



Action Plan Submitted: 19 July 2021

A Response to the HMI Probation Inspections:

- An inspection of probation services provided in Bristol, Gloucestershire, Somerset and Wiltshire division and Dorset, Devon and Cornwall division of the Kent, Surrey and Sussex Community Rehabilitation Company*.
- An inspection of probation services provided in South West region of the National Probation Service*.

Reports Published: 06 July 2021

* Following Probation reform that took effect 26 June 2021, findings from both reports will be taken forward by the new Probation Service, South West region

INTRODUCTION

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. It reports on the effectiveness of probation and youth offending service work with adults and children.

In response to the report, HMPPS/MoJ are required to draft a robust and timely action plan to address the recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plan provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are published on the 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 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: Probation Service, South West region

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner (including named individuals and their functional role or department)	6. Target Date
1 SW 1	South West Probation Service should ensure that there is an equitable and efficient distribution of work between probation practitioners across the region. (Repeat recommendation).	Agreed	<p>The Operational Resource and Change Activity team (ORCA) are working closely with HMPPS Digital to build an improved Workload Management Tool (WMT). The Tiering model determines the case complexity or intensity of staff involvement with different types of cases and informs the WMT. The refreshed Unified Tiering Model (UTM) went live in May 2021 and introduces methodology to represent probation's role to assess, protect and change and including this in the WMT is a positive step towards properly reflecting the work ongoing operationally and provide more time for cases. Through an Activity Based Costings (ABC) exercise, ORCA aim to update weightings to better reflect practice activity timings. Scoping of the ABC project to examine opportunities and refine modelling, including assumptions that underpin WMT, will be concluded by August 2021.</p> <p>South West Probation Service will review resourcing/workload issues to ensure an equitable distribution of work across the nine Probation Delivery Units (PDUs);</p> <ul style="list-style-type: none"> Regional review of data from the WMT at least monthly, with actions set where necessary and appropriate to move workload/resources. Resourcing requests will be reviewed weekly through the Resource Approvals mechanism, with oversight from the Monthly Workforce Planning Committee. Actions and issues will be escalated to the Senior Operational Group and other relevant forums under the revised Governance structure as required. <p>South West Probation Service will support managers in efficiently supporting and distributing work between probation practitioners by;</p> <ul style="list-style-type: none"> The Performance & Quality (P&Q)/ Quality Development (QD) Team will complement existing resources for practitioners, (such as "<i>Work Differently Work Smartly</i>") through the roll-out of a parallel package targeted at Senior Probation Officers (SPO's). This will include a section on the WMT and its consistent application. 	<p>Deputy Director for Probation Workforce Programme</p> <p>Head of Operations</p> <p>Head of Operations and Head of Performance and Quality</p>	<p>August 2021</p> <p>September 2021</p> <p>December 2021</p>

			<ul style="list-style-type: none"> SPOs of Newly Qualified Officers (NQOs) to be briefed by the QD Team regarding expectations of work for NQOs. This will include content in relation to workload relief and tiering expectations. Individual sign-off for management of mixed caseloads to be actioned as soon as staff have the appropriate skill-set, in order to give maximum flexibility to workload management. <p>South West Probation Service will adopt the forthcoming <i>national Workload Management & Demand Management Strategy</i> and any subsequent new national tools, once available.</p>	Head of Operations	To be reviewed February 2022
2 SW 2	South West Probation Service should undertake timely domestic abuse and safeguarding children checks for all relevant cases prior to allocation. (Repeat recommendation).	Partly Agreed	<p>This recommendation is Partly Agreed. South West Probation Service will work with police and children's service colleagues to initiate checks, but outcomes are also dependent on partner agencies.</p> <p>South West Probation Service will ensure that all staff are aware of expectations regarding timely domestic abuse (DA) and safeguarding children (SG) checks. This will be reviewed and reissued once revised policies/frameworks are launched nationally. The national face-to-face training event provision is being revised to better accommodate the needs of both new entrants and more experienced practitioners. The planning includes provision of feedback on a PDU level, support for Business Managers to access local data and liaison with the national training team to ensure provision for the region is met, All staff in South West Probation Service are aware of mandatory e-learning and training event requirements which will be kept up to date. Routine quarterly monitoring of completions will ensure learning in relation to Safeguarding and Domestic Abuse is within the statutory 3-year requirement.</p> <p>South West Probation Service will ensure that all staff, including those transitioning from former CRCs, have the knowledge, skills and line management support to assess and manage a mixed caseload, including through timely domestic abuse and safeguarding children checks;</p> <ul style="list-style-type: none"> Learning records from a variety of sources will be merged and analysed, to provide a clear picture of the learning needs of the region. '<i>Learning Checklists</i>' and '<i>Practitioner Checklists</i>' will be used by Line Managers to ensure the completion of mandatory / statutory learning as a priority and coverage of key issues in staff supervision respectively. Similarly, '<i>Transition Quality Assurance Checklists</i>' (TQAC) will be fully completed by managers, confirming that they are undertaking appropriate monitoring. PDU progress towards completion of TQACs and the allocation of mixed caseloads will be monitored and reported to PDU Heads and the SLT. 	Head of Learning & Development Head of Learning & Development	September 2021 January 2022

