



HM Prison &
Probation Service

Action Plan Submitted: 21st August 2023.

A Response to the HM Inspectorate of Probation Inspection:

Portsmouth & Isle of Wight (PloW) PDU.

East Berkshire PDU.

Reports Published: 20th July & 27th July 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.



ACTION PLAN: PROBATION SERVICE – Portsmouth and Isle of Wight PDU & East Berkshire PDU, South Central Region.

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
1	<p>Portsmouth & Isle of Wight PDU should:</p> <p>Ensure interventions and services available locally are utilised to deliver appropriate services to support desistance and address the risk of harm</p> <p>AND</p> <p>East Berkshire PDU should:</p> <p>Increase the use of interventions and services to support the desistance of people on probation.</p>	Agreed	<p>A Structured Interventions ‘Opt Out’ Process (automatic enrolment of People on Probation on intervention services) has been developed with associated Management Information in place to monitor the volume of people starting interventions on a monthly basis. The Heads of PDU will continue to monitor uptake.</p> <p>The Heads of PDUs will hold a Protected Development Day (PDD) session for all PDU staff to revisit their understanding of Structured Interventions (SIs) and toolkits to improve confidence, knowledge, and skills.</p> <p>Commissioned Rehabilitative Services (CRS) providers and Interventions colleagues will continue to be invited to attend Team Briefings and monthly PDU-wide Information Exchange meetings to promote the interventions available to practitioners.</p> <p>Practitioners will be signposted to the CRS Best Practice guides which are available on the region’s intranet page.</p> <p>PloW will be holding an annual face-to-face whole PDU Development Day in October 2023, which will focus on partnership working, with the involvement of partnership agencies to promote understanding and referral to their services.</p>	<p>Heads of PDU</p> <p>Heads of PDU</p> <p>Heads of PDU</p> <p>Heads of PDU</p> <p>Head of PDU</p>	<p>Completed.</p> <p>December 2023.</p> <p>December 2023.</p> <p>October 2023.</p> <p>October 2023.</p>



			<p>The impact of the above activities on staff confidence, knowledge, and service delivery will be monitored and evidenced through:</p> <ul style="list-style-type: none"> - An increase in the use of Structured Interventions and toolkits - Regional Case Audit Tool (RCAT) results - Reflective supervision and practice observations <p>Management Information and RCAT results will be reviewed in PDU Performance & Accountability meetings chaired by the Head of PLoW PDU to identify, and where necessary, improve referral trends.</p>	<p>Heads of PDU / Head of Performance & Quality</p> <p>Heads of PDU</p>	<p>Completed and ongoing.</p> <p>October 2023.</p>
2	<p>Portsmouth & Isle of Wight PDU should</p> <p>Improve the quality and impact of work to manage the risk of harm and to keep actual and potential victims safe</p> <p>AND</p> <p>East Berkshire PDU should:</p> <p>Improve the quality of casework to keep people safe</p>	Agreed	<p>The Heads of PDUs have developed a PDU specific Quality Improvement Plan (QIP) outlining all key areas of practice development activity. This plan includes practice development and training activity which will focus on:</p> <ul style="list-style-type: none"> - Risk assessment and the appropriate use of all available information, including that relating to domestic abuse (DA) and safeguarding - Risk Management plans and sentence planning including use of the Four Pillars of risk management; supervision, monitoring and control, interventions and treatment and victim safety planning - Risk review and how and when this must be completed - The importance of partnership working in the assessment and management of risk and wider sentence management - Professional curiosity 	Heads of PDU	Completed and ongoing.



