



HM Prison &
Probation Service

Action Plan Submitted: 10th May 2023

A Response to the HM Inspectorate of Probation Inspection:

Probation Service Yorkshire and the Humber Region

Report Published: 27th March 2023

INTRODUCTION

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

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

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner (Including named individuals and their functional role or department)	6. Target Date
Sheffield PDU should:					
1	Devise a strategy for returning to an acceptable level of service delivery and ensure that it is communicated to and understood by all staff	Agreed	<p>A Probation Delivery Unit (PDU) improvement plan is in place for Sheffield with the aim to improve the quality of the services delivered. This plan has been subject to fortnightly review through a meeting chaired by the Regional Probation Director (RPD), with a move to monthly review in May to July 2023. The PDU improvement plan focuses on the areas of Leadership, Policy and Strategy, People, Partnerships and Resources, and Processes.</p> <p>The PDU improvement plan has been communicated to all staff in the Sheffield PDU via a face-to-face briefing from the Regional Probation Director (RPD).</p> <p>A Regional approach for improving the quality of service delivery is in place within Probation Service Yorkshire and the Humber (PS YatH) for 2023/24. The Performance and Quality strategy and Quality Improvement Plan includes an approach for returning to a sufficient level of quality delivery. The objectives from this regional plan will be cascaded into the PDU Business Plans and monitored quarterly.</p>	<p>Regional Probation Director Head of Operations Head of PDU</p> <p>Regional Probation Director Head of Operations Head of PDU</p> <p>Regional Probation Director Head of Performance and Quality Head of PDU</p>	<p>July 2023</p> <p>Complete</p> <p>Complete</p>

2	Ensure that SPOs have routine oversight of high risk of serious harm and MAPPA level one cases	Agreed	<p>Training has been delivered to all SPOs on the Touchpoint Model which summarises the expectations for management oversight. Use of Management Oversight in PS YatH is measured through the Touch Point Dashboard which looks at the use of management oversight at key points during the course of a sentence including pre-release discussions, initial case discussions, parole reports, lifer/IPP panels.</p> <p>PS YatH has implemented the MAPPA level 1 policy framework to enhance the regular monitoring and review of MAPPA level 1 cases in Sheffield PDU.</p> <p>All Probation Practitioners (PP) will be required to attend the MAPPA Level 1 Policy Framework Staff briefing on 19th April (or by reviewing the recorded event) hosted by Effective Practice and Service Improvement Group (EPSIG) and the Public Protection Group (PPG). Those Probation Practitioners unable to attend the briefing on the day will be required to view a recording of this briefing by 30th September 2023.</p>	<p>Head of Operations Head of PDU Head of Performance and Quality</p> <p>Head of Public Protection</p> <p>Head of PDU</p>	<p>Complete</p> <p>Complete</p> <p>September 2023</p>
3	Implement a quality assurance programme to check on the quality of risk management and practice on all casework	Agreed	<p>The Regional Case Assessment Tool (R-CAT) has been deployed across all PDUs in PS YatH to provide local quality assurance on the delivery of sentence management, including Sheffield.</p> <p>Training on the use of R-CAT has been delivered by the Operational and System</p>	<p>Head of Performance and Quality</p> <p>Head of Performance and Quality Head of PDU</p>	<p>Complete</p> <p>Complete</p>

		<p>Assurance Group (OSAG) to all SPOs in the Sheffield PDU Following on from the training, SPOs have participated in a benchmarking exercise to ensure that there is consistency in the application of the R-CAT tool and robust results are generated.</p> <p>Regular quality assurance will be undertaken by SPOs in PS YatH using R-CAT which will equate to one R-CAT per Probation Practitioner (PP) being completed per year. Completion of these will be monitored by the Quality team, and a dip sample of 10% of completed audits will take place to ensure that the R-CAT tool is being applied consistently.</p> <p>Monthly R-CAT results will be shared with SPOs via the Head of PDU to support reflective case discussions to be held in line with the Reflective Practice Supervision Skills (RPSS) Framework. Progress will be measured through recorded RPSS sessions on the Justice Single Operating Platform (SOP), as well as quarterly R-CAT results. The results and subsequent analysis will be reviewed at the regional Performance and Quality Committee.</p> <p>The peer case file review process Embedding Quality and Learning (EQual) will continue to provide quality improvement themes alongside its main purpose of staff development and increasing PPs knowledge of the HMIP standards.</p>	<p>Head of PDU Head of Performance and Quality</p> <p>Head of PDU</p> <p>Head of Performance and Quality</p>	<p>September 2023</p> <p>April 2024</p> <p>April 2024</p>
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			All SPOs have been trained to facilitate EQual sessions and will deliver these in their PDUs alongside the Quality Development Officer (QDO) led sessions. QDO and SPO led sessions have been scheduled for the remainder of the year.	Head of Performance and Quality Head of PDU	Complete
4	Refer all people on probation to CRSs where they meet the eligibility criteria, and the service is relevant to their needs	Agreed	<p>Commissioned rehabilitative services (CRS) Best Practice guides are available on Excellence and Quality in Process (EQuIP, an electronic platform that houses probation service processes and procedures for all Probation staff to access). These include an introductory video and other guides covering key aspects of CRS including how to make referrals. There are additional guides specifically for Court staff and prison-based staff in relation to eligibility. To support community-based staff, the primary guide is the 'Right First Time' 7-minute briefing which includes all elements of making a good referral including eligibility and how to support people in prison or on probation to engage successfully.</p> <p>These guides have been available as optional learning since the point of unification and have recently been added to the 'required training' list for all relevant staff including Professional Qualification in Probation (PQIPs).</p> <p>In addition, regional Performance and Quality (P&Q) colleagues will be working with regional teams to identify the best approach of identifying which people on</p>	<p>Head of Community Integration Head of Operations</p> <p>Head of PDU</p> <p>Head of Performance and Quality Head of PDU</p>	<p>Complete</p> <p>Complete</p> <p>December 2023</p>

