



HM Prison &
Probation Service

Action Plan Submitted: 24 March 2023

A Response to the HM Inspectorate of Probation Inspection:

Probation Service East Midlands Region

Report(s) Published: 09 February 2023

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.



ACTION PLAN: PROBATION SERVICE – East Midlands Region

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
Derby PDU should:					
1	Ensure appropriate management information is available to analyse and consider any potential disproportionality in the quality-of-service delivery to people on probation from black, Asian and minority ethnic backgrounds.	Agreed	<p>Regional Quality Leads will use the Probation Equality Monitoring Tool (P-EMT) to identify and analyse disproportionality at PDU Level. The Performance Manager will deliver refresher sessions to Derby PDU Managers of the available equality and diversity declaration dashboards and data tools showing disproportionality which can be used to monitor performance and inform decisions for action to address disproportionality.</p> <p>The PDU Diversity Champion will assist in supporting the PDU Head to drive forward the objectives set within the East Midlands Regional Equalities Plan; as well as introduce, communicate, and disseminate equality activity, to ensure that local issues inform the overall approach.</p> <p>Derby PDU will work with the East Midlands Regional Race Equality Lead to identify current services for People on Probation (PoP) from black, Asian and minority ethnic backgrounds available within the PDU and commission or develop services to meet areas of unmet need. Progress will be monitored through the quarterly East Midlands Regional Equality, Diversity and Inclusion Governance Board.</p>	<p>Head of Performance and Quality (P&Q)</p> <p>Head of PDU</p> <p>Deputy of PDU</p>	<p>June 2023</p> <p>April 2023</p> <p>July 2023</p>



Leicester, Leicestershire and Rutland PDU should:

2	Improve the probation staffing levels in court, and the quality of court reports to inform sentencing	Agreed	<p>Leicester, Leicestershire and Rutland (LLR) PDU will continue to deliver the Courts Improvement Action Plan as agreed by the East Midlands Courts Governance Board. This will include:</p> <p>Staffing:</p> <ul style="list-style-type: none"> • A wholesale review of roles and responsibilities for each Court role with a key task list generated and a tailored training matrix put in place. • The rotational policy will be reviewed to consider the level of experience needed within the Court role (see <i>Recommendation 15</i>). <p>Quality Assurance</p> <ul style="list-style-type: none"> • All LLR PDU Court Probation Practitioner's (PP's) will attend mandatory briefings on obtaining of information relating to Domestic Abuse (DA) and Child Safeguarding enquiries. The briefings will cover the mandatory practice expectations and also the importance of applying professional curiosity to information received. • Guidance material for Administrators will be produced on the correct recording of reports / outcomes / Serious Further Offence's and initial appointments. • The Sentencer Survey will be promoted amongst HMCTS colleagues and Sentencers in all forums. Areas of learning identified and remedial action required will be discussed and minuted at quarterly stakeholder meetings. <p>Stakeholder Management:</p> <ul style="list-style-type: none"> • The office accommodation within Courts will be reviewed and a remedial action plan of proposed improvements shared with HMCTS. 	Head of PDU / East Midlands Strategic Lead for Courts	<p>July 2023</p> <p>April 2023</p> <p>May 2023</p> <p>June 2023</p> <p>May 2023</p> <p>May 2023</p>
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			<p>The Operational Systems Assurance Group (OSAG) are developing a Court Case Audit Tool (C-CAT) for use by Probation Regions. This is currently being piloted in the East Midlands with national release in April 2023.</p> <p>OSAG will undertake a National Thematic Court Audit reporting in May 2023, which will provide a baseline score for Pre-Sentence Report (PSR) Quality in the Probation Scorecard.</p>	<p>Deputy Director, Operational, Systems, Assurance Group (OSAG)</p> <p>Deputy Director, OSAG</p>	<p>October 2023</p> <p>May 2023</p>
3	Ensure risk-related information is obtained and shared with other agencies in all relevant cases to support the assessment and management of risk of harm	Agreed	<p>All LLR PDU PP's will attend mandatory briefings on obtaining and sharing of information relating to DA and Child Safeguarding enquiries. The briefings will cover the practice expectations for commencement, review, change of circumstances and also the importance of applying professional curiosity to information received and shared.</p> <p>The Deputy Head of LLR PDU will continue to use the East Midlands mandatory training records to monitor staff's completion of core training, including Safeguarding and DA.</p> <p>LLR PDU Probation Service Officer (PSO) resource is now in place to work with police colleagues to maximise the use of police databases to gather and share DA and Safeguarding intelligence and information, which will inform assessment, planning and risk management.</p> <p>The Head of LLR PDU will establish an ongoing information monitoring process to check volumes of Safeguarding and DA enquiries being made and, where necessary, put in place remedial action. This will be managed through the six weekly PDU Quality Assurance Meetings which all managers attend.</p>	<p>Head of PDU</p> <p>Deputy Head of PDU</p> <p>Head of PDU</p> <p>Head of PDU</p>	<p>May 2023</p> <p>Complete</p> <p>Complete</p> <p>September 2023</p>



