



HM Prison &  
Probation Service

Action Plan Submitted: 6<sup>th</sup> May 2024

A Response to the HM Inspectorate of Probation Inspection  
Recommendations:

Brighton and East Sussex PDU, West Sussex PDU, West Kent PDU, East  
Kent PDU, Surrey PDU – Kent, Surrey, Sussex Region

Regional Report Published: 9<sup>th</sup> May 2024

## INTRODUCTION

HM Inspectorate of Probation is the independent inspector of youth justice and probation services in England and Wales. It reports on the effectiveness of probation and youth justice 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 <b>must</b> 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 <b>must</b> 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 – KENT, SURREY, SUSSEX REGION

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
1	<p><b>Brighton and East Sussex, West Sussex, East Kent and West Kent PDUs should:</b></p> <p>ensure domestic abuse and safeguarding information is analysed sufficiently to inform the quality of assessment, planning and management of people on probation.</p> <p><b>AND</b></p> <p><b>Surrey PDU should ensure:</b></p> <p>domestic abuse and safeguarding information is complete and analysed sufficiently to</p>	Agreed	<p>The Probation Delivery Units (PDUs) will ensure that safeguarding and domestic abuse checks are undertaken on all relevant cases in line with the safeguarding policy expectations and that the information is being used to inform risk assessment and actual and potential victims are accurately recorded within the OASys assessment.</p> <p>Work to improve the gathering of this information has already been undertaken pan-KSS via the update of information sharing agreements within the Region and the Metropolitan Police. The Sussex Police domestic abuse backlogs have been addressed and work is in progress to ensure that these are up to date. Each PDU has an escalation process with their local constabulary, should there be any further issues.</p> <p>KSS will be providing an additional programme called, 'Keeping Everyone Safe' which is starting in June 2024. These initial sessions have a narrow focus on safeguarding, domestic abuse and victims. These workshops have a greater emphasis on skills practice and the questions/practice related to</p>	<p>Head of Operations</p> <p>Heads of PDU</p> <p>Head of Operations/Head of Public Protection/Head of Performance &amp; Quality</p>	<p>March 2025</p> <p>March 2025</p> <p>June 2025</p>