			<p>South West Probation Service will continue work to understand and address issues/obstacles to timely domestic abuse and safeguarding children checks by:</p> <ul style="list-style-type: none"> • The case allocation process will include a system to identify and report absent information. • Increase Management Information reporting capacity to improve information in relation to DA and SG checks/response. • Analyse findings and develop appropriate targeted response to identified issues. This may include Quality Development team support for Court Leads/SPOs, regarding practice development and/or focussed audit work. <p>South West Probation Service will engage with and implement agreements reached at a national level as they become available (see recommendation 15). In the meantime, PDU Heads will work with police locally, to explore direct access options where possible.</p>	<p>Head of Operations and Head of Performance & Quality</p> <p>Head of Operations and Head of Public Protection</p>	<p>February 2022</p> <p>February 2022</p>
3 SW 3	<p>South West Probation Service should ensure that risk management plans include effective contingency arrangements to respond to heightened risk of harm, specific to the supervised individual's risks. (Repeat recommendation)</p>	Agreed	<p>South West Probation Service will support practitioners in developing effective and specific contingency arrangements to respond to heightened risk of harm;</p> <ul style="list-style-type: none"> • The rolling Quality Development (QD) delivery programme has been reviewed and will include the <i>With Change Use Care</i> package in addition to Assessing Confidently, Managing Effectively (ACME) and the Assessment Quality Assurance (AQA) Offender Manager (OM) briefing. • QD Team will produce <i>Lite Bite</i> on contingency plans, to supplement those which already exist on Risk Management Plans (RMPs) and Approved Premises RMPs. • QD Team will develop and roll out discussion material for PDU teams, including a video for use by SPOs and OMs. <p>South West Probation Service will ensure effective management oversight of contingency arrangements within risk management plans by;</p> <ul style="list-style-type: none"> • Continued delivery of AQA SPO benchmarking briefing. • Delivery of refresher training for Multi Agency Public Protection Arrangement (MAPPA) chairs in relation to MAPPA Level 2/3 cases. • The <i>Touchpoints Model</i> will be embedded, to improve Management Oversight (MO) of cases. This will include through the use of the Management Oversight QD Tool. <p>The Quality Development Team will monitor the impact of available training through analysis of participant feedback and dip-sampling of contingency plans at PDU level.</p>	<p>Head of Operations and Head of Performance & Quality</p> <p>Head of Operations</p> <p>Head of Operations and Head of Performance & Quality</p>	<p>November 2021</p> <p>November 2021</p> <p>January 2022</p>