4	Address the poor staff morale, ensure adequate support is available for staff when required	Agreed	<p>LLR PDU will establish a bi-monthly Staff Engagement Group, with representatives from office locations, to develop a communication strategy allowing key messages to be communicated using the preferred selected media.</p> <p>The staff Communications and Engagement Officer will develop a feedback process, which will allow LLR PDU employees to raise issues and concerns to the Staff Engagement Group anonymously.</p> <p>The LLR PDU Management Team will attend PDU team meetings/briefings quarterly on a rotational basis to engage in local discussions, communicate key messages and take feedback into the Staff Engagement Group.</p> <p>The Staff Engagement Group will review the current Reward and Recognition Scheme and complete a relaunch within the PDU to improve awareness and consistent use.</p> <p>To improve staff wellbeing the LLR PDU Management Team have completed the following:</p> <ul style="list-style-type: none"> • Purchased a staff well-being reference library provision. • Identified a trauma informed space for staff to use. • Purchased new outdoor furniture for staff communal areas across all office sites. 	<p>Head of PDU</p> <p>Head of Business Services</p> <p>Head of PDU</p> <p>Head of PDU</p> <p>Head of PDU</p>	<p>May 2023</p> <p>May 2023</p> <p>June 2023</p> <p>June 2023</p> <p>Complete</p>
5	Address the clear knowledge gap that currently exists with some staff not understanding the key priorities of their role and what they need to deliver	Agreed	<p>LLR PDU will establish a bi-monthly Staff Engagement Group, with representatives from office locations, to develop a communication strategy allowing key messages to be communicated using the preferred selected media.</p> <p>The PDU Head will hold an all PDU event outlining and reviewing progress against the current 2023/24 PDU Business Plan to ensure understanding and focus on key priorities. The Business Plan will be reviewed on a quarterly basis to assess progress</p>	<p>Head of PDU</p> <p>Head of PDU</p>	<p>Complete</p> <p>May 2023</p>



			<p>against the key priorities and provide updates against progress during quarterly all staff engagement calls.</p> <p><i>These actions will be supported by the regional and national actions outlined under Recommendation 13.</i></p>		
6	<p>Ensure there is a blended offer in place of in-person training and that delivery of training is prioritised to enhance the skills of the workforce.</p>	Agreed	<p>Once stage one of the Quality Development Officer (QDO) recruitment has been completed (see <i>Recommendation 8</i>), a QDO will be allocated to work alongside the LLR PDU to assist in resolution of concerns regarding the quality of sentence management work undertaken by PP's. Coaching will be provided on either a one to one or group basis, where required, to support improvement of sentence management.</p> <p>QDO's will provide training material for Senior Probation Officer's (SPO's) to deliver in monthly team meetings or on an individual basis. Materials will be stored on the regional Quality OneNote. Completion will be reported back to the PDU Head by the SPO, who will record compliance with the action. The impact of the materials will be measured through the Regional Case Audit Tool (R-CAT) audit, Offender Assessment System (OASys) countersigning and reflective supervisions.</p> <p>The Probation Service Learning and Development Model includes digital (e.g., videos, podcasts, interactive experiences and virtually delivered learning), as well as face to face delivery. All are supported by a suite of resources which staff can access at the point of need. The Model is due to be reviewed in April 2023 and quarterly thereafter.</p> <p>The Probation Workforce Programme (PWP) will monitor learning completions on a quarterly basis to ascertain take up and impact. This data is used to target learning and development resources across Regions.</p>	<p>Head of PDU / Head of P&Q</p> <p>Head of P&Q</p> <p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p>	<p>September 2023</p> <p>October 2023</p> <p>April 2023</p> <p>March 2023</p>