<p>inform the quality of assessment, planning and management of people on probation.</p> <p><b>AND</b></p> <p><b>East Kent PDU should ensure:</b></p> <p>ensure all actual and potential victims of domestic abuse are identified accurately.</p>		<p>gathering this information and subsequently how to take the appropriate action. To embed these sessions into practice, mandated reflective sessions and observations will be undertaken by Senior Probation Officers (SPOs) as part of their supervision structure. Alongside this, messages will be reinforced through team reflective sessions supported by Serious Further Offence (SFO) briefing packs. Attendance on 'Keeping Everyone Safe' will be monitored by Heads of PDU and the impact of this programme assessed and reviewed within strategic operational meetings.</p> <p>Management information relating to safeguarding and Police checks will continue to be provided by the Performance and Quality team and monitored within performance assurance meetings, chaired by the KSS Head of Operations. This information is also shared within PDU Management meetings by Head of Service (HoS) and Regional Leadership Team (RLT) monthly by the Head of Performance and Quality. Each PDU has an escalation process with their local constabulary, should there be any further issues.</p> <p>The use of the information to inform risk assessments and risk management will be monitored qualitatively by SPOs through OASys countersigning, touchpoint discussions such as initial case discussion, parole, risk reviews and</p>	<p>Head of Operations/Head of Public Protection/Heads of PDU/Head of Performance &amp; Quality</p> <p>Head of Performance and Quality Heads of PDU/Head of Public Protection</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>
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		<p>auditing of cases which looks at the quality of risk information and practice.</p> <p>Progress will be measured via a safeguarding audit delivered collaboratively by the Performance and Quality and Public Protection team, being repeated if necessary and Regional Case Assessment Tool (R-CAT) activity.</p> <p>A key focus in the Region will be on OASys countersigning, with a particular emphasis on safeguarding and domestic abuse information that has been gathered and analysed appropriately.</p> <p>The KSS Quality Improvement Plan (QIP) will be used to monitor the progress of these HMI Probation recommendations and if sufficient progress is not evidenced, be adapted to ensure that necessary action is taken.</p> <p>KSS will ensure that all staff complete the mandatory HMPPS Child Safeguarding and Domestic Abuse Training every 3 years as required. Progress will be monitored through local reports and a Regional Dashboard and where appropriate action taken where staff have not undertaken the mandated training.</p>	<p>Head of Performance &amp; Quality</p> <p>Head of Performance &amp; Quality</p> <p>Head of Performance &amp; Quality</p> <p>Heads of PDU/Probation Learning Lead</p>	<p>September 2024</p> <p>September 2024</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p>
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2	<p><b>Brighton and East Sussex, West Sussex, East Kent PDUs should:</b></p> <p>develop practitioners' confidence and skills in the use of professional curiosity and challenging conversations to identify, analyse, assess, plan and respond to indicators of risk effectively.</p>	Agreed	<p>KSS will be providing an additional programme called, 'Keeping Everyone Safe' which is starting in June 2024. This will revisit key core skills, including professional curiosity and having challenging conversations, ensuring sufficient opportunities for skills practice and mandated reflective sessions with their SPO. Application of these skills will be assessed via mandated observations undertaken by SPO.</p> <p>KSS will also develop the input offered to SPO's to supplement the input offered nationally in relation to professional curiosity and challenging conversations to support the ongoing development of their staff.</p> <p>A key focus in the Region will be on OASYs countersigning, with a particular emphasis on safeguarding and domestic abuse information that has been gathered and analysed appropriately. Alongside this will be a focus on risk summary and management plans.</p> <p>The KSS QIP will be used to monitor the progress of these HMI Probation recommendations and if sufficient progress is not evidenced, be adapted to ensure that necessary action is taken.</p>	<p>Head of Operations/Head of Public Protection/Head of Performance &amp; Quality</p> <p>Head of Operations/Head of Public Protection/Head of Performance &amp; Quality.</p> <p>Head of Operations/Head of Public Protection/Head of Performance &amp; Quality.</p> <p>Head of Performance &amp; Quality</p>	<p>June 2025</p> <p>March 2025</p> <p>September 2024</p> <p>Completed and ongoing</p>
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3	<p><b>Brighton and East Sussex, West Sussex, East Kent, and Surrey PDUs should:</b></p> <p>ensure middle managers have sufficient capacity to provide the appropriate level of oversight according to the needs of staff members and casework in the team.</p>	Agreed	<p>This recommendation should be considered alongside the regional activity contained in recommendation 22, which will support the following PDU activity.</p> <p>PDUs will ensure that Probation Practitioners (PPs) are appropriately allocated on the countersigning framework to enable them to prioritise their time accordingly. The PDUs will ensure that PPs that are not allocated an 'approved' status receive detailed feedback on their assessment to understand areas for improvement. Where required, this will be supplemented by input from a Quality Development Officer (QDO) and guidance documents to enhance understanding of practice requirements.</p> <p>Heads of PDU will ensure that SPOs attend a programme of workshops which will be delivered to SPOs alongside the new national programme, 'Leading and Managing as an SPO'. This will have a focus on effective management oversight.</p> <p>Progress of management oversight will be measured through management information which will track the management oversight undertaken at various points during the sentence, including pre-release discussions, initial case discussions, parole reports and lifer / Imprisonment for Public Protection (IPP) panels. Heads of PDU will oversee ongoing monitoring of implementation using the dashboard data. Given that this does not automatically equate</p>	<p>Heads of PDU/Head of Performance &amp; Quality</p> <p>Heads of PDU/Head of Performance &amp; Quality/Probation Learning Lead</p> <p>Head of Operations/Heads of PDU /Head of Public Protection</p>	<p>December 2024</p> <p>March 2025</p> <p>Completed and ongoing</p>
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			to quality, an audit of management oversight will be undertaken by band 6 practitioners with a view to delivering feedback to SPOs. To ensure ongoing development where required, mentoring/support will be put in place.		
4	<p><b>Brighton and East Sussex, West Sussex, East Kent, and Surrey PDUs should:</b></p> <p>improve the use of interventions and services to manage the risk of harm and support the desistance of people on probation.</p>	Agreed	<p>The Head of Programmes will raise awareness of Accredited Programmes and Structured Interventions through the delivery of training/briefings to Professional Qualification in Probation (PQiP) cohorts, PSOs in induction and PDU staff. KSS region will ensure the 'Interventions at a glance' poster is visible in all offices and to all Probation Operational Delivery (PODs).</p> <p>The Programmes team will continue to provide data on attrition from interventions and work collaboratively with sentence management to improve compliance.</p> <p>Court staff will be expected to make use of 'same day' advice on suitable interventions in proposals by calling the Treatment Management Advice Line. The Court strategic lead will ensure that the Effective Proposal Framework 1 (EPF1) is used on each occasion.</p> <p>The Programmes team will use data to identify cases due for release who are potentially suitable and eligible for an intervention on a licence and proactively flag these cases with practitioners.</p>	<p>Head of Programmes</p> <p>Head of Programmes</p> <p>Head of Programmes/Court Strategic Lead</p> <p>Heads of PDU/Head of Programmes</p>	<p>June 2024</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p>





