



HM Prison &  
Probation Service

Action Plan Submitted: 8<sup>th</sup> October 2024

A Response to the HM Inspectorate of Probation Inspection  
Recommendations:

Suffolk PDU, Norfolk PDU, Northamptonshire PDU, Hertfordshire PDU,  
Cambridgeshire & Peterborough PDU, South Essex PDU, North Essex PDU  
and Bedfordshire PDU  
East of England Region

Letter to Regional Probation Director to be published: 29<sup>th</sup> August 2024

## INTRODUCTION

His Majesty's 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 – EAST OF ENGLAND (EoE) 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>Suffolk PDU, Northamptonshire PDU, Hertfordshire PDU, South Essex PDU, North Essex PDU and Bedfordshire PDU should:</p> <p><b>Ensure domestic abuse and safeguarding information is complete, and analysed sufficiently to inform the quality of assessment, planning and management of people on probation.</b></p>	Agreed	<p>EoE Probation Delivery Units (PDUs) will continue to ensure that Safeguarding and Domestic Abuse checks are undertaken on all relevant cases in line with Safeguarding policy expectations and that the information from those responses is used to inform risk assessment, risk management and that actual and potential victims are accurately recorded within the OASys assessment.</p>	Head of Operations/Heads of PDU	Completed
			<p>EoE will extend the operational function of the Regional Intelligence Hub (RIH) across PDUs, ensuring all relevant Information Sharing Agreements (ISA's) and Data Protection Impact Assessments are in place regarding access to Athena (a web-based information and communications platform to manage policing work for EoE). Where applicable the RIH will act to support and enhance those local arrangements working effectively already in place.</p>	Head of Public Protection	March 2025
			<p>EoE will continue to develop and maintain its suite of Management Information (MI) reports regarding Police Intelligence and Safeguarding checks/responses received. This is monitored through regional and local governance arrangements, including our Regional Assurance Governance Group (RAGG) chaired by the</p>	Head of Operations/Head of Public Protection/Heads of PDU/Head of Performance & Quality	Completed



		<p>Regional Probation Director (RPD), regional Safeguarding &amp; Domestic Abuse Board and within local PDU meeting structures/arrangements chaired by our Heads of PDU.</p> <p>EoE will continue to ensure that all staff complete the mandatory HMPPS Child &amp; Adult Safeguarding and Domestic Abuse Training every 3 years (as required). Progress is monitored through local reporting and a regional 'Practitioner Training Dashboard'.</p> <p>EoE have an established regional quality programme in place (Professional Development Programme) that is designed to align with the 2024/25 Chief Probation Officer (CPO) priorities focusing on 'getting assessments right', 'incorporating information into assessments,' 'seeing people at the right frequency' and 'being alert to emerging risks.' Each thematic quarter incorporates the thread of Domestic Abuse &amp; Safeguarding learning and development. Attendance will be monitored by Heads of PDU/Head of Performance &amp; Quality. The impact (application of learning to practice) of this programme will be assessed and reviewed through audit activity, manager observations/staff supervision, peer led activity, OASys countersigning and Reflective Practice Supervision Sessions (RPSS).</p> <p>EoE Quality Development Officers continue to support the design, development and delivery of locally driven, face to face (PDU/Function) Safeguarding &amp; Domestic Abuse workshops, briefings and learning sets/peer activity. A reporting framework supporting the</p>	<p>Heads of PDU/Probation Learning Lead</p> <p>Heads of PDU/Head of Performance &amp; Quality</p> <p>Heads of PDU/Head of Performance &amp; Quality</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
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			monitoring of these activities is in place and engagement/impact will be reviewed through established governance structures, audit reporting and middle manager activity.		
2	<p>Suffolk PDU, Northamptonshire PDU, Hertfordshire PDU and Bedfordshire PDU should:</p> <p><b>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.</b></p>	Agreed	<p>EoE continue to engage with Central and Area teams in projects that will address capacity for middle managers. 'SEE The Way Forward' is a three-year area-based programme aimed at increasing both capacity and capability across the region, adopting a solution-based approach informed by frontline professionals undertaking the work. The programme commenced in April 2024 and is composed of three phases: discovery, design and mobilisation.</p> <p>PDUs will ensure that Probation Practitioners (PPs) are aligned to the appropriate OASys countersigning framework status, enabling middle managers to prioritise their time accordingly. PDUs will ensure that PPs not allocated an 'approved' status receive detailed feedback and support regarding their assessments as a key driver to broader practice improvement. Where required, this will be supplemented by targeted input from a Quality Development Officer (QDO) through the one-to-one QDO programme.</p> <p>EoE will continue to ensure all new Senior Probation Officers (SPOs) attend and engage with the 'Leading &amp; Managing as an SPO' national programme. introduced in June 2024, which is designed to equip SPOs with the necessary skills and knowledge. The regional 'New Managers' programme will be reviewed</p>	<p>Heads of Operations</p> <p>Heads of PDU/Head of Performance &amp; Quality</p> <p>Heads of PDU/Head of Staff Development</p>	<p>Commenced April 2024</p> <p>December 2024</p> <p>December 2024</p>



