



HM Prison &
Probation Service

Probation Service Recruitment and Retention Strategy (2021 – 2024)

2022 Update

Foreword

The first Recruitment and Retention Strategy was launched in April 2021, building on the HMPPS Business Strategy and the Probation Workforce Strategy, which set objectives to help ensure that staff are in the right roles across all grades to meet the needs of the future workforce.

In line with the **HMPPS principle of an “open learning culture,”** a commitment to review the strategy after a year was made to ensure that it responds to changes in our operational environment and to expand its focus. I am pleased to share with you this updated Probation Service Recruitment and Retention Strategy **which outlines** our priorities for the next two years, with an overall principle of **recruiting staff and reducing attrition.**

This updated publication is accompanied by the newly launched **Probation Service Retention Toolkit.** The strategy and toolkit aim to address the top 10 drivers of attrition that have been identified through analysis of the Probation Service People Survey 2021, exit interview data, and our work to deliver on recruitment and retention priorities. The toolkit will aid managers across the service to attract, retain and develop talented people.

During 2021/22, commitments delivered as part of the Recruitment and Retention Strategy have **increased the number of operational staff in post** and **improved internal opportunities** across the service through specialist **career pathways** and **part-time working options.**

The initial strategy focused on core sentence management and operational grades. This updated publication has now been expanded to include **staff across all probation settings,** enabling the **whole of the Probation Service** to be fully supported through our programme of work. It will equip our staff to deliver the HMPPS vision to

protect the public and help people live law-abiding and positive lives.

The Probation Service responded to the Covid-19 pandemic through the introduction of the Exceptional Delivery Model which we are now moving away from, towards a more **resilient and flexible** service. As part of unification, **colleagues from the Community Rehabilitation Companies (CRCs) and the National Probation Service joined together** into the newly formed Probation Service bringing our staffing numbers **to over 16,000** and expanding the service from **7 regions to 12,** to better align with the new service.

During 2022/2023, MoJ Resourcing will **streamline recruitment into the Probation Service to improve recruitment processes** and **speed up** the time it takes to onboard new staff. This will be for **all regions** alongside **enhanced recruitment delivery** to support the **6 hardest to recruit into regions.**

Thank you for your ongoing dedication and commitment to the service, particularly following a period of such unparalleled change and uncertainty. I hope that this strategy demonstrates our commitment to improving recruitment and retention across the Probation Service, with our people at the centre of everything we hope to achieve.



Ian Barrow

**Probation Workforce Programme,
Executive Director**



Progress

The initial Recruitment and Retention Strategy published in April 2021 included five objectives, alongside **measures of success** for each initiative to enable staff to 'hold us to account':

- Close the gap between target staffing and number of probation officers in the service
- Provide manageable workloads
- Recruit a more diverse workforce
- Find solutions to fill ongoing vacancies in specific regions
- Meet the needs and expectations of our current staff and future recruits

Considerable progress has been made on delivering the year one workstreams, with the following six initiatives fully completed.

- **Delivery of Smarter Working**

As part of the HMPPS principle of "modernising our estates and technology" in 2021/2022, our commitment to the Smarter Working Policy has resulted in improvements in the probation estate leading to increased technology access. Staff can work flexibly through remote working principles and have access to the required technology to do their jobs effectively.

- **Probation Service Officer (PSO) Progression pathway**

We have widened internal entry opportunities into the Probation Service through the PSO Progression graduate and non-graduate routes for the first time.

- **Professional Qualification in Probation (PQiP) part-time option for internal candidates**


A part-time option for internal applicants into Professional Qualification in Probation (PQiP) was introduced.

- **Established a national approach to exit interviews**

A national approach to exit interviews has been launched to support staff retention. This enables us to share data across regions to understand the reasons our staff leave the service. Continual analysis of this data nationally is helping to inform improvements to support staff retention.