			Regional protected Development Days will be implemented to provide a regular space for operational and support staff to have dedicated time to upskill, reflect and develop practice to achieve Probation Service priority of 'Delivering Excellent Practice'.	Deputy Director, PWP	April 2023
Derby City and Leicester, Leicestershire and Rutland PDU's should:					
7	<p>Improve the quality of risk of harm assessments and analysis ensuring all available information is accessed and utilised (Derby City PDU)</p> <p>And</p> <p>Improve the quality of work to assess, plan for, manage and review risk of harm (Leicester, Leicestershire and Rutland PDU)</p>	Agreed	<p>SPO's and PP's have attended risk assessment and risk management workshops, delivered by QDO's. These are designed to raise the quality of practice regarding risk assessment and management, including professional curiosity.</p> <p>All SPO's in the PDU will complete Skills for Effective Engagement Development (SEEDs) and Reflective Practice Supervision (RPSS) training by December 2023.</p> <p>Once RPSS training is completed, PDU SPO's will complete six RPSS sessions with PP's during a twelve-month period. Management information on sessions completed will be monitored and reported on by the Performance and Quality (P&Q) Team.</p> <p>Each PP will have at least one case audited under the Self-Assessed Quality Assurance (SAQA) framework in a twelve-month period. SPO compliance will be tracked through a compliance tracker. Areas for improvement will be collated by the QDO resource and followed up with appropriate activity, such as bitesize training materials, workshops, briefings and supervision discussions.</p> <p>The Core Quality Management Framework requires one case per PP to be audited using the R-CAT. Once phase one of the QDO recruitment has completed (<i>see Recommendation 8</i>), QDO's will commence the use of R-CAT, to assess the quality of case</p>	<p>Head of P&Q</p> <p>Head(s) of PDU</p> <p>Head(s) of PDU</p> <p>Head of P&Q</p> <p>Head of P&Q</p>	<p>Complete</p> <p>December 2023</p> <p>December 2023</p> <p>December 2023</p> <p>December 2023</p>



			<p>management. These audits will assess the quality of practice and how well the training has been embedded. If learning has not been embedded, appropriate remedial action will be taken in conjunction with the SPO and QDO.</p> <p>Based on analysis from case audits, including R-CAT and SAQA, QDO's will provide training material for SPO's to deliver in monthly team meetings or on an individual basis. Materials will be stored on the regional Quality OneNote. The PDU Head will ensure training material delivered is recorded on attendees' My Learning record.</p> <p>A task and finish group has been established which will ensure that the PDU meets the mandatory Safeguarding and DA compliance checks. Management information will track compliance with monthly reports provided to the PDU management team through the regional Performance OneNote.</p> <p>The new C-CAT (<i>see recommendation 2</i>) will be used on all PSR writers after the trial has concluded and been rolled out nationally. The audit outcomes will be used to identify areas of improvement and arrange remedial action.</p>	<p>Head(s) of PDU</p> <p>Head of Operations (HoOps)</p> <p>Strategic Courts Lead</p>	<p>December 2023</p> <p>December 2023</p> <p>October 2023</p>
8	<p>Improve the quality assurance and management oversight arrangements of all casework, ensuring practitioners apply professional curiosity (Derby City PDU)</p> <p>And</p>	Agreed	<p>Recruitment plans have been submitted to the Resource Quality Team to meet the Target Operating Model (TOM) QDO expectation for the East Midlands Region. Recruitment to be undertaken in two stages:</p> <ul style="list-style-type: none"> Recruit three QDO's before the end of April 2023. Recruit three QDO's and a Quality Manager by the end of October 2023. <p>Derby PDU SPO's will use the OASys Countersigning Framework to ensure quality standards are being achieved. All</p>	<p>Head of P&Q</p> <p>Head of PDU / Head of P&Q</p>	<p>October 2023</p> <p>June 2023</p>