			<p>to ensure all new managers are equipped with the necessary skills to fulfil their roles effectively.</p> <p>EoE will implement the Management Oversight and Countersigning principles and Policy as agreed with the AED to improve the quality of probation practice.</p> <p>Since April 2024, EoE has been recruiting Case Administrators for Senior Probation Officers (CASPOs) to provide managers with direct administrative support, thereby increasing their capacity. CASPOs will receive a training package designed to equip them with skills to perform their role effectively.</p>	<p>Head of Performance &amp; Quality</p> <p>Heads of PDU/Head of Staff Development</p>	<p>March 2025</p> <p>September 2025</p>
3	<p>Suffolk PDU, Northamptonshire PDU, Hertfordshire PDU and North Essex PDU should:</p> <p><b>Improve the use of interventions and services to manage the risk of harm and support the desistance of people on probation.</b></p>	Agreed	<p>EoE Accredited Programmes team will continue to provide and review data on attrition from interventions and work collaboratively with Sentence Management colleagues to improve compliance.</p> <p>EoE will continue to work to support the implementation of the new generation programme 'Building Choices', which will commence in EoE from April 2025. This preparatory activity will include engagement with sentencers, developing and facilitating an understanding of this new programme for all staff within EoE and in ensuring training is delivered to all probation practitioners.</p> <p>EoE will continue to adhere to the Interventions Integrity Framework and further invest in Treatment Manager resource, with a view to ensuring EoE deliver high quality interventions through the provision</p>	<p>Head of Interventions/Heads of PDUs</p> <p>Head of Interventions/Heads of PDU</p> <p>Head of Interventions</p>	<p>Completed</p> <p>April 2025</p> <p>March 2025</p>



			<p>of greater support/assurance activities for programme facilitators.</p> <p>EoE will continue to deliver and enhance its Interventions training packages to PDUs and targeted cohorts within the region, which include our Trainee Probation Officers (PQiP's) and PPs delivering approved toolkits. This will be supported and enhanced through the continued regular development of the QDO led Digital Learning Library, hosted on the regional intranet page, Communications for the East of England (ComFEE).</p> <p>EoE Contract Management Team (CMT) will continue to manage, review, and evaluate the delivery of Commissioned Rehabilitative Services (CRS) and Community Accommodation Services (CAS3) with a clear focus on Quality &amp; Performance, and in conjunction with the EoE Homelessness Prevention Team (HPT) and Heads of PDU.</p> <p>The EoE Commissioning and Health and Justice Teams will continue to embed newly commissioned services for delivery within PDUs.</p>	<p>Head of Interventions/Heads of PDU/Head of Performance &amp; Quality</p> <p>Head of Community Integration/Heads of PDU</p> <p>Head of Community Integration/Heads of PDU</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
4	<p>Suffolk PDU, Northamptonshire PDU and Hertfordshire PDU should:</p> <p><b>Ensure all staff receive the necessary training to undertake their roles.</b></p>	Agreed	<p>EoE will ensure that all staff complete the mandatory and required training specified to their job role. Progress will be monitored through regional reporting//Management Information (MI) framework and communicated to all staff through the EoE 'Regional Learning Priorities'.</p>	<p>Heads of PDU/Probation Learning Lead</p>	<p>December 2024</p>



