



HM Prison &
Probation Service

Action Plan Submitted: 1st June 2022

A Response to the HMI Probation Inspection: Kent, Surrey and Sussex

Report Published: 11th May 2022

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, Community Rehabilitation Companies (CRCs) 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 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 sent to HMIP and published on the HMPPS web-based Prison Finder. 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: West Kent and West Sussex PDU

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	West Kent PDU should:				
1.	Ensure all cases are accurately risk assessed and allocated to the correct grade of probation practitioner.	Agreed	<p>All Senior Probation Officers (SPOs) have reallocated cases that were allocated outside of the tiering guidance expectations, including any allocated to an SPO.</p> <p>Head of P&Q to meet with all SPOs to cement understanding and implementation of the tiering model for allocation of cases.</p> <p>Performance data monitoring on case allocation will be reported into the Monthly operations meeting, (currently happening on a weekly basis until embedded).</p> <p>KSS will develop a Court Strategy, with supporting Delivery plan, clearly setting out actions to support the improvement of quality of risk assessments in Court reports. Oversight and accountability for delivering the actions will sit within the Regional Governance structures.</p> <p>To improve accuracy of risk assessments, all SPOs to attend an OASys AQA benchmarking exercise with the Quality Development Officer (QDO) SPO.</p> <p>A regional Assurance exercise will take place where every practitioner will have an Assessment Quality Assurance (AQA) OASys (Offender Assessment System) assessment completed on a randomly selected full OASys. All those who achieve 'requires improvement' will have a further AQA within 3 months to monitor improvement. This exercise will be repeated on an annual basis.</p>	Head of Probation Delivery Unit/Head of Operations/Head of Performance and Quality/Court Strategic Lead	<p>Complete</p> <p>July 2022</p> <p>Complete</p> <p>July 2022</p> <p>Complete</p> <p>September 2022</p>



			<p>Kent Surrey, Sussex (KSS) Probation Region will develop and deliver a training package, “Fundamentals First”, which will focus on:</p> <ul style="list-style-type: none"> • How practitioners accurately identify and assess risk, • How SPO’s lead and manage oversight of risk assessments, <p>This will be starting in July 2022.</p> <p>The number of People on Probation (PoP) to have a risk assessment in OASys within 15 days of their initial appointment will be increased to 90%. Performance data to monitor progress will be shared at the monthly operations meeting.</p>		<p>June 2023</p> <p>December 2022</p>
2.	Apply a strategic approach to which cases, and which functions of sentence management, are prioritised while there are chronic staffing shortages.	Agreed	<p>The Prioritising Probation strategy identifies the strategic approach to which cases and which functions of case supervision are prioritised whilst there are chronic staff shortages. KSS Probation Region are following this strategy and will continue to ensure that staff understand the expectations associated with it through team meetings.</p> <p>West Kent Probation Delivery Unit (PDU) have written a 12-week improvement plan detailing their strategic approach to prioritising case supervision with chronic staffing shortages. The West Kent Head of the PDU has held a whole PDU event to communicate the improvement plan to all staff in West Kent PDU.</p> <p>The West Kent People board will monitor the workload management tool and review against the prioritising probation strategy to identify any change in approach.</p> <p>The West Kent Head of PDU will drive the ongoing strategic approach through the monthly leaders meeting to manage chronic staffing shortages and identify priorities.</p>	<p>Head of Corporate Services/Regional Probation Director/Head of Probation Delivery Unit/Head of Operations</p>	<p>Ongoing</p> <p>Complete</p> <p>Monthly</p> <p>Monthly</p>
3.	Ensure priorities are clearly communicated and understood by	Agreed	<p>The West Kent Head of PDU will drive the ongoing strategic approach through the monthly leaders meeting to manage chronic staffing shortages and identify priorities.</p>	<p>Head of Probation Delivery Unit/Head of Operations/Head of Performance and Quality</p>	<p>Monthly</p>