			<p>Alongside this input, Heads of PDU will reiterate the expectation that the Effective Framework 2 (EPF2) is required as part of release planning.</p> <p>The Programmes team will proactively identify eligible and suitable cases for a Structured Intervention and inform PPs of intention to instruct attendance. In KSS region there is a presumption of attendance, with practitioners required to 'opt out' cases from this process.</p> <p>In KSS an existing Effective Practice Single Point of Contact (SPOC) group will continue to promote toolkit usage and Structured Interventions, alongside other elements that will improve the use of interventions including effective resettlement practice.</p>	<p>Head of Programmes</p> <p>Head of Programme/Effective Practice SPOC Lead</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>
5	<p><b>West Sussex PDU should:</b></p> <p>understand the needs and address the actual and potential barriers for people on probation to promote equality, diversity and inclusion</p> <p><b>AND</b></p> <p><b>East Kent PDU should:</b></p>	Agreed	<p>This recommendation should be considered alongside the regional activity contained in recommendation 21, which will support the following PDU activity.</p> <p>Each PDU has a local strategy that aligns with the regional Engaging People on Probation (EPoP) strategy, a KSS EPoP lead and a SPOC SPO to drive the strategy. Each PDU holds a regular EPoP forum and is represented at the EPoP Regional forum. The focus is now on ensuring that this is fully embedded. As part of this strategy, Probation</p>	Heads of PDU	Completed and ongoing



	ensure sufficient attention is paid to promote equality, diversity and inclusion, addressing actual and potential barriers (for engagement/compliance) for people on probation.		<p>Operational Delivery (POD) models have been implemented for women and young people.</p> <p>PDUs will commission specific services to support diversity and inclusion and will continue to be progressed over the next year, supported by the commissioning manager.</p> <p>Each PDU has a PoP suggestion scheme via placement of a suggestion box in Reception. Suggestions received are reviewed monthly as part of local manager meetings.</p>	<p>Head of Community Integration/Heads of PDU</p> <p>Heads of PDU</p>	<p>April 2025</p> <p>Completed and ongoing</p>
6.	<p><b>West Sussex and Surrey PDUs should:</b></p> <p>ensure all staff receive the necessary training to undertake their roles.</p>	Agreed	<p>KSS will ensure that all staff will complete the mandatory and required training for their job role. Progress will be monitored through local reports and a Regional Dashboard, where appropriate action will be taken where staff have not undertaken the mandated training.</p> <p>"As outlined above, KSS will be providing an additional programme called, 'Keeping Everyone Safe' starting in June 2024".</p>	<p>Heads of PDU / Probation Learning Lead</p> <p>Head of Operations/Head of Public Protection/Head of Performance &amp; Quality</p>	<p>Completed and ongoing</p> <p>June 2025</p>



		<p>SS will develop the input offered to SPO's to supplement the input offered nationally in relation to professional curiosity and challenging conversations to support the ongoing development of their staff.</p> <p>.</p>	<p>Head of Public Protection/Head of Performance &amp; Quality</p>	<p>March 2025</p>
		<p>KSS will run the PSO programme that has to date been run as a pilot by the Quality Development Officers (QDOs). Further, the support and training offer to newly qualified officers will continue to be enhanced in line with the national framework.</p>	<p>Head of Performance &amp; Quality/Probation Learning Lead</p>	<p>March 2025</p>
		<p>An administration diagnostic will commence in KSS in June 2024. Training will then be developed to administrators to support the admin manual and expectations of support to PPs within the region.</p>	<p>Head of Operations/Head of Performance &amp; Quality/Head of Corporate Services</p>	<p>March 2025</p>
		<p>The QDOs will continue to offer prioritised 1:1 coaching sessions for PPs and teams following referrals from an SPO, albeit the breadth of this offer will be resource dependant.</p>	<p>Head of Performance &amp; Quality</p>	<p>Completed and ongoing</p>
		<p>The KSS QIP addresses this area for the entire region. KSS will continue to monitor the progress via the QIP and if sufficient progress is not</p>	<p>Head of Performance &amp; Quality</p>	<p>Completed and ongoing</p>



			evidenced, be adapted to ensure that necessary action is taken.		
<b>Brighton and East Sussex PDU should:</b>					
7	ensure administrative processes for making police and child safeguarding enquiries are clear and fully understood by all staff.	Agreed	<p>The PDUs will ensure that safeguarding and domestic abuse checks are undertaken on all relevant cases in line with the safeguarding policy expectation and that the information is being used to inform risk assessment.</p> <p>Work on this has already been undertaken throughout KSS regarding information sharing agreements within the Region and the Metropolitan Police. The Sussex Police domestic abuse backlogs have been addressed and work is in progress to ensure that these are up to date. PDUs have ensured that staff are aware of the processes with their constabulary. Staff will also be reminded of the importance of recording this information appropriately on Delius, the case management system. Each PDU has an escalation process with their local constabulary, should there be any further issues.</p> <p>KSS will be providing an additional programme called, 'Keeping Everyone Safe' which is starting in June 2024; these initial sessions have a narrow focus on safeguarding, domestic abuse and victims. These workshops have a greater emphasis on skills</p>	<p>Heads of PDU</p> <p>Head of Public Protection</p> <p>Head of Operations/Head of Public Protection/Head of</p>	<p>Completed and ongoing</p> <p>September 2024</p> <p>June 2025</p>



