



HM Prison &
Probation Service

Action Plan Submitted: 20th December 2022.

A Response to the HM Inspectorate of Probation Inspection:

- Hammersmith, Fulham, Kensington, Chelsea & Westminster (HFKCW) PDU.
- Ealing and Hillingdon (E&H) PDU.
- Lambeth PDU.
- Lewisham and Bromley (L&B) PDU.
- Newham PDU.
- Barking, Dagenham and Havering (BDH) PDU.

Reports Published: 18th October 2022 and 24th November 2022.

INTRODUCTION

His 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.



			Director of Planning & Performance in the Ministry of Justice and will ensure that HMPPS takes every possible action to resolve performance problems quickly.		
2	<p>HFKCW, Lambeth, E&H, BDH and L&B PDUs should:</p> <p>improve the effectiveness of quality assurance and management oversight of all casework.</p> <p>AND</p> <p>Newham PDU should:</p> <p>improve the effectiveness of quality assurance activity and consistent management oversight of all casework</p>	Agreed	<p>Following the concerns raised by HMI Probation, London Probation Service (PS) has commissioned an immediate, widespread RCAT auditing activity. This activity will ensure that each individual practitioner in London has a case audited by the end of January 2023 in order to give a benchmark of their practice and introduce the quality improvement activities which will follow in 2023. Additional staff have already been sourced for this activity.</p> <p>The national OASys Countersigning Framework is in use to provide consistency in OASys countersigning expectations for SPOs and PPs. At last count, 67% of staff had been assigned a status under the framework. The PDUs will ensure that all PPs not at approved status have increased levels of countersigning by the SPO in line with the framework and receive feedback on each assessment to understand areas for improvement. Where required, this will be supplemented by input from a Quality Development Officer (QDO), mentor or guidance documents to enhance understanding of practice requirements.</p> <p>Touchpoint Model expectations for management oversight will be fully embedded within all PDUs by May 2023. As part of the</p>	<p>HoOps.</p> <p>Heads of PDU.</p> <p>HoOps and Heads of PDU.</p>	<p>January 2023.</p> <p>January 2023.</p> <p>May 2023.</p>



			<p>overall QIP, a briefing on the Touchpoints Model will take place for SPOs. Progress in implementation will be measured through management information which will track the management oversight undertaken at different points during the course of a sentence including pre-release discussions, initial case discussions, parole reports and lifer/IPP panels. The PDU Head will oversee ongoing monitoring of implementation through the use of the dashboard data.</p> <p>As per recommendation 1, upskilling of SPOs will be a key part of the Regional QIP. Findings of Quality Assurance (QA) activities will be disseminated at the monthly Performance and Quality Committee and overseen at the Operational Leadership Group. London PS as a whole will increase its number of QDOs as agreed with the Chief Probation Officer.</p>	Head of P&Q.	May 2023.
3	<p>HFKCW, E&H, Lambeth and L&B PDUs should:</p> <p>ensure that the interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases.</p> <p>AND</p>	Agreed	<p>All SPO's and PP's will receive a briefing on fulfilling the sentence of the Court; this will include compliance, managing Rehabilitative Activity Requirements (RARs) and referrals to interventions.</p> <p>Management Information System (MIS) data will be reviewed in monthly manager meetings to identify referral trends. Accountability will be overseen at Operational Leadership Group level.</p>	<p>HoOp with responsibility for Learning and Development.</p> <p>Heads of PDU.</p>	<p>May 2023.</p> <p>Commencing Feb 2023.</p>



	<p>BDH PDU should:</p> <p>ensure that interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases</p>		<p>Commissioned Rehabilitative Services (CRS) providers and Interventions colleagues are being invited to attend Team Briefings to promote the services and programmes available to practitioners.</p> <p>A review will take place of planned communications activity in relation to CRS and interventions which was previously paused.</p>	<p>Heads of PDU, Heads of Interventions and Head of Community Integration.</p> <p>Head of Community Integration.</p>	<p>Completed.</p> <p>July 2023.</p>
4	<p>Lambeth and BDH PDUs should:</p> <p>ensure that domestic abuse and safeguarding checks are completed and utilised to inform assessment, planning and risk management.</p> <p>AND</p> <p>Newham PDU should:</p> <p>review the efficacy of arrangements for information sharing regarding domestic abuse and safeguarding, including use of 'SPOC' arrangements</p>	Agreed	<p>Work on this has already been undertaken with pan-London information sharing agreements now in place with the Metropolitan Police. Briefing from Head of Public Protection on Police and Safeguarding checks took place in September 2022 for SPO's and PDU Heads. SPO's have cascaded this to PP's via team meetings in October.</p> <p>A follow up briefing by the Head of Public Protection for practitioners (including those in courts) was completed in November 2022. This outlined when Police intelligence checks are mandated by policy and desired as best practice giving consideration to Metropolitan Police thresholds. It also clarified Police sources of intelligence with a focus on improving the quality of the rationale, to ensure information returned is fit for purpose and useful for risk assessment / risk management.</p> <p>Management information relating to Safeguarding and Police checks will be provided by the Performance and Quality Team.</p>	<p>Head of Public Protection.</p> <p>Head of Public Protection.</p> <p>Head of P&Q and Head of Public Protection.</p>	<p>Completed.</p> <p>Completed.</p> <p>December 2022.</p>