	<p>Address the deficiencies in the effectiveness of quality assurance and management oversight of all casework (Leicester, Leicestershire and Rutland PDU)</p>		<p>PP's not at approved status will have continued 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 QDO or guidance documents to enhance understanding of practice requirements. Monthly reports will be provided by the P&Q Team for PP's who are not at approved status.</p> <p>Management Information reports, detailing compliance with management oversight expectations, will be provided by the P&Q Team to the PDU Head(s). Compliance will be discussed weekly at the East Midlands Heads, Deputies and Business Managers forum. The PDU Head(s) will provide updates to the Head of Operations (HoOps) on their use of management oversight. HoOps will provide timescales to the PDU Head(s) for appropriate remedial action to be taken.</p> <p>All SPO's in the PDU will complete SEEDs and RPSS training by December 2023.</p> <p>Once the RPSS training is completed, PDU SPO's will complete six RPSS sessions with PP's during a twelve-month period. Management information on sessions completed will be monitored and reported on by the P&Q Team.</p> <p>The Core Quality Management Framework requires one case per PP to be audited using the R-CAT. Once phase one of the QDO recruitment has completed, QDO's will use R-CAT to assess the quality of case management.</p> <p>Once stage one of the QDO recruitment has been completed, a QDO will be allocated to work alongside the PDU to assist in resolution of concerns regarding the quality of sentence management work undertaken by PP's. Coaching will be</p>	<p>Head(s) of PDU</p> <p>Head(s) of PDU</p> <p>Head(s) of PDU</p> <p>Head of P&Q</p> <p>Head of P&Q / Head(s) of PDU</p>	<p>June 2023</p> <p>December 2023</p> <p>March 2024</p> <p>December 2023</p> <p>June 2023</p>
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			<p>provided on either a one to one or group basis, where appropriate to support improvement of sentence management.</p> <p>The PDU Head(s) will implement and embed regular SPO and PP Development Days; this will form part of the 2023/24 PDU Quality Improvement Plan. Impact of these days will be measured via completion of evaluation forms and delegate feedback.</p> <p>The Touchpoints Model (TPM) sets out a framework directing management oversight at key points in the sentence. The Effective Practice Service Improvement Group (EPSIG) are currently reviewing the TPM to understand the current usage and will enable a comparison of the benefits and impact upon resources and effectiveness.</p> <p>Utilising the HMIP professional curiosity insights guides, QDO's will record briefing materials and training material which can be delivered in SPO and PP Development Days and will form part of the 2023/24 PDU Quality Improvement Plan.</p>	<p>Head(s) of PDU</p> <p>Deputy Director, EPSIG</p> <p>Head of P&Q / Head(s) of PDU</p>	<p>June 2023</p> <p>April 2023</p> <p>October 2023</p>
9	<p>Ensure that interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases. (Derby City PDU)</p> <p>And</p> <p>Ensure that accredited programmes, targeted interventions and other services necessary to</p>	Agreed	<p>The East Midlands Region Interventions Board will continue to meet every 13 weeks to provide strategic oversight of all Accredited Programmes and Structured Interventions planning and activity.</p> <p>The PDU will drive and increase the start rate of Commissioned Rehabilitative Services (CRS) by 15% from 2022/23 levels.</p> <p>The Regional Programmes Team in conjunction with the P&Q Team will continue to develop / refresh reports to improve the accuracy of recording and analysis of Programmes and Structured Interventions data to drive an increase in referral rates</p>	<p>Head of Interventions</p> <p>Head(s) of PDU</p> <p>Head of Programmes / Head of P&Q</p>	<p>Complete</p> <p>December 2023</p> <p>June 2023</p>



	improve desistance and reduce risk of harm are fully utilised (Leicester, Leicestershire and Rutland PDU)		<p>to match needs assessed in the PDU. This information will be shared monthly and scrutinised at the Contract Assurance meetings by the PDU Head(s).</p> <p>Accredited Programme, Structured Interventions and Toolkit roadshows will be delivered to PDU staff, Magistrates, and Court staff. The briefings will provide an overview of the Accredited Programmes offer and introduce the new suite of Structured Interventions for the lower risk cohort.</p> <p>A task and finish group has been established to increase the usage of Effective Proposal Framework 2 (EPF2) in the PDU. Briefing material will be provided which clearly illustrates how EPF2 is to be used and its purpose and ensure all practitioners have a valid EPF2 account. Management information will track usage and compliance with monthly reports provided to the PDU Management Team through the Performance OneNote.</p> <p>LLR PDU will introduce a CRS Single Point of Contact (SPOC) role within the PDU to drive CRS referrals from needs identified. In addition, peer mentors will be utilised to promote CRS services in reception. Leaflets and information will be shared and names taken to encourage referrals.</p>	<p>Head of Programmes</p> <p>Head of P&Q / Head(s) of PDU</p> <p>Head of PDU</p>	<p>June 2023</p> <p>December 2023</p> <p>May 2023</p>
East Midlands region should:					
10	Ensure that standalone unpaid work cases have a thorough individual assessment and analysis of risk of harm that informs safe	Agreed	SPO's and PP's in the standalone Unpaid Work (UPW) Teams have attended risk assessment and risk management workshops, including safety of placement allocation.	Head of P&Q	Complete