	probation practitioners and middle managers.		<p>The Head of PDU will provide key messages and priorities which SPOs will communicate to practitioners through weekly “briefing huddles”. Minutes of the ‘huddle’ will be taken and disseminated to the whole team for those that were not there.</p> <p>The staff communications and engagement officer will run a quarterly online survey to establish if communications are adequately supporting the practitioner and middle manager understanding of priorities in the PDU. The findings will be used to refine the approach to communications to make them meaningful.</p>		<p>Weekly</p> <p>July 2022</p>
4.	Ensure case supervision is available to all probation practitioners.	Agreed	<p>KSS has set out the expectation, through an all-staff event, that probation practitioners will receive a minimum of monthly supervision, using a reflective approach when appropriate, and this will be recorded.</p> <p>In West Kent PDU, the Business Manager will monitor frequency of supervision and provide an update at the monthly leadership team.</p>	<p>Head of Operations</p> <p>Head of Probation Delivery Unit</p>	<p>Complete</p> <p>July 2022</p>
5.	Ensure case management staff receive the training they need in order to fulfil their roles effectively.	Agreed	<p>KSS will undertake a gap analysis of existing staff training needs across the whole region, which will be facilitated by the Effective Practice Service Improvement Group (EPSIG). This exercise will be repeated on an annual basis.</p> <p>KSS commenced a regional exercise in April 2022 which involves every practitioner having an AQA OASys assessment completed on a randomly selected full OASys. Analysis will be completed to identify specific themes in OASys assessments and targeted briefings will be delivered to those who require it. Those who do not meet the required standard will have a further quality assurance to measure the impact of training and progress. This exercise is going to be repeated on an annual basis.</p> <p>The Head of Performance and Quality has worked with the West Kent Head of PDU and their middle managers to ascertain learning needs</p>	<p>Head of Operations/Head of Probation Delivery Unit</p> <p>Head of Operations/Head of Performance and Quality</p> <p>Head of Performance and Quality</p>	<p>August 2022</p> <p>September 2022</p> <p>Complete</p>



		<p>in the PDU and gain an understanding why previous training/briefings have not been successful regarding the implementation of learning.</p> <p>Quality Development Officer (QDO) recruitment has taken place and as of the end of June 2022 there will be an increase to 4.9 Full Time Equivalent (FTE) in post and a further increase to 7FTE by the end of August. The increase in capacity of QDOs means it will be possible to offer one to one support for everyone on a Performance Improvement Plan.</p> <p>Develop and deliver a training package “Fundamentals First”, focusing on how practitioners accurately identify and assess risk. This will be delivered to all practitioners starting in July 2022.</p> <p>In order to develop managers skills to support their teams EPSIG will arrange a suitable ‘buddy’ within their team for each case management SPO in West Kent starting at the end of May 2022 for six weeks to provide coaching.</p> <p>EPSIG will undertake observations of practice of 25% of case management staff to inform individual and wider learning needs suggestions.</p> <p>EPSIG will facilitate 5 group reflective practice sessions with West Kent case management staff using the SEEDS model.</p> <p>EPSIG will undertake a session with SPOs reinforcing, ‘What good supervision looks like’.</p> <p>The regional quality development team will undertake audit activity where SPOs raise concerns regarding the quality of work undertaken by practitioner to support the SPO understanding of ability and gaps in practice knowledge. One to one work or where appropriate group coaching will be provided in relation to the areas identified.</p>	<p>/Head of PDU</p> <p>Head of Performance and Quality</p> <p>Head of Operations/Head of Public Protection/ Head of Performance and Quality</p> <p>EPSIG/Head of Operations</p> <p>EPSIG/ Head of Operations</p> <p>EPSIG/ Head of Operations</p> <p>EPSIG/ Head of PDU</p> <p>Head of Performance and Quality</p>	<p>August 2022</p> <p>September 2022</p> <p>June 2023</p> <p>July 2022</p> <p>September 2022</p> <p>October 2022</p> <p>August 2022</p> <p>Ongoing</p>
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			<p>The P & Q team and learning and development team are reviewing the PSO induction and Gateway to Practice input and will supplement the induction package currently offered and include the creation of action learning sets to support ongoing development through peer learning. The P & Q team are in the process of recruiting a PSO to work within the quality strand of the team to offer support to the PSO induction.</p> <p>Effective practice SPOCs in each office have been identified and attend an Effective practice working group from May 2022. This forum will be used to identify and disseminate effective practice, specifically focussing on the implementation of toolkits to facilitate structured work with People on Probation (PoP).</p> <p>KSS are creating a Best Practice Board to co-ordinate SFO learning, gaps in learning and review of feedback in relation to activity associated with 'Fundamentals First'.</p>	<p>Head of Transition/Head of Programmes/ Head of Performance and Quality</p> <p>Head of Operations/Head of Performance and Quality</p>	<p>September 2022</p> <p>September 2022</p> <p>September 2022</p>
	West Sussex PDU should:				
6.	Prioritise all staff receiving the training required to move to mixed caseloads, and then roll-out the training promptly to ensure caseload allocations can be made more evenly across practitioners.	Agreed	<p>Staff in West Sussex have completed the required training identified to move to mixed caseloads since being inspected by HMIP.</p> <p>Performance data monitoring on case allocation will be reported into the Monthly operations meeting, (currently happening on a weekly basis until embedded), ensuring cases are allocated to the most appropriately qualified case manager to manage the case.</p>	<p>Head of PDU</p> <p>Head of Operations</p>	<p>Complete</p> <p>Complete</p>
7.	Ensure staff have the relevant training to use risk and safeguarding information, obtained	Agreed	KSS will undertake a gap analysis of existing staff training needs across the whole region, which will be facilitated by EPSIG. This exercise will be repeated on an annual basis.	Head of Operations/Head of	August 2022