			probation are eligible for the service. A Management Information System (MIS) report will be generated using Offender Assessment System (OASys) and nDelius data.		
5	Conduct an analysis into the needs of people on probation and develop a strategy for addressing local issues	Agreed	<p>Through the People Committee, PS YatH will better analyse the people on probation needs data at a PDU Level using the management information on risk and need which is drawn from the Offender Assessment System (OASys) and profile information from the PS YatH Workforce Diversity Dashboard.</p> <p>The PDU needs and profile data will be used to inform commissioning intentions, and to explore available options for the Regional Outcomes & Innovations Fund (ROIF) to meet the diverse and relevant needs of our people on probation.</p> <p>The PS YatH 2023/24 People Strategy includes an objective on Diversity, Inclusion and Belonging to ensure that the diverse and relevant needs of our people on probation are identified and addressed and will ensure a strategic approach is taken to leading this area of work. This will be cascaded into Local Business Unit plans and monitored quarterly through a review of progress against objectives by the Heads of Operations.</p>	<p>Head of Performance and Quality Head of Corporate Services</p> <p>Head of Community Integration</p> <p>Head of Corporate Services Head of PDU</p>	<p>June 2023</p> <p>September 2023</p> <p>March 2024</p>
6	Make arrangements with Sheffield City	Agreed	The Head of Public Protection will implement an effective process for	Head of Public Protection	June 2023

	Council to ensure safeguarding information is made available to probation practitioners at court and throughout case management		<p>Domestic Abuse and Safeguarding Checks in Sheffield. This will include dedicated administrative resources allocated to each PDU, and direct access to police systems to facilitate timely attainment of this information.</p> <p>Safeguarding and Domestic Abuse checks will be mandated in all cases in line with HMIP standards, and the information will be used to inform risk assessment in line with the safeguarding policy expectation.</p> <p>The undertaking of Safeguarding and Domestic Abuse checks will be monitored through the provision of a management information dashboard. This will detail where checks have taken place and allow any exceptions to be followed up by SPOs. The use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, Touchpoint discussions and R-CAT auditing of cases which looks at the quality of risk information and practice.</p>	<p>Head of Public Protection Head of PDU</p> <p>Head of Public Protection Head of PDU Head of Performance & Quality</p>	<p>June 2023</p> <p>September 2023</p>
Kirklees PDU should:					
7	Complete robust risk assessments that give full consideration of information regarding domestic abuse and safeguarding in all cases	Agreed	The Head of Public Protection has implemented an effective process for Domestic Abuse and Safeguarding Checks in Kirklees PDU. This includes dedicated administrative resources allocated to each PDU, and direct access to police systems to facilitate timely attainment of this information.	Head of Public Protection	Complete

			<p>Safeguarding and Domestic Abuse checks will be mandated in all cases in line with HMIP standards, and the information will be used to inform risk assessment in line with the safeguarding policy expectation.</p> <p>The undertaking of Safeguarding and Domestic Abuse checks will be monitored through the provision of a management information dashboard. This will detail where checks have taken place and allow any exceptions to be followed up by SPOs. The use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, touchpoint discussions and R-CAT auditing of cases which looks at the quality of risk information and practice.</p>	<p>Head of Public Protection Head of PDU</p> <p>Head of Public Protection Head of PDU Head of Performance & Quality</p>	<p>June 2023</p> <p>September 2023</p>
8	Undertake all initial assessments and sentence planning as a priority	Agreed	Initial Sentence plans have been prioritised in the PDU and timely completion of these will be monitored by management information which is updated daily. A case level report is monitored, and any exceptions are followed up by the SPO to ensure that all people on probation have an initial sentence plan and risk assessment.	Head of PDU	Complete
9	Improve the quality of risk assessment, planning and reviewing	Agreed	Staff development will be largely centred around participation in the face-to-face EQual sessions which will offer the opportunity for reflective discussion to better understand the HMIP standards and how these are applied to sentence management across the region. Participation in the sessions improve the quality of sentence management activity	Head of PDU	March 2024

		<p>including risk assessment, risk management and sentence planning. These sessions are already underway, and all staff will have attended at least one session by the end of March 2024.</p> <p>Protected Development Days (PDDs) will focus on areas highlighted as requiring quality improvement and will focus on Assessment and Sentence Planning and Risk Assessment and Risk Management. Training and development will be provided for Middle Managers to ensure that the SPOs have the requisite knowledge and skills to facilitate these sessions, and SPO development will be managed through the Middle Manager Professional Practise Forum.</p> <p>A process for obtaining safeguarding and domestic abuse checks in all cases is being implemented for PS YatH, and a system will be in place to monitor that these are being used to support effective risk management through qualitative audit and quantitative monitoring.</p> <p>Regular quality assurance will be undertaken by SPOs in PS YatH using R-CAT which will equate to one R-CAT per Probation Practitioner (PP) being completed per year. Completion of these will be monitored by the Quality team, and dip samples will take place to ensure that the R-CAT tool is being applied consistently.</p>	<p>Head of PDU Learning & Development Lead</p> <p>Head of Public Protection Head of PDU</p> <p>Head of PDU Head of Performance and Quality</p>	<p>March 2024</p> <p>September 2023</p> <p>September 2023</p>
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			PS YatH will implement the MAPPa level 1 policy framework to enhance the regular monitoring and review of MAPPa level 1 cases. All PPs will be required to attend the MAPPa Level 1 Policy Framework Staff briefing on 19 th April (or by reviewing the recorded event) hosted by Effective Practice and Service Improvement Group (EPSIG) and the Public Protection Group (PPG).	Head of PDU Head of Public Protection	March 2024
10	Ensure information relating to child safeguarding is routinely obtained and used to support effective risk management	Agreed	<p>The Head of Public Protection has implemented an effective process for Domestic Abuse and Safeguarding Checks in PS YatH. This includes dedicated administrative resources allocated to each PDU, and direct access to police systems to facilitate timely attainment of this information.</p> <p>Safeguarding and Domestic Abuse checks will be mandated in all cases in line with HMIP standards, and the information will be used to inform risk assessment in line with the safeguarding policy expectation.</p> <p>The undertaking of Safeguarding and Domestic Abuse checks will be monitored through the provision of a management information dashboard. This will detail where checks have taken place and allow any exceptions to be followed up by SPOs. The use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, touchpoint discussions in line with the Reflective Practice</p>	<p>Head of Public Protection</p> <p>Head of Public Protection Head of PDU</p> <p>Head of Public Protection Head of PDU Head of Performance & Quality</p>	<p>Complete</p> <p>June 2023</p> <p>September 2023</p>