<p>placement allocation (Derby City PDU)</p> <p>And</p> <p>Review stand-alone unpaid work sentence management arrangements, to address the deficiencies identified in assessments and that these are accurate, thorough and inform placement allocation (Leicester, Leicestershire and Rutland PDU)</p>			<p>A 'Knowledge Scout' audit has been undertaken with standalone UPW PP's in January 2023 to ascertain gaps in knowledge, understanding and skills. This included a specific focus on mandated DA and Safeguarding enquiries, risk assessments, OASys and compliance with the Digital Assessment Tool.</p> <p>In response to the 'Knowledge Scout' audit, training sessions are planned to address the gaps identified.</p> <p>An additional SPO resource (0.8FTE) has been recruited to the standalone UPW Team to provide capacity for enhanced countersigning, staff development, quality assurance (QA) and increased audit activity across UPW in the East Midlands Region.</p> <p>UPW QA audits have been introduced which include:</p> <ul style="list-style-type: none"> • Interrogation of whether DA and Safeguarding checks were completed, recorded and acted upon correctly and in line with mandatory obligations. • Assurance in relation to risk registers, risk escalation and safe placement allocation. <p>UPW OASys QA audits have been introduced to ensure that:</p> <ul style="list-style-type: none"> • Correct layer OASys assessment has been completed. • Risk Management and Sentence Plan(s) reflect risk and needs. • All Safeguarding information and concerns have been considered and measures put in place where applicable. <p>The UPW P&Q Team will undertake analysis from the audit results. This will identify themes, trends and issues and the appropriate remedial action required.</p>	<p>Head of UPW</p> <p>Head of UPW</p> <p>UPW Performance & Quality Officer</p> <p>UPW P&Q Officer</p> <p>UPW P&Q Officer</p> <p>UPW P&Q Officer</p>	<p>Complete</p> <p>June 2023</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>June 2023</p>
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11	Ensure that standalone unpaid work teams exchange risk-related information with Derbyshire Constabulary and children's services departments (Derby City PDU)	Agreed	A briefing pack was sent to all standalone UPW Teams in the East Midlands Region confirming the requirement for mandatory DA and Safeguarding enquiries to be completed. This included contact details for each respective Police and Children's Social Services area. An NDelius Recording Guide for Safeguarding and DA checks was circulated to all standalone UPW Teams.	Head of UPW	Complete
			Briefing sessions on risk assessment and management, containing detail on the importance of DA and Safeguarding enquiries was delivered to all standalone UPW practitioners.	Head of UPW Head of East Midlands Communications	Complete
			The introduction of UPW QA audits (<i>see Recommendation 10</i>) will provide a level of assurance and management oversight that directions and training have been acted upon.	UPW P&Q Officer	Complete
12	Revise the CRS contract for accommodation support services to better provide an effective service which meets the needs of people on probation (Leicester, Leicestershire and Rutland PDU)		The current CRS Accommodation contract and the future specification for CRS Accommodation contracts are being reviewed by HMPPS. The future design will be agreed in consultation with stakeholders during 2023.	Deputy Director, Contracted Services Directorate	December 2023
13	Ensure priorities are clearly communicated and understood by probation practitioners and middle managers (Leicester, Leicestershire and Rutland PDU)	Agreed	A Term of Reference (ToR) has been written to formalise the review of sites assessed as 'red' under the Prioritisation Framework (PF) chaired by the Chief Probation Officer (CPO) to provide clarity and access to national resources available (including access to additional Human Resources support, detached duties and Public Interest Transfer moves).	Deputy Director, PWP	Complete



