



HM Prison &
Probation Service

Action Plan Submitted: 3rd October 2023

A Response to the HM Inspectorate of Probation Inspection:

South-West Region

Somerset PDU, Dorset PDU, and Bristol & South Gloucestershire PDU

Report(s) Published: 3rd, 10th and 17th August 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 – South-West 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>Bristol and South Gloucestershire PDU should: Improve the quality of work to assess, plan for, manage and review casework to ensure the safety of others.</p> <p>Dorset PDU should: Improve the quality of work to assess, plan, manage and review risk of harm.</p> <p>Somerset PDU should: Improve the quality and impact of work in relation to risk of harm across court work and sentence management.</p>	Agreed	<p><u>Performance and Quality Team</u> will improve the PDU's first tier quality management activity by</p> <ul style="list-style-type: none"> • Provide Benchmarking training and development sessions to Senior Probation Officer's (SPO's) in Dorset PDU, on the Core Quality Management Framework (CQMF) • Provide benchmarking data to support the PDU to establish quality assurance balanced scorecard. • Deliver Protected Development Day sessions to Probation Practitioners (PP) and Senior Probation Officers (SPO's) focused on assessment, sentence planning, risk assessment and risk management. • Performance have created an R-CAT (regional case audit tool) monitoring tool to support trends analysis from R-CAT, the dashboard will be launched and utilised by SPO's to identify areas for improvement and work with practitioners to develop and improve practice. • Provide support to establish and implement the Quality Improvement Plan objectives. 	<p>Head of Performance & Quality (HoP&Q)</p> <p>HoP&Q</p> <p>HoP&Q</p> <p>HoP&Q</p> <p>HoP&Q</p>	<p>November 2023</p> <p>November 2023</p> <p>November 2023</p> <p>November 2023</p> <p>November 2023</p>



			<p>PDUs will implement completion of R-CATs by SPO's to drive up focus on quality in management, in particular risk management. Implement clear feedback to practitioners to improve quality:</p> <ul style="list-style-type: none"> • SPO R-CAT training with Quality Development Officer (QDO) scheduled for BSG in September 2023 and Dorset in October 2023 • Each SPO completes 2 R-CAT's per month, with an expectation that remedial actions are completed as necessary • Deputy Head of PDU will undertake dip samples of R-CATs completed by SPO's monthly to ensure quality of completion and review progress. <p>Increase rate of home visits with eventual target of expected standards. BSG and Somerset PDU to increase by 15% by December 2023 and then 25% by March 2024. Dorset PDU to increase by 10% by December 2023 & 20% by March 2024.</p> <p><u>Bristol and South Gloucestershire PDU will:</u></p> <ul style="list-style-type: none"> • Focus on quality of reports and assessments, including roll out of gatekeeping tool by end of September 2023 and use of Court Case Audit Tool (C-CAT) when launched by Autumn 2023. • Monitor via dip-sampling improving levels of safeguarding and police checks at Court stage. To achieve 60% by December 2023 and 80% by April 	<p>BSG & Dorset PDU Heads</p> <p>BSG, Dorset & Somerset PDU Heads</p> <p>BSG & Dorset PDU Heads</p> <p>BSG, Dorset & Somerset PDU Heads</p> <p>PDU Head</p> <p>PDU Head</p>	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>December 2023</p> <p>March 2024</p>
--	--	--	--	---	--



			<p>2024 of police checks on all Pre-Sentence Reports with a current or previous DA concern.</p> <ul style="list-style-type: none"> Increasing capacity and resilience by training sentence management staff to complete Court reports. <p><u>Dorset PDU will:</u></p> <ul style="list-style-type: none"> In addition to mandatory training, increase practitioner completion of Child Safeguarding and Domestic Abuse classroom training events to improve learning around utilising the information received to support assessment and planning. Target 50% by end of March 2024. Monitor quality of safeguarding checks and the use of information received to support the assessment, planning and management of risk of harm to others via SPO's reviewing this alongside regular R-CATS. Sessions to be delivered in accordance with the Reflective Practice Supervision Standards to assist staff to develop knowledge and practice in relation to risk. <p><u>Somerset PDU will:</u></p> <ul style="list-style-type: none"> Increase the substantive Probation Officer (PO) presence in Courts to agreed target staffing to deliver a high-quality service through improved quality of reports. Increase the completion of Pre-Sentence Reports for those people at risk of custody, females, young adults and those from ethnic minorities, and oral reports to 60% in line with nationally agreed targets. Sustain target administration staffing to the Court Probation Operational Delivery (POD) to improve recording of safeguarding checks and police checks 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>December 2023</p> <p>March 2024</p> <p>December 2023</p>
--	--	--	---	---	---