<p>And Norfolk PDU and Cambridgeshire &amp; Peterborough PDU should:</p> <p><b>Conduct an analysis of skills, knowledge and experience within the practitioner group and implement a system for checking that learning has been consolidated in practice.</b></p>		<p>EoE will review, test, and evaluate a regionally devised 'My Development (Power Application) Tool' designed to allow Managers to utilise a single framework/platform in identifying the broader learning and development needs of those staff they supervise.</p> <p>As outlined above, EoE will deliver a regional package of programmes that support/drive quality improvement with a key focus upon the assessment and management of Risk of Serious Harm (RoSH), alongside the provision of localised/tailored and responsive face to face delivery across all PDUs and Functions.</p> <p>The Regional QDO team will continue to offer its 'one to one' support programme to PPs, accessible via referral from managers and practitioners. This support is tailored to all identified needs related to practice improvement.</p> <p>EoE Human Resource (HR) team have completed a 'Leadership Skills' needs analysis and are collaborating with central teams to design and develop a programme to support the continuous development of regional leaders. The focus is on equipping leaders with the skills and capability to deliver the Regional Business Plan. The programme is due to commence in March 2025.</p> <p>The Regional HR team are supporting the creation of a clear succession plan for leadership roles across EoE, which will identify successors for all roles at, and above, Band 6 grade. This will be utilised to develop</p>	<p>Head of Performance &amp; Quality/Probation Learning Lead/Head of Staff Development</p> <p>Head of Performance &amp; Quality/Heads of PDU</p> <p>Head of Performance &amp; Quality</p> <p>Head of HR, HMPPS, EoE</p> <p>Head of HR, HMPPS, EoE</p>	<p>March 2025</p> <p>March 2025</p> <p>Completed</p> <p>March 2025</p> <p>January 2025</p>
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			bespoke learning and development pathways for that identified group.		
5	<p>Northamptonshire PDU, Hertfordshire PDU and North Essex PDU should:</p> <p><b>Ensure that PDU has sufficient staffing resources in place to deliver a high-quality, personalised, and responsive service for all people on probation.</b></p>	Agreed	<p>EoE have worked closely with HMPPS central recruitment teams to develop a region wide Recruitment and Retention Plan. The plan sets out a strategy as to how to achieve target staffing, particularly in relation to qualified Probation Officers (PO's). The Region is tracking new starters and leavers to project when sufficient staffing levels will be realised.</p> <p>EoE Human Resource (HR) team will continue to work collaboratively with the National recruitment team to attract applicants to core Probation Service roles, and deliver strategies aimed at improving pre-employment engagement and onboarding processes. The current projection for POs in post is forecast to increase from 66% in August 2024 to 87% in March 2026.</p> <p>EoE Human Resource (HR) team will continue to collaborate with EoE prison establishments regarding absence management and respond to findings of regional 'deep dive' activity, targeted to reduce absences.</p>	<p>Head of HR, HMPPS, EoE</p> <p>Head of HR, HMPPS, EoE</p> <p>Head of HR, HMPPS, EoE</p>	<p>Completed</p> <p>Completed</p> <p>Commenced August 2024</p>
6	<p>Suffolk PDU and Bedfordshire PDU should:</p> <p><b>Understand the needs of, and address the actual and potential barriers for, people on probation to promote</b></p>	Agreed	All PDUs will work with the Regional Equalities Manager (REM) to utilise and embed the Equalities Monitoring Tool (EMT) to further inform, shape and drive actions in the identification of gaps in service provision and interventions for minority groups of people on probation. The EMT will inform a personalised regional reporting platform (Power BI)	Regional Equalities Manager/Heads of PDU	March 2025



	<p><b>equality, diversity and inclusion.</b></p> <p>And</p> <p>Bedfordshire PDU should:</p> <p><b>Ensure sufficient attention is paid to promote equality, diversity and inclusion, addressing actual and potential barriers (for engagement/compliance) for people on probation.</b></p>		<p>which will enable Heads of PDU to fully understand the needs of people on probation and how these needs can be met through service provision and adaptations. This will be monitored through the regionally developed Equalities Accountability Tool.</p> <p>EoE Equalities team will work with the regional Quality Development Team to ensure a Diversity &amp; Inclusion (D&amp;I) thread is present throughout all elements of the EoE Quality Delivery Plan (i.e., the Professional Development Programme), incorporating protective characteristics that inform and enhance practice through assessment, management and sentence delivery.</p> <p>EoE will continue to respond to the recommendations of the 2023 HMIP thematic report: 'Race Equality in Probation follow up: A work in progress'. This will build upon actions through the Regional Equalities Action Plan, which includes ensuring all reception areas are more inclusive for people on probation and ensuring the availability of interpreter services where required. Work has recently commenced on supporting the regional delivery of the 'Hate Crime' toolkit resource for PPs.</p>	<p>Regional Equalities Manager/Head of Performance &amp; Quality</p> <p>Regional Equalities Manager/Heads of PDU</p>	<p>March 2025</p> <p>Completed</p>
7	<p>Suffolk PDU and Hertfordshire PDU should:</p> <p><b>Develop practitioners' confidence and skill in the use of professional curiosity and challenging</b></p>	Agreed	<p>EoE will deliver a regional package of programmes and resources that support/drive quality improvement with a key focus on developing practitioners use of professional curiosity and the assessment and management of Risk of Serious Harm (RoSH) alongside the provision of localised/tailored and</p>	<p>Heads of Performance &amp; Quality/Heads of PDU</p>	<p>March 2025</p>