			<p>The staff Communications and Engagement Officer will run a quarterly online survey to establish if communications are adequately supporting staff and management in understanding of the priorities of the PDU. The findings will be used to refine the approach to communications to make them more meaningful.</p> <p>The PDU Head will hold an all PDU event outlining and reviewing progress against the current 2023/24 PDU Business Plan to ensure understanding and focus on key priorities. The Business Plan will be reviewed on a quarterly basis to assess progress against the key priorities and provide updates against progress during quarterly all staff engagement calls.</p>	<p>Head of Corporate Services</p> <p>Head of PDU</p>	<p>September 2023</p> <p>September 2023</p>
14	Ensure that Derby City PDU has sufficient staffing resources in place (Derby City PDU)	Agreed	<p>In respect of Probation Officer (PO) resource Derby City PDU have recently appointed three newly qualified officers (NQO's) and two compassionate transfers. The steady pipeline of Professional Qualification in Probation (PQIPs) evidenced by the high volume of learners currently based within Derby City PDU affords us continual opportunities to bolster the Derby City team.</p> <p>The Probation Service are committed to recruiting and onboarding 1500 PQiP learners by March 2023, including the East Midlands component required to support target staffing.</p> <p>An enhanced wrap-around recruitment service has been implemented for all Regions including vetting prioritisation, support with managing reasonable adjustment candidates and improved recruitment analytics.</p> <p>Monthly meetings have been established between PWP Leads, East Midlands Region and key stakeholders to drive forward improvements and increased oversight of workforce planning.</p>	<p>Region / Head of Corporate Services / Head of PDU</p> <p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p>	<p>Complete</p> <p>March 2023</p> <p>Complete</p> <p>Complete</p>



His Majesty's Prison and Probation Service should:

15	<p>Ensure the East Midlands region are sufficiently staffed to deliver necessary services and undertake public protection responsibilities (Derby City PDU)</p> <p>And</p> <p>Address the need for improved staff recruitment and retention (Leicester, Leicestershire and Rutland PDU)</p>	Agreed	<p>An updated Recruitment and Retention Strategy for the Probation Service will be published in May 2023. The Strategy will champion recruitment and retention equally. Initiatives being delivered within PWP, and across HMPPS and MOJ more widely in support of increasing recruitment and improving retention will be profiled.</p>	Deputy Director, PWP	May 2023
			<p>The Probation Service are committed to recruiting and onboarding 1500 PQiP learners by March 2023, including the East Midlands component required to support target staffing.</p>	Deputy Director, PWP	March 2023
			<p>An enhanced wrap-around recruitment service has been implemented for all Regions including vetting prioritisation, support with managing reasonable adjustment candidates and improved recruitment analytics.</p>	Deputy Director, PWP	Complete
			<p>Monthly meetings have been established between PWP Leads, East Midlands Region and key stakeholders to drive forward improvements and increased oversight of workforce planning.</p>	Deputy Director, PWP	Complete
			<p>Derby City PDU In respect of PO resource Derby City PDU have recently appointed three NQO's and two compassionate transfers. The steady pipeline of PQIPs evidenced by the high volume of learners currently based within Derby City PDU affords HMPPS continual opportunities to bolster the Derby City team.</p>	Head of PDU / Head of Corporate Services / Head of PDU	Complete
<p>LLR PDU External recruitment has resulted in successful appointment of agency PO's into the LLR PDU Court Team. LLR PDU have a high volume of PQIPs who will result in NQO allocations to the PDU and support the rotation of staff between Court and Sentence Management settings. LLR PDU will receive four NQOs from April 2023.</p>	Head of PDU / Head of Corporate Services / Head of PDU	April 2023			



			<p>There remains a rolling campaign in place for PSO's which includes overrecruiting to compensate for the progression routes through the PQiP programme.</p> <p>An East Midlands retention toolkit has been developed; through its analysis it will support PDU regions to apply targeted interventions to address local retention issues identified. This will also include analysis of exit interviews of leavers.</p>	<p>Head(s) of PDU</p> <p>East Midlands Head of Human Resources</p>	<p>Ongoing</p> <p>Complete</p>
16	Improve the support to sites assessed as 'red' under the Prioritisation Framework (PF) in particular through additional resourcing (Leicester, Leicestershire and Rutland PDU)	Agreed	<p>A ToR has been written to formalise the review of sites assessed as 'red' under the PF chaired by the CPO to provide clarity and access to national resources available (including access to additional Human Resources support, detached duties and Public Interest Transfer moves).</p> <p>A National Operational Stability Panel has been established to provide a forum to review and address strategic resourcing and operational workforce planning issues along with longer-term system wide challenges and capacity and business changes which impact on service delivery.</p> <p>Account Managers have been deployed to attend regional workforce planning committees, providing scrutiny and support to Regions in overseeing staffing and recruitment decisions, escalating concerns and supporting development of solutions.</p>	<p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p>

Recommendations	
Agreed	16
Partly Agreed	0
Not Agreed	0
Total	16