4 SW 4	South West Probation Service should ensure that reviews of assessments and plans are completed where necessary. (Repeat recommendation).	Agreed	<p>The rolling Quality Development delivery programme has been reviewed and will include the <i>With Change Use Care</i> package, which directly addresses the circumstances under which to review assessments and plans. A 'Keeping People Safe' video will be produced in collaboration with HMI Probation to emphasise the importance of work to address and manage Risk of Serious Harm. This will be rolled out to PDUs and relevant teams as part of South West Probation Service engagement with HMI Probation's "<i>Leaning In</i>" initiative.</p> <p>South West Probation Service will monitor and address the completion of required reviews of risk assessments and risk management plans by;</p> <ul style="list-style-type: none"> • Regular reports on cases with no OASys review for 55 weeks are now provided via P&Q Dashboard. Trends will be identified and addressed through Accountability Meetings between PDU Heads and Head of Operations. • The P&Q team will lead an audit of the implementation of <i>Touchpoints</i>, drawing on data from the P&Q dashboard and MO QDT outcomes. • The QD Team will deliver a Specific Quality Audit of reviews to test practitioner understanding and progress. 	Head of Operations Head of Operations and Head of Performance & Quality	September 2021 November 2021
5 SW 5	South West Probation Service should develop effective mechanisms to monitor and manage the workload of practitioners not covered by the WMT, including court officers, accredited programme facilitators and VLOs.	Partly agreed	<p>This recommendation is partly agreed as improvements to the Workload Management Tool and the workload and capacity of staffing groups are subject to current scoping exercises and subsequent funding/ prioritisation decisions.</p> <p>The Operational Resource and Change Activity team are currently scoping an ABC project to examine opportunities and refine modelling and assumptions across the service (see recommendation one). This will set out a plan to look at processes, identify all the activity that is undertaken and the average time to complete each activity. The timescales and scope for this work will depend on scale and prioritisation of work which is currently being determined.</p> <p>It is recognised that a national resource model to provide appropriate target staffing for workloads amongst Victim Liaison Officer (VLO) staff is required and work on this is taking place as part of the Probation Reform Programme. This will look at all current VLO tasks and the staff numbers needed to carry these out with current caseloads, then future proof it for any additional tasks and caseload changes year on year by allocating appropriate target staffing numbers to Regions. During 2021/22 the Probation Service will be working to fill existing vacancies in VLO numbers. In the longer-term, to support changes in the Target Operating Model there is an aim to increase the number of VLOs further as part of the additional investment in probation staff linked to probation reform. Exact timings are yet to be determined but this will not be before 2022/23 and will be dependent on funding.</p> <p>Recruitment/Notice of Change (NOC) submission will be used to achieve resourcing that matches national caseload expectation (currently 215 per VLO). South West Probation Service will ensure that all VLOs correctly record the activity that they are undertaking. This information will be used to monitor and manage the workload of Victim Liaison Officers (VLOs) by implementing a system to extract key information from the national Victim Case Management System and balance workloads accordingly. This will be monitored by the VLO Senior Administrative Officer and SPOs and will be reported to the Head of Public Protection quarterly, with any significant resource concerns escalated to the Head of Operations and RPD.</p>	Deputy Director for Probation Workforce Programme Deputy Director for Probation Workforce Programme Head of Operations of	To commence by December 2021 To be reviewed March 2022 March 2022

			<p>South West Probation Service will monitor and manage the workload of Court officers by agreeing and applying a regional formula for Court-related tasks (Pre Sentence Reports in particular). This will be monitored through the development of tools based on available reports through Management Information System (MIS) and P&Q data.</p> <p>Newly-recruited Programmes staff are currently being trained and should be ready to commence delivery in September 2021. South West Probation Service will monitor and manage the workload of Accredited Programme facilitators through workload management arrangements for facilitators, which will be reviewed by Head of Interventions. Demand strategy plans will be implemented alongside plans to address waiting lists (see recommendation 8).</p>	<p>Head of Operations and Court Lead</p> <p>Head of Interventions</p>	<p>March 2022</p> <p>March 2022</p>
6 SW 6 and CRC 5	South West Probation Service should improve information-sharing processes with other agencies, to inform assessments, plans and reviews undertaken by probation practitioners, particularly in relation to domestic abuse.	Agreed	<p>The new Probation organisational structure will include a central commissioning team and dedicated regional resources, reporting into the Head of Community Integration. This will help establish relationships and work with relevant external partners, to deliver on regional reducing reoffending plans and maximise benefit of coordinated and integrated approaches to dealing with challenges. South West Probation Service will ensure information-sharing agreements, reflecting post-unification arrangements, are in place with all relevant partners and for each PDU by;</p> <ul style="list-style-type: none"> • Establishing a South West Regional Information Management Committee where Information Sharing Agreements (ISA) progress is reviewed on a monthly basis. • Recruiting a permanent Information Assurance Officer with responsibility for ISAs. • Where no ISA has been agreed at the point of unification, temporary 6-month Memorandums of Understanding for priority organisations will be confirmed. <p>Alongside actions outlined in relation to recommendations two and fifteen, the Performance and Quality team will analyse the quality of information share to inform assessments, plans and reviews and identify obstacles/ issues. The Head of P&Q will produce a plan to mitigate the problems identified.</p> <p>The Quality Development Team will prepare necessary resources to support delivery of the above plan through guidance and/or staff development, including to bolster practitioner knowledge and confidence. This will include a <i>Lite Bite</i> to emphasise the importance of information-share and disclosure.</p> <p>South West Probation Service will implement the MAPPA Level 1 Policy Framework once released, with a particular focus on information exchange with other agencies. An audit process will be implemented to measure impact at practitioner level, especially in relation to information-share.</p>	<p>Head of Corporate Services and Head of Community Integration</p> <p>Head of Operations and Head of P&Q</p> <p>Head of P&Q</p> <p>Head of Public Protection</p>	<p>October 2021</p> <p>February 2022</p> <p>October 2021</p> <p>April 2022</p>