- **Introduced career pathways for those approaching retirement**

Launch of three new approaches to retain those staff due to retire through continuation in their current role, transitioning to a Practice Tutor Assessor or move to another role within the new Learning and Development model. Results from this



work have been tracked over the last 12-months, and findings will be shared in 2022/2023.

- **PQiP Senior Probation Officer (SPO) Evaluation leading into the Managerial Role Review**

A PQiP SPO evaluation was completed in November 2021 to understand the capacity gains and impact of the specialist PQiP SPO role. The findings of this evaluation are helping to inform the work undertaken on the Managerial Role Review. The review's recommendations will be implemented during 2022/2023 to reduce pressures on management grades across the Probation Service.

Many of these initiatives underpin the objective in the Probation Workforce Strategy to 'attract and retain talented people' by providing a career that supports diversity and is fulfilling and rewarding.

Staff need to enjoy the flexibility to move internally and to achieve this, **new innovative career pathways** have been created for staff in all probation settings and grades. A diverse workplace is fundamental to 'enabling people to be their best.'

We recognise that there is still much more to be done and this is reflected in our updated strategy, underpinned by our new objectives and initiatives.



From strategy to action

Our objectives
in more detail





Year 2 Objectives and Measures of Success (2022/23)

We have reformulated some of the initial five objectives within this updated strategy ensuring, they are fit for purpose and continue to meet business need. Two additional objectives have been included on **Leadership** and **Wellbeing and Resilience** to reflect the current landscape across probation.

The new initiatives are founded on evidence from the Probation People Survey, exit interview data, and engagement with stakeholders and staff across HMPPS, including, but not limited to; HMPPS People Team, HMPPS Learning and Development, MoJ Resourcing, MoJ People Group, the Probation Workforce Programme, the Race Action Programme, and HR Services.

In addition to our measures of success, we will use the annual Probation People Survey results, HMPPS Equality reports, PQiP surveys, published workforce statistics and staff engagement to monitor progress.


A further update will be published on our delivery against outcomes in Spring 2023.

1. We will close the gap between target staffing across all staff grades and probation settings

The Probation Service is committed to delivering positive outcomes, protecting the public and reducing reoffending. To achieve this aim, it is vital that we continue addressing staffing gaps, extending this to **all staff grades** and **probation settings**.

Actions we are going to take to deliver this objective:

- 1. Continue to recruit new trainee Probation Officers, committing to a further 1500 in 2022/2023.** We will run two recruitment campaigns onboarding in **September 2022** and **March 2023**.
- 2. Recruit circa 500 additional Community Payback Staff which will increase delivery to 155% of pre-Covid 19 levels.** This will enable us to deliver 8 million hours of Community Payback per year from **March 2023 onwards**.
- 3. Encourage staff that leave the Probation Service to re-join on permanent terms in line with Civil Service recruitment policy, whether they have taken on temporary terms as agency workers or have had a career break.** We will utilise more flexible working terms (from location to hours) and reduce barriers to re-entry into the Probation Service on a permanent basis.
- 4. Identify how we can utilise and support career changers with transferable skills sets for the Probation Service.** The PQiP recognises degrees other than just Criminology and provides a streamlined course which recognises prior experience by **March 2023**.

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- 5. Review recruitment and retention issues for staff across all probation settings.** We will identify the top three recruitment and retention issues for staff across all probation settings by **Autumn 2022**. This will enable us to develop bespoke approaches to improving recruitment and retention of staff.
 - 6. Develop mechanisms within volume (PQiP) and specialist (regional) recruitment campaigns to signpost candidates to other probation settings to maximise recruitment impact and career opportunities for all staff.** We will maximise signposting of all recruitment across the Probation Service by identifying alternative career opportunities for those unsuccessful at PQiP by **Summer 2022**.
 - 7. Increase our ability to attract applications to fill vacancies through targeted campaigns to invite undergraduates/students to work in part time roles initially on fixed term contracts.** We will develop a pool of interested, engaged, and experienced staff who may choose to apply for future permanent roles and the PQiP Programme on completion of their degrees by **March 2024**.


