



HM Prison &
Probation Service

Action Plan Submitted: 27th January 2025.

A Response to: A Thematic inspection of the Delivery of Unpaid Work

Report Published: w/c 3rd February 2025.

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). 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 plans provide 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 sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.



ACTION PLAN: A Thematic inspection of the Delivery of Unpaid Work

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
His Majesty's Prison and Probation Service should:					
1	Ensure all practitioners complete high-quality assessments for unpaid work cases, incorporating a thorough analysis of relevant risk information before making placement decisions.	Agreed	<p>HMPPS will:</p> <p>Review the unpaid work Digital Assessment Tool (DAT) to provide high quality risk analysis to inform placement selection and ensure the sharing of information with unpaid work teams.</p> <p>Develop briefing and guidance for sentence management staff to ensure appropriate risk information is entered into the tool and shared with unpaid work teams in a timely manner to support the safe delivery of unpaid work.</p> <p>Review the process and timescales for sentence management staff in the completion of the DAT tool and the Offender Assessment System (OASys).</p>	Deputy Director, Unpaid Work, HMPPS.	<p>June 2025</p> <p>June 2025</p> <p>October 2025</p>



2	Review the operating model to prioritise the delivery of unpaid work within multi-requirement orders, ensuring consistent decision-making in the enforcement of cases.	Agreed	<p>HMPPS will:</p> <p>Undertake a review of the different models of delivery for single and multiple teams in regions and advise regions on the most efficient and effective way to deliver UPW with a focus on improving enforcement and completions within 12 months.</p> <p>Commence new quarterly regional engagement unpaid work meetings in which a review of performance measures and operating models being piloted will take place to inform future delivery.</p> <p>Develop a reporting mechanism of enforcement timescales to inform the quarterly regional engagement meetings.</p>	Deputy Director, Unpaid Work, HMPPS.	<p>October 2025</p> <p>April 2025</p> <p>October 2025</p>
3	Ensure that education, training, and employment undertaken as part of an unpaid work requirement is accessible and aimed at building employment-related knowledge and skills.	Agreed	<p>HMPPS will:</p> <p>Review and revise the unpaid work Employment, Training and Education (ETE) strategy to ensure there is a range of opportunities, both on-line and in-person, available to meet individual learning needs.</p> <p>Ensure the re-tender of commissioned services includes the required accessibility features of on-line services, including language and access to equipment.</p>	Deputy Director, Unpaid Work, HMPPS.	<p>October 2025</p> <p>September 2025</p>
4	Increase the number of UPW placements that offer practical vocational training and	Agreed	<p>HMPPS will:</p> <p>Ensure each region has an ETE offer that includes courses and skills training which directly build employment-related knowledge</p>	Deputy Director, Unpaid Work, HMPPS.	October 2025



	meaningful employment opportunities.		<p>and skills including placement-based learning and partnerships with local colleges.</p> <p>Develop a strategy which explores options to maximises partnerships and opportunities with colleges.</p> <p>Review how regions maximise the use of ETE within current resources.</p>		<p>October 2025</p> <p>December 2025</p>
5	Ensure that comprehensive and accessible risk information is consistently provided to unpaid work supervisors.	Agreed	<p>HMPPS will:</p> <p>Review the placement allocation process to ensure that supervisors receive comprehensive and consistent risk information about people allocated to enable them to appropriately manage risks pertinent to the placement.</p> <p>Explore options to provide supervisors with access to nDelius / risk information while on a placement site.</p> <p>Develop and embed a revised and consistent set of risk codes that provide supervisors with clear and robust risk information. Train supervisors and undertake Quality Assurance of implementation.</p>	Deputy Director, Unpaid Work, HMPPS.	<p>September 2025</p> <p>October 2025</p> <p>October – December 2025</p>
6.	Design and implement a comprehensive training and professional development programme for unpaid work supervisors and placement coordinators, which includes risk assessment, risk management, and techniques	Agreed	<p>HMPPS will:</p> <p>Will provide a local induction session for new staff, as well as targeted individual and group support for new and existing team members. Ongoing Professional Development will be supported at a local/regional level by Community Payback (CP) managers to embed a learning culture.</p>	Deputy Director, Unpaid Work, HMPPS.	May 2025



	for managing anger and aggression.		HMPPS will complete a 24-month evaluation of the Core Skills for Community Payback learning package (including the current risk module) and its implementation approach to understand how effectively this training supports new entrant and existing CP staff. If appropriate, we will make any subsequent amendments to this package by Summer 2026.	Deputy Director Transforming Delivery Directorate. (TDD).	September 2025
7	Review the arrangements for placing lone women in all-male work groups.	Agreed	<p>HMPPS will:</p> <p>Review Women's Unpaid Work Strategy and revise as necessary.</p> <p>Launch strategy in regions.</p> <p>Review exit data from women undertaking UPW, undertake a review of equalities monitoring tool to make sure starts and completion rates for women are not disproportionate.</p> <p>Develop and embed a quality assessment tool to include meeting diverse needs.</p>	Deputy Director, Unpaid Work, HMPPS.	<p>April 2025</p> <p>April 2025</p> <p>October 2025</p>
8	Ensure that all UPW placements meet health and safety standards, providing facilities in full compliance with legislation.	Agreed	<p>HMPPS will:</p> <p>Review the current guidance relating to the provision of facilities on unpaid work placements and ensure that they are compliant with health and safety legislation.</p>	Deputy Director, Unpaid Work, HMPPS.	September 2025



			<p>Provide updated guidance to regions as necessary that covers health and safety requirements in accessible formats.</p> <p>Ensure that all health and safety guidance and documentation is stored in easily accessible locations which is communicated to staff.</p>	National Health, Safety and Fire Lead, HMPPS.	<p>April 2025</p> <p>April 2025</p>
9	Implement the 'human factors approach' adopted for unpaid work delivery in Wales across the English regions.	Partially agreed	<p>HMPPS are partially agreeing to this recommendation because a decision as to whether to roll human factors out nationally is still pending.</p> <p>HMPPS will:</p> <p>Within 12 months complete a further evaluation of Wales to understand sustained progress, including the influence on performance and quality. This follows the process evaluation of the human factors strand of the model in Wales reported in June 2024 which included unpaid work.</p>	Head of Sentence Management, HMPPS.	July 2025

Recommendations	
Agreed	8
Partly Agreed	1
Not Agreed	0
Total	9