			<p>and routine performance ensuring they keep abreast of any new policies and procedures.</p> <ul style="list-style-type: none"> • Meet the requirement to deliver the Court gatekeeping tool which ensures all relevant identified cases have appropriate safeguarding and domestic abuse checks to 100%. • Promote and support court teams to attend central training inputs on public protection practice and policy which is anticipated to start in September 2023. • Attend the regional court strategy group to ensure the most up to date learning and policy is shared throughout the PDU. • Ensure time is made for Court teams to undertake practice development sessions specifically focused on risk of harm work within a Court setting utilising support from Quality development officers and Practice Tutor Assessors (PTAs) where appropriate. • See people on probation assessed as high and very high risk of harm face-to-face every week in line with required standards achieving 95%. • Ongoing use of the touchpoints dashboard to ensure that management oversight of cases is taking place as per touchpoints guidance. To achieve 80% of expected contacts by target date. • Performance and Quality team to develop and implement Court case audit tool (C-CAT) framework. The audit will provide targeted quality statistics and Improvement activity. C-CAT will assess the overall quality of all aspects of pre-sentencing advice to courts. • Engage court SPOs to implement national court case audit tool (C-CAT) with briefings and learning sessions. The tool enables managers to assess the quality of pre- 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>Head of Performance & Quality</p> <p>PDU Head</p>	<p>December 2023</p> <p>January 2024</p> <p>Completed</p> <p>December 2023</p> <p>December 2023</p> <p>March 2024</p> <p>November 2023</p> <p>December 2023</p>
--	--	--	---	--	---



			<p>sentence reports and enable court teams to target resources for quality improvement.</p>		
2	<p>Bristol and South Gloucestershire PDU should: Ensure that processes by which to obtain domestic abuse and child safeguarding information are clear and that responses contain sufficient detail to support the assessment, planning and management of risk of harm to others.</p> <p>Somerset PDU should: Ensure all available information relating to safeguarding and domestic abuse is accessed and utilised, and all relevant partners are engaged in keeping children and victims safe.</p> <p>Dorset PDU should: Ensure information relating to domestic abuse history is sufficiently analysed to support the management of risk of harm to others.</p>		<p>Dorset PDU and Somerset PDU will fully implement the Domestic Abuse (DA) Integrated Offender Management (IOM) strategy and review its effectiveness with other senior multi-agency leaders. Learning from this cohort will be circulated in appropriate forums such as protected development days and team meetings.</p> <p>South-West region is on schedule to implement a dedicated virtual Domestic Abuse and Safeguarding Enquiries Hub in October 2023.</p> <p><u>Bristol and South Gloucestershire PDU will:</u></p> <ul style="list-style-type: none"> • Liaise with our key safeguarding partners, i.e., Bristol & South Gloucestershire Children’s Services and Avon & Somerset Police to ensure that a clear process is in place for requesting and receiving child safeguarding and domestic abuse enquiries for both Bristol and South Gloucestershire. • Establish and promote a clear escalation route to ensure practitioners can progress cases where there is a lack of response or insufficient information forthcoming, this process will be communicated clearly to all SPOs, PPs & admin staff when finalised. • In addition to mandatory training, increase practitioner completion of Child Safeguarding and Domestic Abuse classroom training events to improve learning around utilising the information received to support assessment and planning. Target 50% by end of March 2024. • Monitor compliance with safeguarding policy via use of relevant performance reports – to ensure that the 	<p>Dorset and Somerset PDU Heads</p> <p>Head of Public Protection</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>June 2024</p> <p>November 2023</p> <p>November 2023</p> <p>November 2023</p> <p>March 2024</p> <p>November 2023</p>