			<p>Supervision Skills (RPSS) framework and R-CAT auditing of cases which looks at the quality of risk information and practice.</p> <p>The use of child safeguarding information will be covered in the EQual staff development sessions which will offer the opportunity for reflective discussion to better understand how this information should be used throughout the management of the sentence. These sessions are already underway, and all staff will have attended at least one session by the end of March 2024. RCAT auditing will also ensure these checks are being made, and the information is being used.</p>	<p>Head of PDU Head of Performance & Quality</p>	<p>March 2024</p>
11	Maintain the good relationships between managers that recognises the stress individuals are under and support their emotional and mental health until workloads have been reduced	Agreed	<p>The PS YatH region have a number of avenues of support for staff available in relation to emotional and mental health. The directory of these service is located in one place on the staff SharePoint site, Junction. These resources are always available to staff and managers not just during the period of high workloads and these services will be promoted through a series of briefings to all staff.</p> <p>The support that is available includes managers discussing staff wellbeing in supervision sessions, access to Mental Health Allies, and external support from our Employee Assistance programme, PAM assist and the Health and the Wellbeing initiative – Petros. PS YatH has a Health and Wellbeing committee and</p>	<p>Head of Corporate Services Health and Wellbeing Lead</p> <p>Head of Corporate Services</p>	<p>Complete</p> <p>Complete</p>

			local health and wellbeing leads, that promote these avenues of support. In addition, the HR Team provide regular signposting of wellbeing events, to their allocated management teams.		
12	Maintain the good relationships with people on probation	Agreed	<p>PS YatH will analyse the results of the people on probation survey on a Regional and PDU basis to effect changes at both levels. The People on Probation Survey will be repeated annually, and the results compared with those obtained in 22/23 to evidence any improvement.</p> <p>Feedback from people on probation will be used to develop new services in PS YatH and improve the quality of existing service delivery.</p> <p>PS YatH now ensure that people on probation are involved meaningfully in their assessment, planning and reviews and their views are taken into account. The EQual sessions include an emphasis on ensuring that the voice of the Person on Probation is evident throughout the management of the sentence.</p>	<p>Head of PDU Head of Performance and Quality</p> <p>Head of PDU Head of Community Integration</p> <p>Head of PDU</p>	<p>March 2024</p> <p>March 2024</p> <p>Complete</p>
13	Use data and performance information to help practitioners prioritise the work they undertake	Agreed	The new national Practitioner Dashboard which will assist Probation Practitioners in managing and prioritising the work they undertake will be launched in the Kirklees PDU. This will involve a briefing to all staff, support on site from the Performance and Quality Officers, and proactive monitoring of use through management information	Head of PDU Head of Performance and Quality	September 2023

			which will be provided to SPOs and the Head of PDU.		
Hull & East Riding PDU should:					
14	Ensure all cases are allocated to staff who are appropriately qualified and/or experienced	Agreed	<p>A weekly management information report is produced to identify cases which are allocated outside of the national Tiering Framework, as set out under the target operating model for probation services in England and Wales published February 2021. This report forms part of a wider Managing Resources approach where Heads of PDUs are responsible for ensuring that appropriate allocations are made in all cases or Management Oversight is applied to any exceptions outside of this framework.</p> <p>PS YatH learning, and development team have committed to ensure that future PQiP staff will not hold cases until they undertake the requisite risk training. This will be completed no further than 6 months into their qualification.</p>	<p>Head of PDU</p> <p>Learning & Development Lead Head of PDU</p>	<p>Complete</p> <p>June 2023</p>
15	Improve the quality and impact of work to manage risk of harm and to keep actual and potential victims safe	Agreed	Staff development will be largely centred around participation in the face-to-face EQual sessions which will offer the opportunity for reflective discussion to better understand the HMIP standards and how these are applied to sentence management. Participation in the sessions improve the quality of sentence management activity including risk assessment, risk management and sentence planning. These sessions are already underway, and all staff will have	Head of PDU	March 2024

