

People Strategy Action Plan: 2019-20 end of year update



The People Strategy and Engagement Group within HM Inspectorate of Probation, which consists of representatives from across the organisation, have worked with colleagues to deliver the objectives identified from the People Survey 2018 and feedback from the follow-up focus groups. A great deal has been achieved in the last year. The status of each of the actions identified is indicated below. Where an action is identified as 'achieved', responsibility has now transferred to business as usual to ensure that any momentum is maintained.

Work continues on those objectives that have yet to be closed off.

The Group will now consider the results of the People Survey 2019, again alongside the focus group feedback, and will develop a new action plan in response to the findings.

Action	Outcome
1. Strengthen the sense of community among the Assistant Inspectors (AIs). Identify methods of engagement that support a 'virtual' team.	ACHIEVED
2. Review the opportunity for staff to engage across the different teams in the organisation to share knowledge with the purpose of improving corporate outcomes. This includes: <ul style="list-style-type: none">• knowledge sharing across inspection programmes• knowledge sharing across the organisation.	ACHIEVED
3. Measure the impact of these activities, possibly through a culture survey, to identify what is working and where further efforts are required.	CLOSED <i>We decided not to conduct any further staff surveys in-year but to take real-time anecdotal feedback and to await the findings from the 2019 survey.</i>

<p>4. Develop guiding principles for the way we demonstrate our values and how we measure the behaviours that demonstrate this.</p>	<p>ONGOING</p> <p><i>We have extended this action to revisit our values.</i></p>
<p>5. Review our approach to inclusion and identify measurable deliverables.</p>	<p>ACHIEVED</p> <p><i>We have created a separate Diversity and Inclusion Group alongside a dedicated Strategy that will address the diversity and inclusion actions identified in this plan and more.</i></p>
<p>6. Consider the well-being needs of our whole staff group, and the different roles within it, and devise ways of meeting those needs.</p>	<p>ACHIEVED</p>
<p>7. Review the results of the 2018 Civil Service staff survey and take action in response to the findings including how we increase the response rate.</p>	<p>ACHIEVED</p> <p><i>This action plan responds directly to the People Survey 2018 feedback.</i></p>
<p>8. Communications Team to review internal communications, including the role of virtual forms of engagement, and make recommendations for improvement.</p>	<p>ACHIEVED</p>
<p>9. Reflect on how well the organisation design has embedded by the end of the financial year.</p>	<p>ACHIEVED</p>
<p>10. Review the efficacy of internal governance.</p>	<p>ACHIEVED</p>
<p>11. Commission work to identify the benefits of engaging with services users and the methods we might use.</p>	<p>ACHIEVED</p>
<p>12. Review our current assessment centre process to ensure that it is testing the skills required for the current roles of Her Majesty's Inspectors and AIs and is delivering a diverse workforce.</p>	<p>ACHIEVED</p> <p><i>The diversity aspect of this action has transferred to the Diversity and Inclusion Group.</i></p>
<p>13. Continue to pursue diversity data for recruitment campaigns with the Ministry of Justice (MoJ) and Shared Services Connected Limited.</p>	<p>ACHIEVED</p> <p><i>Maintenance will now transfer to the Diversity and Inclusion Group.</i></p>

14. Conduct an analysis of the representativeness of the Inspectorate's inspection workforce against the diversity characteristics of the probation and youth justice workforce. Consider the need for targeted recruitment campaigns and the means by which they are promoted.	ACTION TRANSFERRED TO THE DIVERSITY AND INCLUSION GROUP
15. Propose how we can stagger the employment of secondees and full-time contract staff so there is resilience in our staff group.	ACHIEVED
16. Collate feedback from inspection staff on their induction and look at what can be improved.	ACHIEVED
17. Review and formalise HQ staff induction.	ACHIEVED
18. Review supervision of AIs.	ACHIEVED
19. Develop a mentoring/coaching scheme that considers the needs of new staff, current postholders, and senior staff.	ONGOING <i>We have conducted a survey of staff to help us define the need. An approach is being devised based on this feedback.</i>
20. Revisit the planning assumptions to ensure staff are not unrealistically assigned tasks.	ACHIEVED
21. Consider the cross-fertilisation of staff across the programme teams to increase resilience.	ACHIEVED
22. Assess and address the learning and development needs of fee paid inspectors.	ACHIEVED
23. Consider the options for increasing the recruitment of Welsh speakers to our inspection staff.	ACHIEVED
24. Operationalise the National Probation Service local assessor model by early 2019.	ACHIEVED
25. Revisit the decision to have all staff allocated to an office base. Consider whether inspectors can be based at alternative locations.	ACHIEVED
26. Identify common training requirements among our operations staff group and propose ways of meeting that need.	ACHIEVED
27. Embed our quality assurance strategy.	ACHIEVED
28. Apply benchmarking.	ACHIEVED
29. Update the training offer where needed.	ACHIEVED
30. Evaluate the impact of our collective training approaches against their stated objectives.	ACHIEVED

<p>31. Develop a talent management approach that:</p> <ul style="list-style-type: none"> • recognises the different needs of different staff (groups) • considers our more immediate resilience requirements, identifying posts most at risk and proposing solutions • develops an internal succession pipeline. 	<p>ONGOING</p> <p><i>This will be addressed in our new Workforce Strategy.</i></p>
<p>32. Devise a transparent and equitable approach to prioritising staff for high-cost and/or competitive development opportunities.</p>	<p>ONGOING</p> <p><i>An approach has been developed. Awaiting comment and sign-off.</i></p>
<p>33. Consider the role of talented seconded staff in resilience and succession planning.</p>	<p>ACHIEVED</p>
<p>34. Consider the role of work placements for example, with the Prince's Trust, to enrich the workforce, promote social mobility and build a talent pipeline.</p>	<p>ONGOING</p> <p><i>This will be addressed in our new Workforce Strategy.</i></p>
<p>35. Develop and apply an internal assurance process for considering and awarding reward nominations, including to those on secondment.</p>	<p>ACHIEVED</p> <p><i>This will be subject to ongoing review.</i></p>
<p>36. Deliver a digital strategy that fully supports staff in their roles.</p>	<p>ONGOING</p> <p><i>We are working with MoJ and their partners to deliver a solution that meets our needs.</i></p>
<p>37. Negotiate alternative access arrangements to case material that reduces burden to providers and the Inspectorate.</p>	<p>ACHIEVED</p>