			<p>mandated safeguarding checks are being completed on those being considered for/ subject to electronic monitoring (including Home Detention Curfew (HDC) eligible cases). Target 100%.</p> <ul style="list-style-type: none"> • For all other cases – ensure that Police checks being undertaken at least annually. Target 100% • Monitor quality of safeguarding checks and the use of information received to support the assessment, planning and management of risk of harm to others via SPO's reviewing this alongside regular R-CATS. <p><u>Somerset PDU will:</u></p> <ul style="list-style-type: none"> • Embed the access to the social care direct database to check for Social Work involvement with children and gain information which informs sentence management assessment and plans. • Support the ongoing development and risk management of domestic abuse cases via the (Multi-Agency Risk Assessment Conference) MARAC POD through internal and external reviews with partners. • Implement the new Somerset wide Domestic Abuse multi-agency portal maximising information sharing across agencies, training will be provided by the Local Authority forming the launch of the portal. • In line with the Multi-Agency Public Protection Arrangements (MAPPA) HMIP thematic inspection, Somerset PDU will increase the use of MAPPA Category 3 referrals. Giving consideration for high-risk domestic abuse or high-risk behaviour otherwise not eligible for MAPPA management. <p><u>Dorset PDU will:</u></p> <ul style="list-style-type: none"> • Run Safeguarding and Domestic Abuse Reflective Practice Workshops fortnightly. 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>November 2023</p> <p>March 2024</p> <p>November 2023</p> <p>March 2024</p> <p>June 2024</p> <p>March 2024</p> <p>December 2023</p>
--	--	--	--	---	---



			<ul style="list-style-type: none"> • SPOs to focus on analysis of Domestic Abuse in their initial touchpoint with practitioners to ensure that information gained in checks are fully implemented in risk assessments and risk management. • Audit of Management Oversights to be completed quarterly to assess effectiveness of touchpoints in supporting practitioners in assessing and managing risk. • Performance & Quality team will provide domestic abuse and safeguarding enquiries performance measures through reports and information dashboards. • QDOs will facilitate protected development days focusing on professional curiosity, including, asking the right questions, promoting good working relationships, using home visits, analysing, and acting to reduce risk. 	<p>PDU Head</p> <p>PDU Head</p> <p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p>	<p>December 2023</p> <p>March 2024</p> <p>November 2023</p> <p>November 2023</p>
3	<p>Bristol and South Gloucestershire PDU should: Improve quality assurance and management oversight arrangements of all casework, ensuring practitioners apply professional curiosity.</p> <p>Dorset PDU should: Ensure managers are providing effective, individualised management oversight, focussing on the</p>	Agreed	<p><u>Bristol and South Gloucestershire PDU will:</u></p> <ul style="list-style-type: none"> • With support from the Quality Development team, develop a Protected Development Day which focuses on effective management oversight. This will include how to best use supervision to enhance practice and ensure sufficient oversight of cases in BSG as it is a Skills for Effective Engagement Development (SEEDS2) control group. • Ensure, via ongoing use of Touchpoints Dashboard, that management oversight of cases is taking place as per touchpoints guidance. Tracking of this to be completed by Deputy Head of PDU to achieve 80% of expected contacts by target date. • Audit Management Oversight quality, completed by Deputy Head of PDU, to ensure that professional 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>December 2023</p> <p>March 2024</p> <p>March 2024</p>



