensure that prison and probation service leaders at all levels work together to facilitate the successful transition of prisoners to the community.</p>	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The One HMPPS Programme has been established to achieve greater structural, process and cultural alignment between prisons and probation. This will be implemented through 2023 and support delivery of this recommendation.</p> <p>The national OMiC team will conduct a review of the current governance and terms of reference of the Regional Senior Leadership Forums to ensure that Prison Group Directors and Regional Probation Directors work in partnership to deliver effective offender management in prisons, including pre-release work and resettlement. HMPPS will also consider any new governance structures that may develop under the one HMPPS Programme.</p> <p>HMPPS Central Operational Services Directorate have established a national Offender Management Leadership Forum for operational managers working within Offender Management in prisons. This now enables key issues to be raised, best practice to be shared and efficient communication of policy and innovation.</p>	<p>Executive Director, HMPPS Change</p> <p>Senior Responsible Owner - OMiC Recovery</p> <p>Senior Responsible Owner - OMiC Recovery</p>	<p>December 2023</p> <p>December 2022</p> <p>Completed</p>
			<p><u>Progress against commitments (October 2023)</u></p>		



	<p>between keyworkers, POMs and COMs.</p>		<p>being developed to replace systems such as Prison National Offender Management Information System (P-NOMIS) and the Offender Assessment System (OASys). These new products will be built with modern technical infrastructure and once completed will provide a consistent user experience for staff, be easy to change when policy or legislation requires it and enable data to be shared at the right time to allow effective decision making.</p> <p>The replacement for OASys will allow access to risk assessments and sentence plans to all staff who require them allowing full information-sharing between Key Workers, POMs and COMs.</p> <p>The Ministry of Justice are providing staff across HMPPS with new IT devices including modern applications and features, the latest security protection, collaboration tools and access to all existing data and files. This will allow greater partnership working and increased information sharing.</p> <p>The national OMiC team will work with HMPPS Digital to introduce a contact entry on Digital Prison System (DPS) which records when there has been communication between Key Worker and POMs.</p>	<p>Head of Digital Probation Services</p> <p>Deputy Director Innovation and Business Change</p> <p>Senior Responsible Owner - OMiC Recovery</p>	<p>June 2025</p> <p>March 2023</p> <p>March 2023</p>
			<p><u>Progress against commitments (October 2023)</u></p> <p>Work to replace OASys by March 2026 is progressing well. HMPPS currently have two core teams working on replacing major components of OASys, needs/strengths and sentence planning. Digital Services are closely engaged with the business, enabling them to deliver significant changes to the way they deliver rehabilitative services and challenge offending behaviour.</p> <p>Sentence planning is used across both probation and prisons with varying method of delivery across the estate. Ways of working are being developed to allow digital teams across prisons and probation to develop bespoke sentence plans for specific needs in an offender's journey that can be shared seamlessly between COMs and POMs.</p>	<p>Head of Digital Prison Services</p> <p>Head of Digital Probation Services</p>	<p>March 2026</p>



			<p>The Prison Technology Transformation Programme (PTTP) has been completed and delivered on time. The programme has allowed greater partnership working and increased information sharing.</p> <p>The national OMiC team have raised a request with HMPPS Digital to introduce a contact entry on Digital Prison System (DPS) which will record when there has been communication between Key Worker and POMs.</p>	<p>Deputy Director Innovation and Business Change</p> <p>Senior Responsible Owner - OMiC Recovery</p>	<p>Completed</p> <p>April 2024</p>
5	Provide each prison with a directory of interventions, to help staff and prisoners to identify progression routes.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The national Offending Behaviour Programme team will publish a directory of accredited interventions on the HMPPS intranet providing all staff in prisons with access to the most up to date information.</p> <p>A review is taking place on the management of regime interventions, this will include how best to share information to allow staff and prisoners to identify progression routes.</p>	<p>Head of Psychology</p> <p>Deputy Director Reducing Reoffending Interventions, Operations and Investment</p>	<p>December 2022</p> <p>December 2022</p>
			<p><u>Progress against commitments (October 2023)</u></p> <p>A link to the Offending Behaviour Programmes available in custody has been shared widely across HMPPS.</p> <p>Digital team have developed a digitised version of the programme directory, which shows what programmes are available where, alongside programme descriptions and key eligibility criteria.</p> <p>This digital service is currently being piloted at three sites, HMP & YOI Onley, HMP Stocken and HMP Whatton. This initial phase is scheduled to run until the end of 2023. The team are currently scoping expansion of the pilot across additional sites to build towards national rollout.</p>	<p>Head of Psychology</p>	<p>Completed</p> <p>January 2024</p>