		<p>The QiP will continue to be monitored and progress will be tracked via monthly Performance & Accountability meetings and regular manager meetings.</p> <p>The Heads of PDUs will ensure that monthly Protected Development days (PDDs) continue to link to priorities identified in the QiP and that all of them include a clear focus on risk assessment and risk management aspects of case management. Attendance at PDDs will be monitored by SPOs and the Heads of PDU.</p> <p>The Heads of PDU holds monthly all staff meetings to promote key messages around quality improvement linked to priorities as identified in the PDU QiP.</p> <p>The Heads of PDUs will ensure that a monthly Complex Case Panel is set up to review cases and promote good risk management practice.</p> <p>The Heads of PDU will set up monthly face to face practice meetings facilitated by Quality Development Team and SPOs for practitioners to discuss cases and practice. Head of PDU and SPOs to monitor attendance at these sessions.</p> <p>All SPOs will attend a Regional Case Audit Tool benchmarking session which will go through case management quality expectations.</p> <p>A refresher session on the Touch Points Management Oversight Model will be held with SPOs to clarify expectations for management oversight at key points during a sentence. Progress will be measured through management information on the number of Management Oversight entries, and the results of Regional Case Audits which measure the quality of</p>	<p>Heads of PDU and Senior Probation Officers</p> <p>Heads of PDU</p> <p>Heads of PDU</p> <p>Heads of PDU / Head of Performance & Quality</p> <p>Heads of PDU / Head of Performance & Quality</p> <p>Heads of PDU / Head of Performance & Quality</p>	<p>Completed and ongoing.</p> <p>Completed and ongoing.</p> <p>November 2023</p> <p>October 2023</p> <p>December 2023.</p> <p>December 2023.</p>
--	--	---	---	--



			<p>management oversight. The Heads of PDUs will oversee ongoing monitoring of implementation using this dashboard data.</p> <p>The impact of the above activities will be measured by:</p> <ul style="list-style-type: none"> • The completion of monthly case audits • Countersigning activity • Reflective Supervision <p>The quality of risk assessment, planning, management and review, the use of all relevant information and engagement of partners will be monitored and tracked via Regional Case Audit Tool (RCAT) results.</p> <p>On a monthly basis, the Quality Development Team will provide verbal feedback to practitioners, written feedback to practitioners and SPOs, and suggested recommendations on further actions that need to be taken by the PDU to improve the quality of case management.</p> <p>On a monthly basis, the Performance Team will update the RCAT dashboard to enable the PDU to see their audit results and trends and progress.</p> <p>The Head of PloW PDU will ensure that audit results are discussed at monthly PDU Accountability meetings and that the QiP is updated as required.</p>	<p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p> <p>Heads of PDU</p> <p>Heads of PDU</p>	<p>September 2023.</p> <p>Completed.</p> <p>Completed.</p> <p>September 2023.</p> <p>September 2023.</p>
3	<p>Portsmouth & Isle of Wight PDU should:</p> <p>Ensure that appropriate processes are in place to</p>	Agreed	<p>Meetings with Local Authority partners are being arranged to improve information exchange and escalate/resolve issues.</p> <p>A Case Administrator has been recruited to carry out safeguarding enquiries and obtain responses, and a Case</p>	<p>Heads of PDU / Heads of Public Protection</p> <p>Heads of PDU</p>	<p>November 2023.</p> <p>Completed.</p>



<p>obtain and assess child safeguarding and domestic abuse information</p> <p>AND</p> <p>East Berkshire PDU should:</p> <p>Liaise with the police and children's social care teams to resolve the issues relating to the quality and timeliness of responses to domestic abuse and safeguarding enquiries.</p>		<p>Administrator is in post to carry out domestic abuse enquiries and obtain responses.</p> <p>All Probation Practitioners, SPOs, Senior Admin Officers, and Case Administrators will attend mandatory briefings on obtaining and sharing of information relating to Domestic Abuse and Child Safeguarding enquiries as part of the PDU QiP. These will clarify practice expectations for commencement, review, change of circumstances, and the importance of applying professional curiosity to information received and shared.</p> <p>The number of safeguarding and domestic abuse enquiries and the number of responses received will be monitored via management information. The analysis and use of the information to inform risk assessments and risk management will be monitored qualitatively through OASys countersigning, Management Oversight discussions and RCAT audits. Both datasets will be examined at Performance and Accountability meetings with SPO follow up on necessary cases.</p> <p>The Head of PloW and SPOs will utilise the 'Cases of Concern' audit information provided by the South-Central Performance & Quality Team to ensure that all cases identified as requiring domestic abuse and safeguarding checks are actioned promptly.</p> <p>All staff will complete the mandatory HMPPS Child Safeguarding Training every 3 years as required. Progress will be monitored via the Learning and Development database which tracks completion rates.</p>	<p>Heads of PDU</p> <p>Heads of PDU / Head of Performance & Quality</p> <p>PloW Head of PDU / Head of Performance & Quality</p> <p>Heads of PDU / Head of Learning & Development.</p>	<p>January 2024.</p> <p>November 2023.</p> <p>Completed and ongoing.</p> <p>Completed and ongoing.</p>
--	--	---	--	---