			<p>practice and the questions/practice related to gathering this information and subsequently how to take the appropriate action. To embed these sessions into practice, mandated reflective sessions and observations will be undertaken by Senior Probation Officers (SPOs) as part of their supervision structure. Alongside this, messages will be reinforced through team reflective sessions supported by SFO briefing packs. Attendance on 'Keeping Everyone Safe' will be monitored by PDU HoS and the impact of this programme assessed and reviewed within strategic operational meetings.</p> <p>Management information relating to Safeguarding and Police checks will be provided by the Performance and Quality Team and monitored through performance assurance meetings chaired by the KSS Head of Operations. This information will be shared within PDU Management meetings and RLT monthly by the Head of Performance.</p>	<p>Performance &amp; Quality</p> <p>Heads of PDU/Head of Performance &amp; Quality</p>	<p>Completed and ongoing</p>
<b>East Kent PDU should:</b>					
8.	ensure work is undertaken with other agencies to manage domestic abuse and child safeguarding, such as the police and children's social care	Agreed	Work on this has already been undertaken over KSS regarding information sharing agreements within the Region and the Metropolitan Police. The Sussex Police domestic abuse backlogs have been addressed and work is in progress to ensure that these are up to date. Sussex and Surrey PDU's will	Head of Operations/Heads of PDU	September 2024



<p>services, to ensure actual and potential victims are sufficiently protected.</p>			<p>continue to seek direct access to the Niche Police database to support access of information.</p> <p>All PDU Sentence management teams to fully deploy operational use of Violent and Sex Offender Register (ViSOR) to support information exchange in all child and adult safeguarding activity between Police and the Probation Service.</p> <p>KSS will deliver briefings and support for practitioners to ensure that they fully understand the disclosure processes, to ensure prompt and appropriate risk management actions are taken, including when to request that police make disclosures relating to domestic abuse concerns and potential risks associated with registered sex offenders on the probation Services behalf.</p> <p>KSS will ensure through 'Keeping Everyone Safe' workshops practitioners understand the role and purpose of the Victim Notification Scheme for qualifying domestic abuse cases and the Victim Contact Service to take steps to sufficiently protect victims. This will be supported by workshops associated with MAPPA Panels which will ensure that Victim Safety Planning is the first pillar of review in risk management planning.</p>	<p>Head of Public Protection</p> <p>Head of Public Protection</p> <p>Head of Operations/Head of Public Protection/Head of Performance &amp; Quality</p>	<p>September 2025</p> <p>December 2024</p> <p>June 2025</p>
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	protected characteristic is monitored and addressed.		<p>The Equalities lead will continue to analyse the outcomes data through the Equalities dashboard provided by the Performance and Quality team to inform practice and service delivery. This feeds into the KSS Regional Equality, Diversity and Inclusion Strategy. Alongside this, regular meetings with the Heads of Service will inform future commission to address disproportionality.</p> <p>Progress will be monitored via R-CAT audits and the results taken to the Regional Equalities Board to monitor disproportionality and further required actions.</p>	<p>Heads of PDU / Head of Corporate Services</p> <p>Head of Performance &amp; Quality/Head of Corporate Services</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>
11	ensure effective management oversight is provided with sufficient frequency.	Agreed	<p>The activity in recommendation 3 should be considered alongside the information contained within this recommendation.</p> <p>Progress will be measured through performance data which will track the management oversight undertaken at different points during a sentence including pre-release discussions, initial case discussions, parole reports and lifer/IPP panels. The PDU Heads will oversee ongoing monitoring of implementation using the dashboard data.</p> <p>Quality Assurance (QA) activity will be undertaken to ensure effective management oversight and disseminated at the monthly RLT meetings and</p>	<p>Head of Operations/Heads of PDU/Head of Performance &amp; Quality</p> <p>Head of Operations/Heads of PDU/Head of</p>	<p>Completed and ongoing</p> <p>March 2025</p>