			<p>A revised policy framework to oversee the design and delivery of regime interventions is being implemented. The framework will ensure that all interventions delivered within HMPPS comply with the principles for effective intervention delivery. All endorsed interventions that come via the framework will be included on a national directory which will be made available to frontline staff to aid sentence management decisions.</p> <p>This work is ongoing, the Policy Framework is drafted, and the union consultation has been completed. It will now be presented for sign off at the Operational Policy Sub Committee by November 2023.</p> <p>The HMPPS Rehabilitation Portal has been launched and is a dedicated SharePoint space to support staff across HMPPS access the tools, products, and guidance they need to deliver effective rehabilitation. As a live site, HMPPS will continue to build it, adding sites, pages, information, documents, and tools as the organisation continues to operationalise the Rehabilitation Strategy. A directory of interventions that have been approved and accredited will be added by November 2023.</p>	Deputy Director Reducing Reoffending Interventions, Operations and Investment	<p>November 2023</p> <p>November 2023</p> <p>November 2023</p>
6	Carry out a strategic prisoner needs analysis to set a baseline against which to commission and deliver services.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>HMPPS has produced a needs analysis template and guidance document to support prisons to make the best use of existing data and information about their population when planning services. This includes assessment data summarised in the segmentation tool (a web-based tool showing the characteristics of the prison and probation population) as well as management information from various data sources.</p> <p>HMPPS will develop a Rehabilitation Strategy which will support prisons to use planning tools and work actively to drive-up system data quality. Improving the agency-wide strategic needs assessment practice will also support more joint service planning activity whilst working with system</p>	<p>Deputy Director Reducing Reoffending Interventions, Operations and Investment</p> <p>Deputy Director Insights</p>	<p>Completed</p> <p>January 2023</p>



			partners will strengthen the link between data and what HMPPS chooses to commission and deliver.		
			<p><u>Progress against commitments (October 2023)</u></p> <p>A cross agency working group has been set up to operationalise the HMPPS Rehabilitation Strategy and improve strategic needs assessment practice across the system. Work is currently focused on improving existing products and guidance, and implementing these effectively, to strengthen capability within the refined Head of Reducing Re-offending roles to deliver a strategic needs analysis of their prison population.</p> <p>The MoJ data digital team have completed a data discovery project to better understand the challenges associated with delivering a good strategic needs assessment. HMPPS are collectively taking forward recommendations to improve the products, tools and guidance available to operational colleagues to deliver a good needs assessment. Work is focused on supporting Heads of Reducing Reoffending in completing a needs assessment to inform their 2024 regime plans.</p>	Deputy Director Reducing Reoffending Interventions, Operations and Investment	<p>January 2024</p> <p>January 2024</p>
7	Establish a strategic forum for resettlement and a regional performance system to monitor progress.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The Probation in Prisons steering group has now been established to oversee and co-ordinate the delivery of resettlement activity in prisons.</p> <p>There is now a monthly Resettlement Leads Thematic Forum which brings together regional probation and prison resettlement leads. Regular resettlement working groups for both men and women have also been established which are attended by resettlement leads.</p>	<p>Head of Resettlement and Commissioned Rehabilitative Services</p> <p>Head of Resettlement and Commissioned Rehabilitative Services</p>	<p>Completed</p> <p>Completed</p>



			The National Resettlement team are developing a performance framework to monitor the implementation of the resettlement model.	Head of Resettlement and Commissioned Rehabilitative Services	January 2023
			<p><u>Progress against commitments (October 2023)</u></p> <p>The Probation in Prisons (PiP) steering group continues to oversee delivery of the PiP action plan which pulls together resettlement activity being carried out across the different work strands at HMPPS HQ.</p> <p>The Resettlement Leads forum has been combined with the regular Head of Reducing Reoffending (HRR) forum to ensure better join up and improved working relationships between probation resettlement leads and HRRs.</p> <p>The Women and Men's working groups including probation resettlement leads and pre-release team managers continue and are used to share good practice and overcome barriers in understanding the role of pre-release teams.</p> <p>A performance framework has been produced which provides oversight of the implementation of the pre-release and Short Sentence Function (SSF) elements of the resettlement model. A bi-monthly performance report is produced and shared with Regional Probation Directors and Resettlement Leads.</p>	<p>Head of Resettlement and Commissioned Rehabilitative Services</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
	Prison directors/governing governors should:				
8	Ensure that the prison regime provides the protected time needed for prison officers to undertake the keyworker role.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>In Public Sector Prisons (PSP), Prison Group Directors have been directed to drive up the quality and quantity of key work delivery. The central OMiC team are monitoring prison level delivery and providing direct support to prison groups,</p>	Senior Responsible Owner - OMiC Recovery	Completed and ongoing