2. We will provide manageable workloads. Current workloads are not sustainable long-term

The Probation Service continues to work towards a full complement of staff. It is essential we have appropriate resources in place to match workloads allowing staff to work effectively with manageable caseloads. We recognise high caseloads are synonymous with poor wellbeing, and a major obstruction to operational delivery.

Our Workload Management Strategy aims to empower staff at all levels by providing clarity over how we; understand workload, prioritise work, make decisions that change delivery expectations and optimise the resources available.

Actions we are going to take to deliver this objective:

- 1. Work to minimise the impact of increased trainee Probation Officer recruits on an already stretched workforce, whilst acknowledging that recruitment on the operational line is key to solving workload issues in the long term.** We will learn from best practice that took place in the National Probation Service and CRCs before we moved to the unified model. We will develop options that enhance the PQiP Learner Support Model in 2022/2023. Focus groups with staff are underway and we will outline next steps during 2022/2023.
- 2. Provide development opportunities for staff wanting to remain in the Probation Service beyond retirement in more flexible operational roles to reduce workload pressure.** We will offer flexible career pathways for staff



approaching retirement and increase retention rates of this group by **5%** by **March 2023**.

- 3. Review workforce modelling across all probation settings and grades to identify key data and assumptions.** We will improve the Staff in Post (SiP) data quality by **5%** and reduce timelines of recruitment from gap identification to recruitment commencement by **5%** by **March 2023**.


3. We will recruit a workforce that is more diverse and ensure our recruitment principles value and champion difference

We will continue to work on building a diverse workforce that promotes equality and diversity, empowering all staff to thrive. We will champion every voice, challenge discrimination, and uphold an inclusive culture to support everyone in reaching their potential.

The work underway to address diversity gaps in the Probation Service has demonstrated some good progress but is not yet yielding the results we want to see. Our engagement and analysis highlighted some specific issues in relation to recruiting, supporting, and developing a more diverse workforce, including staff with protected characteristics and from different socio-economic backgrounds.

Actions we are going to take to deliver this objective:

- 1. Improve the diversity of trainee Probation Officers from application to appointment across regions.** We continue to improve marketing campaigns to target diverse candidates where under-representation exists and put support in place for staff when they join if required. We will analyse the most effective advertising approaches to attract under-represented groups, which must also include analysis of the end-to-end recruitment process and identify areas where diverse candidates may be disadvantaged.
- 2. Undertake a detailed assessment of diversity across grades in all regions.** We will identify roles that require a more focused approach to recruitment to target underrepresented groups.
- 3. Embed a fairer and more inclusive approach to recruitment across the service.** We will review best practice in the MoJ Inclusive Recruitment Guidance, including where and when we should use Expressions of Interest for roles. More support and training will be available for staff from ethnic minority backgrounds and Diverse Panel Workstreams will further embed inclusive recruitment.



4. Ensure that everyone in the Probation Service has the tools and time they need to develop and progress through the service if they choose. We will improve the understanding of progression opportunities and the development offer for staff. We will provide support for managers to help staff achieve their potential and career goals.

5. Implement the “Great Place to Work” scheme for veterans across the Probation Service. We will ensure that there is a pathway for veterans to be recruited into the Probation Service through the scheme by March 2023.

6. Take positive action approaches to support a larger number of applications from those with Lived Experience alongside continuing to maximise recruitment via the Going Forward into Employment Scheme.

Increase the recruitment of people with Lived Experience into the Probation Service. A national target number of recruits will be agreed by June 2022 and annually thereafter


4. We have ongoing vacancies in specific regions in the Probation Service and we will find medium and long-term solutions to help fill them

We cannot continue to sustain high vacancy levels across any region, in particular London, Kent, Surrey and Sussex, and East of England regions. We need to do more to recruit staff into these vacancies whilst also retaining existing staff to ensure we can protect the public and reduce reoffending.