			overseen at the Operational Leadership Group. Additional support will be offered as required.	Performance & Quality/Head of Public Protection	
<b>Surrey PDU should:</b>					
12	ensure that Surrey PDU has sufficient staffing resources in place to provide a high-quality, personalised and responsive service for all people on probation.	Partly Agreed	<p>This recommendation is partly agreed because sufficiency of staffing is impacted by market forces outside of the control of HMPPS and the region. HMIP recognised the innovative approach that the region took to minimise and mitigate this risk.</p> <p>KSS have worked closely with HMPPS central recruitment to develop a region wide Recruitment and Retention plan. The plan sets out a strategy and plan as to how to achieve target staffing, particularly in relation to qualified probation officers. The Region is tracking new starters and leavers to project when sufficient staffing levels will be realised.</p> <p>The current forecast for qualified PPs for Surrey PDU is 82% of target staffing to be reached by December 2024. This is based on the number of external PO appointments and Newly Qualified Officers (NQOs). Regionally this forecast is 87%.</p>	Head of HR, KSS	Completed and ongoing
13	ensure that people on probation with a protected characteristic have access to	Agreed	KSS has a clear EPoP strategy as outlined in recommendation 5 and 11. Through this strategy gaps/difference in access to services and interventions will be identified and addressed via the EPoP lead and PDU SPOCs. The Equalities	Head of Corporate Services/Head of Performance & Quality	Completed and ongoing



	appropriate services and interventions.		<p>lead will use the Equalities dashboard and the needs analysis data, alongside interventions to understand these differences in detail and look to drive appropriate action.</p> <p>The KSS Performance team provides a 'needs analysis' to all PDUs on an annual basis. This provides a snapshot of the criminogenic needs prevalent in all PDUs, allowing for more targeted commissioning and utilisation of services at a local level. The analysis also includes details of protected characteristics to better understand the needs of specific cohorts. Oversight will take place at the Equalities Board, which is chaired by the Regional Probation Director (RPD).</p>	Heads of PDU / Head of Performance & Quality	Completed and ongoing
<b>Kent, Surrey and Sussex region should:</b>					
14	ensure newly qualified probation officers (NQOs) are fully supported in their role, particularly through their newly qualified protected period.	Agreed	<p>KSS Region will issue the 'National Framework for NQOs' developed in February 2024 to all SPOs to ensure that NQOs are supported in their role. This framework provides clear guidance to managers in supporting NQO's in the first 9 months of their role as Probation Officers.</p> <p>KSS Region will ensure that cases are allocated in line with case allocation guidance for NQO's, this is tracked via a tiering dashboard and reviewed at</p>	<p>Probation Learning Lead</p> <p>Heads of Operations / Heads of Service</p>	<p>June 2024</p> <p>Completed and ongoing</p>



			<p>performance meetings held by the Head of Operations.</p> <p>The regional Learning &amp; Development team are currently working with the QDO team to develop a programme in line with this framework and the feedback from current NQOs. This programme will be launched in June 2024 to support the next qualifying cohort.</p>	Head of Performance & Quality / Probation Learning Lead	June 2024
15	improve the quality of court reports to inform sentencing, ensuring domestic abuse and safeguarding information is used effectively.	Agreed	<p>KSS Region have a clear strategy to improve the quality of Court reports. All PDUs will ensure that a clear plan which includes timelines and processes are in place in relation to safeguarding and domestic abuse enquiries so that Court teams can ensure that timely initial checks from Court are completed and used with risk assessments to inform sentencing advice.</p> <p>PDU Heads of Service will monitor compliance with safeguarding and domestic abuse processes through regional management information.</p> <p>Further assurance relating to the quality of Court reports will include gatekeeping of Court reports and Court Case Assessment Tool activity which will include regular feedback to staff to ensure learning is embedded.</p>	<p>Head of Operations / Head of Special Projects, KSS/Court Strategic Lead</p> <p>Heads of PDU</p> <p>Head of Special Projects / Court Strategic Lead</p>	<p>September 2024</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p>
16	work with sentencers to ensure advice from	Agreed	The KSS region will continue to engage local Sentencers via local sentencer engagement events	Head of Operations / Heads of PDU/Head	March 2025



	probation court staff is obtained for appropriate pre-sentence.		<p>and newsletters. This will inform sentencers of Probation priorities and changes. This will ensure we provide quality sentencing advice as required, particularly in relation to priority cohorts and that sentencers have the relevant understanding.</p> <p>Management information will be provided to monitor the volume of reports completed, including those written on priority cohorts. Heads of PDU will review this information and address accordingly.</p> <p>KSS will formalise meetings with local HMCTS colleagues to work towards a joint approach to the provision of sentencing advice on relevant cases.</p>	<p>of Special Projects, KSS/Court Strategic Lead</p> <p>Head of Operations / Heads of PDU / Head of Special Projects, KSS / Court Strategic Lead/</p> <p>Head of Operations / Heads of PDU / Head of Special Projects, KSS / Court Strategic Lead.</p>	<p>March 2025</p> <p>March 2025</p>
17	increase timeliness and quality of referrals for multi-agency public protection arrangements (MAPPA).	Agreed	The Public Protection team will deliver MAPPA workshops for SPOs and PPs as part of the 'Keeping Everyone Safe' programme. This will revisit key messages regarding timeliness expectations and the quality of referrals, ensuring that PPs and SPOs understand the central importance of MAPPA within public protection practice. This will include a refresh associated with the practitioner guidance related to completing a	Head of Public Protection	March 2025