	<p>to oversee this activity.</p>		<p>A revamped dashboard relating to this will be launched before the end of 2022, based on new national reports created by EPSIG. The dashboard will be rolled out in December 2022. The Dashboard will Red Amber or Green (RAG) rate cases and relevant cases where checks have still not been carried out 1 month post sentence will be marked for urgent action.</p> <p>A briefing on Safeguarding will form part of the QIP to be delivered to all PDU staff by May 2023; this also covers the training element outlined in recommendation 8. The PDUs will ensure that safeguarding and domestic abuse checks are undertaken on all relevant cases in line with the safeguarding policy expectation and that the information is being used to inform risk assessment. This will be monitored through management information (as mentioned directly above) which records whether a check has been sent on all relevant cases. This data will be shared at monthly performance meetings. SPO's will follow up on any cases where the check is outstanding. The use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, touchpoint discussions such as initial case discussion, parole, risk reviews and RCAT/Assessment Quality Assurance (AQA) auditing of cases which looks at the quality of risk information and practice.</p>	<p>HoOps.</p>	<p>May 2023.</p>
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			All staff will complete the mandatory HMPPS Child Safeguarding Training every 3 years as required. Progress will be monitored through local reports as well as oversight taking place at the monthly Learning and Development Committee chaired by the HoOp with overall responsibility for Learning and Development (L&D).	HoOp with L&D responsibility.	Completed.
5	<p>HFKCW PDU should:</p> <p>ensure staff with responsibility for case management oversight have the skills, knowledge and time to undertake the work effectively.</p> <p>AND</p> <p>E&H and BDH PDUs should:</p> <p>ensure staff responsible for case management oversight have the skills, knowledge, and time to undertake the work effectively.</p>	Agreed	<p>Touchpoint Model expectations for management oversight will be fully embedded within all PDUs by May 2023. As part of the overall QIP, a briefing on the Touchpoints Model will take place for SPOs. Progress in implementation will be measured through management information which will track the management oversight undertaken at different points during the course of a sentence including pre-release discussions, initial case discussions, parole reports, lifer/IPP panels. The PDU Head will oversee ongoing monitoring of implementation through the use of the dashboard data.</p> <p>As per recommendation 1, upskilling of SPOs will be a key part of the Regional QIP. Findings of QA activities will be disseminated at the monthly Performance and Quality Committee and overseen at the Operational Leadership Group. London PS as a whole will increase its number of QDOs as agreed with the Chief Probation Officer.</p>	HoOps & Heads of PDU.	May 2023.



6	<p>HFKCW and E&H PDUs should:</p> <p>improve the arrangements for information sharing to ensure that pre-sentence domestic abuse and safeguarding enquiries are completed and utilised to inform assessment, planning and risk management.</p>	Agreed	<p>In addition to actions outlined against Recommendation 4, court practice in HFKCW and E&H will also be targeted through the QIP.</p>	HoOp with overall responsibility for L&D.	May 2023
7	<p>HFKCW, Lambeth and E&H PDUs should:</p> <p>engage with people on probation to inform service delivery.</p>	Agreed	<p>All PDUs will conduct a People on Probation (PoP) 'Your Voice Matters Survey' in November 2022 as part of the annual National PoP survey. The results will be collated nationally, and once local data is available priorities will be identified from this to inform practice and service delivery.</p> <p>Guidance on the OASys Self-Assessment Questionnaire will be reissued to PP's by SPOs, following which SPOs will roll-back all assessments where this is missing from assessment.</p> <p>The PDU will implement a PoP suggestion scheme via placement of a suggestion box in Reception. Suggestions received will be reviewed on a monthly basis as part of local</p>	<p>PDU Heads and National Survey Team.</p> <p>PDU Heads and SPOs.</p> <p>PDU Heads.</p>	<p>February 2023.</p> <p>January 2023.</p> <p>February 2023.</p>