7 SW 7	South West Probation Service should embed effective quality assurance arrangements to improve quality of practice, particularly in relation to risk of harm.	Agreed	<p>The use of Quality Development Tools (QDTs) across each PDU/Unit to be considered and included in PDU Quality Improvement Plans, as part of the Regional Quality Improvement Plan.</p> <p>The QD Team will develop and pilot a standardised dip-sampling and reporting process, so that specific elements of practice improvement can be tested quickly and responsively with results recorded clearly and communicated succinctly at PDU or regional level.</p> <p>Parole Quality Assurance Framework to be further embedded via close monitoring and reporting of QDT completions and by further roll-out of parole assessment QDT Benchmarking sessions targeted at SPOs and of parole assessment briefings for practitioners.</p> <p>Further roll-out of workshops by QD Team to be promoted and attendance monitored, driving improvements in relation to AQA for OMs and AQA Benchmarking for SPOs.</p>	<p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p>	<p>April 2022</p> <p>October 2021</p> <p>December 2021</p> <p>October 2021</p>
8 SW 8	South West Probation Service should reduce waiting lists for accredited programmes.	Agreed	<p>South West Probation Service will reduce waiting lists for accredited programmes through the implementation of the national Prioritisation Framework, which includes both the priority of programmes to be delivered and the prioritisation of group participants within those programmes. Waiting lists will be closely scrutinised and priority decisions clearly recorded.</p> <p>South West Probation Service will continue to increase capacity for the delivery of Accredited Programmes and related material in line with national guidance;</p> <ul style="list-style-type: none"> • Alternative Delivery Formats (ADF), endorsed by the Correctional Services Accreditation and Advice Panel (CSAAP) will enable continued accredited programmes delivery outside of the primary format to supplement traditional delivery. These formats will include small group delivery to two to three participants, one-to-one in-person and one-to-one remote delivery. • Staff will continue to have access to redesigned Accredited Programmes training, adapted to enable remote delivery. Training will be targeted to new staff and is focused on priority programmes. • Recruitment to vacant roles within South West Probation Service will continue, with staff commencing delivery once trained. • The use of external venues is to remain under consideration, to support a higher volume and/or compliance with restrictions on indoor social contact that may be in place going forward. <p>South West Probation Service will continue to manage, monitor and plan for demand for Accredited Programmes;</p> <ul style="list-style-type: none"> • Guidance for Pre-Sentence Report authors will ensure that accredited programmes are targeted to those who pose the highest risk to the public, in accordance with the Prioritisation Framework. • Recording guidance regarding those individuals unable to access a programme was issued in May 2021, which will support identification at an early stage, so that alternative work can be completed at the earliest opportunity. • The use of toolkits by responsible officers in response to delays/prioritisation decisions will be promoted. 	<p>Head of Interventions</p> <p>Head of Interventions</p> <p>Head of Interventions</p>	<p>December 2021</p> <p>December 2021</p> <p>December 2021</p>