	<p><b>conversations to identify, analyse, assess, plan and respond to indicators of risk effectively.</b></p>		<p>responsive face to face activities across all PDUs and Functions.</p> <p>In responding to both PDU need and the findings from our established Learning from Audit &amp; Investigation Framework (LAIF), the regional QDO team will continue to deliver briefings/workshops focusing on Professional Curiosity. The programme design incorporates practitioners engaging in challenging and difficult conversations and is currently being delivered across PDUs. The impact of this delivery will be evaluated primarily through audit tool and management activity (i.e., RPSS/staff supervision).</p> <p>EoE will continue to deliver and evaluate the nationally driven 'Newly Qualified Officer (NQO) Programme' to meet the development needs of NQOs, incorporating remote and face to face sessions alongside the delivery of Action Learning Sets to further enable NQO learning and professional development.</p>	<p>Head of Performance &amp; Quality</p> <p>Head of Staff Development/Heads of PDU</p>	<p>March 2025</p> <p>Completed</p>
8	<p>Northamptonshire PDU and Bedfordshire PDU should:</p> <p><b>Ensure that strategic priorities are clearly communicated and understood by probation practitioners and middle managers.</b></p>	Agreed	<p>EoE will develop a 5-year regional plan with a clearly defined vision, purpose, professional standards, strategic aims and priorities, alongside a set of core values with the aim of building both capacity and capability across the region. The plan will incorporate key quality indicators built around practice observations, reflective practice and feedback from our Probation Practitioners and people on probation.</p>	Regional Probation Director	March 2025



			EoE will continue to use 'ComFEE' internal intranet , as the primary platform for communication across the region and will further invest in improvements.	Regional Probation Director/Head of Performance & Quality/Heads of Operations/Heads of PDU	Completed
9	Northamptonshire PDU and Cambridgeshire & Peterborough PDU should:  <b>Ensure that work is undertaken with other agencies to manage child safeguarding and domestic abuse, such as the police and children's social care services, to ensure that actual and potential victims are sufficiently protected.</b>	Agreed	The activity in recommendation 1 should be considered alongside the actions within this recommendation.  All PDU Sentence Management teams will focus on fully implementing the operational use of the Violent and Sex Offender Register (ViSOR) to support information exchange in all child and adult safeguarding activity between Police, Prisons and the Probation Service. This will be driven by and monitored through the EoE ViSOR Delivery Plan 2024/25.  Heads of PDU will continue to engage with local Child & Adult Safeguarding arrangements, providing consistent Probation Service representation and informing, influencing, and having a voice across all relevant Safeguarding and Domestic Abuse Boards, groups and subgroups. These arrangements will be managed and monitored through PDUs and EoE governance structures.	Head of Public Protection/Heads of PDU  Heads of PDU	March 2025  Completed
10	Bedfordshire PDU should:  <b>Ensure that people on probation (with protected characteristics) have</b>	Agreed	The activity in recommendation 3 and 14 should be considered alongside the actions within this recommendation.		



	<p><b>appropriate access to interventions and services.</b></p> <p>And</p> <p>Hertfordshire PDU should:</p> <p><b>Ensure that people on probation have appropriate access to interventions and services.</b></p>		<p>EoE has an established EPoP (Engaging People on Probation) strategy in place. The Regional Equalities Manager in collaboration with Heads of PDUs will utilise the Equalities Monitoring Tool/regional reporting platform and associated needs analysis data to identify gaps in service provision, drive improvements and address actions effectively.</p> <p>EoE Contract Management, Commissioning and Partnerships, and Health and Justice Teams will ensure through their quality assurance arrangements that all existing and newly commissioned services for delivery within PDUs for people on probation with protected characteristics, including women, have appropriate access to interventions and services.</p> <p>EoE will review the findings from the CRS Case Audit Tool (CRS-CAT) to improve collaboration with delivery partners. This review aims to improve liaison with providers, enhance the quality of referrals and increase referral rates to CRS services.</p> <p>EoE have implemented placement consultations and pre-placement workshops for all people on probation subject to Unpaid Work (UPW) requirements, with the aim of ensuring that protected characteristics are considered.</p>	<p>Regional EPoP Lead/Regional Equalities Manager/Heads of PDU</p> <p>Head of Community Integration/Heads of PDU</p> <p>Head of Performance &amp; Quality/Head of Community, Integration &amp; Partnerships</p> <p>Head of Interventions</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p> <p>Completed</p>
11	<p>South Essex PDU and Bedfordshire PDU should:</p> <p><b>Improve the quality of work to assess, manage and review risk of harm.</b></p>	Agreed	<p>The activity in recommendation 4 and 7 should be considered alongside the actions within this recommendation.</p> <p>EoE will be delivering a regional package of programmes that support/drive quality improvement</p>	<p>Head of Performance &amp; Quality/Heads of PDU</p>	<p>March 2025</p>