			manager meetings (HFKCW & Ealing) or the People Group (Lambeth).		
8	<p>HFKCW PDU should:</p> <p>ensure staff have the relevant training to use risk and safeguarding information, obtained from key stakeholders, to appropriately inform risk assessment and sentence plans for people on probation.</p> <p>AND</p> <p>E&H PDU should:</p> <p>ensure staff have the relevant training to use risk and safeguarding information, obtained from key stakeholders, to appropriately inform people on probation's risk assessment and sentence plans.</p>	Agreed	<p>Work on this has already been undertaken with pan-London information sharing agreements now in place. Briefing from Head of Public Protection on Police and Safeguarding checks took place in September 2022 for SPO's and PDU Head. SPO's have cascaded this to PP's via team meetings in October 2022.</p> <p>A follow up briefing by the Head of Public Protection for practitioners (including those in courts) was completed in November 2022. This outlined when Police intelligence checks are mandated by policy and desired as best practice giving consideration to Metropolitan Police thresholds. It also clarified Police sources of intelligence with a focus on improving the quality of the rationale, to ensure information returned is fit for purpose and useful for risk assessment / risk management.</p> <p>Management information relating to Safeguarding and Police checks will be provided by the Performance and Quality Team. A revamped dashboard relating to this will be launched before the end of 2022, based on new national reports created by EPSIG. The dashboard is almost finalised and will be rolled out in December 2022. The Dashboard will RAG rate cases and relevant cases where</p>	<p>Head of Public Protection.</p> <p>Head of Public Protection.</p> <p>Head of Public Protection, Head of P&Q and HoOps.</p>	<p>Completed.</p> <p>Completed.</p> <p>February 2023.</p>



			<p>checks have still not been carried out 1 month post sentence will be marked for urgent action.</p> <p>Checks not completed will be accounted for through monthly accountability meetings between the HoOPs and their PDUs. The Region is currently implementing a new accountability framework and safeguarding/domestic abuse checks will be reported on as part of this framework.</p> <p>A briefing on Safeguarding will form part of the QIP to be delivered to all PDU staff by May 2023. The PDUs will ensure that safeguarding and domestic abuse checks are undertaken on all relevant cases in line with the safeguarding policy expectation and that the information is being used to inform risk assessment. This will be monitored through management information (as mentioned earlier) which records whether a check has been sent on all relevant cases. This data will be shared at monthly performance meetings. SPO's will follow up on any cases where the check is outstanding. The use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, touchpoint discussions such as initial case discussion, parole, risk reviews and RCAT/AQA auditing of cases which looks at the quality of risk information and practice.</p>	<p>HoOp overseeing Learning and Development.</p>	<p>May 2023.</p>
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			<p>for HoOPs to use when allocating new staff in order to ensure they allocate to the PDUs most in need.</p> <p>An Urgent Strategic Review (USR) was commissioned in the aftermath of the Organisational Alert – the PDU holds a weekly review meeting with the Chief Probation Officer as part of this USR process including to account for the Reporting Scheme for unallocated cases. The PDU has informed the meeting that the scheme has closed and there are no longer any unallocated cases – it would be expected to provide any updates if this was to change, providing an extra layer of external oversight to ensure there is no reoccurrence of the issues which resulted in the Organisational Alert.</p>	Chief Probation Officer.	Completed.
Lambeth PDU should:					
10	ensure Rehabilitation Activity Requirements (RAR) are started promptly and recorded correctly.	Agreed	<p>Head of Service delivered RAR briefing on RAR criteria and how and when to record to all staff in the PDU in November 2022. A review will be completed in January 2023 on the RAR data to identify any further development needs.</p> <p>SPO's, Business Managers and Senior Administrative Officers will use Delius MIS as part of the monthly accountability meeting to monitor the recording of RAR days within each team for any developing trends to be addressed by the line manager.</p>	<p>Head of PDU.</p> <p>Head of PDU and SPOs.</p>	<p>January 2023.</p> <p>February 2023.</p>



			Whilst this has been listed as a specific recommendation to Lambeth, all PDUs will receive an uplift in this area via the Sentence Management briefings which will include a focus on RARs.	HoOps.	May 2023.
Barking, Dagenham and Havering should:					
11	ensure that Professional Qualification in Probation (PQiP) learners have appropriate caseloads and management oversight to undertake their work effectively.	Agreed	Alongside the general improvements targeted for Management Oversight as mentioned previously, BDH now has a permanent SPO dedicated to managing PQiPs. Since the inspection PQiP numbers have also reduced, making this a more manageable expectation Furthermore, there will be a national review and comparison of the regionalised NQO support packages for their scope, intensity and impact. This is to include assurance that NQO's receive the 0.8FTE workload reduction. PDU Head will monitor local Workload Management Tool data (with support from Learning and Development team if required) to ensure that PQIPs are at appropriate capacity.	PDU Head.	Completed.
	ensure the work environment promotes professional boundaries and inclusivity for all staff.	Agreed	A revised Equality, Diversity Inclusion and Belonging (EDIB) plan has already been completed by BDH PDU in response to the issues raised around inclusivity. This has been overseen by the Head of PDU and assisted by auditing work carried out by the Head of EDIB. The Head of PDU has also held an all-staff call to discuss issues arising from the inspection and the Code of Conduct has been reissued to	Head of PDU.	Completed.