		<p>identifying where key work delivery is being under resourced and providing advice and guidance on best practice. It is recognised that local resourcing pressures can lead to the de-prioritisation of key work activity and that there are some systemic issues that will need to be resolved to fully address this recommendation.</p> <p>A project to review the allocation of prison level resources has been commissioned, this project will support effective profiling, resourcing, and management oversight of key work. Alongside this project, work is underway to improve resource management through the piloting of a new staff rostering tool and through a new workforce transformation programme to improve staff skills and capability. Benefits from this longer-term activity will require system change and are unlikely to be seen prior to June 2024.</p> <p>Additionally, the national OMiC team will use evidence, data and learning to review and develop the current model to maximise the opportunity to deliver better outcomes directly associated with safety and reducing reoffending. This will include reviewing key work and case management, exploring ways in which the current delivery model can be made more flexible to better support delivery, taking into consideration different prison functions and prisoner cohorts.</p> <p>In Privately Managed Prisons (PMPs), commercial arrangements will be introduced to drive up the quality and quantity of Key Work delivery. To meet the quality threshold, Directors will need to ensure that staff undertaking key work duties are given time to make Key Work sessions meaningful. The commercial arrangements will allow PMPs to deliver a key work session to all eligible prisoners on a weekly basis and the Custodial Contracts Directorate to apply contract levers where any failure to deliver both quantitative and qualitative outputs are identified.</p>	<p>Deputy Director Resource and Process Group</p> <p>Senior Responsible Owner - OMiC Recovery</p> <p>Head of Custodial Contract Group</p>	<p>June 2024</p> <p>June 2023</p> <p>January 2023</p>
		<u>Progress against commitments (October 2023)</u>		



			<p>Key work has been made a priority for Governors and is a key feature of their Regime Progression Plans (RPP) for 2023/2024. The RPP is a new National Regime Model for prisons which was formally launched in April 2023. Prisons are required to develop a vision of the regime they aspire to deliver following a nationally prescribed design process. This vision must contain mandated regime elements, including key work. Prisons were asked to develop a 'best effort' key work model, recognising that those prisons that are unable to deliver the full model should detail within their plans what they are planning to deliver and to who based on the needs of their population and their available resource.</p> <p>A review of the current staff model was completed at the end of 2022 calendar year, analysis from this review has enabled the project to shape work for the current financial year which will culminate in the completion of a new staffing model for prisons in June 2024, providing better transparency for the allocation of and expected outcomes from prison level resources.</p> <p>Alongside the development of the staffing model a tool has been created which will support Governors in planning for the effective deployment of their resources. Providing improved management information on how workforce pressures will impact on day-to-day delivery to enable planning and prioritisation. A pilot for the tool commenced in June 2023 with an aim to consider a system wide roll out by April 2024.</p> <p>A review of the key work delivery model is underway and will be informed by the evidence from the OMiC evaluation programme. We aim to test an alternate delivery model, making better use of the available resources before the end of 2023/2024.</p> <p>As HMPPS began the transition back to business as usual following the Covid 19 pandemic, and the subsequent closure of Gold Command, Custodial Contracts Directorate began</p>	<p>Senior Responsible Owner - OMiC Recovery</p> <p>Deputy Director Resource and Process Group</p> <p>Senior Responsible Owner - OMiC Recovery</p> <p>Head of Custodial Contract Group</p>	<p>Completed and ongoing</p> <p>June 2024</p> <p>April 2024</p> <p>April 2024</p> <p>March 2024</p>
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			<p>the process of re-establishing the operational and commercial requirements for key work in Privately Managed Prisons.</p> <p>The original Notices of Change (NOC's) which introduced key work did not offer sufficient assurance that the quality and quantity of key work was commensurate with the investment. As such, these NOC's were-re-drafted and the contractual position re-negotiated with our private providers.</p> <p>The new NOC's are based more upon a payment by results basis, designed to motivate the provider to achieve higher levels of compliance. Central to the new NOC is the utilisation of the Key Work Quality Assessment Framework. For key work sessions to be payable they must demonstrate that meaningful dialogue has taken place and that contact time has been commensurate with the costs.</p> <p>Pressures across the wider system and staffing issues across many PMP's have seen Director's struggle to deliver a full regime offer and therefore reduce the levels of key work. As such, further negotiation has begun with providers to consider how to prioritise the key work offer.</p>		
9	Ensure that offender management staff in every prison have private spaces for personalised one-to-one meetings between prisoners and their POM and keyworker.	Partly Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The recommendation is partly agreed as the physical environment of some prisons prevent this from taking place. It will, however, be encouraged and promoted as good practice in the Manage the Custodial Sentence policy framework.</p>	Senior Responsible Owner - OMiC Recovery	June 2023
			<p><u>Progress against commitments (October 2023)</u></p> <p>Work is underway on reviewing the OMiC policy framework and underpinning operating models. The importance of holding one to one meetings in a private space where possible and where the physical environment allows will be set out in the revised policy framework. This is also being</p>	Senior Responsible Owner - OMiC Recovery	March 2024