Proposals for reform to the probation pay structures are being developed and negotiated as part of a multi-year pay deal from 2022. The aim of these reforms is to develop a reward offer that is fair and competitive, which also supports the recruitment and retention of probation staff.

Actions we are going to take to deliver this objective:

- 1. Develop a more robust and sophisticated approach to data collection and analysis for hard to fill sites, to help us identify them quickly and monitor progress.** We will define what a ‘Hard to Fill’ site is by assessing vacancy rate, attrition rate and target staffing by **June 2022**. Meaningful data will help us ensure that we tailor our approach to focus on priority areas to improve staff retention.
- 2. Embed and evaluate the new Probation Service Retention Toolkit.** We will embed the new Retention Toolkit into managers' working practices by **June 2022**. We will evaluate the impact of the Retention Toolkit by **March 2023**.

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3. Continue to explore **options to retain Newly Qualified Officers in their qualifying regions** with the aim of implementing any changes to coincide with the PQiP 12 qualifying cohort **by May 2024**.


5. We will meet the needs and expectations of all our staff and future recruits to retain talent in the Probation Service

The overall Probation Service attrition rate is low at 8.9% as of December 2021, however, the leaving rate is now higher than pre-pandemic levels and is continuing this upward trend seen from March 2016 to March 2020. We still have work to do to retain staff within the business and although attrition rates are low compared to other sectors, this national picture masks chronic staffing challenges in some areas.

The 2021 People Survey identified that staff lacked learning and development opportunities to help further their Probation Service careers, leading them to look elsewhere to achieve personal growth. To resolve this, we will increase the learning and development offer to staff at all levels.

Actions we are going to take to deliver this objective:

1. **Embed a national approach to exit interviews to understand reasons behind the key drivers of attrition.** We will see an increase of **5%** from **March 2022 to March 2023** in response rates across all regions in the new exit interview process.
2. **Develop an Employee Value Proposition for the Probation Service that all staff can recognise and champion.** We will develop this in accordance with work undertaken so far on the 'culture code' and championing resilience, wellbeing, diversity, and supportive working environments by **March 2023**.
3. **Review the current retention offer to staff, recognising the need for the lateral rotation of roles, promotion of internal career development opportunities and the potential for breaks in frontline practice.** We will review our retention offer to staff and provide greater access to information on roles and career pathways by **March 2023**. We will review internal mobility and our approach to fostering professional growth for all staff that want it by **August 2023**. We will align with work already underway on staff wellbeing and keep the emotional health of staff at the centre of any new retention initiatives that are developed.

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4. **Continue to work on Probation Service pay reform, including the agreement of a multi-year pay deal for Probation Staff.** We will review the application of the competency-based pay progression framework, assessing the fairness and consistency of pay progression outcomes.
 5. **Improve access to available learning so that the knowledge required to move into future roles is clear.** We will set out the available learning offer for each role by **August 2022** and expect to see improved consistency in the learning opportunities offered to staff during 2022/2023.
 6. **Provide more opportunities for voluntary staff deployment, for career progression and widening experience.** We will see increased movement of staff between Probation Service functions and cross-HMPPS by **March 2023**.

6. We will build a learning culture that demonstrates the impact of self-development


Strong leadership underpins high standards in all we do and drives up performance. We will increase our ability to make a lasting difference for all our staff and service users in the work we carry out. We will create a diverse pipeline for leaders that inspires staff to actively develop their leadership practice.

Actions we are going to take to deliver this objective:

1. **Review the current People Manager Handbook.** We will develop a bespoke HMPPS People Handbook by **Autumn 2022** and evaluate the outcome of its introduction by **Summer 2023**.
2. **Develop the Leadership Journey to establish a diverse pipeline of new and existing leaders by identifying and detailing the definition of a leader and developing their leadership practices.** We will develop the “Leading me,” “Leading You,” “Leading the Organisation” programme to help create a diverse pipeline of leaders for the future by **March 2023**.