	from key stakeholders, to appropriately inform risk assessments and sentence plans.		<p>The Head of P & Q will work with the West Sussex Head of PDU and their middle managers to ascertain learning needs in the PDU and gain an understanding why previous training/briefings have not been successful regarding the implementation of learning.</p> <p>Develop and deliver a training package “Fundamentals First”, focusing on how practitioners accurately identify and assess risk which will include using information from stakeholders to inform risk assessment and sentence plans . This will be delivered to all practitioners starting in July 2022.</p>	PDU/Head of P & Q/EPSIG	<p>September 2022</p> <p>June 2023</p>
8.	Ensure that administrators receive training and support to better manage the changes to their workload, following unification	Agreed	<p>KSS has undertaken a gap analysis of existing staff training needs in the administrative function. This exercise will be repeated on an annual basis.</p> <p>KSS are recruiting for a fixed term 12 month Senior Administrative Officer to undertake induction and Case Administrator (CA) training which will address some of the gaps identified relating to knowledge.</p> <p>Further communication to administrative staff regarding mandatory, recommended and additional training via civil service learning</p> <p>Regional learning lead is developing continuous development material to support administrative staff to better manage the changes to their workload this will include a range of guidance documents.</p> <p>Reflective supervision will provide assurance of embedding learning and enable individual identification of any learning needs.</p> <p>KSS are implementing bespoke administrative forums for Business Managers, Senior Admin officers and Diary Managers to support learning and embedding of guidance.</p>	<p>Head of Corporate Services</p> <p>Head of Corporate Services</p> <p>Regional learning lead</p> <p>Regional learning lead</p> <p>Head of Corporate Services</p> <p>Head of Corporate Services</p>	<p>Completed</p> <p>October 2022</p> <p>Completed</p> <p>August 2022</p> <p>August 2022</p> <p>July 2022</p>