		<p>attended at least one session by the end of March 2024.</p> <p>Protected Development Days (PDDs) will focus on areas highlighted as requiring quality improvement and will focus on Assessment and Sentence Planning and Risk Assessment and Risk Management. Training and development will be provided for Middle Managers to ensure that the SPOs have the requisite knowledge and skills to facilitate these sessions, and SPO development will be managed through the Middle Manager Professional Practise Forum.</p> <p>A process for obtaining safeguarding and domestic abuse checks in all cases is being implemented for PS YatH, and a system will be in place to monitor that these are being used to support effective risk management through qualitative audit and quantitative monitoring.</p> <p>Regular quality assurance will be undertaken by SPOs in PS YatH using R-CAT which will equate to one R-CAT per Probation Practitioner (PP) being completed per year. Completion of these will be monitored by the Quality team, and dip samples will take place to ensure that the R-CAT tool is being applied consistently.</p> <p>PS YatH will implement the MAPPA level 1 policy framework to enhance the regular monitoring and review of MAPPA level 1</p>	<p>Head of PDU Learning & Development Lead</p> <p>Head of Public Protection Head of PDU</p> <p>Head of PDU Head of Performance and Quality</p> <p>Head of PDU Head of Public Protection</p>	<p>March 2024</p> <p>September 2023</p> <p>December 2023</p> <p>March 2024</p>
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			cases. All PPs will be required to attend the MAPPAs Level 1 Policy Framework Staff briefing on 19 th April (or by reviewing the recorded event) hosted by Effective Practice and Service Improvement Group (EPSIG) and the Public Protection Group (PPG).		
16	Ensure all probation practitioners receive management oversight, training and support, commensurate with their experience and the needs of the given case	Agreed	<p>Training will be delivered to all SPOs on the Touchpoint Model which summarises the expectations for management oversight. Use of Management Oversight in PS YatH will be measured through the Touch Point Dashboard which looks at the use of management oversight at key points during the course of a sentence including pre-release discussions, initial case discussions, parole reports, lifer/IPP panels.</p> <p>All managers (except for Sheffield who are the control group) are in the process of being trained in Skills for Effective Engagement Development (SEEDs) and will undertake Reflective Practice Supervision sessions (RPSS). The RPSS will facilitate reflective discussions and practice observations on the quality of risk management between the SPO and PP including on high risk of serious harm and MAPPAs level one cases. Progress will be measured through tracking of management information on the number of RPSS sessions completed.</p> <p>The national OASys Countersigning Framework is in use and provides</p>	<p>Head of Operations Head of PDU Head of Performance and Quality</p> <p>Head of PDU</p> <p>Head of PDU</p>	<p>December 2023</p> <p>March 2024</p> <p>March 2024</p>

		<p>consistency in OASys countersigning expectations for SPOs and PPs. The framework sets quality standards to be met before staff achieve approved status which reduces the number of assessments to be countersigned by SPOs. The PS YatH region will ensure that all PPs not at approved status receive countersigning in line with the framework requirements and receive feedback to understand areas for improvement.</p> <p>Staff development will be largely centred around participation in the EQual sessions which will offer the opportunity for reflective discussion to better understand the HMIP standards and how these are applied to sentence management. Protected Development Days (PDDs) will focus on areas highlighted as requiring quality improvement which include Assessment and Sentence Planning and Risk Assessment and Risk Management.</p> <p>A programme of foundation training will be delivered by Practise Tutor Assessors (PTAs) to the new intake of PSOs to better support and prepare these new staff in the delivery of sentence management. PS YatH learning, and development team have committed to ensure that future PQiP staff will not hold cases until they undertake the requisite risk training. This will be completed no further than 6 months into their qualification.</p>	<p>Head of PDU</p> <p>Learning & Development Lead</p>	<p>March 2024</p> <p>June 2023</p>
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			Monthly reports on mandated training completion within the PDU will be provided by the PS Yath Learning & Development team. This information will be used by the Head of PDU to ensure that all necessary training is undertaken and understood	Learning & Development Lead Head of PDU	Complete
North & North East Lincolnshire PDU should:					
17	Improve the quality of court reports to inform sentencing	Agreed	<p>Training has been provided to all Court Staff in the HMIP standards for court reports. This ensures that all court report authors are clear on the standard of sufficiency for pre-sentence reports.</p> <p>Training in the use of the Court Case Assessment Tool (C-CAT) will be delivered to Court SPOs and a quality benchmarking exercise will be undertaken using the C-CAT tool to ensure consistence of application.</p> <p>Quarterly quality assurance will be undertaken on court reports by Court SPOs using the C-CAT tool to track quality improvement and highlight any further areas for development. A management information dashboard using C-CAT data will be developed for SPOs and Heads of PDUs to use.</p>	<p>Head of Operations</p> <p>Head of Operations Head of Performance and Quality</p> <p>Head of PDU Head of Performance and Quality</p>	<p>Complete</p> <p>June 2023</p> <p>March 2024</p>
18	Improve the quality of work to assess, plan for, manage and review risk of harm	Agreed	Staff development will be largely centred around participation in the face-to-face EQual sessions which will offer the opportunity for reflective discussion to better understand the HMIP standards and how these are applied to sentence management. Participation in the sessions improve the quality of sentence	Head of PDU	March 2024