			<p>with a key focus upon the assessment and management of Risk of Serious Harm (RoSH) alongside the provision of localised/tailored and responsive face to face delivery across all PDUs and Functions.</p> <p>The EoE will implement, support and shape the evaluation of the nationally designed Assessing Risk, Need, Strengths (ARNS) assessment tool into its practice, ensuring all Probation Practitioners are suitably trained to use the new tool. The ARNS training programme incorporates a core focus upon the application of learning to casework and practice within the assessment tool.</p>	HMPPS/Head of Performance & Quality/Heads of PDU	Commenced June 2024
Norfolk Probation Delivery Unit (PDU) should:					
12	<b>Implement arrangements for discharging its statutory duties in relation to safeguarding children, including by contributing fully to the LSP and re-establishing functional relations with Norfolk children's services to ensure that practitioners are working together with other professionals to protect children who are at risk from people on probation.</b>	Agreed	<p>Norfolk Acting Head of PDU attends the Norfolk Safeguarding strategic meetings for Childrens Services, Youth Justice and Adult services.</p> <p>Norfolk PDU are actively working with and directly engaging local Safeguarding partnerships – this includes the delivery of multi-agency workshops surrounding agency processes and requirements (Childrens Services) and in each agency designing and delivering briefings to each other as a means of increasing the awareness of the work Childrens Services and the Probation Service undertake.</p> <p>Norfolk PDU have a specific Action Plan in place - <i>'Norfolk PDU working together with Norfolk Child Safeguarding Partnership Action Plan 2024/25'</i> – this</p>	<p>Head of PDU</p> <p>Head of PDU</p> <p>Head of PDU</p>	<p>Completed</p> <p>Completed</p> <p>March 2025</p>



			incorporates actions for agency roles, the development of a shared vision, training for each agency staff members, legal frameworks and working to the requirements of a Section 11 Audit.		
13	<b>Devise and implement arrangements for monitoring and improving the quality of sentence management work delivered by practitioners with people on probation.</b>	Agreed	<p>The activity in recommendation 4, 7 and 11 should be considered alongside the actions within this recommendation.</p> <p>EoE have an established reporting framework in place for all Case Audit Tools (Regional, Court and CRS), and a clear and consistent approach to providing feedback to all Probation Practitioners post audit activity. This framework informs regional and local quality improvement delivery and is reviewed and monitored within regional and local governance structures.</p> <p>EoE will create and implement a structured approach to ensure all managers, where appropriate, conduct and document RPSS with the practitioners they supervise. This activity will be monitored through an already established reporting framework.</p> <p>EoE will ensure that all eligible practitioners and managers undertake the Skills for Effective Engagement, Development &amp; Supervision (SEEDS2 (Skills for Effective Engagement Development and Supervision 2)) training, as outlined within the regional Continuous Professional Development Priorities Framework 2024/25.</p>	<p>Head of Performance &amp; Quality/Heads of PDU</p> <p>Head of Staff Development/Probation Learning Lead/Head of Performance &amp; Quality/Heads of PDU</p> <p>Probation Learning Lead/Head of Staff Development/Heads of PDU</p>	<p>Completed</p> <p>March 2025</p> <p>March 2025</p>



14	<b>Work with providers of commissioned rehabilitative services (CRS) and other partner organisations to improve the volume and quality of referrals.</b>	Agreed	EoE will review the findings from the CRS Case Audit Tool (CRS-CAT) to improve collaboration with delivery partners and assess the quality of delivery by service providers. This review aims to ensure there is a clear and considered response to these findings alongside the development, where applicable, of quality assurance processes relating to probation practice and provider service delivery.	Head of Performance & Quality/Head of Community, Integration & Partnerships	March 2025
Cambridgeshire & Peterborough Probation Delivery Unit (PDU) should:					
15	<b>Devise and implement a strategy for returning to a sustainable level of service in which SPOs are focused on leading their teams and monitoring the quality of work produced by practitioners.</b>	Agreed	<p>This recommendation should be considered alongside the regional activity contained in recommendation 2, which will support the following actions.</p> <p>EoE have an established regional quality programme in place (Professional Development Programme) that is designed to align with the 2024/25 Chief Probation Officer (CPO) priorities.</p> <p>EoE Quality Development Officers will support the design, development and delivery of locally driven face to face (PDU/Function) Safeguarding &amp; Domestic Abuse workshops, briefings, bitesize videos and learning sets/peer activity.</p> <p>HMPPS Improvement Support Group (ISG) and the PDU Leadership team will work together to consider and develop a Probation Place Based approach to support quality and performance improvement.</p>	<p>Head of Performance &amp; Quality/Heads of PDU</p> <p>Head of Performance &amp; Quality/Heads of PDU</p> <p>HMPPS ISG &amp; Head of PDU</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p>
16	<b>Devise and implement a system for reviewing high</b>	Agreed	The Head of Public Protection will work alongside Heads of PDU & MAPPA Senior Management Boards	Heads of PDU/Head of Public Protection	March 2025