			<ul style="list-style-type: none"> Additional recording guidance has been issued to staff, so that where it has not been possible for accredited programmes to be delivered as per the sentence requirement, risk management and rehabilitative work is clearly recorded, which will be carefully monitored (see also recommendation 18). <p>The Performance and Quality team will use performance information and MIS reports to monitor compliance with the national Prioritisation Framework and the recording guidance described above.</p>	Head of Performance and Quality	December 2021
9 SW 9	South West Probation Service should implement the service user engagement strategy, with representation to reflect the diverse background and experience of people on probation in the region.	Agreed	<p>South West Probation Service will develop a regional <i>Involving People on Probation Plan</i> (IPOP) in response to the Service User Involvement (SUI) National Plan. The IPOP will include activity in the following areas:</p> <ul style="list-style-type: none"> Ensure that the revised HMPPS SUI standards of excellence are disseminated and embedded in organisational practice. Staff training and development, line management supervision and quality assurance exercises will encourage and measure the active involvement of people on probation, including contribution to planning and progress reviews. Feedback from people on probation regarding which interventions they consider to be of most help and how these could be improved will be secured through focus groups, 'service user councils' and surveys. Involving people on probation in key stages of service design, development and delivery – via focus groups, a diverse user voice in plans and strategies and the 'service user council'. <p>South West Probation Service will continue to engage with <i>User Voice</i> for feedback from people on probation within the former CRC package area of BGSW, until a new national contract is established in late 2021 or early 2022 to reflect unified arrangements.</p> <p>The SPO women's lead and equality manager will ensure that engagement reflects the diverse background and experience of people on probation, including through representation on the focus groups included in the IPOP and through specific forums to engage with underrepresented groups.</p> <p>South West Probation Service will develop and deliver peer-led activities and initiatives including a Peer Mentoring scheme delivering 1:1 engagement, home visits, 'through-the-gate' support and motivational contact in relation to interventions.</p>	<p>Head of Community Integration</p> <p>Head of Community Integration</p> <p>Head of Community Integration</p> <p>Head of Community Integration</p>	<p>October 2021</p> <p>October 2021</p> <p>October 2021</p> <p>October 2021</p>

10 CRC 1	South West Probation Service should ensure that all staff understand the importance of public protection work, and have the skills and knowledge to implement it, and the confidence to work collaboratively with partner agencies to manage risks of harm.	Agreed	<p>In the short-term, caseloads will be allocated according to risk, with a move to mixed caseloads by 2022 if safe to do so.</p> <p>South West Probation Service will ensure that staff have the appropriate skills and knowledge to manage risks of harm and work collaboratively with partner agencies in accordance with Multi Agency Public Protection Arrangements (MAPPA) by;</p> <ul style="list-style-type: none"> • Delivery of a session in relation to MAPPA to all NQOs as part of their core NQO programme. • Public Protection related inputs by QD team within the Core Delivery will be prioritised from June-September 2021. From September 2021, attendance will be signposted for individual staff dependent on their development needs. • Competence assessments for all practitioners will be completed prior to allocation of a fully mixed caseload. <p>Appropriate scrutiny of MAPPA activity based on post-unified model PDU arrangements will be provided by the P&Q team.</p>	<p>Head of Operations</p> <p>Head of Operations and Head of L&D</p> <p>Head of Operations and Head of P&Q</p>	<p>January 2022</p> <p>January 2022</p> <p>March 2022</p>
11 CRC 2	South West Probation Service should ensure there is sufficient and effective management oversight of all aspects of casework, with a particular focus on managing risk.	Agreed	<p>P&Q team will monitor the use of management oversight tools across the region and work with Heads of PDUs to address gaps.</p> <p>Use of PAROM (parole assessment report prepared by the responsible officer) QDT to be promoted and monitored in line with national expectations.</p> <p>South West Probation Service will monitor the implementation of <i>Touchpoints Model</i> (TPM) to ensure that there is sufficient and effective management oversight of all aspects of casework by;</p> <ul style="list-style-type: none"> • a weekly data draw-down. • The TPM dashboard will be reviewed through monthly accountability meetings between the P&Q team and Heads of Service, including Heads of PDUs. <p>Once the MO QDT has been finalised nationally, the QD Team will undertake an audit exercise to monitor usage and to help embed the <i>Touchpoints</i> model.</p>	<p>Head of Operations</p> <p>Head of Operations</p> <p>Head of P&Q</p> <p>Head of Operations and Head of P&Q</p>	<p>September 2021</p> <p>December 2021</p> <p>December 2021</p> <p>December 2021</p>

