



HM Prison &
Probation Service

Action Plan Submitted: 17th January 2024.

A Response to: A Thematic Inspection on The Role of The Senior Probation Officer & Management Oversight in the Probation Service.

Report Published: 18th January 2024.

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 His 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: A Thematic Inspection on The Role of The Senior Probation Officer & Management Oversight in the Probation Service.

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
His Majesty's Prison and Probation Service should:					
1	Ensure that HMPPS delivers a clear policy framework for management oversight and first-tier assurance that meets the demands of the probation caseload.	Agreed	The Deputy Director for the Operational Tactical Assurance Group (OTAG) will oversee the development of a specific Management Oversight policy framework, including by bringing existing oversight frameworks for casework and performance management together, as well as embedding within existing policies as required.	Deputy Director (DD), Operational Tactical Assurance Group.	December 2024.
			Operational and System Assurance Group (OSAG) will continue to support regions with benchmarking and validation of first tier assurance activity.	Community Assurance, OSAG, HMPPS.	Ongoing.
			Regions will continue to drive the implementation of the National Core Quality Management Framework – in particular the increased use of Regional Case Audit Tool (RCAT) & Reflective Practice Supervision Sessions (RPSS) to assure and improve sentence management practice.	Regional Probation Director (RPD) South Central with National responsibility Performance & Quality.	Ongoing.
2	Ensure that effective management oversight arrangements are in place at the regional and PDU	Agreed	The DD OTAG will ensure effective management oversight arrangements are in place at regional and PDU level (consistent with a new Management Oversight policy framework), including by leading accountability through	Deputy Director (DD), Operational Tactical Assurance Group.	February 2025.



	level to assure the quality of work to protect the public.		<p>the Area Executive Directors (AEDs) for the delivery of management oversight to expected requirements.</p> <p>Performance and Quality (P&Q) of management oversight in regions will be monitored through reporting and analysis within the National P&Q Strategy Group meeting.</p> <p>Regions will continue to drive the implementation of the National Core Quality Management Framework – in particular the increased use of Regional Case Audit Tool (RCAT) to assure and improve sentence management practice.</p>		
				Regional Probation Director (RPD) with national responsibility Performance & Quality.	<p>Ongoing.</p> <p>Ongoing.</p>
3	Review the business support functions in relation to facilities management and human resources, to ensure that SPOs are focused on the management oversight of casework.	Agreed	<p>HMPPS will conduct a review of the business support functions in relation to facilities management, human resources, management hubs, and their impact on SPO capacity. This will draw on the Business Manager Review which was completed April 2023. The findings will be presented to the National Operational Stability Panel.</p> <p>A rolling evaluation of the Case Administration Senior Probation Officer Support (CASPO) role to provide administrative support for SPOs is underway. An interim report has been produced with a final report due in April 2024.</p>	Deputy Director, Probation Workforce Programme (PWP) & Deputy Director, Operational Tactical Assurance Group.	<p>June 2024.</p> <p>April 2024.</p>
4	Design and implement a comprehensive induction and professional development programme for all SPOs working in	Agreed	A new 6 module learning programme 'leading and managing as an SPO' will be developed, which will provide an introduction to management and leadership skills in the context of working as an SPO. This is supported by a range of management and leadership	DD, PWP and Transforming Delivery Directorate (TDD).	April 2024.



	sentence management and the courts.		development opportunities to meet ongoing learning needs.		
			The Probation Court Strategy and Change Team is hosting a series of five webinars to support Court Senior Probation Officers in their teams across England and Wales. The webinars will support Court SPOs with the latest research and learning to help professional development and further develop the quality of court work, risk assessment, and pre-sentence advice to court. The webinars will recognise how professional curiosity and getting the initial risk assessment right plays a critical role in public protection.	Head of Probation Court Services, HMPPS.	April 2024.
5	Fully evaluate the human factors approach adopted in Wales and consider implementing it across the English regions.	Agreed	<p>A Human Factors Evidence and Evaluation Strategy, which underpins the Probation Learning Organisation Approach, has been developed by the HMPPS Evidence Based Practice Team. The evaluation activity will help HMPPS to understand the following:</p> <ul style="list-style-type: none"> • The ways in which the Human Factors model can support existing organisational strategy to develop an open learning culture and enable staff to be their best, including the role that leadership at all levels plays in supporting this. • Enablers for successful implementation and longevity after the project team exit, supported through quality assurance activity. • The efficacy of new initiatives within the model specifically developed to address known organisational pressures and enable two-way communication and learning. 	Cross Cutting Team, EPSIG & Head of Organisational Change – Probation, HMPPS.	<p>Wales – April 2024.</p> <p>South-West and South-Central April 2025.</p>



			<p>HMPPS anticipate commencement of a further pilot in the South West and South-Central Area by April 2024.</p> <p>Evaluation in Wales is scheduled to finish by April 2024, with the expected implementation in South West South-Central area to be evaluated by April 2025.</p> <p>Once evaluation has been completed, HMPPS will then consider implementing the model across the remaining English regions, which will take into consideration the resourcing models from a HQ and Area perspective.</p>		
6	Review the operating model to consider locating QDOs within the PDU governance structure, in line with the approach taken in Wales.	Agreed	A review of the Quality Development Officer (QDO) PDU operational model in Wales will be carried out to compare with existing operations and structures across PDUs in England. The findings will be shared with the National Operational Stability Panel.	DD PWP & DD OTAG.	July 2024.

Recommendations	
Agreed	6
Partly Agreed	0
Not Agreed	0
Total	6