			all staff reminding them of behavioural expectations.		
Lewisham and Bromley PDU should:					
12	ensure risk related information is obtained from and shared with other agencies in all relevant cases to support the assessment and management of risk of harm.	Agreed	<p>Work on this has already been undertaken with pan-London information sharing agreements now in place. Briefing from Head of Public Protection on Police and Safeguarding checks took place in September 2022 for SPO's and PDU Head. SPO's have cascaded this to PP's via team meetings in October 2022.</p> <p>A follow up briefing by the Head of Public Protection for practitioners (including those in courts) was completed in November 2022. This outlined when Police intelligence checks are mandated by policy and desired as best practice giving consideration to Metropolitan Police thresholds. It also clarified Police sources of intelligence with a focus on improving the quality of the rationale, to ensure information returned is fit for purpose and useful for risk assessment / risk management.</p> <p>Management information relating to Safeguarding and Police checks will be provided by the Performance and Quality Team. A revamped dashboard relating to this will be launched before the end of 2022, based on new national reports created by EPSIG. The dashboard is almost finalised and will be rolled</p>	<p>Head of Public Protection.</p> <p>Head of Performance and Quality and Head of Public Protection.</p> <p>Heads of PDU.</p>	<p>Completed.</p> <p>Completed.</p> <p>December 2022.</p>



		<p>out in December 2022. The Dashboard will RAG rate cases and relevant cases where checks have still not been carried out 1 month post sentence will be marked for urgent action.</p> <p>Checks not completed will be accounted for through monthly accountability meetings between the HoOPs and their PDUs. The Region is currently implementing a new accountability framework and safeguarding/domestic abuse checks will be reported on as part of this framework.</p> <p>A briefing on Safeguarding will form part of the QIP to be delivered to all PDU staff by May 2023; this also covers the training element outlined in recommendation 8. The PDUs will ensure that safeguarding and domestic abuse checks are undertaken on all relevant cases in line with the safeguarding policy expectation and that the information is being used to inform risk assessment. This will be monitored through management information (as mentioned directly above) which records whether a check has been sent on all relevant cases. This data will be shared at monthly performance meetings. SPO's will follow up on any cases where the check is outstanding. The use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, touchpoint discussions such as initial case discussion, parole, risk reviews and RCAT/AQA auditing of</p>	<p>HoOps.</p>	<p>May 2023.</p>
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			cases which looks at the quality of risk information and practice.		
13	ensure sentence management staff receive the training they need in order to fulfil their roles effectively.	Agreed	<p>The QIP as a whole addresses this area for the entire region.</p> <p>Staff in all PDUs have to complete 70% of Mandatory and Required Mixed Caseloads Training by end of January 2023 and 100% by end of March 2023. The Lewisham and Bromley PDU is embedding Learning and Development Slots into team meetings to allow for reflections on the learning completed.</p>	<p>HoOps.</p> <p>HoOp with L&D lead and Head of PDU.</p>	<p>May 2023.</p> <p>March 2023.</p>
14	ensure appropriate management information is available to analyse and consider any potential disproportionality in the quality-of-service delivery to people on probation from ethnic minority backgrounds.	Agreed	<p>The PDU will build on the audit undertaken of all people on probation aged 18-21 who are managed within the PDU. This will be completed, in order to ascertain any evidence of structural disadvantage and disproportionality in access to rehabilitative services. The PDU to build on preliminary discussions held with local authority providers (specifically Youth Offender Services) to develop more seamless approaches for those individuals transitioning to adulthood</p> <p>The PDU will undertake an audit of the integrated Offender Management cohort (IOM) to understand the specific needs of the cohort and the reasons for any disproportionality within cohort demographics, with specific reference to race. This audit will aid in the identifications of any areas of improvement for people on</p>	<p>Head of PDU.</p> <p>Head of PDU.</p>	<p>January 2023</p> <p>January 2023.</p>