			<p>good MAPPA screening and subsequent MAPPA referral. To ensure that meetings take place at the appropriate juncture, activity will include management information being used to check that appropriate MAPPA flags are being used and recorded accurately on Delius to ensure that MAPPA teams are aware of qualifying cases.</p> <p>Timeliness will be monitored using the KSS MAPPA Dashboard and quality will be recorded/ addressed as part of the processing of the referrals within the Public Protection team.</p>	Head of Public Protection / Head of Performance & Quality	June 2024
18	improve the quality of work to assess, plan for, manage and review risk of harm.	Agreed	<p>The KSS region will deliver a further programme of workshops aimed specifically at SPOs and PPs named, 'Keeping Everyone Safe'. These will provide input designed to raise the quality of practice regarding risk assessment and management, including understanding of the four pillars; Supervision, Monitoring &amp; Control, Interventions &amp; Treatment and Victim Safety Planning - to include building professional curiosity, domestic abuse and safeguarding. Attendance is mandated and will be monitored centrally and PDU HoS to ensure all practitioners have attended as required.</p> <p>The impact of the workshops will be measured through a planned safeguarding audit, SPO countersigning of OASys, mandated reflective supervision sessions and observations undertaken</p>	<p>Head of Operations / Head of Public Protection/Heads of PDU / Head of Performance &amp; Quality</p> <p>Head of Operations / Head of Public Protection / Heads</p>	<p>June 2025</p> <p>June 2025</p>



			<p>by SPOs, QDO dip sampling of OASys assessments and use of the R-CAT audit. This will be shared via operational strategic groups.</p> <p>Recommendation 1 activity outlines ways that the region is improving the quality of information that the service receives.</p>	of PDU / Head of Performance & Quality	
19	ensure that learning delivered by the region is embedded by managers and practitioners.	Agreed	<p>To ensure that learning is embedded by managers Heads of PDU will undertake reflective discussions and observe SPO undertake team meetings.</p> <p>To ensure that learning is embedded by practitioners mandated reflective sessions and observations will be undertaken by Senior Probation Officers (SPOs) as part of their supervision structure. Alongside this, messages will be reinforced through team reflective sessions supported by SFO briefing packs.</p> <p>Attendance on 'Keeping Everyone Safe' and the manager programme will be monitored by Heads of PDU and the impact of this programme assessed and reviewed within strategic operational meetings.</p> <p>Audit information relating to managers and practitioners will be supplied to the Head of</p>	<p>Heads of PDU</p> <p>Heads of PDU</p> <p>Head of Operations / Heads of PDU / Head of Public Protection / Head of Performance &amp; Quality</p> <p>Head of Operations / PDU Heads of PDU / Head of</p>	<p>December 2024</p> <p>March 2025</p> <p>June 2025</p> <p>June 2025</p>



			Operations and PDU Heads of Service to gauge impact and take appropriate action.	Performance & Quality	
20	improve the delivery of work of engaging people on probation to strengthen service delivery.	Agreed	<p>KSS has a clear Engaging People on Probation (EPoP) strategy which includes a KSS EPoP lead and a SPOC SPO within each PDU to drive this strategy. Each PDU holds a regular EPoP forum and attends the EPoP Regional forum. The focus is now on ensuring that this is fully embedded. As part of this strategy there are POD models implemented for women and young people.</p> <p>Results from the 2023 People on Probation (PoP) 'Your Voice Matters National survey have been collated nationally. In addition, locally this data has been analysed within the Performance and Quality team and was presented to the Regional EPoP Forum in March 2024. The EPoP lead will now undertake targeted surveys to explore these outcomes. The recommendations will be tracked via the EPoP forum, chaired by the RPD.</p> <p>The Equalities lead will continue to analyse the outcomes data through the Equalities dashboard provided by the Performance and Quality team to inform practice and service delivery. This feeds into the KSS Regional Equality, Diversity and Inclusion Strategy.</p> <p>KSS will create guidance regarding the OASys Self-Assessment Questionnaire which will be issued to</p>	<p>Head of Corporate Services</p> <p>Heads of PDU / Head of Corporate Services / Head of Performance &amp; Quality</p> <p>Head of Corporate Services / Head of Performance &amp; Quality</p> <p>Head of Performance &amp; Quality</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p> <p>September 2024</p>