		<p>management activity including risk assessment, risk management and sentence planning. These sessions are already underway, and all staff will have attended at least one session by the end of March 2024.</p> <p>Protected Development Days (PDDs) will focus on areas highlighted as requiring quality improvement and will focus on Assessment and Sentence Planning and Risk Assessment and Risk Management. Training and development will be provided for Middle Managers to ensure that the SPOs have the requisite knowledge and skills to facilitate these sessions, and SPO development will be managed through the Middle Manager Professional Practise Forum.</p> <p>A process for obtaining safeguarding and domestic abuse checks in all cases is being implemented for PS YatH, and a system will be in place to monitor that these are being used to support effective risk management through qualitative audit and quantitative monitoring.</p> <p>Regular quality assurance will be undertaken by SPOs in PS YatH using R-CAT which will equate to one R-CAT per Probation Practitioner (PP) being completed per year. Completion of these will be monitored by the Quality team, and a dip sample of 10% of completed audits</p>	<p>Head of PDU Learning & Development Lead</p> <p>Head of Public Protection Head of PDU</p> <p>Head of PDU Head of Performance and Quality</p>	<p>September 2023</p> <p>September 2023</p> <p>September 2023</p>
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			<p>will take place to ensure that the R-CAT tool is being applied consistently.</p> <p>PS YatH will implement the MAPPA level 1 policy framework to enhance the regular monitoring and review of MAPPA level 1 cases. All PPs will be required to attend the MAPPA Level 1 Policy Framework Staff briefing on 19th April (or by reviewing the recorded event) hosted by Effective Practice and Service Improvement Group (EPSIG) and the Public Protection Group (PPG).</p>	<p>Head of PDU Head of Public Protection</p>	<p>March 2024</p>
19	<p>Improve the delivery of unpaid work, ensuring orders start promptly with a varied offer of placements</p>	<p>Agreed</p>	<p>Through engagement with local communities, PS YatH will increase the number of unpaid work (UPW) placements in the North and North East Lincolnshire PDU which will include those which offer Employment Training and Education opportunities and those which service diverse communities.</p> <p>A fortnightly PDU Sentence Management and UPW assurance meeting is held to review the delivery of UPW at a local level. This meeting drives the prompt commencement of UPW requirements and reduction of the UPW backlog which was caused by the Covid19 pandemic.</p>	<p>Head of Interventions</p> <p>Head of PDU Head of Interventions</p>	<p>December 2023</p> <p>Complete</p>
20	<p>Ensure there is a blended offer in place of in-person staff training and the delivery of training is prioritised to enhance</p>	<p>Agreed</p>	<p>Staff development will be largely centred around participation in the face-to-face EQual sessions which will offer the opportunity for reflective discussion to better understand the HMIP standards and how these are applied to sentence</p>	<p>Head of PDU</p>	<p>March 2024</p>

	the skills of the workforce		<p>management. Protected Development Days (PDDs) will focus on areas highlighted as requiring quality improvement which include Assessment and Sentence Planning and Risk Assessment and Risk Management. These sessions are already underway, and all staff will have attended at least one session by the end of March 2024.</p> <p>A programme of foundation training will be delivered by Practise Tutor Assessors (PTAs) to the new intake of PSOs to better support and prepare these new staff in the delivery of sentence management. PS YatH learning, and development team have committed to ensure that future PQiP staff will not hold cases until they undertake the requisite risk training. This will be completed no further than 6 months into their qualification.</p> <p>Monthly reports on mandated training completion within the PDU are regularly provided by the PS YatH Learning & Development team. This information will be used by the Head of PDU to ensure that all necessary training is undertaken and understood.</p>	<p>Learning & Development Lead</p> <p>Learning & Development Lead Head of PDU</p>	<p>June 2023</p> <p>Complete</p>
21	Ensure diversity is prioritised in both strategic and operational practice	Agreed	Through the People Committee, PS YatH will better analyse the people on probation needs data at a PDU Level using the management information on risk and need which is drawn from the Offender Assessment System (OASys) and profile	Head of Performance and Quality Head of Corporate Services	June 2023

			<p>information from the PS YatH Workforce Diversity Dashboard.</p> <p>The PDU needs and profile data will be used to inform commissioning intentions, and to explore available options for the Regional Outcomes & Innovations Fund (ROIF) to meet the diverse and relevant needs of our people on probation.</p> <p>The PS YatH 2023/24 People Strategy includes an objective on Diversity, Inclusion and Belonging to ensure that the diverse and relevant needs of our people on probation are identified and addressed and ensures a strategic approach is taken to leading this area of work. This will be cascaded into Local Business Unit plans and monitored quarterly through a review of progress against objectives by the Heads of Operations.</p> <p>A Culturally confident package to increase Probation Practitioner awareness of cultural issues and how to address these in sentence planning will be mandatory for all new starters as part of their induction and be delivered face to face from April 2023. This training will also be delivered for all Court Staff to increase the consideration of cultural factors at the pre-sentence stage.</p>	<p>Head of Community Integration</p> <p>Head of Corporate Services Head of PDU Heads of Operations</p> <p>Equality, Diversity, and Inclusion Lead</p>	<p>September 2023</p> <p>Complete</p> <p>March 2024</p>
Yorkshire & Humber region should:					
22	Ensure that all practicable options have been	Agreed	Recruitment activity in Sheffield PDU is monitored and reviewed fortnightly by the Head of Corporate Services. Support is	Head of Corporate Services Head of Human Resources Head of PDU	Complete

	implemented to provide Sheffield PDU with sufficient practitioners and administrative staff (Sheffield PDU)		provided by the Head of Human Resources to remove barriers and delays in recruitment campaigns. Options for increasing applicant numbers are being explored and utilised including purchasing advertising from external job vacancy outlets and increased outreach activity.		
23	Improve completion rates for accredited programmes and unpaid work (Sheffield PDU)	Agreed	A fortnightly PDU Sentence Management and UPW assurance meeting is held to review the delivery of UPW at a local level. This meeting drives the prompt commencement of UPW requirements and reduction of the UPW backlog which was caused by the Covid19 pandemic. A plan to improve accredited programme completion rates is in place and includes triage meetings between the PDUs and Programmes team and promotion of the use of Structured Interventions.	Head of Interventions Head of PDU	Complete
24	And Improve the availability of accredited programmes and structured interventions (Kirklees PDU)	Agreed	Delivery of accredited programmes in the Kirklees PDU is linked to staffing levels and the number of vacancies in the Interventions team. It is projected that following recruitment activity; sufficient staff will be in post by the end of April 2024 to enable an Accredited Programmes group to be delivered in Kirklees PDU. Programme delivery will be ramped up through the year in line with increased staffing levels and this will be subject to review by the Head of Interventions.	Head of Interventions	March 2024
25	Improve access to domestic abuse	Agreed	The Head of Public Protection will implement an effective process for Domestic Abuse and Safeguarding Checks	Head of Public Protection	June 2023