			explored and encouraged locally during individual support visits to establishments. The new policy framework is expected to be published early 2024.		
10	Co-locate offender management units and psychology and resettlement services where possible.	Partly Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The recommendation is partly agreed as the physical environment of some prisons prevent this from taking place. It will, however, be encouraged and promoted as good practice in the Manage the Custodial Sentence policy framework.</p> <p>However, it will ultimately be for the Governor/Director to determine what model of co-location and multi-disciplinary team make-up best fits the needs and priorities of their prison.</p>	Senior Responsible Owner - OMiC Recovery	June 2023
			<p><u>Progress against commitments (October 2023)</u></p> <p>Work is underway on reviewing the OMiC policy framework and underpinning operating models. The benefits of co-locating offender management units and psychology and resettlement services where possible and where the physical environment allows will be set out in the revised policy framework and encouraged by the OMiC National Team in guidance and on support visits. The new policy framework is expected to be published early 2024.</p>	Senior Responsible Owner - OMiC Recovery	March 2024
11	Ensure that there is a strong link between keywork, offender management and resettlement work.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The national OMiC team will ensure that there is a focus on the importance of partnership working between Key Workers and POMs in the revised policy framework. There will also be a focus on the OMiC prisoner journey and the interface with other functions including resettlement work. This will provide Governors with a framework to support better partnership working in their prisons.</p> <p>The new Pre-Release and Resettlement Policy Framework published on 13th October 2022 sets out the importance of</p>	<p>Senior Responsible Owner - OMiC Recovery</p> <p>Head of Resettlement and Commissioned</p>	<p>June 2023</p> <p>Completed</p>



		<p>the pre-release teams working with Key Workers, POM's and COM's. It also clarifies the roles and responsibilities of the pre-release teams.</p> <p>The national OMiC team will work with HMPPS Digital to introduce a contact entry on Digital Prison System (DPS) which records when there has been communication between Key Worker and POMs.</p> <p>HMPPS are reviewing current training materials to account for lessons learnt during implementation and recent evidence and evaluation with a target to submit recommendations to Learning & Development as part of their refresh by April 2023.</p>	<p>Rehabilitative Services</p> <p>Senior Responsible Owner - OMiC Recovery</p> <p>Senior Responsible Owner - OMiC Recovery</p>	<p>March 2023</p> <p>April 2023</p>
		<p><u>Progress against commitments (October 2023)</u></p> <p>Emerging findings from the OMiC evaluation programme, along with independent evidence and advice is being used to inform the revision of the Manage the Custodial Sentence policy framework. The new policy framework is expected to be published early 2024.</p> <p>Version 4 of the pre-release and resettlement guidance was issued in July 2023, as well as sharing with resettlement leads the guidance was shared with HORRs. The latest version included guidance for out of area cases and the resettlement core process maps.</p> <p>The national OMiC team have raised a request with HMPPS Digital to introduce a contact entry on Digital Prison System (DPS) which will record when there has been communication between Key Worker and POMs.</p> <p>A review of the POM training package is underway, including a review of all the core modules.</p>	<p>Senior Responsible Owner - OMiC Recovery</p> <p>Head of Resettlement and Commissioned Rehabilitative Services</p> <p>Senior Responsible Owner - OMiC Recovery</p> <p>Senior Responsible Owner - OMiC Recovery</p>	<p>March 2024</p> <p>Completed</p> <p>April 2024</p> <p>April 2024</p>