			<p>PP's by SPOs, following which SPOs will roll-back all assessments where this is missing from assessment. There is an expectation that potential barriers are noted and addressed via the analysis of this information.</p> <p>The Equalities Lead will continue to secure opportunities for further input and staff development relating to understanding and confidence. A thread relating to equality, diversity and inclusion will be incorporated within the KSS 'Keeping Everyone Safe' programme.</p> <p>Progress will be monitored via R-CAT audit group comparisons and the results taken to the Regional Equalities Board.</p>	<p>Head of Corporate Services / Head of Performance &amp; Quality</p> <p>Head of Performance &amp; Quality</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>
21	ensure robust quality assurance of sentence management is in place, with appropriate manager workloads to deliver this effectively.	Agreed	<p>This recommendation should be read in conjunction with the PDU activity in recommendation 3.</p> <p>The national OASys Countersigning Framework is in use to provide consistency in OASys countersigning expectations for SPOs and PPs. Within KSS we will re-promote this framework and ensure that managers understand how to move PPs status to ensure that they are only countersigning assessments as appropriate to the framework</p> <p>Management oversight is a recognised key component of the SPO role. Within KSS a programme of workshops will be delivered to SPOs</p>	<p>Head of Operations / Heads of PDU / Head of Performance &amp; Quality</p> <p>Head of Operations / Head of</p>	<p>September 2024</p> <p>March 2025</p>





			<p>alongside the new national programme, 'Leading and Managing as an SPO'. This will have a focus on effective management oversight.</p> <p>Progress of management oversight will be measured through management information which will track the management oversight undertaken at various points during the sentence, including pre-release discussions, initial case discussions, parole reports and lifer / Imprisonment for Public Protection (IPP) panels. Heads of PDU will oversee ongoing monitoring of implementation using the dashboard data. Given that this does not automatically equate to quality an audit of management oversight will be undertaken by band 6 practitioners with a view to delivering feedback to SPOs. To ensure ongoing development where required, mentoring/support will be put in place.</p> <p>Within KSS we will continue to adhere to the manager to PP ratio of 1:10. KSS are going to undertake a full review of all SPOC roles that are currently held within the region and explore alternative options/ways of working to increase the capacity of SPOs.</p>	<p>Performance &amp; Quality</p> <p>Head of Operations / Heads of PDU / Head of Public Protection / Head of Performance &amp; Quality</p> <p>Head of Operations / Heads of PDU</p>	<p>Completed and ongoing</p> <p>June 2024</p>
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**HM Prison and Probation Service (HMPPS) should:**

22	improve the quality of the national training delivered to trainee members of staff, including skills-based practice and a blend of online and classroom-based learning.	Agreed	<p>A wholesale review of the national learning and development curriculum for PQiP Learners and Probation Service Officers (PSOs) was undertaken in 2023. This was undertaken to ensure that the curriculum framework provides learners with the required core skills, knowledge and understanding to undertake their role effectively.</p> <p>The analysis and evidence from the review underpinned the design of the revised and improved learning and development curriculum framework that was introduced for PQiP Learners and PSOs in March 2024. The revised curriculum framework focuses on the delivery of the core foundation skills, knowledge and understanding required by practitioners, delivering learning at the most appropriate time in the learning journey (at the point of need) and utilising and increasing opportunities for skills-based practice within learning. The key focus and changes within the curriculum framework include the re-design/addition of 4 learning products with an emphasis on skills practice and skills-based learning.</p> <p>Learning delivery continues to prioritise the scheduling of blended learning, including domestic abuse and safeguarding learning. The blended</p>	<p>Deputy Director Transforming Delivery Directorate</p> <p>Deputy Director Transforming Delivery Directorate</p> <p>Deputy Director Transforming Delivery Directorate</p>	<p>Complete</p> <p>Complete</p> <p>April 2025</p>
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			learning offer includes live facilitated sessions to PQiP learners and new entrant PSOs. This was extended in July 2023 to more established practitioners with demand and take up steadily increasing, contributing to the aim of all relevant staff completing the safeguarding suite of learning by April 2025.		
23	provide support that allows sufficient public protection arrangements to sites assessed as 'amber' or 'red' under the prioritisation framework.	Agreed	<p>A review and refresh of the Probation Service Prioritisation Framework has been undertaken to provide clarity on prioritisation of tasks, what can be reduced/paused when capacity issues begin to impact on operational delivery and ensure effective application. The revised Prioritisation Framework looks to focus on Probation Officer capacity and will be continually monitored and reviewed through the National Operational Stability Panel (chaired by the Chief Probation Officer) to reflect changes to the Operating Model.</p> <p>HMPPS have also introduced the red review process, which ensures that all requests for PDUs moving from 'amber' to 'red' status are approved by the Chief Probation Officer. As part of this process, Probation 'red' status review meetings are held and chaired by the Chief Probation Officer. During the review meetings, discussions are held with regions to analyse the current PDU position, path to green trajectory, and plans for delivery/activity, as well as any bespoke requests.</p>	<p>DD Probation Operations Directorate</p> <p>DD Probation Operations Directorate</p>	<p>April 2024, with ongoing review</p> <p>Complete and ongoing</p>