	intelligence held by South Yorkshire Police (Sheffield PDU)		<p>in PS YatH. This will include dedicated administrative resources allocated to each PDU, and direct access to police systems to facilitate timely attainment of this information.</p> <p>Safeguarding and Domestic Abuse checks will be mandated in all cases in line with HMIP standards, and the information will be used to inform risk assessment in line with the safeguarding policy expectation.</p> <p>The undertaking of Safeguarding and Domestic Abuse checks will be monitored through the provision of a management information dashboard. This will detail where checks have taken place and allow any exceptions to be followed up by SPOs. The use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, touchpoint discussions and R-CAT auditing of cases which looks at the quality of risk information and practice.</p>	<p>Head of Public Protection Head of PDU</p> <p>Head of Public Protection Head of PDU Head of Performance & Quality</p>	<p>June 2023</p> <p>September 2023</p>
26	Conduct a review into the implementation of the Community Integration Team (CIT) model in Sheffield to ensure it is meeting the needs of people on probation. (Sheffield PDU)	Agreed	The Resettlement Sub-Group to the Rehabilitation Steering Group will review the implementation of the CIT within the Sheffield PDU. An outcome focussed CIT dashboard/scorecard has been updated to evaluate resettlement outcomes in relation to both longer Offender Management In Custody (OMIC) and short-term (CIT) cohorts in one place. This is now known as the Resettlement Dashboard.	Head of Operations	June 2023

27	Support planning at PDU level to enable staff to undertake the necessary sentence management tasks as staffing levels increase (Kirklees PDU)	Agreed	A Regional approach for improving the quality-of-service delivery is in place within Probation Service Yorkshire and the Humber (PS YatH) for 2023/24. The Performance and Quality strategy and Quality Improvement Plan includes an approach for returning to a sufficient level of quality delivery by ensuring all staff understand HMIP standards and achieving the performance levels set out in the Probation Scorecard. The objectives from this regional plan will be cascaded into PDU Business Plans and monitored quarterly.	Regional Probation Director Head of Performance and Quality Head of PDU	Complete
28	Improve the pathways and referrals to commissioned rehabilitative services (CRS) (Kirklees PDU)	Agreed	<p>Commissioned rehabilitative services (CRS) Best Practice guides are available on EQuIP for all Probation staff to access. These include an introductory video and other guides covering key aspects of CRS including how to make referrals. There are additional guides specifically for Court staff and prison-based staff in relation to eligibility. To support community-based staff, the primary guide is the 'Right First Time' 7-minute briefing which includes all elements of making a good referral including eligibility and also how to support people in prison or on probation to engage successfully.</p> <p>These guides have been available as optional learning since the point of unification and have recently been added to the 'required training' list for all relevant staff including Professional Qualification in Probation (PQIPs).</p>	<p>Head of Community Integration Head of Operations</p> <p>Head of PDU</p>	<p>Complete</p> <p>Complete</p>



			<p>In addition, regional Performance and Quality (P&Q) colleagues will be working with regional teams to identify the best approach of identifying which Service Users are eligible for the service. A Management Information System (MIS) report will be generated using Offender Assessment System (OASys) and nDelius data.</p> <p>Through the People Committee, PS YatH will better analyse the People on Probation needs data at a PDU Level using the management information on risk and need which is drawn from the Offender Assessment System (OASys) and profile information from the PS YatH Workforce Diversity Dashboard.</p> <p>The PDU needs and profile data will be used to inform commissioning intentions, and to explore available options for the Regional Outcomes & Innovations Fund (ROIF) to meet the diverse and relevant needs of our People on Probation.</p>	<p>Head of Performance and Quality Head of PDU</p> <p>Head of Performance and Quality Head of Corporate Services</p> <p>Head of Community Integration</p>	<p>December 2023</p> <p>June 2023</p> <p>September 2023</p>
29	Ensure Senior Probation Officers (SPOs) have sufficient capacity and resource to undertake effective management oversight of casework (Hull & East Riding PDU)	Agreed	<p>Middle Manager Development is a priority in the PS YatH Quality Improvement Plan for 2023/24. The PS YatH region will seek to empower middle managers to fulfil the expectations of their role through training in Touchpoints, SEEDs (except for Sheffield who are the control group), R-CAT and EQual.</p> <p>Training will be delivered to all SPOs on the Touchpoint Model which summarises</p>	<p>Head of Operations Head of PDU Head of Performance and Quality</p> <p>Head of PDU Head of Performance and Quality</p>	<p>March 2024</p> <p>December 2023</p>