			<p>probations access to interventions and pathways aimed at supporting desistance</p> <p>The above audits will then provide a foundation for enacting a further deep dive into People on Probation from ethnic minority backgrounds, what disproportionalities they face and how these can be addressed.</p>	Head of PDU.	April 2023.
Newham PDU should:					
15	ensure probation practitioners always consult and liaise with all relevant services when assessing, planning, and intervening with people on probation.	Agreed	<p>Management information in relation to CRS is provided to all PDUs on a monthly basis. Newham PDU will interrogate this data at monthly management meetings as well as in team briefings in order to ensure that appropriate services are utilised. This activity will take place in conjunction with the needs analysis activity outlined in recommendation 17. The PDU will also use existing contacts and relationships with the CRS Contract Management Team to flag up any issues or concerns.</p>	Head of PDU	January 2023
16	ensure consideration of the safety of victims in all instances where required.	Agreed	<p>Newham PDU has commenced monthly surgeries with their allocated link Victim Liaison Officer (VLO). These surgeries will address the concerns raised by HMI Probation surrounding safety of victims, which will include enhanced monitoring as well as oversight by managers on usage levels. The aforementioned QIP will include a briefing on working with the Victim</p>	Head of PDU.	Completed.



			Contact Scheme to further strengthen this area of practice.		
17	ensure probation practitioners always understand the specific needs of people on probation, particularly regarding protected characteristics.	Agreed	<p>The London PS Performance and Quality Provides a needs analysis to all PDUs on a yearly basis. This provides a snapshot of the criminogenic needs prevalent in all PDUs, allowing for more targeted commissioning and utilisation of services at a local level. The analysis also includes details of protected characteristics in order to better understand the needs of specific cohorts. Newham PDU will utilise this data in order to more effectively co-ordinate services for its People on Probation.</p> <p>The PDU will utilise data office closure days to ensure that recording of needs and protected characteristics is carried out and is accurate. London Probation has also curated an Equality, Diversity Inclusion and Belonging team with the express intention of ensuring that London PS is an inclusive organisation treating all People on Probation with dignity and respect. Newham PDU will work with a designated Equalities Manager from the EDIB team in order to address this recommendation, with particular focus on the “Golden Thread” campaign which looks at wider vulnerabilities as well as protected characteristics.</p> <p>Oversight of this will take place at the Equalities Board. The Board is chaired by the RPD and meets every two months with one of its focus</p>	<p>Head of Performance and Quality / Head of PDU.</p> <p>Head of PDU</p>	<p>April 2023.</p> <p>May 2023.</p>



			being to monitor responses to national and regional audits and inspections.		
18	review the efficacy of work with people on probation leaving custody including the efficacy and availability of services for this cohort.	Agreed	Newham PDU has set about implementing changes to support individuals released from custody, this will include holding a resettlement panel on all custody cases within one year of release. This will ensure that there is robust oversight in monitoring that key markers have been met and relevant referrals have been made.	Head of PDU.	January 2023.
The London Region should:					
19	ensure priorities are clearly communicated and understood by probation practitioners and middle managers (HFKCW and E&H PDUs).	Agreed	Two all-staff calls have taken place in September and November 2022 to reinforce the principles of the PF as well as the importance of adherence to these principles. Following this, an item related to the PF has been included in the December 2022 Regional Team Briefing Pack to assist operational managers in delivering local briefings to their teams. A further staff call is planned in December 2022.	Regional Probation Director / HoOps.	Completed.
20	ensure HFKCW has sufficient staffing resource in place. AND ensure Lambeth PDU has sufficient staffing resource in place.	Agreed	London PS have worked closely with HMPPS central recruitment to develop a Recruitment and Retention plan. The plan sets out a strategy and plan as to how to achieve target staffing. The Region is tracking new starters and leavers in order to project when sufficient staffing levels will be realised. Current forecast is 80% of	London Head of Corporate Services HMPPS Recruitment Team. Regional Probation Director.	Completed. August 2023.



	<p>AND</p> <p>ensure Lewisham and Bromley PDU has sufficient staffing resource in place.</p> <p>AND</p> <p>ensure Barking, Dagenham and Havering PDU has sufficient staffing resources in place.</p>		<p>target staffing for Probation Practitioners to be reached by August 2023. It should be noted that this is within the limits of what is achievable in light of market forces which are outside of HMPPS control and could impact on delivery timescale</p> <p>In relation to BDH, The Regional Leadership Team has endorsed a local recruitment plan for the PDU designed to increase Probation Service Officer (PSO) resources available. Four candidates have been sourced as agency workers to be placed in post and will be trained alongside existing PSOs to increase the pool of practitioners available to manage cases.</p> <p>HFCKW has received a number of new staff through a mixture of detached duty (six Probation Officers and eight Probation Service Officers) and allocation of thirteen Newly Qualified Officers. However further recruitment will be needed once detached duty posts end.</p> <p>London PS discuss recruitment at the regional Workforce Planning Board which meets every month and is chaired by HoOPs. The Board tracks recruitment and retention against target staffing and makes recommendations to the People Board, chaired by the RPD.</p>	<p>Head of BDH PDU.</p> <p>HoOp for HFCKW.</p> <p>HoOp.</p>	<p>January 2023.</p> <p>Completed.</p> <p>Completed.</p>
21	ensure that management	Agreed	CRS management information is sent out monthly to PDUs by the London PS Community	Heads of PDU.	January 2023.