7. We will provide staff with the skills and resources to help them manage their mental health, well-being, and resilience

Within the HMPPS Business Strategy we have committed to “enabling people to be their best”. As part of this commitment, we agreed to better demonstrate our care for the wellbeing of our people. This is supported through “Our People Plan” and the



creation of the network of mental health allies who offer support to all colleagues across HMPPS. We will support staff through recruitment of regional leads to identify gaps in staff support and learn from the data gathered to promote a robust approach to health and wellbeing.

Actions we are going to take to deliver this objective:

- 1. Increase awareness of wellbeing, mental health, and resilience support available to all grades and operational settings.** We will recruit 6 regional Support Leads by **July 2022** and identify gaps in staff support pathways by **December 2022**. We will evaluate this process by **March 2023**.
- 2. Measure the success of the wellbeing initiatives across probation linking in with the MoJ Wellbeing Pulse Survey Team.** We will promote engagement with the MoJ Wellbeing Pulse Survey across probation by August **2022** sharing the learning from the January 2022 survey by **July 2022**.
- 3. Obtain learning from the current HMPPS pilots to improve support for all grades around menopause and staff carers.** We will evaluate the two probation pilot sites and link into HMPPS roll out plans by **July 2022**.
- 4. Continue to develop Mental Health Allies structure across probation.** We will consider the findings of the HMPPS Review of Mental Health Allies and set development plans by **August 2022**.

Annex 1 – Year 2 Initiatives - Recruitment and Retention Strategy Implementation Plan

Reference	Activity	Measure of Success	Work Underway/ New Initiative	Timing (Y1/2/3)
	1. We will close the gap between target staffing across all staff grades and probation settings			
1.1	Continue to recruit new trainee Probation Officers, committing to a further 1500 in 2022/2023.	Recruit a further 1500 trainee probation officers by March 2023 . We will run two recruitment campaigns, onboarding in September 2022 and March 2023 .	In Progress	Y2
1.2	Recruit c500 Community Payback staff, increasing delivery to 155% of pre-Covid Levels.	Recruit c500 additional Community Payback Staff which will increase delivery to 155% of pre-Covid 19 levels . This will enable us to deliver 8 million hours of Community Payback per year from March 2023 onwards .	New initiative	Y2
1.3	Encourage staff that leave the Probation Service to re-join on permanent terms in line with Civil Service recruitment policy, whether they have taken on temporary terms as agency workers or have had a career break.	Increase in the number of former and/or agency staff back into permanent roles by March 2023 .	To restart June 2022 following contract renewals	Y2
1.4	Identify how we can utilise and support career changers with transferable skills sets for the Probation Service.	The PQiP recognises degrees other than just Criminology and provides a streamlined course which recognises prior experience by March 2023 .	New Initiative	Y2

1.5	Review recruitment and retention issues for staff across all probation settings.	Identify the top three recruitment and retention issues for staff across all probation settings by Autumn 2022 .	New Initiative	Y2
1.6	Develop mechanisms within volume (PQiP) and specialist (regional) recruitment campaigns to signpost candidates to other probation settings to maximise recruitment impact and career opportunities for all staff.	<p>Maximise the signposting of all recruitment across the Probation Service to identify alternative career opportunities for those unsuccessful at PQiP application by Summer 2022, in line with the next PQiP campaign.</p> <p>Introduce a new section on the 'Becoming a Probation Officer' website outlining all probation settings and staff grades, to raise candidate awareness of the variety of roles available within the management of offenders and promote a seamless approach across a unified HMPPS by Summer 2022.</p>	New Initiative	Y2
1.7	Increase our ability to attract applications to fill vacancies such as administration through targeted campaigns to attract undergraduates/students to work in part time roles initially on fixed-term contracts.	<p>Reduce the number of administrative vacancies held regions.</p> <p>Support regions in increasing their ability to recruit into vacancies, including those which are hard to fill e.g.: administration posts.</p> <p>Make probation roles more attractive to target group offering increased flexibility including remote working from their "home" area during holiday times. Develop a pool of interested, engaged, and experienced staff who may choose to apply for future permanent roles and PQiP Programme on completion of their degrees by March 2024.</p> <p>Ensure marketing of these roles is flexible to enable regions to extend/offer permanent contracts when</p>	New Initiative	Y2