		<p>the expectations for management oversight. Use of Management Oversight in PS YatH will be measured through the Touch Point Dashboard which looks at the use of management oversight at key points during the course of a sentence including pre-release discussions, initial case discussions, parole reports, lifer/IPP panels.</p> <p>All managers are in the process of being trained in SEEDs (except for Sheffield who are the control group) and will undertake Reflective Practice Supervision sessions (RPSS). The RPSS will facilitate reflective discussions and practice observations on the quality of risk management between the SPO and PP including on high risk of serious harm and MAPPA level one cases. Progress will be measured through tracking of management information on the number of RPSS sessions completed.</p> <p>Training on the use of R-CAT has been delivered by the Operational and System Assurance Group (OSAG) to all SPOs in the Sheffield and Kirklees PDUs and will be delivered by Quality Development Officers (QDOs) to the remaining PDUs in the PS YatH region. Following on from the training, SPOs will participate in a benchmarking exercise to ensure that there is consistency in the application of the R-CAT tool and robust results are generated.</p>	<p>Head of PDU Learning & Development Lead</p> <p>Head of PDU Head of Performance & Quality</p>	<p>March 2024</p> <p>September 2023</p>
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			<p>All SPOs will be trained to facilitate Equal sessions and will deliver these in their PDUs alongside the QDO led sessions.</p> <p>The PS YatH Region will support middle managers by providing additional admin support to free up SPO time currently taken up by administrative tasks. This resource will be in the form of SPO Case Administrators (CASPO) to provide general support, More Model administrators to support the regional Managing Resources approach, and through the central provision of the Management Coordination Hub.</p>	<p>Head of PDU Head of Performance & Quality</p> <p>Head of PDU Head of Corporate Services</p>	<p>September 2023</p> <p>June 2023</p>
30	Implement an analysis of outcome data against protected characteristics of people on probation and implement any necessary work to reduce disproportionality (Hull & East Riding PDU)	Agreed	<p>Through the People Committee, PS YatH will better analyse the People on Probation needs data at a PDU Level using the management information on risk and need which is drawn from the Offender Assessment System (OASys) and profile information from the PS YatH Workforce Diversity Dashboard.</p> <p>The PDU needs and profile data will be used to inform commissioning intentions, and to explore available options for the Regional Outcomes & Innovations Fund (ROIF) to meet the diverse and relevant needs of our People on Probation.</p> <p>The PS YatH 2023/24 People Strategy includes an objective on Diversity, Inclusion and Belonging to ensure that the diverse and relevant needs of our People on Probation are identified and addressed,</p>	<p>Head of Performance and Quality Head of Corporate Services</p> <p>Head of Community Integration</p> <p>Head of Corporate Services Head of PDU</p>	<p>June 2023</p> <p>September 2023</p> <p>Complete</p>

			<p>and ensures a strategic approach is taken to leading this area of work. This will be cascaded into Local Business Unit plans and monitored quarterly through a review of progress against objectives by the Heads of Operations.</p> <p>An Outreach strategy supports the aim of recruiting a workforce that is representative of the communities we serve. The impact of is monitored though the Workforce and People on Probation dashboard.</p>	Head of Corporate Services Diversity and Inclusion Lead	Complete
31	Review the commissioned rehabilitative services (CRS) contract for accommodation support services to provide an effective service which meets the needs of people on probation (North & North Lincolnshire PDU)	Agreed	<p>CRS Accommodation support and assistance includes completion of accommodation applications and applications for Housing Benefit/related benefits; support and guidance to ensure continuation of an existing tenancy, to understand and comply with any tenancy obligations, to avoid or manage accommodation arrears and to access rent deposit and rent advance schemes; advocacy and liaison with accommodation providers to maintain accommodation.</p> <p>Where this service is not meeting those needs, the Yorkshire and Humber Contract Management Team has contractual levers available to hold the supplier to account e.g., through improvement plans and regular reviews with the supplier.</p> <p>The current CRS Accommodation contract and the future specification for CRS Accommodation contracts are currently being reviewed. The decision on future design will be agreed in 2023.</p>	<p>Head of Resettlement and Commissioned Rehabilitative Services</p> <p>Probation Reform Programme, Resettlement Implementation Team</p> <p>Head of Community Integration</p>	<p>Complete</p> <p>Complete</p> <p>December 2023</p>

32	Improve the offer and access to support services in relation to mental health (North & North Lincolnshire PDU)	Agreed	The Health and Justice lead in conjunction with the Head of Community Integration will work to map the current mental health provision for People on Probation. In addition to mapping existing provision, the need for any potential new commissions will be explored which will be informed by management information drawn from the Offender Assessment System (OASys).	Health and Justice Lead Head of Community Integration	December 2023
33	Improve vetting timeframes, to start newly recruited staff promptly (North & North Lincolnshire PDU)	Partly Agreed	<p>The vetting process is outside of the control of the PS YatH region. Whilst the region can highlight outliers in the vetting system to vetting colleagues, and encourage new applicants to provide information quickly and accurately, to ensure swift resolution where possible, this action is outside of the Region's control.</p> <p>Vetting as a component of recruitment across HMPPS indicatively takes on average 25 working days through the shared services provider, Shared Service Connect Limited (SSCL), 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.</p> <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 2 check has been passed at the pre- employment stage. This will enable applicants to start employment with HMPPS much sooner,</p>	<p>Head of Corporate Services</p> <p>Head of Personnel Security Countermeasures Head of Personnel Security Vetting Risk and Capabilities Unit</p>	<p>N/A</p> <p>Complete</p>