	Kent Surrey Sussex Region Should:				
9.	Ensure that staffing and workload management data, as reported to HM Prison and Probation Service (HMPPS), is accurate. (West Kent PDU)	Agreed	<p>The Performance team in KSS will review staffing and workload data of the whole region within the Workload Management Tool (WMT) and communicate with middle managers and Head of PDU to ensure that it is as accurate as possible.</p> <p>Staffing and WMT will be a standing agenda item on each of the PDU monthly middle managers meeting.</p>	<p>Head of P & Q/Head of Service</p> <p>Head of PDU</p>	<p>Ongoing</p> <p>Monthly</p>
10.	Determine the priority of intervention delivery, allocate resource, and communicate expectations clearly to probation practitioner. (West Kent PDU)	Agreed	<p>The Programmes team will use the Prioritisation Framework to allocate cases to programmes and liaise promptly with Probation Practitioners to confirm these allocations, including situations where providing a programme will not be possible.</p> <p>When a programme placement is not possible, an alternative toolkit should be used with the PoP. This expectation will be communicated to practitioners directly by the Programmes Manager.</p> <p>KSS will build practitioner confidence in the use of all the current toolkits through engagement with the Effective Practice Single Point of Contact (SPOCs) and the development of a resource information pack. The most recent release (May 2022) of 4 toolkits will take time to embed and build confidence. A planned push for their use in September 2022 will enable them to be embedded by December 2022</p> <p>Toolkit usage data is available and will be monitored through the operations meeting alongside the allocation of programmes to provide assurance of the work being undertaken with PoP.</p>	Head of Operations	<p>Complete</p> <p>Ongoing</p> <p>December 2022</p> <p>Monthly</p>
11.	Prioritise quality assurance of sentence management. (West Kent PDU)	Agreed	The quality development team will undertake audit activity where West Kent PDU SPOs raise concerns regarding the quality of sentence management work undertaken by practitioners. Coaching will be provided on either a one to one or group basis, where it is identified as appropriate to support improvement of sentence management.	Head of P & Q	Ongoing



			<p>EPSIG will undertake observations of practice of 25% of case management staff to inform individual and wider learning needs suggestions.</p> <p>EPSIG will facilitate 5 group reflective practice sessions with West Kent case management staff using the SEEDS model.</p> <p>KSS commenced a regional exercise in April 2022 which involves every practitioner having an AQA OASys assessment completed on a randomly selected full OASys. Analysis will be completed to identify specific themes in OASys assessments and targeted briefings will be delivered to those who require it. Those who do not meet the required standard will have a further quality assurance to measure the impact of training and progress. This exercise is going to be repeated on an annual basis.</p> <p>The quality development team will undertake an R-CAT (Regional Case Audit Tool) assessment on cases selected at random over the KSS region, with PDU breakdowns. This will commence in October 2022 and will cover the supervision period July to September 2022 to assess the level of improvement.</p> <p>The quality development team will repeat a safeguarding and recording audit at the beginning of July 2022 to assess improvements in practice and ongoing gaps.</p>		<p>September 2022</p> <p>October 2022</p> <p>August 2022</p> <p>December 2022</p> <p>September 2022</p>
12.	Support senior and middle managers to manage and prioritise both their individual, and their team's, workload across the PDU. (West Kent PDU)	Agreed	<p>Heads of PDU meet with the Head of Operations every six weeks to review their staffing. Currently this discussion involves discussing application of the level of each PDU on the Prioritising probation framework. The RPD, Head of Operations and Head of Human Resources (HR) meet once a fortnight to review staffing and workload.</p> <p>Staffing and the WMT will be a standing agenda item on each of the PDU monthly middle managers meetings.</p>	Head of PDU	<p>Monthly</p> <p>Complete</p>