Portsmouth & Isle of Wight PDU should:

4	Increase middle management capacity to ensure sufficient resource is in place to provide enhanced management oversight.	Agreed	The Head of Portsmouth & Isle of Wight (PIoW) PDU, with support from the Head of Corporate Services, will recruit 1.5 full-time equivalent Case Administrators to provide support to SPOs.	Head of PDU/Head of Corporate Services	December 2023.
			The Head of PIoW PDU will ensure that all SPOs are trained in Skills for Effective Engagement Development (SEEDS2), and the PDU will implement Reflective Practice Supervision sessions and practice observations. These will focus on the quality of risk management.	Head of PDU	April 2024.
			A refresher session on the Touch Points Management Oversight Model will be held with SPOs to clarify expectations for management oversight at key points during a sentence. Progress will be measured through management information on the number of Management Oversight entries, and the results of Regional Case Audits which measure the quality of management oversight. The Head of PIoW PDU will oversee ongoing monitoring of implementation using this dashboard data.	Head of PDU/Head of Performance & Quality	November 2023.

East Berkshire PDU should:

5	Review the effectiveness of their concentrator model.	Partly Agreed	<p>This recommendation is partly agreed because this recommendation is dependent on staffing levels being in place.</p> <p>The Head of East Berkshire PDU has reviewed the concentrator model with the Head of Operations and a decision</p>	Head of PDU	Completed.
---	---	---------------	--	-------------	------------



			has been taken to pause the use of the model until staffing levels have increased.		
6	Ensure that people on probation requiring support to address substance misuse issues are promptly referred to the relevant treatment agency.	Agreed	<p>Quality team to develop and deliver a Drug Rehabilitation Requirement workshop to all Probation Practitioners which will highlight the importance of promptly referring to the relevant treatment agency.</p> <p>Regional Case Audits will continue to be used to highlight any delays with referrals to treatment providers and one to one feedback will be provided to practitioners and SPOs as appropriate.</p>	<p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p>	<p>November 2023.</p> <p>Completed.</p>
7	Ensure all probation practitioners are aware of the diversity and inclusion toolkit and know how to use it.	Agreed	<p>Quality Development SPO and Equalities Manager to deliver an Equalities workshop to all Probation Practitioners which will cover diversity and inclusion toolkits and how to use them.</p> <p>Regional Case Audits will continue to be used to provide feedback on diversity and inclusion matters.</p>	<p>Quality Development SPO/Equalities Manager</p> <p>Head of Performance & Quality</p>	<p>January 2024.</p> <p>Completed.</p>
The South-Central Region should:					
8	Reduce waiting times for accredited programmes, particularly Building Better Relationships (BBR).	Agreed	<p>The Head of Programmes will review the provision of Saturday BBR delivery in PloW and will also schedule an additional two weekly evening groups.</p> <p>The Programmes Team will deliver PQiP Motivational Interviewing Skills and PSO Motivational Interviewing skills training events to support Probation Practitioners in working</p>	<p>Head of Programmes</p> <p>Head of Programmes</p>	<p>March 2024.</p> <p>February 2024.</p>