			A review of key work training is underway including foundation level, key work champions course, key work refresher in person and e-learning.		
	Regional probation directors should:				
12	Ensure that there are sufficient staffing levels for senior probation officers in prison, probation offender managers in prison and community offender managers.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The resources required to deliver case management in all public sector and privately managed prisons was updated in July 2022. This provided Governors and Directors with revised target staffing figures for their prison based on the population of each prison in terms of sentence length, risk, frequency of moves etc.</p> <p>Whilst the recommendation is agreed, there are significant national staffing pressures that are impacting on the ability to reach the target staffing figures for some establishments. National recruitment campaigns aimed at Probation Service Officers and ongoing new intakes of Professional Qualification in Probation (PQIPs) are underway to help to resolve this situation. It is anticipated that the overall staffing position will take some time to improve.</p> <p>The Probation Service have several measures in place to reduce the staffing gap:</p> <ul style="list-style-type: none"> • Financial incentivisation to support recruitment in hard-to-fill sites (Detached Duty) by March 23 • Centralisation of recruitment in six priority regions (leading on recruitment of Case Administrators and Probation Services Officers with paid-for media and marketing) commenced July 2022 • Ongoing recruitment of 1,500 PQIPs by March 2023 • HMPPS Recruitment Taskforce to expediate solutions in place • Prioritisation Framework to assist regions in identifying areas of flexibility in response to capacity and workload concerns in place 	<p>Senior Responsible Owner - OMiC Recovery</p> <p>Deputy Director Probation Workforce Programme</p>	<p>Completed</p> <p>March 2023</p> <p>Completed</p> <p>March 2023</p> <p>Completed</p> <p>Completed</p>



			<ul style="list-style-type: none"> Public interest transfers to incentivise PQIP candidates to apply for hard to recruit regions in place Place based support and detached duty has been deployed to priority sites in London which will be extended 		<p>Completed</p> <p>Completed and ongoing</p>
			<p><u>Progress against commitments (October 2023)</u></p> <p>The initial response was marked completed with revised target staffing figures provided to Governors and Directors in July 2022. A national review of the case management resourcing model will be carried out however, with revised target staffing figures released to prisons and probation for 2024 financial year. This will provide Governors/Directors and Regional Probation Directors with revised target staffing figures for their prison based on the population of each prison in terms of sentence length, risk, frequency of moves etc.</p> <p>Financial incentivisation has been implemented in Kent, Surrey and Sussex. Detached Duty remains ongoing in areas with staffing challenges as required.</p> <p>The recruitment in six priority regions is now completed and HMPPS continue to recruit into key operational roles in line with demand.</p> <p>In the 2022/2023 financial year, 1514 PQiP's were recruited and HMPPS continue to run national PQIP recruitment at volume.</p> <p>The Prioritisation Refresh has been completed to set new targets and measures.</p> <p>Public interest transfers have been offered as part of the PQIP campaigns running in financial year 2023/2024.</p> <p>Detached duty was originally implemented in September 2022 and is still ongoing. HMPPS currently have staff in the</p>	<p>Senior Responsible Owner - OMiC Recovery</p> <p>Deputy Director Probation Workforce Programme</p>	<p>April 2024</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



			Region on Detached Duty supporting two Red Site Probation Delivery Units in Hammersmith, Fulham, Kensington, Chelsea & Westminster and Croydon.		
13	Ensure that COMs understand their role in relation to prison-based resettlement teams, and that this may be different in different prisons.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The roles and responsibilities for pre-release and resettlement teams is set out in the new Pre-Release and Resettlement Policy Framework. The national Resettlement Team have issued communications to COMs as part of the launch of the publication and launch of the policy.</p>	Head of Resettlement and Commissioned Rehabilitative Services	Completed
			<p><u>Progress against commitments (October 2023)</u></p> <p>In addition to the policy framework and updated guidance a pre-release teams Sharepoint page is under development. The page will be available to all staff from 31 October 2023 and will set out the role of the Pre-release teams, examples of good practice and an updated set of Frequently Asked Questions.</p>	Head of Resettlement and Commissioned Rehabilitative Services	November 2023
14	Ensure that probation services work with training and resettlement prisons to fully address the resettlement needs of those who are due for release.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The Probation in Prisons plan will identify the core resettlement offer across training and resettlement prisons. Communications will be produced to provide clarity on the offer to prison and probation staff. Specific guidance will also be produced for the management of out of area cases.</p>	Head of Resettlement and Commissioned Rehabilitative Services	December 2022
			<p><u>Progress against commitments (October 2023)</u></p> <p>The PiP steering group continues to oversee delivery of the PiP action plan which pulls together resettlement activity being carried out across the different work strands at HMPPS HQ.</p> <p>Version 4 of the Pre-release and resettlement guidance was issued in July 2023, as well as sharing with resettlement leads the guidance was shared with HORRs. The latest version included guidance for out of area cases and the</p>	Head of Resettlement and Commissioned Rehabilitative Services	November 2023