24	improve the commissioning processes to allow regions a more streamlined approach to procuring services for people on probation.	Agreed	<p>The CRS contracts are in their first generation and are providing services as intended. HMPPS has taken a number of actions to improve CRS. These include significant enhancements to the digital referral tool, working with providers to improve services and increased finance, benefit and debt provision in more prisons.</p> <p>The current CRS contracts are due to end between 2024-6. The Reducing Reoffending, Partnerships Directorate are reviewing the design and commissioning of these services to ensure that replacement services will more effectively deliver services to people leaving custody, including unsentenced, and align with wider services to best meet people's resettlement and rehabilitative needs.</p>	National Strategic Contract Management Team, Reducing Reoffending, Partnerships & Accommodation Directorate	By End of 2026
25	consider a geographical allowance to improve recruitment in hard to recruit areas of the country.	Agreed	<p>HMPPS are part way through a three-year pay deal, due to conclude at end of 24/25 financial year. This will see salary increases across all grades, including Probation Officers, with the final pay structure implemented in October 2024.</p> <p>HMPPS are scoping whether other pay measures are affordable and necessary in addition to the multi-year pay deal and/or beyond. This includes consideration of a geographical allowance in specific regions, as a means to enhance recruitment and retention where there is a relatively high cost of living. Consideration of priorities for the 25/26 pay award are projected to commence late 2024, with negotiations anticipated early 2025.</p>	<p>DD Probation Operations Directorate</p> <p>DD Probation Operations Directorate</p>	<p>Complete</p> <p>April 2025</p>



26	ensure regions have active local input in all forms of recruitment, particularly for trainee probation officers to improve recruitment levels and retention.	Agreed	<p>HMPPS recently launched a new brand campaign across HMPPS to promote the different roles available and to highlight the nature of the work undertaken across HMPPS. Its overall aim is to improve recruitment and retention by increasing awareness and boosting consideration of these roles, particularly in challenging areas.</p> <p>Additionally, we have increased candidate engagement throughout the recruitment process via various forms of communication to ensure new entrants are as well-sighted on the role, programme, and Probation Service as possible. This has been done in collaboration with regions to ensure information is accurate and relevant. Work is ongoing to identify regional SPOCs that can engage with candidates towards the latter end of the recruitment process to aid in the transition from central recruitment into local induction.</p>	<p>DD Probation Operations Directorate</p> <p>DD Probation Operations Directorate</p>	<p>Complete</p> <p>Complete and ongoing</p>
27	diversify the criteria for applications to the PQiP, with clear expectations of what the role entails.	Agreed	<p>In March 2024, HMPPS launched a non-graduate pathway which has provided those without a level 5 qualification (but with a level 3) to apply to become a trainee probation officer. Additionally, HMPPS have increased candidate engagement and information via several platforms, including the launch of a new website, the use of webinars, increased outreach, and a candidate engagement tool to clarify the expectations of the role, the PQiP programme and the Probation Service.</p>	DD Probation Operations Directorate	Complete



			Those cohorts who have benefited from this enhanced candidate engagement will onboard in September 2024. These PQiP learners will be due to qualify as Probation Officers in March 2027.		
28	ensure that agency staff are mandated to attend their office bases when required.	Partly Agreed	This recommendation is partly agreed because mandating office attendance for agency workers could pose a risk in deterring staff from applying to agency roles. This could result in less staffing support for regions. To ensure that agency staff are deployed in accordance with business need, we will work closely with Senior Regional Leaders and seek assurances that the appropriate working arrangements are in place.	DD Probation Operations Directorate	September 2024 (initial review) and ongoing
29	consider the geographical design of PDU structures to ensure they align with manageable workloads for PDU leaders and partnership arrangements.	Agreed	In 2022, as a result of the Managerial Role Review (MRR), it was determined that the Probation Service would work towards spans of control of 1:10 for Senior Probation Officers (SPOs). To achieve this, there was a national focus on recruitment of SPOs, in alignment with the MRR Implementation Plan, which reports on, and monitors, actions across HMPPS designed to improve capacity and efficiency for SPOs. As a result of our continued efforts to recruit key operational roles, SPO staffing levels have increased nationally in alignment with other key grades. In addition, ongoing reporting of progress against the MRR recommendations and Implementation plan, focused on improving capacity of SPOs, continues through the National	DD Probation Operations Directorate & DD Transforming Delivery Directorate	Complete and ongoing



			<p>Operational Stability Panel.</p> <p>To be able to consider if there is a disparity of resource between regions and PDUs, HMPPS plan to undertake a piece of work focused on considering a region's complexity. Once completed, it is anticipated that this will be able to support the allocation of resource within regions. The Central Operations Support team will establish a working group to consider the previous complexity matrix and the feasibility of refreshing this work.</p>	<p>DD Probation Operations Directorate &amp; DD Transforming Delivery Directorate</p>	<p>March 2025</p>
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Recommendations	
Agreed	27
Partly Agreed	2
Not Agreed	0
<b>Total</b>	<b>29</b>