	information in relation to Commissioned Rehabilitative Services (CRS) referrals is available for PDU managers and analysed effectively to increase the use of available services. (HFKCW and Lambeth PDUs).		<p>Integration Team. PDUs need to focus on better integrating this data into local management meetings and acting on the data.</p> <p>Head of Performance and Quality and/or Head of Community Integration will provide highlights of CRS usage at monthly Operational Leadership Group meetings, which are chaired by the Regional Probation Director to ensure regional oversight.</p>	<p>Head of P&Q and Head of Community Integration.</p> <p>RPD.</p>	<p>March 2023.</p>
22	<p>increase quality assurance activity at a PDU level (Lambeth, L&B and BDH PDUs).</p> <p>AND</p> <p>review and increase regional quality assurance arrangements and activity (Newham PDU).</p>	Agreed	<p>Following the concerns raised by HMI Probation, London PS has commissioned an immediate, widespread RCAT auditing activity. This activity will ensure that each individual practitioner in London PS has a case audited by the end of 2022 in order to give a benchmark of their practice and introduce the quality improvement activities which will follow in 2023.</p> <p>London PS will audit two cases per practitioner per year following an increase in QDO resources.</p> <p>The national OASys Countersigning Framework is in use to provide consistency in OASys countersigning expectations for SPOs and PPs. At last count, 67% of staff had been assigned a status under the framework. The PDUs will ensure that all PPs not at approved status have increased levels of countersigning by the SPO in line with the framework and receive feedback on each assessment to understand areas for</p>	<p>HoOps.</p> <p>Head of Performance & Quality.</p> <p>Heads of PDU.</p>	<p>December 2022.</p> <p>December 2023.</p> <p>January 2023.</p>



		<p>improvement. Where required, this will be supplemented by input from a QDO, mentor or guidance documents to enhance understanding of practice requirements.</p> <p>Touchpoint Model expectations for management oversight will be fully embedded within all PDUs by May 2023. As part of the overall QIP, a briefing on the Touchpoints Model will take place for SPOs. Progress in implementation will be measured through management information which will track the management oversight undertaken at different points during the course of a sentence including pre-release discussions, initial case discussions, parole reports and lifer/IPP panels. The PDU Head will oversee ongoing monitoring of implementation through the use of the dashboard data.</p>	<p>HoOps & Heads of PDU.</p>	<p>May 2023.</p>
		<p>As per recommendation 1, upskilling of SPOs will be a key part of the Regional QIP. Findings of QA activities will be disseminated at the monthly Performance and Quality Committee and overseen at the Operational Leadership Group. London PS as a whole will increase its number of QDOs as agreed with the Chief Probation Officer.</p>	<p>Head of P&Q & HoOp with responsibility for Learning and Development.</p>	<p>May 2023.</p>
		<p>Regional assurance in terms of progress of activities as well as impact of the work carried out will be provided by the Head of Performance and Quality at Operational Leadership Group meetings, this will include interrogation of the RCAT Dashboard which is being implemented with support from the North East Region.</p>	<p>Head of P&Q.</p>	<p>January 2023.</p>



23	<p>Improve the completion rates of accredited programmes (Lambeth PDU).</p> <p>AND</p> <p>Improve completion rates for accredited programmes (Newham PDU)</p>	Agreed	<p>Each PDU now has a Single Point of Contact (SPOC) from the interventions team who attends Management meetings, which take place every month in which they review referral and completion rates.</p> <p>Management Information with regard to attendance at Programme sessions is also included at district level accountability meetings, which take place every month and are chaired by HoOPs to help target specific Probation Practitioners to help improve enforcement for missed group sessions.</p> <p>The Head of Interventions from each of the PDUs along with the Head of P&Q will provide regional assurance at the monthly Operational Leadership Group meetings, which are chaired by the RPD to ensure oversight of completion rates and identify any areas of concerns / issues with PDUs.</p>	<p>Heads of PDU.</p> <p>Heads of Interventions.</p> <p>Heads of Interventions and Head of P&Q.</p>	<p>Completed.</p> <p>February 2023.</p> <p>March 2023.</p>
24	<p>ensure effective arrangements are in place with the Metropolitan Police Service to obtain and share risk-related information (L&B PDU).</p> <p>AND</p>	Partly Agreed	<p>This recommendation is partly agreed because it requires the co-operation of an external agency, which London PS do not have control of. London PS Head of Public Protection is holding monthly meetings with the Metropolitan Police in order to address this issue. A position statement has been agreed, the overall end goal being that the London Probation Service recruits eight members of staff to work alongside the Metropolitan Police to complete</p>	Head of Public Protection.	March 2023.