			The Regional Probation Director has advised Heads of PDU that given the probation officer band 4 recruitment difficulties that they are able to over recruit probation service officer band 3 and administrative staff to provide grade-appropriate workload support.		Complete
13.	Offer additional administrative resource to expedite outstanding reasonable adjustment requests. (West Kent PDU)	Agreed	<p>KSS Equalities Manager and the local Disability Advocacy Wellbeing Network (DAWN) representative are currently reviewing all outstanding reasonable adjustment requests to support their implementation as soon as possible.</p> <p>KSS to recruit a Staff Support Officer to support the region with their requests for reasonable adjustments to prevent a backlog from accumulating in the future.</p>	Head of PDU/Head of HR	<p>September 2022</p> <p>November 2022</p>
14.	Share the target staffing data with the PDU so they may undertake appropriate workforce planning and support the PDU to promptly improve staffing levels. (West Sussex PDU)	Partly Agreed	<p>Staffing data for all PDUs has been shared for 2022/23. However, this recommendation is partly agreed as it will only be possible to improve staffing levels if recruitment campaigns are successful and this is not solely the responsibility or within the power of KSS, given the long-term national recruitment challenges experienced to date.</p> <p>The Head of PDU reviews the target staffing data against vacancies monthly at the PDU Leadership Team meeting. Decisions around staff movement and recruitment that are within the Head of PDU's control are recorded at this meeting.</p>	Regional Probation Director/Head of Operations/Head of PDU	Ongoing until such time that staffing levels have been achieved.
15.	Engage with people on probation to inform service delivery. (West Sussex PDU)	Agreed	<p>A Regional Engaging People on Probation (EPoP) Strategy has been produced and a Delivery Plan is to be developed specifying roles and responsibilities in relation to EPoP engagement. The Plan will be managed and monitored via the KSS Strategic EPoP Group.</p> <p>KSS has assigned oversight of the (EPoP) contract with St Giles Wise to the Head of Community Integration who will work with the PDU heads to embed this locally. St Giles will be held to account for engaging with PoP through the Strategic EPoP Group, which will inform local and regional service delivery.</p>	Head of Community Integration/Head of PDU/ Head of Transition	September 2022



	The Probation Service should:				
16.	<p>Review the provision of services delivered by CRS providers by: giving CRS providers access to nDelius and the Offender Assessment System to ensure they have adequate access to risk and safeguarding information; ensuring CRS providers are adequately resourced for the volume of referrals being made; and ensuring CRS providers are accountable for quality service delivery. (West Sussex PDU)</p>	Partly Agreed	<p>This recommendation is Partly Agreed. There are no current plans for CRS (commissioned Rehabilitative Services) to have access to nDelius or OASys. Resources of CRS providers are monitored through a prioritisation process and there is now a quality assurance process in place ensuring CRS providers deliver a quality service.</p> <p>There has been a recent update to the Refer and Monitor (R&M) Tool which embeds an OASys assessment identifying the risks and relevant safeguarding information. Where an OASys has not been completed prior to the referral being made the Probation Practitioner (PP) will supply risk and safeguarding information in a further information field of R&M. Additionally, the probation practitioner supplies contact details, including their telephone number within the referral which allows the CRS Provider to contact them for further or missing information.</p> <p>The CRS provision is funded by the number of starts on a service and not the number of people referred to it. The current resources attributed followed an evaluation of probation and prison data by the Central Commissioning Team prior to the CRS services being tendered. Where there is an oversupply of people being referred for the service, Contract Management Teams, Probation and the CRS Providers agree a prioritisation process. In these cases, the CRS Provider keeps the PP informed if their cases are deprioritised and cannot be seen immediately.</p> <p>The KSS Contract Management Teams complete assurance checks to review the quality of referrals, action plans and timeliness of delivery every month across all CRS contracts. The key findings of the assurance are shared with Senior Probation leaders and the CRS Provider at Governance meetings to learn lessons. The assurance findings are also discussed at the CRS Working group where the CMT and probation staff exchange information to improve the quality and delivery of CRS provision. Additionally, the Central Contract Management Team have recently shared a QA template across</p>	Head of Community Integration	<p>Complete</p> <p>Ongoing</p> <p>Complete</p>