12 CRC 3	South West Probation Service should ensure that staff diversity data is up to date in order to assess, evaluate and manage any disproportionality, particularly in relation to promotion and professional progression.	Agreed	<p>South West Probation Service will ensure that staff diversity data is up to date by;</p> <ul style="list-style-type: none"> • Guidance on updating staff diversity data on Single Operating Platform (SOP, online human resources system) to be issued in all staff communications and manager-specific communications to check compliance. • Equalities Manager to provide a briefing to Senior Managers on the importance of completing the data, to be shared with their staff. • The Head of Corporate Services will scrutinise SOP diversity data from the P&Q Dashboard, to enable targeted work to promote completion. <p>South West Probation Service will assess and evaluate disproportionality, particularly in relation to promotion and professional progression by;</p> <ul style="list-style-type: none"> • Developing a process for centrally recording anonymised data in relation to staff diversity data and promotion and progression. • Analysis of the proportion of staff with protected characteristics by role band. • Identifying the extent of any disproportionality through analysis of internal recruitment outcomes. <p>SW Probation Service will manage any disproportionality, particularly in relation to promotion and professional progression by taking the following actions, as appropriate;</p> <ul style="list-style-type: none"> • Promote Staff Networks and related mentoring schemes. • Promote Positive Action Programmes and Leadership Programmes for identified groups of staff. • Explore the feasibility of diverse recruitment panels. • Removing other identified barriers as appropriate. 	Head of Corporate Services Head of Corporate Services Head of Corporate Services	July 2021 and Quarterly September 2021 December 2021
13 CRC 4	South West Probation Service should expand the range of, and access to, provision for minority groups of people on probation beyond specialist services for women to support desistance and reduce reoffending.	Agreed	<p>A review will be undertaken by the Regional Contract management services, supported by the Regional Diversity Lead, to seek ways to expand the range of, and access to, provision for minority groups of people on probation. The nature and extent of unmet need will be more accurately identified before appropriate new provision can be commissioned. Currently, there is a national tendering process taking place for services to be delivered to support Probation Service Engagement with People on Probation (EPOP) and to develop processes for the co-production of services. The service is due to commence January 2022. The tender requires the supplier to engage with Service Users in a way which reflects each Service User's Protected Characteristics and/or specific needs. It is anticipated that further actions will therefore be added to this Action Plan in response to this review.</p> <p>As highlighted under recommendation 9, SW Probation Service will develop a regional action plan in response to the National Service User Involvement National Plan published Jan 2021. The Regional IPOP action plan will contribute to the Regional Commissioning Intentions Plan, both of which will be subject to equality analysis. All newly commissioned regional services will be subject to equality analysis.</p>	Head of Community Integration Head of Community Integration	November 2021 October 2021