	ensure effective arrangements are in place with the Metropolitan Police Service to obtain and share risk-related information (BDH PDU).		all requested Police Intelligence Enquiries – six of these eight staff have been appointed and are waiting to pass vetting.		
25	complete all actions identified in the organisational alert (HFKCW PDU).	Agreed	There is no longer an unallocated caseload in HFKCW. All cases identified in the organisational alert have been allocated to a dedicated Probation Practitioner following increased resources acquired in the immediate aftermath of the Organisational Alert. Since the alert, six Probation Officers and eight Probation Service Officers have arrived on Detached Duty and the PDU has also been allocated thirteen Newly Qualified Officers.	RPD, HoOp and Head of PDU.	Completed.
26	ensure housing support services provide an effective service which meets the needs of the people on probation (L&B).	Partly Agreed	<p>This recommendation is partly agreed as London PS are unable to control the quality of service delivered by an external provider. However, where there are areas of concern these will be picked up with the provider via the appropriate mechanisms that are in place as well as via Head of Community Integration who attends regular meetings. London PS will ensure that PDUs feedback concerns through the Head of Community Integration.</p> <p>Community Accommodation Service Tier 3 provision will aim to ensure that all prison leavers have 84 days of accommodation upon release. Roll out is scheduled for January 2023</p>	Head of Community Integration, Head of PDU.	January 2023.



			and briefings will take place across PDUs to advertise the service and set expectations in terms of utilisation.		
27	review the location of delivery sites for unpaid work to ensure they are accessible for all people on probation. (Newham PDU).	Agreed	<p>The Unpaid Work (UPW) demand tool has been used to review coverage in Newham PDU and some shortfalls in particular areas have been identified. The Head of UPW has met with Newham Local Authority and the Metropolitan Police to discuss partnership working across the Borough in relation to increasing Unpaid Work projects and placements.</p> <p>Engagement is also ongoing with potential beneficiaries as well as increased recruitment to be able to staff any increase in projects.</p>	Head of UPW.	June 2023.
28	strengthen multi-agency public protection arrangements (MAPPA) to ensure there is consistency in the arrangements with local police (BDH PDU).	Agreed	<p>MAPPA arrangements are progressing in the PDU. Police are present and inspection from the MAPPA Strategic Management Board was positive. There had been some disruption due to police staff changes, which have been discussed between the Police Borough Command Unit leadership and PDU Head of Service.</p> <p>A MAPPA co-chair is now in place from the Police and an established pathway has been implemented to escalate any issues. Issues can also be raised locally via reducing re-offending group that is chaired by Head of Service and meet every quarter.</p>	Head of PDU.	Completed.



His Majesty's Prisons & Probation Service should:					
29	<p>consider incentives to improve recruitment and retention of staff (HFKCW, Lambeth, L&B and BDH PDU).</p> <p>AND</p> <p>consider incentives to improve recruitment and staff retention (E&H).</p> <p>AND</p> <p>consider additional incentives and remuneration to ensure good quality staff are retained by the service, particularly case administrators (Newham).</p>	Agreed	<p>The offer of detached duty for PO's and PSO's to work in the PDUs for up to 12 weeks will be maintained. Keyworker housing schemes to incentivise recruitment and retention will be investigated.</p> <p>The career pathways for staff approaching retirement age will be relaunched, to allow them to consider more flexible routes to remain within the service.</p> <p>A refreshed exit interview process will be launched.</p> <p>A retention toolkit has been developed, which will support regions to apply targeted interventions to address local retention issue.</p> <p>MOJ Resourcing SPOC has been assigned to support targeted recruitment activity within London Region.</p> <p>The London Going Forward in Employment (GFIE) campaign has been launched, to support PSO recruitment in region</p> <p>MOJ resourcing led campaigns will support targeted recruitment into London (including</p>	<p>Probation Workforce Programme and Divisional Head HR, HMPPS HR.</p>	<p>April 2023.</p> <p>March 2023.</p> <p>April 2023.</p> <p>Completed.</p> <p>Completed.</p> <p>Completed.</p> <p>Completed.</p>