			resettlement core process maps. In addition to the policy framework and updated guidance a pre-release teams Sharepoint page is under development, due to be published 31 October 2023.		
15	Ensure PQiP training equips new learners to deliver OMiC.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>The PQiP programme equips new learners to deliver OMiC by providing academic input and embedding the core skills required of a probation practitioner - service user engagement, risk assessment and management, report writing and presentation at formal hearings.</p> <p>A formal review of the PQiP qualification is underway to update all elements, including the academic input and the vocational qualification content. This opportunity will be taken to ensure that OMiC factors are embedded within the qualification.</p> <p>A successful pilot has been undertaken to test the potential for PQiP learners to complete the PQiP qualification largely in an OMiC setting. This opportunity has been offered more widely from September 2022 as a means of building professional competence in OMiC and promoting this career pathway.</p>	<p>Deputy Director Probation Workforce Programme</p> <p>Deputy Director Probation Workforce Programme</p>	<p>March 2023</p> <p>Completed</p>
			<p><u>Progress against commitments (October 2023)</u></p> <p>A systematic wholesale review of the PQiP & PSO Learning and Development (L&D) curriculum will be completed to ensure it offers a consistent and equitable offer. Following the review, a revised and refreshed curriculum will be implemented with a focus on core skills and learning at point of need prioritising live opportunities to develop and practice core practitioners' skills. The curriculum will provide the core national framework for PSO development.</p> <p>A finalised revised learning outcomes for PQiPs and PSOs has been introduced.</p>	<p>Deputy Director Probation Workforce Programme</p> <p>Deputy Director Probation Workforce Programme</p>	<p>March 2024</p> <p>Completed</p>



			Impact data is not currently collected. However, in completing the PQiP programme and VQ (Diploma in Probation Practice) learners are providing evidence of their competence to do this work.	Deputy Director Probation Workforce Programme	Completed
16	Ensure that all required OMiC tasks are completed in a timely way.	Agreed	<p><u>Action Plan commitments (November 2022)</u></p> <p>Whilst the recommendation is agreed, there are significant national staffing pressures that are impacting on the ability to reach the target staffing figures for SPOs and POMs for some establishments. National recruitment campaigns aimed at probation service officers and ongoing new intakes of Professional Qualification in Probation (PQiPs) are underway to help to resolve this situation. It is anticipated that the overall staffing position will take some time to improve.</p> <p>To support OMiC delivery during periods where there are significant staffing pressures, there is a national OMiC Workload Management Strategy in place that can be utilised to provide options and guidance about delegating, prioritising and overseeing tasks.</p> <p>HMPPS will develop OMiC Case Management Performance measures, to monitor the timeliness of key tasks and the quality of delivery in line with any development of the operating model.</p>	<p>Senior Responsible Owner - OMiC Recovery</p> <p>Senior Responsible Owner - OMiC Recovery</p>	<p>Completed</p> <p>October 2023</p>
			<p><u>Progress against commitments (October 2023)</u></p> <p>Significant national staffing pressures continue to impact on the ability to reach the target staffing figures in some establishments. National recruitment campaigns continue to try and address this issue. HMPPS are committed to the continuous improvement of sentence management in custody and wherever possible will seek to streamline the model to make best use of the available resources.</p>		



		<p>The OMiC Case Management Workload Management Strategy was launched in December 2022 and gives prisons options for task prioritisation where POM resources are an issue.</p> <p>Whilst the development of wider OMiC measures remain on hold, a pre-release planning performance measure for enhanced cases has been introduced. This measures the percentage of individuals with more than 10 months to serve for whom a sentence plan is completed prior to release. This is in addition to the COM handover meeting measure that also applies to enhanced cases and requires a face-to-face handover meeting with POM and prisoner within four weeks of allocation.</p>	<p>Senior Responsible Owner - OMiC Recovery</p> <p>Senior Responsible Owner - OMiC Recovery</p>	<p>Completed</p> <p>Completed</p>
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Recommendations	
Agreed	13
Partly Agreed	3
Not Agreed	0
Total	16