14 SW 10	Her Majesty's Prison and Probation Service should address staff retention obstacles that exist for the Probation Service South West region to manage staffing levels and the distribution of workloads.	Agreed	<p>The first national Probation Service Recruitment & Retention Strategy April 2021 – March 2024 has been launched, following extensive engagement with colleagues and stakeholders across HMPPS. The strategy details the HMPPS approach to recruitment and retention over the next three years. HMPPS have set out five key objectives, these being to close the gap between target staffing and the number of Probation Officers; to provide manageable workloads; to recruit a diverse workforce; to find medium/long term solutions to regional vacancies and to meet the needs and expectations of current staff, former CRC colleagues and future recruits, and to retain talent in the probation service. At the centre of this strategy is a commitment to make sure HMPPS have great people, in the right roles, with the resources they need to do their jobs in the probation service.</p> <p>HMPPS are increasing recruitment of trainee probation officers (PQiPs) to unprecedented levels, through the recruitment of 1500 trainee probation officers in this financial year. Despite the increased recruitment of trainee probation officers, retention of these trainees within their region following qualification represents a challenge. The Probation Workforce Programme (PWP) has commissioned an analysis of the extent to which newly qualified Probation Officers (NQOs) are leaving the regions in which they trained to take up Probation Officer roles elsewhere in the Probation Service. The PWP is also working on potential policy options to ensure regions training PQiPs are able to retain them locally for a minimum period following qualification.</p> <p>HMPPS have recently communicated to staff three career pathways that have been developed for those who wish to remain in the probation service beyond retirement in more flexible operational roles, helping to reduce the pressure on workloads across probation. The pathways are;</p> <ul style="list-style-type: none"> • Training to become a Practice Trainer and Assessor • Movement into Learning & Development roles established in the new L&D model • Staying in current role and exploring changes to working pattern/partial retirement/flexible working. <p>Poor staff retention has an impact on case management and the PWP is assessing prioritisation of workloads, particularly in areas of high attrition. To address this, PWP is exploring options available that permit the Probation Service to adjust services in hard to fill areas to enable leaders to tackle and rectify the problem. This work is being considered alongside the wider probation workforce reform to ensure any changes made align with the business and that best practice is achieved. Improvements to the WMT and the <i>Workload Management & Demand Management Strategy</i> will also support South West Probation Service in effectively managing the distribution of workloads (see recommendation 1).</p> <p>In the meantime, SW Probation Service will ensure that there is an equitable and efficient distribution of work, including through the use of an improved WMT (see recommendation 1).</p>	<p>Head of Probation Service & Projects Resourcing</p> <p>Head of Probation Capacity and Efficiency Project, Probation Workforce Programme (PWP)</p> <p>Head of Probation Service & Projects Resourcing</p> <p>Head of Probation Capacity and Efficiency Project, PWP</p> <p>Head of Operations</p>	<p>Complete</p> <p>To be reviewed February 2022</p> <p>Complete</p> <p>To be reviewed February 2022</p> <p>March 2022</p>
15 SW 11	Her Majesty's Prison and Probation Service should work with national police and children's services leads to establish effective information	Partly Agreed	<p>This recommendation is Partly Agreed. HMPPS will work with police and children's services leads in an effort to establish effective information sharing arrangements for all regions, but outcomes are also dependent on partner agencies.</p> <p>The Chief Probation Officer will meet with National Police Chiefs Council leads and the Chief Social Worker to explore a high level agreement on a shared approach to strengthening information sharing and working together.</p> <p>Under the National Police Chief's Council and Probation Service Information Sharing Protocol, an Information Sharing Arrangement (ISA) will be in place for each Constabulary and PDU, detailing the information required from each organisation, including how it is transferred, what system the data is held on, the purpose of the share</p>	<p>Chief Probation Officer</p> <p>Business Strategy and Change</p>	<p>October 2021</p> <p>September 2021</p>

	arrangements for all regions.		<p>and other key details. The Business Strategy and Change group will analyse arrangements across England and Wales to identify opportunities to make processes more joined up and/or easier.</p> <p>HMPPS will produce a Child Safeguarding Policy Framework, which will include clear expectations on sharing information in line with <i>Working Together</i> statutory guidance on inter-agency working and a national template to support information exchange. A draft will be issued for consultation by September 2021.</p> <p>HMPPS will meet with the Chair of the ongoing Children's Social Care Independent Review to explore options for establishing a high level agreement on a shared approach to strengthening information sharing and working together.</p> <p>In order to strengthen Domestic Abuse information gathering at point of sentence, the HMPPS National Domestic Abuse Reference Group (NDARG), with representatives from all 12 Regions, has led local self-assessment activity and good practice sharing to drive up consistency. Whilst there are signs of improvement, variations remain both within and across regions. The Chief Probation Officer will release a position statement, designed to give all parties clarity on expectations and the approach to improvement. Once agreed by all parties, the position statement will be circulated to Regional Probation Directors. Improvements will continue to be monitored at NDARG initially and review points against agreed activity will be set.</p>	<p>Head of Public Protection Group</p> <p>Head of Public Protection Group</p> <p>Regional Probation Director for Greater Manchester (Domestic Abuse lead)</p>	<p>September 2021</p> <p>October 2021</p> <p>October 2021</p>
16 SW 12	Her Majesty's Prison and Probation Service should collate feedback from victims and share this with probation services to inform learning, development and practice improvement.	Agreed	<p>Based on feedback from the Victim Contact Service in June 2021, more accessible and visible website content will be developed. This will include up to date information regarding the support available to victims, answers to Frequently Asked Questions and signposted support for Victims from other sources.</p> <p>To engage with victims and obtain feedback, HMPPS will make better use of technology to undertake surveys, convene virtual engagement forums and provide updates. This will draw on learning from recent, as well as wider, remotely undertaken, engagement work with people on probation. Developments including a national Twitter account(s) and surveys of other agencies who work with victims (such as Police and Crime Commissioners) are also under consideration.</p> <p>There are indications that victims may be more willing to answer a survey run by the Victim Commissioner's Office, than directly co-ordinated by HMPPS or the Probation Service. A victim satisfaction survey in collaboration with Victim Commissioners office is therefore planned for later this year. HMPPS will analyse the survey results to drive up performance in the Victim Contact Scheme and will consider if this should be an annual survey. To ensure that feedback is collated and shared with probation services to inform learning, development and practice improvement, the HMPPS Insights group will progress further work through existing national networks, such as Victim Contact Leads meetings and/or national VLO Managers meetings.</p>	<p>Head of Public Protection Group</p> <p>Head of Public Protection Group and Deputy Director, Insights Group</p> <p>Deputy Director, Insights Group</p>	<p>February 2022</p> <p>February 2022</p> <p>December 2021</p>