			<p>publicity, candidate engagement webinars, sifting and recruitment activity and community outreach activities)</p> <p>A flexible hours Case Administrator recruitment campaign targeting students will be coordinated.</p> <p>The 'Candidate Relationship Management (CRM)' has been introduced to increase high touch candidate engagement.</p> <p>Engagement with the Department of Work and Pensions (National Employer Partnership team) will support the development of a communications and advertising strategy.</p>		<p>Completed.</p> <p>Completed.</p> <p>Completed.</p>
30	<p>improve the support provision to sites assessed as red under the Prioritising Probation Framework (PPF) (HFKCW PDU).</p> <p>AND</p> <p>improve the support provided to sites assessed as 'red' under the Prioritising Probation Framework (PPF) (E&H PDU)</p>	Agreed	<p>The Prioritisation Framework (PF) provides a consistent set of measures which local leaders can use to manage demand in their area responsive to local challenges.</p> <p>The Demand Management Committee will review all red requests to determine whether they fulfil required criteria. The Demand Management Committee will make recommendations to the Chief Probation Officer to endorse those decisions.</p> <p>HMPPS are responsive to requests to ensure the PF is up to date with developments. The Demand Management Committee will keep all red requests under review.</p>	Probation Workforce Programme and Divisional Head HR, HMPPS HR	Completed.



31	ensure that performance monitoring has a greater emphasis on the effectiveness and quality of service delivery. (Lambeth and BDH PDU)	Agreed	<p>The Probation Scorecard is designed to assess performance against statutory aims of probation and our current & future priorities for probation. It integrates a range of performance data available to the business to tell more comprehensive narrative than the previous range of products. It forms part of a comprehensive analytical narrative on probation performance for ministers and HMPPS senior leaders and is the mechanism by which Probation Regional Directors are held to account for performance.</p> <p>The probation performance framework for the unified model places an increased focus on quality and outcomes. HMI Probation and OSAG are central to the new framework. It supports a focus on quality, through four core quality measures; to ensure sufficient planning, enforcement, risk management and delivery of the sentence. The key principles focus on quality rather than processes and on outcomes linked to reducing reoffending and harm.</p> <p>OSAG produced a baseline rating across the quality measures for 2021 and are now undertaking their second year of assurance of the quality of practice in London Probation from which progress can be measured. This annual audit provides the quality ratings for the Probation scorecard.</p>	<p>Deputy Director, Effective Practice Service Improvement Group (EPSIG) & Head of Assurance, Risk Management & Governance.</p> <p>Head of P&Q, London Probation Service.</p>	<p>Completed and ongoing.</p> <p>Completed.</p> <p>Completed and annual.</p>



			Between the annual audit cycle, London Probation have launched the Regional Case Audit Tool, which is an audit tool designed by OSAG to be used at nearest point of delivery to drive the quality of performance in a targeted way at a local level.		January 2023
32	ensure sufficient face-to-face and onsite delivery is undertaken to provide effective supervision and risk management of people on probation. (E&H)	Agreed	<p>In September 2022 the revised smarter working toolkit was launched across probation. Within that toolkit the most significant revision was the inclusion of a new expectation that the majority of the working week was spent in the office in support of face-to-face contact with People on Probation. The toolkit was approved by unions, regional probation directors and launched with support from the Chief Probation Officer and Director General for Probation and support in embedding the changes is being managed by regional Business Strategy and Change teams.</p> <p>The London Regional QIP will define how the Smarter Working Policy will be implemented in London to fit the Region's needs.</p>	<p>Deputy Director for Business Strategy and Change.</p> <p>HoOps.</p>	<p>Completed.</p> <p>January 2023.</p>
33	encourage the Ministry of Justice to continue funding the Young Adult Transitions Hub pilot and ensure all good practice identified by Sheffield Hallam University's	Partly Agreed	The Young Adult Transitions Hub pilot is an important project that has already showed positive findings and we welcome the findings from the HMIP review. HMPPS support the principle in the recommendation for the project to be extended beyond the current funding period. This recommendation is partly agreed because the project is currently funded from the government Shared Outcomes Fund and	Deputy Director, Youth Justice and Offender Policy.	March 2023.



	evaluation is disseminated nationally (Newham).		longer-term funding will require multi agency contributions. An evaluation of the Hub pilot will be complete and published in Spring 2023. Findings from the evaluation will feed into future policy and operational decisions for young adults transitioning from youth offending services to the adult probation service.		
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Recommendations	
Agreed	30
Partly Agreed	3
Not Agreed	0
Total	33