	<p>quality of work relating to risk of harm.</p>		<p>curiosity is being promoted by SPO's and deployed by Practitioners.</p> <ul style="list-style-type: none"> The Performance & Quality team will provide support to establish quality assurance objectives within the PDU Quality Improvement plan. Quality Development Officers (QDOs) will provide R-CAT training to SPO's. Establish a framework for SPO's to quality assure casework regularly using the R-CAT. <p><u>Dorset PDU will:</u></p> <ul style="list-style-type: none"> The PDU Head will adhere to organisational Reflective Practice Supervision (RPS) Standards ensuring that at least 3 RPS sessions are conducted per manager each year, at least 1 by mid-year and the other 2 by end of year. The PDU Head will audit Management Oversight on 2 cases per quarter for each SPO to assess the quality and effectiveness of Management Oversight relating to risk of harm. Target in 75% cases sampled by January 2024 and 90% by April 2024 to demonstrate clear focus on managing risk of harm. The PDU Head will develop networks of support and buddying opportunities utilising experienced SPOs across the South-West Probation region to provide mentoring and development opportunities to SPOs in Dorset to improve confidence in overseeing practice relating to managing risk of harm within their teams. HMIP workshop on management oversights has been delivered. 	<p>Head of Performance & Quality</p> <p>Head of Performance & Quality</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>November 2023</p> <p>November 2023</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>Completed</p>
--	--	--	---	---	--



4	<p>Bristol and South Gloucestershire PDU should: Ensure that interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases.</p> <p>Dorset PDU should: Ensure that the interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases.</p>	Agreed	<p><u>Bristol and South Gloucestershire PDU and Dorset PDU will:</u></p> <ul style="list-style-type: none"> • Utilise Quality Development Officer to provide support and development around sentence planning; to improve practitioners assessment and creativity around use of interventions to address risk and need. • Inclusion of shadowing Interventions and toolkits as part of induction for new staff joining the PDU. • Interventions providers will promote their services through Protected Development Days in order to increase practitioner knowledge and confidence in use of structured interventions and Commissioned Rehabilitative Services (CRS). Both PDUs to increase referrals by 25%. • To pro-actively use Performance & Quality data around needs to increase CRS referrals in accommodation and education, training & employment (ETE). Both PDUs accommodation referrals to increase by 20% and ETE by 25%. • Monitoring RAR day completion and identify cases where RAR days not started in a timely fashion with relevant Practitioner and SPO. To increase the number of completed requirements at end of Order to required target level (SL13 measure). • Further information sessions regarding SI to be planned on Protected Development Days. <p><u>Dorset PDU will:</u></p> <ul style="list-style-type: none"> • Pilot scheme to remove requirement for referral form into Stepwise programmes. 	<p>Head of Performance & Quality</p> <p>PDU Heads</p> <p>Head of Community Integration</p> <p>PDU Heads</p> <p>PDU Heads</p> <p>Head of Interventions</p> <p>PDU Head</p>	<p>March 2024</p> <p>November 2023</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>December 2023</p>
---	--	--------	---	---	---



		<ul style="list-style-type: none"> • SPOs to use Management Information to target appropriate structured interventions to suitable people on probation. • SPOs to work collaboratively with Accredited Programmes & Structured Interventions (APSI) Colleagues to target those who are eligible for structured interventions. • Deliver all staff briefings on other available interventions to increase referral uptakes. • Review monthly R-CAT data to look at whether appropriate interventions are being offered to improve desistance and reduce risk of harm. Target is 75% cases sampled by January 2024 and 90% by April 2024. • Protected Development Days to support use of Toolkits to address risk of harm. • Protected Development Days to be delivered to all staff to support use of Stepwise Interventions (Emotions/Relationships/Thinking). 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>HoP&Q</p> <p>HoP&Q</p>	<p>March 2024</p> <p>March 2024</p> <p>November 2023</p> <p>March 2024</p> <p>November 2023</p> <p>March 2024</p>
5	<p>Dorset PDU should: Ensure information relating to child safeguarding is routinely obtained and used to ensure risks to children are understood and safety arrangements are in place.</p> <p>Somerset PDU should: Work with Somerset children’s social care services to improve information</p>	<p>South-West region is on schedule to implement a dedicated virtual Domestic Abuse and Safeguarding Enquiries Hub in October 2023. Staff in the hub will be trained to undertake these enquiries on behalf of all PDUs, initially via requests to partner agencies, although the ambition is to secure Probation staff direct access to Police and Children’s Services systems.</p> <p>Dorset PDU and Somerset PDU will build on the role of the new hub in improving access to the social care direct database to check for Social Work involvement with children by using information which informs sentence</p>	<p>Head of Public Protection</p> <p>PDU Heads</p>	<p>March 2024</p> <p>March 2024</p>