	<b>risk and multi-agency public protection arrangement (MAPPA) level-one cases.</b>		(SMBs) to undertake a review of MAPPA Level 1 arrangements across the EoE region, to ensure a clear and consistent model is in place to appropriately manage and review all MAPPA Level 1 cases.		
South Essex Probation Delivery Unit (PDU) should:					
17	<b>Ensure a targeted approach to upskilling and training Probation Services Officers (PSOs) is in place to enable them to deliver effective case management of people on probation.</b>	Agreed	<p>The EoE Quality Delivery Plan for 2024/25 will continue to build upon and deliver its tailored briefing programme for Probation Service Officers (PSOs), with a commitment to ensuring monthly briefings are available and directly accessible to this cohort. This is supplemented by our regional Professional Development Programme (PDP), tailored PDU activity including workshops and briefing events and our QDO one-to-one programme.</p> <p>The Regional QDO team will review and evaluate its current pilot, in which Probation Service Officers (PSOs) have been placed within QDO roles. The role of the PSO QDO utilises experienced PSOs in supporting and aiding the development of new PSOs across the EoE. PSO QDOs will also deliver a tailored set of 'PSO core skills briefing programmes' for all PSOs within the first 12 months of their role.</p> <p>EoE to continue to deliver, review and evaluate its Development Support Model for Sentence Management PSOs &amp; PQiP's, through the Regional Learning and Development Board. The model incorporates the use of support mechanisms which include buddying, mentoring, practice observations and the use of the Probation Operational Delivery</p>	<p>Head of Performance &amp; Quality/Heads of Service</p> <p>Head of Performance &amp; Quality</p> <p>Probation Learning Lead/Head of Staff Development/Heads of PDU</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p>



			(POD) model in enabling professional and practice development for this cohort of staff.		
18	<b>Implement consistent safeguarding information-sharing arrangements with all local authorities in the PDU's area.</b>	Agreed	<p>The activity in recommendation 1 and 9 should be considered alongside the action within this recommendation.</p> <p>In South Essex PDU, all information sharing arrangements are in place with all local authorities, which is subject to regular review and evaluation.</p> <p>EoE will extend the operational function of the Regional Intelligence Hub (RIH) across PDUs, ensuring all relevant Information Sharing Agreements (ISA's) and Data Protection Impact Assessments are in place regarding access to Athena (a web-based information and communications platform to manage policing work for EoE). Where applicable the RIH will act to support and enhance those local arrangements working effectively already in place.</p>	<p>Head of PDU</p> <p>Head of Public Protection</p>	<p>Completed</p> <p>March 2025</p>
19	<b>Consider adding an additional deputy head of service resource to assist the workloads of the senior leadership team and provide the required oversight to improve quality in the PDU.</b>	Agreed	An additional Deputy Head of Service is now in post.	Head of PDU	Completed
North Essex Probation Delivery Unit (PDU) should:					
20	<b>Improve the quality of work undertaken with people on</b>	Agreed	The activity in recommendation 3, 7, 11 and 13 should be considered alongside the actions within this recommendation.		



	<b>probation who are on post-custody release licence.</b>		<p>EoE will review resettlement arrangements currently in place across all PDUs to ensure the local and regional models are sufficiently resourced to deliver the required oversight, support, management and intervention, including CRS, to people on probation. This will support and enable the effective and timely reintegration back into the community.</p> <p>EoE will continue to develop collaborative work with custodial release and resettlement teams, to provide greater continuity and ensuring support and pre-release sentence planning is in place for people on probation prior to release from prison.</p>	<p>Head of Operations/Head of Resettlement/Heads of PDU</p> <p>Head of Operations/Head of Resettlement/Heads of PDU</p>	<p>March 2025</p> <p>Completed</p>
Bedfordshire Probation Delivery Unit (PDU) should:					
21	<b>Ensure that pre-release planning focusses sufficiently on managing the risk of harm.</b>	Agreed	<p>The activity in recommendation 3, 7, 11 and 13 and should be considered alongside the action within this recommendation.</p> <p>EoE are currently undertaking a series of 'Resettlement Summits' which commenced in June 2024, incorporating key stakeholders and staff members from across regional probation and prison establishments. The aim of these summits is to improve joint risk assessment and management of people in custody or pre-release.</p>	Head of Operations/Head of Resettlement/Heads of PDU/	Commenced June 2024
East of England region should:					
22	<b>Implement a system for directing and following up action in response to</b>	Partly Agreed	This recommendation is partly agreed as it was recognised within the HMIP regional report that the Learning from Audit & Inspection Framework (LAIF)		