17 SW 13	Her Majesty's Prison and Probation Service should ensure premises are suitable and accessible to meet the needs of individuals under supervision and staff.	Partly Agreed	<p>This recommendation is partly agreed, as funding will be required to address accessibility issues in some buildings and this work will take considerable time. Work has already been done to understand the accessibility limitations of properties across the region. This will feed into the work being planned nationally to examine accessibility across the whole estate, inform a funding bid and develop a delivery plan to address identified shortfall. HMPPS will ensure that the needs of people on probation and staff are met. In some cases, regional reasonable adjustments will be a preferable, or more affordable, means by which to do so.</p> <p>To ensure the continued improvement of the estate a new design guide has been created, as part of the Probation Reform Programme. This contains detail on a number of accessibility expectations in Probation Offices and will underpin the following;</p> <ul style="list-style-type: none"> • Over the next three years, eight sites in the South West region will be replaced or significantly refurbished in line with this new design guide. • Where systems within buildings are due for replacement, the design guide is already informing the requirements of these to ensure they are accessible. For example, fire alarm replacements will now all have a visual alarm as well as an audible alarm as standard. 	Chief Operating Officer, MoJ Property Chief Operating Officer, MoJ Property	Completed (and April 2024) To commence April 2022, subject to funding.
18 SW 14	Her Majesty's Prison and Probation Service to ensure probation services record RAR days using a consistent approach.	Agreed	<p>As part of the new Unified Probation Model, rehabilitative activities will be made up of Accredited programmes; Structured Interventions; Approved Toolkits and Commissioned Rehabilitative Services for services acquired via the Dynamic Framework (DF). Finally, additional funding streams will also enable Probation Service Regions to Co-Commission services in conjunction with local partners. A recording framework, which allows for a more consistent approach to the recording of all of these rehabilitative activity requirements (RAR) will ensure regional consistency and monitoring of RAR Activity, through the following:</p> <ul style="list-style-type: none"> • A consistent recording framework, to support the use of HMPPS Approved Tool Kits by Probation Practitioners. • A new recording structure, to support recording of the newly approved Structured Interventions. • A new digital platform, which will be introduced to support referrals from the new DF providers. This will also support the delivery and recording of RAR Activity and be in place for Day 1 of the new Probation Unified Model. • A process, which will allow Regions to establish a consistent recording framework, to ensure effective recording of co-commissioned services. Allowing services that are used to deliver RAR Activity to be recorded effectively. <p>The Accredited Programme, Interventions Delivery and Strategy Board will oversee improvements in the way that RAR activities are recorded. This will support the introduction of the new Unified Probation Model by supporting transitional arrangements, delivery of the new interventions and the rehabilitative model. Supporting guidance material, by way of 7-minute briefings, based on the RAR guidance produced in 2019 will be released to help improve understanding of the RAR, and improve RAR Activity recording</p>	Deputy Director, Reducing Reoffending Deputy Director, Reducing Reoffending	July 2021 October 2021

			To develop data analysis and tracking, a national set of Management Information, which Regions will have access to, will be developed. This will report on all recorded RAR Activity data and will present a consolidated and overall picture of RAR Activity being delivered.	Deputy Director, Reducing Reoffending	October 2021
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