	<p>sharing, joint planning and collaborative working to protect children from the harm caused by domestic abuse.</p>		<p>management assessment and plans. (see related regional action at Rec13)</p> <p><u>Dorset PDU will:</u></p> <ul style="list-style-type: none"> • Safeguarding and Domestic Abuse reflective sessions will be run fortnightly by SPOs, as needed, to support practitioners identified by their line managers as needing additional support around safeguarding practice. Practitioners can also voluntarily attend if required. • SPOs to focus on analysis of safeguarding information in their initial touchpoint with practitioners to ensure that information obtained in checks is incorporated into risk assessments and risk management. Target is 75% cases by December 2023 and 90% cases by March 2024 • Audit of Management Oversights to be completed quarterly to assess effectiveness of touchpoints in supporting practitioners to assess and manage risk. • Performance & Quality will provide Children Safeguarding check data is in accessible performance reports. • Protected Development Days to develop staff confidence in using safeguarding information to inform robust risk management planning and liaison. <p><u>Somerset PDU will:</u></p> <ul style="list-style-type: none"> • Share the key findings from this report and strategically align with the Somerset children's services plans to progress and agree a plan for joint ways of working 	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p> <p>HoP&Q</p> <p>HoP&Q</p> <p>PDU Head</p>	<p>November 2023</p> <p>March 2024</p> <p>March 2024</p> <p>November 2023</p> <p>November 2023</p> <p>March 2024</p>
<p>Somerset PDU should:</p>					



6	Develop practitioner's confidence and skills in the use of professional curiosity to identify, analyse, assess, plan, and respond to indicators of risk effectively	Agreed	Somerset PDU will adopt a specific and staged approach to circulate the HMIP Professional Curiosity training materials and use specific Protected Learning days facilitated by the Quality Development team by December 2023. The impact of this will be assessed by Skills for Effective Engagement Development (SEEDS2) reflective practice sessions undertaken by SPOs with practitioners and will be measured by improving scores in our RCAT assessments to above 2.5.	PDU Head	March 2024
			Professional Qualification in Probation (PQIP) SPO to run workshops for PQIP trainees and newly qualified officers in relation to professional curiosity. Workshops form part of professional development days and will support risk management.	PDU Head	March 2024
			Somerset PDU will respond to indicators of risk by increasing referrals by 25% to structured interventions and maintaining the use of toolkits with people on probation to deliver work designed to address risk factors.	PDU Head	December 2023
			Somerset PDU will continue to implement and improve Drug Rehabilitation Requirements, Mental Health Treatment Requirements and Alcohol Treatment Requirements. Collaboratively working with the local authority to contribute to an overall increase of sentencing offer within the South-West region to 95%.	PDU Head	March 2024
7	Develop and implement a stronger offer to engage the voice of people on probation	Agreed	In keeping with the Regional Engaging People on Probation strategy, the Head of PDU will work closely with the strategy manager to establish a Person on Probation engagement forum across the Avon and Somerset Police Crime and Commissioner area.	PDU Head	December 2023



			The forum will seek to obtain feedback on operational practice, improvements and developing services.	PDU Head	March 2024
Dorset PDU should:					
8	Ensure all Multi-Agency Public Protection Panel (MAPPA) nominals are identified and level setting for custody and community cases is timely, taking into consideration the earliest possible date of release and any temporary releases, and are fully informed by information from all relevant agencies in all cases	Agreed	All MAPPA nominals have been identified and there is now a robust process in place that flags any cases where the level is not set within 15 days of commencement of the order or licence.	PDU Head	Completed
			All practitioners have attended a workshop to ensure they have the appropriate levels of knowledge in relation to MAPPA processes, including prompt identification of MAPPA Level via completion of the MAPPA Q form. Practitioners understand the rationale for obtaining information from all relevant stakeholders to inform their decision making.	PDU Head	Completed
			Utilise performance and quality data and reports available to ensure appropriate MAPPA Levels are being identified by practitioners.	PDU Head	March 2024
9	Ensure all risk information relating to MAPPA nominals is shared with the Department of Work and Pensions (DWP) via the MAPPA notification process, in a timely manner	Agreed	All practitioners have attended a workshop to ensure they have the required knowledge of MAPPA processes including the notification to the Department of Work and Pensions via submission of MAPPA J's in adherence to the target specified below.	PDU Head	Completed
			An assurance activity has occurred to check that the Department for Work and Pensions (DWP) has received all relevant information on current MAPPA nominals subject to Probation supervision in Dorset. DWP are satisfied that they have received the required information on the relevant cases.	PDU Head	Completed