	<b>themes from SFO reviews and other sources of information about the quality of practice.</b>		<p>had already been developed and across the EoE, with a clear system in place at the time of the inspection.</p> <p>EoE will continue to implement and embed its Learning from Audit &amp; Investigations Framework (LAIF) across all PDUs and functions, informing, influencing and shaping quality improvement and development activity that seeks to directly address findings from our case audits tools (CATs), Serious Further Offences (SFOs), bespoke audit, Complaints and Deaths Under Supervision (DUS). The tool incorporates the tracking and monitoring of themes over time, providing the EoE with an indicator for tracking and monitoring progress.</p> <p>In line with established arrangements, the EoE will continue to deploy its SFO Reviewing Managers within the design and delivery of SFO Action Plans, working with PDUs to support practice improvement through responding to those actions identified.</p>	<p>Head of Performance &amp; Quality/Head of Operations/Heads of PDU</p> <p>Head of Performance &amp; Quality/Heads of PDU</p>	<p>March 2025</p> <p>Completed</p>
23	<b>Make arrangements with police forces and local authorities across all of the region to enable swift and unhindered access to intelligence about domestic abuse and the safeguarding of children.</b>	Partly Agreed	<p>This recommendation is partly agreed as it was recognised within the HMIP regional report that arrangements in South Essex PDU and North Essex PDU were 'positive' and this is where the Regional Intelligence Hub has been fully implemented.</p> <p>EoE will continue to extend the operational function of our Regional Intelligence Hub (RIH) across Probation Delivery Units, ensuring all relevant Information Sharing Agreements and Data Protection Impact Assessments are in place regarding access to Athena (a web-based information and communications</p>	Head of Public Protection	March 2025



			platform to manage policing work for East of England). Where applicable the RIH will support and enhance local arrangements already in place.		
24	<b>Appoint a designated regional safeguarding lead with sufficient authority to support Heads of PDU and be accountable for engagement with local safeguarding partnerships.</b>	Partly Agreed	<p>This recommendation is partly agreed as EoE has a designated regional safeguarding lead in place.</p> <p>EoE will review existing Safeguarding arrangements to ensure that the regional safeguarding lead has appropriate authority to act as an impactful point of contact for PDU Heads and to support strategic liaison with partner agencies, and take any remedial actions where required.</p>	Head of Operations/Head of Public Protection	December 2024
25	<b>Review systems for commissioning and assurance of service providers to ensure that people on probation have access to high-quality services relevant to their needs.</b>	Agreed	<p>The activity in recommendation 3, 10 and 14 should be considered alongside the action within this recommendation.</p> <p>EoE will continue to work to support the implementation of the new generation programme 'Building Choices', which will commence in EoE from April 2025. This preparatory activity will include engagement with sentencers, developing and facilitating an understanding of this new programme for all staff within EoE and in ensuring training is delivered to all probation practitioners.</p> <p>EoE will continue to adhere to the Interventions Integrity Framework and further invest in Treatment Manager resource, with a view to ensuring EoE deliver high quality interventions through the provision</p>	<p>Head of Interventions/Heads of PDU</p> <p>Head of Interventions</p>	<p>April 2025</p> <p>March 2025</p>



			<p>of greater support/assurance activities for programme facilitators.</p> <p>EoE will review Commissioned Rehabilitative Service (CRS) Case Audit Tool (CRS-CAT) findings to drive increased referral rates to CRS services alongside improvements in the quality of referral and liaison with delivery partners.</p> <p>EoE will undertake an immediate review of the Terms of Reference (ToR) for the Regional Commissioning Board to ensure that people on probation have access to high-quality services relevant to meeting their identified needs.</p>	<p>Head of Performance &amp; Quality/Head of Community, Integration &amp; Partnerships</p> <p>Head of Community Integration &amp; Partnerships</p>	<p>March 2025</p> <p>December 2024</p>
26	<b>Conduct an analysis of skills, knowledge and experience across the region and implement arrangements for checking that learning has been consolidated in practice.</b>	Agreed	<p>EoE will review, test, and evaluate a regionally devised 'My Development (Power Application) Tool' designed to allow Managers to utilise a single framework in identifying the broader learning and development needs of those staff they supervise.</p> <p>EoE will deliver a regional package of programmes that support and drive quality improvement alongside the provision of tailored and responsive face to face delivery across all PDUs and Functions.</p> <p>The Regional QDO team will continue to offer its 'one to one' support programme to Probation Practitioners, accessible via referral from Managers and practitioners with responsive support for all identified needs related to practice improvement. The delivery, impact and evolution of this work will be shaped and informed through a 'one to one programme' research</p>	<p>Head of Performance &amp; Quality/Probation Learning Lead</p> <p>Head of Performance &amp; Quality/Probation Learning Lead</p> <p>Head of Performance &amp; Quality/Heads of PDU/Heads of Function</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p>