		<p>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 people on probation.</p> <p>HMPPS vetting team have introduced a new vetting case management system for all external probation candidates in April 2023. This means SSCL will be required to present all cases that have not concluded to Approvals and Compliance Team (ACT) no later than day 15 (from when the case was deemed transactable and the candidate has completed their vetting questionnaire and provided all required information). ACT will then work to ensure that cases reach a final vetting decision by day 22.</p> <p>HMPPS vetting can 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 but would rely on communication from a National Probation SPOC with relevant authority to provide this information. In view of the case management described above in any event this will see the majority of cases progressed at the earliest opportunity (on or before day 22).</p>		
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His Majesty's Prison and Probation Service should:					
34	Install a panic alarm system which can be heard on all floors of the Division Street office (Sheffield PDU)	Not Agreed	The panic alarm system in Division Street meets the criteria laid out in the design guide for contact centres; it has a control unit in reception and rings in both reception and at the long stay staff desks on the 1st floor. This ensures that there is always someone available to respond to an alert. A drill is run regularly on site to ensure that there are no safety issues arising, there are no recorded faults with the system, and it has not been recorded as needing to be extended through the planned maintenance system as it is working as intended	MOJ Property Directorate Business Strategy & Change	N/A
35	Install permanent Wi-Fi internet at the Division Street office (Sheffield PDU) And	Agreed	MoJ digital and technology have now installed MoJ Wi-Fi to Sheffield Division Street Office and it is fully operational.	Business Strategy & Change	Complete
36	Ensure all probation offices have reliable Wi-Fi access (North & North Lincolnshire PDU)	Agreed	MOJ digital currently expect that all probation offices across England and Wales will have MoJ Wi-Fi solution deployed by the end of 2023/24 business year. Grimsby New Chase Court Probation Office already has MoJ Wi-Fi installed alongside all court offices. Scunthorpe Office will have it installed by the end 23/24 business year. Whilst Grimsby Queen Street doesn't currently have MoJ Wi-Fi, this site is due to close by August 2023 with staff consolidating into Grimsby New Chase Court.	Business Strategy & Change	March 2024
37	Review the existing process for resolving long-term sickness absence (Sheffield PDU)	Agreed	HMPPS HR has been focussing on improving the Long-Term Sick absence position over the last 12 months. There has been a national focus on improving the	HR Business Partners, Business Partnering and People Change	Complete

			<p>skills and confidence of line managers to actively manage absence and using the tools available to support staff back into the work through compliance of the national policy, use of the Occupational health and exploring options around Workplace Adjustments. This approach is supporting the regional HR team to drive down the number days lost to staff registered on long term sickness.</p> <p>Head of Corporate Services in PS YatH has implemented additional measures to drive down sickness across PDUs including more regular scrutiny and oversight to ensure policies are being followed effectively. In addition, a dedicated HR Case Manager is being deployed to work specifically with Sheffield PDU to manage live cases that will aim to support sickness and other formal processes.</p>	Head of Corporate Services	Complete
38	Review its support to Yorkshire and the Humber region in relation to recruiting and retaining staff (Sheffield PDU)	Agreed	HMPPS is commitment to recruit and onboard 1500 Professional Qualification in Probation (PQiP) learners by March 2023	Probation Workforce Programme	Complete
39	And Address the need for improved staff recruitment and retention (Kirklees PDU) And	Agreed	<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>An updated Recruitment and Retention Strategy for the Probation Service will be published May 2023. The strategy will champion recruitment and retention equally and profile initiatives being</p>		<p>Complete</p> <p>May 2023</p>

40	Address the need for improved staff recruitment and retention (North & North Lincolnshire PDU)	Agreed	<p>delivered within the Probation Workforce Programme (PWP), and across HMPPS and MOJ more widely in support of increasing recruitment and improving retention.</p> <p>The Head of Corporate Services has commissioned a recruitment project which is aiming to improve recruitment across the three PDUs. A variety of actions are being deployed to smooth out processes that will lead to more effective recruitment. In addition, an outreach toolkit has been deployed to support the PDUs in attracting a wider range of applicant.</p> <p>Regarding retention Petros has been commissioned to provide wellbeing support, work is taking place to help colleagues in PDUs better understand the total rewards package, sickness is being monitored closely to bring down workloads, recruitment specific support mentioned earlier is taking place in Sheffield to remove delays, vetting outliers are being identified and followed up. Department of Work and Pension (DWP) work coaches are being briefed to prepare candidate for applications to PDUs. All three PDUs have increased staff in post. Redeployments have been agreed to support Sheffield PDU pending recruitment to permanent post, agencies have been contacted to provide temporary staff. The Head of Corporate Services has commissioned a fresh approach to induction to ensure all colleagues</p>	<p>Head of Corporate Services</p> <p>Head of Corporate Services</p>	<p>Complete</p> <p>Complete</p>
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			understand structures, key functions, benefits, values.		
41	Ensure all PDUs are sufficiently resourced to meet local needs, including middle management capacity to oversee newly qualified/recruited staff (Kirklees PDU)	Agreed	<p>The Managerial Role Review (MRR) published recommendations and a plan in June 2022 aimed at improving the capacity and efficiency of Senior Probation Officers in Sentence Management and Courts. PWP retain oversight of and monitor the plan which reports into the Workforce Planning System to update resource modelling for SPOs. The Role Review Team support the delivery of actions across the organisation aimed at improving capacity for SPOs which will allow them to focus on key operational tasks.</p> <p>The required learning for all PQIPs and PSOs in relation to risk assessment, planning and management to include a greater understanding of actuarial predictor tools has been redeveloped and Module 2 Risk Management, Risk Assessment, and Sentence Planning Foundation Learning was launched in March 2023.</p> <p>An updated Recruitment and Retention Strategy for the Probation Service will be published May 2023. The strategy will champion recruitment and retention equally and profile initiatives being delivered within the Probation Workforce Programme (PWP), and across HMPPS and MOJ more widely in support of increasing recruitment and improving retention.</p> <p>An additional administrative role to support managers has been added to the target</p>	<p>Probation Workforce Programme</p> <p>Head of Corporate Services</p>	<p>May 2023</p> <p>Complete</p> <p>May 2023</p> <p>Complete</p>

		<p>and is being implemented across the region. This will provide such much-needed support to middle managers in Kirklees PDU. The ratios of manager to staff will be closely monitored to ensure managers are within the correct spans of control. Additional learning and development is being commissioned to support middle manager development. The Management Coordination Hub is being reconfigured to a remove model based in the PDU which provide greater support to managers.</p>		
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Recommendations	
Agreed	39
Partly Agreed	1
Not Agreed	1
Total	41