			The MAPPA coordinator in collaboration with the Head of Service will implement an assurance process bi-annually to ensure MAPPA J's are being submitted within the target specified. Target: 90% MAPPA J's completed within 15 working days of commencement of order or licence and any subsequent changes to restrictions.	PDU Head	March 2024
10	Provide additional support and training to middle managers to improve their confidence, independent decision making and leadership skills	Agreed	<p>Selected Band 6 and Band 5 managers have been booked into a coaching programme to develop leadership skills, including increased confidence around independent decision making.</p> <p>The PDU Head will adhere to organisational Reflective Practice Supervision (RPS) standards ensuring that at least 3 RPS sessions are conducted per manager each year, at least 1 by mid-year and the other 2 by end of year.</p> <p>Review deployment of management resource across the PDU to ensure there is a mix of skills and experience across teams.</p>	<p>PDU Head</p> <p>PDU Head</p> <p>PDU Head</p>	<p>Completed</p> <p>March 2024</p> <p>December 2023</p>
Bristol and South Gloucestershire PDU should:					
11	Provide the necessary training and learning opportunities to support practitioners to apply professional curiosity	Agreed	<p>Quality Development Officers, with Practice Tutor Assessor (PTA) support, will facilitate protected development days focusing on professional curiosity, including, asking the right questions, promoting good working relationships, analysing and acting to reduce risk.</p> <p>PDU management team to enable and ensure attendance at offered sessions. Attendance will be tracked to ensure appropriate staff attend</p>	<p>Head of Performance & Quality</p> <p>PDU Head</p>	<p>November 2023</p> <p>March 2023</p>



12	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 and other protected characteristics	Agreed	<p>Performance officers will provide national management information and analysis, the PDU will utilise and identify disproportionality in quality and practice against diversity and inclusion priorities.</p> <p>Should disproportionality be identified, appropriate actions will be formulated and taken forward.</p>	<p>Head of Performance and Quality</p> <p>PDU Head</p>	<p>November 2023</p> <p>March 2024</p>
The South-West Region should:					
13	Work with Avon and Somerset Constabulary to improve the quality of police information sharing required to inform court and case management risk assessment and planning. (Somerset PDU)	Agreed	<p>The Region will confirm the new local Information Sharing Agreement with Avon and Somerset Police to ensure proportionate and timely information sharing.</p> <p>Regional Information Assurance team to work with Head of PDU and PDU Business Manager to confirm gaps in current Information Sharing Agreements, and to work with the police to improve information sharing arrangements within their legal boundaries.</p> <p>The Region is on schedule to implement a dedicated virtual Domestic Abuse and Safeguarding Enquiries Hub in October 2023. Staff in the hub will be trained to undertake these enquiries on behalf of all PDUs, initially via requests to partner agencies, although the ambition is to secure probation staff direct access to Police and Children's Services systems.</p>	<p>Head of Corporate Services</p> <p>Head of Corporate Services</p> <p>Head of Public Protection</p>	<p>November 2023</p> <p>December 2023</p> <p>March 2024</p>
14	Support the development of the growing number of Professional Qualification in	Agreed	<p>To support development of the growing number of PQIP's South-West region will:</p> <ul style="list-style-type: none"> Continue to provide a dedicated PQIP SPO time to support development, engagement, and expertise. The 	Head of Operations	November 2023