		fixed term contracts end in line with compliance under the Recruitment Principles		
	2. We will provide manageable workloads. Current workloads are not sustainable long-term			
2.1	Work to minimise the impact of increased trainee Probation Officer recruits on an already stretched workforce, whilst acknowledging that recruitment on the operational line is key to solving workload issues in the long term.	The PQiP Review has considered learner support and experience and built this into any changes to the PQiP model. Develop options that enhance the PQiP Learner Support Model in 2022/2023 .	New Initiative	Y1/2
2.2	Provide development opportunities for staff wanting to remain in the Probation Service beyond retirement in more flexible operational roles to reduce workload pressure.	More flexible career pathways for staff approaching retirement are established and communicated by Spring 2023 . Aim to increase the retention rate for staff reaching retirement age in by 5% by March 2023 .	In Progress	Y1/2
2.3	Review workforce modelling across all probation settings and grades to identify key data and assumptions.	Improved Staff in Post (SIP) data quality by 5% ; reducing timeliness of recruitment from gap identification to recruitment commencement by 5% by March 2023 . Review will also lead to improve a) workloads (a single measure) and/or b) improved ability to manage workload demands by 5% (from staff survey data).	New initiative	Y2

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	3. We will recruit a workforce that is more diverse and ensure that our recruitment principles value and champion difference.			
3.1	Improve the diversity of trainee Probation Officers from application to appointment across regions.	Regionally, we see an improvement in applications and hires for staff across a range of protected characteristics where under-representation exists by March 2023 . This measure of success will be updated in the EDIB action plan due to be published in 2022.	In Progress	Y1/Y2
3.2	Undertake a detailed assessment of diversity across grades in all regions.	Understand diversity gaps across the Probation Service by role and grade and develop a plan for improving this by March 2023 . This measure of success will be updated in the EDIB action plan due to be published in 2022.	New Initiative	Y1/Y2
3.3	Embed a more fair and inclusive approach to recruitment across the business.	Review best practice in the MoJ Inclusive Recruitment Guidance, including the Expressions of Interest process by August 2022 . More support and training available for staff from ethnic minority backgrounds via the progression buddy pilots by September 2022 . Diverse Panel workstream ensures ethnically diverse recruitment panels will be piloted in June 2022 . The Talent Database will determine the offer for talented staff from ethnic minority backgrounds to develop and progress by March 2023 .	In Progress	Y1/2
3.4	Ensure that everyone in the Probation Service has the tools they need to develop and progress through the service if they choose.	Improved Probation People Survey results relating to "Career Progression" in 2022/23 result compared with 2020/21.	New initiative	Y2

3.5	Implement the “Great Place to Work” scheme across the Probation Service.	We will ensure all vacancies include the “Great Place to Work for veterans” and promote the scheme through armed forces charities by March 2023 .	In Progress	Y2
3.6	Take positive action approaches to support a larger number of applications from those with Lived Experience alongside continuing to maximise recruitment via the Going Forward into Employment Scheme.	Increase the recruitment of people with Lived Experience into the Probation Service. A national target number of recruits will be agreed by June 2022 and annually thereafter.	New initiatives	Y2
	4. We have ongoing vacancies in specific regions in the Probation Service and we will find medium-long term solutions to help fill them.			
4.1	Develop a more robust and sophisticated approach to data collection and analysis for hard to fill sites, to help us monitor progress and quickly identify where sites become hard to fill.	Define what a ‘Hard to Fill’ site is by assessing vacancy rate, attrition rate and target staffing by June 2022 .	In Progress	Y2
4.2	Embed and evaluate the new Probation Service Retention Toolkit.	Embed the new Retention Toolkit into managers’ working practices by June 2022 . We will evaluate the impact of the Retention Toolkit by March 2023 .	New Initiative	Y2