			<p>with People on Probation to be group ready, and in turn increase the utilisation of available group spaces.</p> <p>The Head of Programmes will work with the Business Strategy and Change team to access the group room on Isle of Wight to support delivery of BBR in this site.</p> <p>The Head of Programmes and Head of Interventions will continue to monitor the waiting times for BBR and provide updates on waiting times and referrals to the Head of PloW PDU.</p>	<p>Head of Programmes/Head of Business Strategy and Change</p> <p>Head of Programmes/Head of Interventions</p>	<p>March 2024.</p> <p>Completed and ongoing.</p>
9	Review the use and referral rates of CRS contracts to ensure they are meeting the needs of people on probation.	Agreed	<p>The Contract Management Team will continue to send CRS referral rates and conversions to starts to the Head of PloW PDU.</p> <p>The Contract Management Team will review CRS data monthly to identify disproportionality, as well as identify areas of concern, and will then discuss this with the Head of PloW PDU who will take any issues forward as appropriate.</p> <p>The Contract Management Team will map monthly referral numbers against the real time South Central needs analysis data to illustrate where referrals are not keeping pace with need and will share with PDUs.</p> <p>The above datasets will be monitored and discussed at the regional Sentence Delivery Group which is attended by all PDU Heads, Head of Operations, Head of Interventions and Head of Community Integration.</p>	<p>Head of Community Integration</p> <p>Head of Community Integration</p> <p>Head of Community Integration</p> <p>Head of Community Integration</p>	<p>Completed and ongoing.</p> <p>September 2023.</p> <p>September 2023.</p> <p>September 2023.</p>



			The Head of Community Integration has developed a Delivery Plan for 2023/2024 which outlines key activities to increase awareness of provision available, improve the quality of provision, and build confidence amongst Probation Practitioners to increase referrals. These activities will be delivered by April 2024.	Head of Community Integration	April 2024.
10	Ensure sufficient attention is paid to managers' welfare and professional development.	Agreed	<p>Monthly action learning sets to be established for managers.</p> <p>Monthly supervision sessions to take place for each manager, and each manager to have a personal development plan in place.</p> <p>Mental Health, Wellbeing, and Stress Awareness / Management sessions continue to be delivered by PAM assist (Employee Assistance Programme).</p> <p>'HR Drop in for Managers' Teams channel has been created for quick access to HR and other support.</p> <p>A new SPO framework and induction programme will be implemented following consultation with staff. Training in tools for supervision and performance management have been provided.</p>	<p>Head of PDU/Head of Learning & Development</p> <p>Head of PDU</p> <p>Head of HR</p> <p>Head of HR</p> <p>Head of Corporate Services/Head of Learning & Development</p>	<p>October 2023.</p> <p>September 2023.</p> <p>Completed.</p> <p>Completed.</p> <p>January 2024.</p>
11	Work with NHS England to improve the capacity of mental health treatment requirement provision to meet	Agreed	The Community Integration Team will continue to raise issues and monitor referral rates and waiting times at Regional Community Sentence Treatment Requirement (CSTR) Steering Groups (attended by NHS England) and local Berkshire	Head of Community Integration	Completed.



	demand and improve timeliness of intervention’.		<p>Delivery Groups to encourage further investment by NHS to increase contract volumes.</p> <p>Head of Community Integration to ensure that Regional Outcomes and Innovations Fund (ROIF) contributes towards the evaluation of Mental Health Treatment Requirements to enable NHS funds to be focused on increasing provision</p> <p>Head of Community Integration to meet with St Andrews Healthcare (Berkshire Provider) to encourage most efficient use of resources and to minimise waiting times.</p>	<p>Head of Community Integration</p> <p>Head of Community Integration</p>	<p>September 2023.</p> <p>September 2023.</p>
--	---	--	---	---	---

Her Majesty’s Prisons & Probation Service should:

12	Ensure PDUs and probation regions are sufficiently resourced to protect the public.	Agreed	<p>HMPPS established a National Operational Stability Panel (NOSP). The panel meets monthly and provides 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 impacting on service delivery.</p> <p>The Probation Service has delivered a unified model of operational resourcing for 6 priority regions (including South Central) to achieve consistency of delivery, increase applications and reduce time to hire. Wave 5 of the campaign is currently underway.</p> <p>An updated Recruitment and Retention Strategy for the Probation Service was published internally in May 2023. The strategy champions recruitment and retention equally and profiles initiatives being delivered across Probation throughout 2023/24.</p>	<p>Deputy Director, Probation Workforce Programme.</p> <p>Deputy Director, Probation Workforce Programme.</p> <p>Deputy Director, Probation Workforce Programme</p>	<p>Completed.</p> <p>Completed.</p> <p>Completed.</p>
----	---	--------	---	---	---