	Probation (PQiP) and newly qualified officers expected. (Somerset PDU)		<p>SPO will provide professional curiosity development days, this will strengthen safeguarding and domestic abuse checks.</p> <p>To support Newly Qualified Officers (NQOs) South-West region will:</p> <ul style="list-style-type: none"> Continue to deliver the South-West Newly Qualified Officer Programme, the programme will enable consistency in quality and practice within the region. Feedback will be provided to SPO's where further learning and development opportunities are required. <p>PQIPs and Newly Qualified Officers (NQO) will continue to be included in Protected Development days.</p>	<p>HoP&Q</p> <p>HoP&Q</p>	<p>November 2023</p> <p>November 2023</p>
15	Sufficiently resource court staff across Somerset to enable quality assurance processes to be fully embedded to support court staff development and improve the quality of advice provided to court. (Somerset PDU)	Agreed	<p>Implement the newly published staff movement strategy, to enable experienced staff to move into court roles.</p> <p>Continue with rolling recruitment to increase court staffing to the correct levels. Utilise overtime as an interim arrangement until courts are sufficiently staffed</p>	Head of Corporate Services (HoCS)	<p>December 2023</p> <p>December 2023</p>
16	Support the PDU to develop a consistent, structured and well-managed staff induction process for all new joiners, with timely access to relevant entry-level training, shadowing opportunities and mentoring. (Somerset PDU)	Agreed	<p>Fully implement regional induction processes that can be adapted to local PDUs for all roles.</p> <p>Provide successful candidates with information about their roles prior to the first day.</p> <p>Ensure managers are aware of new starter induction processes.</p>	<p>HoCS</p> <p>HoCS</p> <p>HoCS</p>	<p>November 2023</p> <p>November 2023</p> <p>November 2023</p>



			<p>Assist PDUs in providing access to training for all new starters applicable to their role.</p> <p>Provide additional resources to managers and new starters to assist in induction process.</p> <p>Monitor that all new starters are provided with the opportunity, and attend, a corporate induction that is specific to the region.</p> <p>Develop a process for providing staff with shadowing and mentoring processes.</p>	<p>HoCS</p> <p>HoCS</p> <p>HoCS</p> <p>HoCS</p>	<p>November 2023</p> <p>November 2023</p> <p>November 2023</p> <p>February 2024</p>
17	Prioritise the recruitment of a permanent head of PDU. (Dorset PDU)	Agreed	Recruitment process for permanent Head of Dorset PDU now completed. The new Head of PDU started in post in August 2023.	Head of Operations	Completed
18	Ensure senior regional management support and visibility until a permanent head of PDU is appointed. (Dorset PDU)	Agreed	<p>Head of Operations (South-West, South) will regularly attend Dorset PDU in person throughout the year, including attending at least one PDU management Team Meeting</p> <p>Head of Operations will provide regular and frequent supervision to the new Dorset PDU Head, initially monthly and thereafter at least bi-monthly.</p> <p>This will be complemented by Interventions and (UPW) Unpaid Work Senior Managers who will undertake regular in person visits to Dorset PDU.</p>	<p>Head of Operations</p> <p>Head of Operations</p> <p>Head of Interventions</p>	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p>
19	Ensure UPW requirements start promptly and that there are sufficient UPW	Agreed	<p>To start requirements promptly, South-West region will:</p> <ul style="list-style-type: none"> Support the launch of the national Community Payback Utilisation Tool, the Tool will reduce administration and 	HoP&Q	November 2023



20	Ensure the recruitment of an additional Horizon programme facilitator. (Dorset PDU)	Agreed	An additional Horizon facilitator has been recruited to Dorset PDU and started in post in July 2023. There are no programme facilitator vacancies remaining.	Head of Corporate Services (HoCS)	Completed
21	Ensure that Bristol and South Gloucestershire PDU has sufficient staffing resources in place. (Bristol and South Gloucestershire PDU)	Agreed	South-West region will continue rolling recruitment for Case Administrators and Probation Services Officers that is supported by the Management Co-ordination hub	HoCS	November 2023
			Regional staff will provide resources and support for Bristol staff to enable them to attend local recruitment fairs to increase the number of applicants for vacancies.	HoCS	November 2023
			Business Unit specific data will be provided regarding reasons for attrition to enable managers to take actions to address reasons for staff leaving.	HoCS	December 2023
			Collaboration with national Probation Workforce Programme to explore whether geographical supplements can be implemented to attract more potential candidates and retain staff	HoCS	December 2023
HM Prison and Probation Service should:					
22	Ensure the national learning and development arrangements provide staff with the necessary support to understand how to effectively keep people safe. (Somerset PDU)	Agreed	Learning and development priorities and new product requirements are reviewed on a quarterly basis in response to organisational priorities. The 23 commitments set out in the learning strategy 2022-2024 (introduced November 2022) will be monitored and tracked on a quarterly basis to support the embedding of the new probation learning model.	Deputy Director, Probation Workforce Programme (PWP)	March 2024
			A review of learning and development performance data will be undertaken to consider how to make maximum use of the current available data and build capability in this	Deputy Director, PWP	Completed