4.3	Continue to explore options to retain Newly Qualified Officers in their qualifying regions.	Continue to explore options with the aim of implementing any changes to coincide with the PQiP 12 qualifying cohort by May 2024 .	In Progress	Y2
	5. We will meet the needs and expectations of all our staff, future recruits, to retain talent in the Probation Service.			
5.1	Embed a national approach to exit interviews to understand reasons behind the key drivers of attrition	Achieve an increase of 5% in response rates across all regions in the new Exit Interview process between March 2022 and March 2023 .	In Progress	Y1/2
5.2	Develop an Employee Value Proposition for the Probation Service that all staff can recognise and champion.	Continue to develop the Employee Value Proposition in collaboration with staff across the Probation Service.	New Initiative	Y1/2
5.3	Review the current retention offer to staff, recognising the need for the lateral rotation of roles, promotion of internal career development opportunities, and the potential for breaks in frontline practice.	Review our retention offer to staff and provide greater access to information on roles and career pathways by March 2023 . Review internal mobility and our approach to fostering professional growth for all staff.	New Initiative	Y2
5.4	Continue to work on Probation Service pay reform, including the agreement of a multi-year pay deal for probation staff. We will review the application of the competency-based pay progression framework, assessing the fairness and consistency of pay progression outcomes.	Consistent and fair application of the competency-based pay progression framework which is owned and evaluated by the business.	In Progress	Y1/2

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5.5	Improve access to available learning so that the knowledge required to move into future roles is clear.	Map the current available learning by role by August 2022 . We will expect to see an increase in the access of learning identified as required or desirable for roles by August 2023 .	New Initiative	Y2
5.6	Provide more opportunities for voluntary staff deployment, for career progression and widening experience.	Increased movement of staff between Probation Service functions and cross-HMPPS by March 2023 .	New Initiative	Y2
	6. We will build a learning culture that demonstrates the impact of self-development			
6.1	Review the MoJ People Manager Handbook to ensure it meets HMPPS requirements.	Develop a bespoke HMPPS People Manager Handbook by Autumn 2022 . We will evaluate the outcome of the bespoke handbook in Summer 2023 .	New Initiative	Y2
6.2	Develop the Leadership Journey to increase leadership capacity and efficiency through “Leading me, Leading, you, Leading the Organisation” Programme.	Pilot “Leading Me,” evaluate outcome by Aug 2022 . Roll out “Leading Others” by Autumn 2022 Roll out the final phase “Leading the Organisation” by March 2023 .	New Initiative	Y2
	7. We will provide staff with the skills and resources to help them manage their mental health, wellbeing, and resilience			
7.1	Increase awareness of wellbeing, mental health, and resilience support available to all grades and operational settings.	Pilot the HMPPS Staff Support Leads role and recruit 6 Regional Support Leads by July 2022 . Identify any gaps in staff support pathways through the Regional Support Leads by December 2022 . Complete evaluation process by March 2023 .	New Initiative	Y2

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7.2	Measure the success of wellbeing initiatives across probation linking in with the MoJ wellbeing Pulse Survey Team.	Promote engagement with the MoJ Wellbeing Pulse Survey across probation by June 2022 . Share learning from the January 2022 Pulse Survey (Probation) to inform future wellbeing activity by July 2022 .	New Initiative	Y2
7.3	Obtain learning from the current HMPPS pilots to improve support for all grades around menopause and Carers and adopt a roll out plan for probation.	Obtain feedback and evaluation form the two probation pilot sites and link into HMPPS roll out plans by July 2022 .	New Initiative	Y2
7.4	Continue to develop the Mental Health Allies structure across probation.	Consider the findings of the HMPPS Review of Mental Health Allies and set development plans by August 2022 .	New Initiative	Y2