			<p>paper completed by our Regional Research Lead in September 2024.</p> <p>EoE QDOs will continue to provide focused 'Feedback Action Plans' to all Probation Practitioners in response to Regional and Court Case Audit Tool (CCAT) activity, with SPOs ensuring that any proposed actions are completed through staff supervisory procedures.</p>	Head of Performance & Quality/Heads of PDU	March 2025
27	<p><b>Ensure the health, safety and welfare of unpaid work supervisors so far as is reasonably practicable, including in relation to the provision of suitable welfare facilities, the control of exposure to vibration at work, explosive atmospheres and other relevant hazards.</b></p>	Partly Agreed	<p>This recommendation is partly agreed as the EoE are compliant with all General Risk Assessments (GRAs) and Safe Systems at Work in relation to the control of exposure to vibration at work, explosive atmospheres and other relevant hazards.</p> <p>EoE will design and deliver dedicated face to face training/development days to all Unpaid Work Supervisors, incorporating a suite of tailored events including Health &amp; Safety and managing/dealing with aggressive behaviour.</p> <p>EoE, through its Health, Safety &amp; Fire lead, will undertake a full review of all 27 UPW premises across the region, with a specific focus on reviewing General Risk Assessments (GRAs) &amp; Safe Working Practices documents. Any sites deemed unsuitable will incorporate a further nationally led Dangerous Substances and Explosive Atmospheres Regulations (DSEAR) review.</p> <p>The regional Health, Safety &amp; Fire lead will continue to ensure there is a suite of accessible training for all</p>	<p>Head of Interventions</p> <p>EoE Health, Safety &amp; Fire Lead/Head of Interventions</p> <p>EoE Health, Safety &amp; Fire Lead</p>	<p>March 2025</p> <p>March 2025</p> <p>Completed</p>



			Unpaid Work supervisors and Placement Coordinators across the EoE, in line with the Unpaid Work Community Manual.		
HM Prison and Probation Service (HMPPS) should:					
28	<b>Delegate greater authority to regional probation directors in relation to spending, including on commissioned services, and streamline commercial processes.</b>	Not Agreed	Due to policy constraints, it is not possible to make a commitment to this action at this time. Commissioning and Commercial processes will continue to be reviewed in line with departmental policy.	Commercial Management Team	
29	<b>Develop greater alignment between the strategic objectives of local prisons, regions and their partners with a focus on delivering high-quality resettlement services.</b>	Agreed	<p>Senior leaders will continue to review the South-East &amp; Eastern Area Plan, East of England Regional Plan and Reducing Reoffending Plan, to improve resettlement services.</p> <p>Prisons and probation will work together to improve release planning and the effectiveness of transitioning from custody into the community. This will be underpinned by a new area strategy being developed to improve collaboration with local partners to our mutual advantage and for the purpose of achieving our respective aims.</p>	<p>Area Executive Director, Prison Group Director &amp; Regional Probation Director</p> <p>Area Executive Director, Prison Group Director &amp; Regional Probation Director</p>	<p>Commenced April 2024</p> <p>March 2025</p>
30	<b>Introduce market supplements or other benefits for business-critical roles and in locations which have been persistently difficult to recruit into.</b>	Agreed	HMPPS are part way through a three-year pay deal, due to conclude at end of 2024/25 financial year. This will see salary increases across all grades, including Probation Officers, with the final pay structure implemented in October 2024.	Deputy Director Probation Operations Directorate	Completed





			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 2025/26 pay award are projected to commence late 2024, with negotiations anticipated early 2025.	Deputy Director Probation Operations Directorate	April 2025
31	<b>Evaluate the effectiveness of training material delivered to practitioners in relation to keeping people safe and provide reporting mechanisms for regions to identify concerns about deficits in practitioner skills and knowledge.</b>	Agreed	<p>The Probation Workforce and Capability Team, in collaboration with RPDs will review the process of sharing evaluation reports related to the PQiP Pathway and Probation Service Officer Pathway.</p> <p>Work is in progress on a new Continuous Professional Development (CPD) product designed for current practitioners to enhance their risk assessment and management skills. Developed with subject matter experts, it is set to be piloted at the end of 2024 and launched in February 2025, with a 24-month evaluation planned to assess its impact on practitioner skills. A national webinar for all staff is scheduled for October 2024, and the product will be evaluated by the design faculty.</p> <p>A new governance structure for probation capability is being introduced from October 2024 which includes the Curriculum and Commissioning subcommittee, where commissions for new learning will be considered. The Capability Board comprises of representatives from across HMPPS and Probation Learning Leads, providing a forum for regional input</p>	<p>Probation Workforce and Capability Team</p> <p>Probation Workforce and Capability Team</p> <p>Probation Workforce and Capability Team</p>	<p>December 2024</p> <p>February 2025</p> <p>Commence October 2024</p>



			and feedback. Feedback from stakeholders will be collated and reviewed in October 2025.		
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<b>Recommendations</b>	
Agreed	26
Partly Agreed	4
Not Agreed	1
<b>Total</b>	<b>31</b>