			<p>area for the future. This will include reviewing the recording of learning on the online portal 'mylearning'.</p> <p>Pilot scheduled to evaluate the use of learner pathways within 'mylearning' to reflect the learning requirements set out on the learning for roles pages.</p> <p>Outsourced commission of specialist supplier to support the delivery of mandatory safeguarding and domestic abuse learning products.</p>	<p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p>	<p>February 2024</p> <p>Completed</p>
23	<p>Ensure regions and PDUs have sufficient workload capacity to undertake the required standard to protect the public. (Somerset PDU)</p>	Agreed	<p>The Probation Service has accelerated recruitment of trainee Probation Officers (PQiPs) to increase staffing levels, particularly in PDUs with the most significant staffing challenges. The target was exceeded for 2020/21, 2021/22, 2022/23 recruiting 1007, 1518 and 1514 PQiPs respectively.</p> <p>Updated Recruitment and Retention Strategy for the Probation Service published internally in May 2023. The strategy profiles initiatives being delivered across Probation throughout 2023/24, which include those aimed at reducing staff workloads.</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.</p>	<p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p> <p>Deputy Director, PWP</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
24	<p>Consider providing ongoing Effective Practice Service Improvement Group (EPSIG) place-based support within the PDU (Dorset PDU)</p>	Agreed	<p>Consideration will be given to the future deployment of place based support. It is not deemed necessary at the current time due to the appointment of a new Head of PDU and to allow sufficient time for the actions specified above</p>	<p>Effective Practice and Service Improvement Group</p>	<p>Completed</p>



			<p>to be fully implemented and embedded to address the recommendations identified by the HMIP.</p> <p>Placed based support for Dorset PDU will be reviewed as necessary</p>		
25	<p>Improve the vetting timescales for the recruitment of staff (Bristol and South Gloucestershire PDU)</p>	Agreed	<p>Vetting as a component of recruitment across HMPPS indicatively takes on average 25 working days through the shared services provider, but this does not take account of the recruitment, sifting and selection stage. If probation staff require higher vetting including police vetting, HMPPS 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, 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 Violent and Sexual Offenders Register (ViSOR) system, which has become an integral part of probation case management of people on probation.</p> <p>In April 2023, HMPPS vetting team introduced a new vetting case management system for all external probation candidates. This means Shared Service Connect Limited (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</p>	HMPPS, Personnel Security Vetting	Ongoing as per vetting procedures



			<p>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. 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>		
26	<p>Review contract arrangements for Commissioned Rehabilitation Services (CRS) accommodation services to ensure that these meet the needs of people on probation</p>	Agreed	<p>When the NPS and CRCs unified in June 2021 to become the Probation Service, responsibility for the delivery of resettlement services moved to the Regional Probation Directors (RPDs) with key interventions delivered by Commissioned Rehabilitative Service (CRS) providers (commissioned by RPDs). Where this service is not meeting those needs, the South-West Contract Management Team have contractual levers available to hold the supplier to account i.e. through improvement plans and regular reviews with the supplier.</p> <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>The current CRS Accommodation contract and the future specification for CRS Accommodation contracts are being</p>	National Strategic Contract Management Team, HMPPS	December 2023



			reviewed by both the region and HMPPS functions. The decision on future design will be agreed with the regions in 2023.		
--	--	--	---	--	--

Recommendations	
Agreed	26
Partly Agreed	0
Not Agreed	0
Total	26