			<p>Regional CMTs in efforts to standardise QA. The QA activity is undertaken monthly, with approximately 20 cases reviewed per provider. Any themes are fed back through the operational mobilisation meeting if it relates to PP or the provider accordingly.</p> <p>The Probation Reform Programme is overseeing a Broader Compliance Assurance activity which will focus on contracts with higher than anticipated referral volumes to understand which aspects of Referral decisions and Provider delivery models will both support or limit ability of Providers to deliver timely and high-quality services.</p> <p>The MOJ digital team is continuing to address priority issues in relation to R&M including the ability to amend a referral which will reduce the number of re-referrals within KSS.</p> <p>KSS will support a data-cleanse activity to ensure only those referrals which are live on R&M are cases being actively worked with.</p>		<p>July 2022</p> <p>Ongoing</p> <p>July 2022</p>
17.	Ensure that commissioned rehabilitative service (CRS) provision meets the needs of people on probation. (West Sussex PDU)	Agreed	<p>Commissioned Rehabilitative Service provision (CRS) is embedded across the West Sussex PDU. This includes accommodation, ETE, Women's Services and Personal Well Being (PWB). Staff are fully aware of the services and refer to them when the needs of a person on probation are identified. There is evidence that the accommodation service and the women's services are being referred to above the current contract profile; Education, Training and Employment (ETE) is within contract tolerance, and Personal Well Being referrals are below predicted levels.</p> <p>The Contract Management Team complete monthly assurance checks on R&M and nDelius records relating to all 4 of the CRS interventions to ensure the needs identified by the Probation Practitioner in the referral are being addressed within the relevant provider sessions. Furthermore, the CRS Provider Action Plans are reviewed as part of the assurance process to establish the support requested for the person on probation will be addressed by the CRS Provider.</p>	Head of Community Integration	Monthly



			<p>There has been positive feedback from Probation Practitioners and people on probation about ETE, PWB and Women Services. Accommodation services are fully embedded, however the high level of demand for this service can be challenging.</p>		
18.	<p>Consider whether the Touch Points model is suitable for use in the new, unified probation service. (West Sussex PDU)</p>	Partly Agreed	<p>This recommendation is Partly Agreed as the touchpoint model is designed to be proportionate to the risk and need of the caseload and can be flexibly deployed. It was reviewed prior to unification and considered suitable for use in the unified probation service. However, the Probation Service acknowledges the findings of HMIP, and feedback received from SPOs in the inspected PDUs.</p> <p>The Probation Workforce Programme (PWP) Middle Management Review is seeking to holistically consider the competing demands on SPO time. As part of this work, a review of the Touchpoints Model will be undertaken. Feedback will be sought from staff and stakeholders with a view to presenting an options paper to Probation Senior Leadership Team regarding any changes required to the model.</p>	Effective Practice Service Improvement Group	December 2022
19.	<p>Consider the sequencing and priority of large-scale change projects and the impact upon staff welfare and service delivery. (West Sussex PDU)</p>	Partly Agreed	<p>This recommendation is Partly Agreed, as there is already a monthly Change Load Review where change across probation change programmes is reviewed in terms of the support surrounding the change and the impact of that change.</p> <p>As part of the Change Load Review, recommendations are made to pause or delay the change to reduce the impact on staff, where it is deemed there is change overload. A number of products have been developed to assist senior and middle managers as well as front line staff to understand the changes and the sequencing. These include:</p> <ul style="list-style-type: none"> • The change map - issued quarterly, this shows high level changes in workstreams such as sentence management/UPW/Programmes/Court; • My Role Maps - these were launched in March 2021 and have been updated and digitalised, and relaunch in April 2022. My Role Maps show what the changes mean for individuals depending on the role they work in. They allow staff to see the 	Head of Organisational Change	Complete