13	Ensure all probation offices have reliable Wi-Fi access.	Agreed	HMPPS recognise that the absence of effective Wi-Fi in probation offices limits flexible ways of working. To that end HMPPS have agreed a costed plan with our MoJ technology colleagues to deliver .GOV Wi-Fi in all probation sites by the end of 2024 at the latest. We have prioritised sites based on need, size, and the overall picture across the regional footprint.	Deputy Director Change and Strategy.	December 2024.
14	Improve the incentives offer for staff to increase retention rates.	Agreed	<p>An updated Recruitment and Retention Strategy for the Probation Service was published internally in May 2023. The strategy champions recruitment and retention equally and profiles initiatives being delivered across Probation throughout 2023/24.</p> <p>A multi-year pay deal has implemented for all colleagues across the organisation. We anticipate this will help to address recruitment and retention issues as it means we can guarantee year-on-year pay increases for all probation staff until the financial year 2024/25.</p> <p>Quarterly profiling across the business of career pathway opportunities for staff approaching retirement, aimed at encouraging experienced staff to remain in service for longer if they choose to do so.</p> <p>New retention oversight process introduced to target priority Probation sites, with the highest (or increasing) attrition rates. Review and evaluation of various data sources will determine which sites are in scope for this process and will result in a deep dive to identify inform interventions required.</p>	<p>Deputy Director, Probation Workforce Programme</p> <p>Deputy Director, Probation Workforce Programme</p> <p>Deputy Director, Probation Workforce Programme</p> <p>Deputy Director, Probation Workforce Programme</p>	<p>Completed.</p> <p>Completed.</p> <p>Completed.</p> <p>Completed.</p>



15	Ensure that Senior Probation Officers (SPOs) have sufficient capacity and resources to improve the quality and effectiveness of management oversight, particularly in relation to cases assessed as high risk of serious harm, and where there are domestic abuse and safeguarding concerns.	Agreed	<p>37% of actions from the recommendations of the Managerial Role Review (MMR) (2022) are completed with the remaining actions being implemented during 2023/24.</p> <p>Further evaluation of MRR recommendations will take place to monitor ongoing impact for SPOs on the frontline.</p> <p>A review of Sentence Management is being conducted by WPS to gather timings for activity. This will inform resource modelling for organisational change and capture the baseline assumptions for Probation resource requirements.</p> <p>Case Administrator role to support SPOs (CASPO) is currently being rolled out in all probation regions. Evaluation of the role is taking place between July 2023 and March 2024 to assess impact on SPO capacity.</p>	<p>Deputy Director, Probation Workforce Programme, Workforce Planning System</p> <p>Deputy Director, Probation Workforce Programme, Workforce Planning System</p> <p>Deputy Director, Probation Workforce Programme, Workforce Planning System</p> <p>Deputy Director, Probation Workforce Programme, Workforce Planning System</p>	<p>December 2023.</p> <p>December 2023.</p> <p>March 2024.</p> <p>March 2024.</p>
16	Ensure there are mechanisms for assessing people on probation's literacy and numeracy skills at the start of their sentence.	Partly Agreed	This recommendation is partly agreed because Probation do not formally assess literacy and numeracy levels. During the induction process, Probation gather information about an individual's literacy and numeracy levels, usually at the induction stage. Questions are asked within the HETE form about education levels and employment history. Should a person on probation be willing to pursue additional ETE skills they are able to do this under an Unpaid Work (UPW)		



		<p>requirement via the ETE portal, or under a RAR requirement via a referral to CRS related to ETE.</p> <p>The Head of PDU and SPOs will discuss the induction form at monthly all staff meetings and ensure that it is completed as part of induction sessions with people on probation.</p> <p>Quality Development SPO and Equalities Manager to deliver an Equalities workshop to all Probation Practitioners which will cover the literacy/numeracy induction form.</p>	<p>Head of PDU/SPOs</p> <p>Quality Development SPO/Equalities Manager</p>	<p>October 2023.</p> <p>January 2024.</p>
--	--	---	---	---

Recommendations	
Agreed	14
Partly Agreed	2
Not Agreed	0
Total	16