			<p>changes that have happened and future changes. As well as being one route to all the information as well as where necessary linked to EQuIP. and MyLearning</p> <p>The Reform Programme has introduced a Fixed Flex and Free basis to many of the changes, allowing regions to introduce the changes when the sequence and resources are right for their staff. Regions can use these products to forward look both at the changes but also the resources accompanying them to help plan and relay the changes to their staff.</p> <p>HMPPS has also developed a Change Triage process that will shadow run over the next 8 months and then take over from the Programme Change Load Review process to ensure that we have a Business As Usual (BAU) approach to understanding and managing the impact of change on front line staff going forward.</p> <p>The Business Strategy and Change (BSC) Division's regional teams continue to work with Regional Leadership Teams to mitigate the impact of both Programme and BAU change. Regional BSC teams have been strengthened during the lifetime of the Programme to take pressure off front line staff and managers wherever possible.</p>		<p>Complete</p> <p>January 2023</p>
	HM Prison and Probation Service should:				
20.	Support KSS Probation Region to recruit and retain staff as a matter of urgency. (West Kent PDU)	Agreed	<p>The first Probation Service Recruitment & Retention Strategy was published internally to all Probation Service staff in April 2021 following extensive engagement with colleagues and stakeholders across HMPPS. At the centre of this strategy is our commitment to make sure we have great people, in the right roles, with the resources they need to do their jobs. An update strategy was published in May 2022.</p> <p>The Probation Service is committed to increasing recruitment to fill Probation Officer vacancies, particularly in areas with significant local</p>	Senior Strategy and Policy Lead, Probation Workforce Programme, Head of Corporate Services, Head of Human Resources	Complete



			<p>employment market challenges such as KSS. As part of this ambition, we met our target to recruit nationally 1000 PQiPs in the financial year 2020/21 and 1500 PQiPs nationally for financial year 2021/22.</p> <p>KSS have been identified as a region that is going to be allocated a Regional SPOC in the form of a Resourcing Manager who will develop a Road Map Project Plan for the region with the aim of supporting the recruitment activity and challenges that KSS experience</p> <p>A new standardised approach to exit interviews has been introduced in KSS and the other regions which is used to identify the top drivers of staff attrition</p> <p>A new retention toolkit has been developed for Probation, which will be used by regions to address local retention issues. This was launched internally in May 2022 alongside our Recruitment and Retention Strategy update. The toolkit will be used by HR to put in place local and targeted retention plans and interventions in their regions.</p> <p>HMPPS has supported targeted recruitment campaigns in Kent, Surrey and Sussex to help bolster the number of applications for roles across the region.</p> <p>HMPPS has launched three career pathways for staff approaching retirement, to help encourage them to remain in service for longer if they choose to do so.</p>		<p>August 2022</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>
21.	Support KSS Probation Region to expedite the vetting of newly joining staff as a matter of urgency. (West Kent PDU)	Agreed	<p>Vetting as a component of recruitment indicatively takes 25 working days through the shared services provider, but this does not take account of the recruitment, sifting and selection stage. If probation staff require higher vetting including police vetting we are constrained by the time the police take to process the checks which is 35 working days.</p>	Head of Personnel Security Countermeasures	
	And		<p>Due to the current police check timeframes (Non Police Personnel Vetting) NPPV, it has been agreed that these checks will be conducted post-employment, as long as the HMPPS Enhanced Level</p>		Complete
22.		Agreed			



	<p>Address and significantly reduce the 20-week delay in vetting for both new and existing staff. (West Sussex PDU)</p>		<p>check has been passed at the pre-employment stage. This will enable applicants to start employment with HMPPS much sooner, though it should be noted that all applicants in a Probation Officer or other operational role must successfully complete NPPV police vetting prior to performing their job role, as this is a mandatory requirement for them to be able to access the ViSOR (Violent and Sexual Offenders Register) system, which has become an integral part of probation case management of offenders.</p> <p>Additionally, we are also looking to see whether we can conduct at scale, early intervention in the processing by the shared services provider, SSCL and pull applications at Day 10 in vetting and progress to clearance by Day 17, which will potentially reduce vetting by 8 working days. Additional resources are being recruited at present to support this process.</p> <p>HMPPS will prioritise Probation Regions with the largest vacancy numbers based on red sites and key job roles, to address any delays that are within procedural scope.</p>		<p>September 2022</p> <p>September 2022</p>
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Recommendations	
Agreed	18
Partly Agreed	4
Not Agreed	0
Total	22

