



HM Prison &
Probation Service

Action Plan Submitted: 13th March 2025

A Response to HM Inspectorate of Probation Inspection Recommendations to
HMPPS and Yorkshire & the Humber Region

Regional Report Published: 5th February 2025

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 must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

ACTION PLAN: PROBATION SERVICE – YORKSHIRE & the HUMBER REGION

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
Yorkshire & the Humber Regional Probation should:					
1	Ensure MAPPA level setting for custody and community cases is timely, taking into consideration the earliest possible date of release and any temporary releases, and be fully informed by information from all relevant agencies in all cases.	Agreed	<p>Probation Service Yorkshire and the Humber (PS YatH) will ensure that all eligible staff have completed the required learning in relation to Multi Agency Public Protection Arrangements (MAPPA) and are undertaking the requirements in line with the policy framework. This will be monitored through the Management Oversight framework.</p>	<p>Head of Operations Head of PDU</p>	March 2026
			<p>Offender Management in Custody (OMIC) teams will implement the revised HMPPS Prison Public Protection Policy Framework, including MAPPA processes and Interdepartmental Risk Management Meetings to ensure intelligence and risk information is shared appropriately with Probation Practitioners in the community to inform MAPPA level setting.</p>	<p>Head of Operations Head of Public Protection</p>	March 2026
			<p>PS YatH will implement the revised Management Oversight model and will monitor the application of this through internal auditing using the Regional Case Audit Tool (RCAT).</p>	<p>Head of Performance and Quality</p>	April 2025
			<p>MAPPA management information on categories, levels and reviews is provided to PDU Heads to assist in the management of MAPPA cases within the PS YatH Region ensuring that levels are set at the earliest possible opportunity.</p>	<p>Head of Public Protection</p>	Complete
			<p>A new governance structure has been implemented to improve communication to PDU Heads by introducing regular meetings with the Regional Probation Director (RPD) and Regional Leadership Team (RLT). Information from this meeting will be cascaded into District meetings and subsequently into PDU meetings and individual supervision. This ensures consistent messaging, improved understanding of strategic priorities, accountability through success measures, and a feedback loop.</p>	<p>Regional Probation Director Head of Operations</p>	Complete

			MAPPA Management information is reviewed as part of these arrangements.		
2	Ensure that all MAPPA Level one cases have sufficient management oversight and there is an appropriate focus on information exchange with other agencies to inform risk assessment and review	Agreed	<p>The Regional Probation Director (RPD) will ensure that Heads of Probation Delivery Units (PDUs) are provided with management information regarding MAPPA timeliness and quality supported by the MAPPA teams.</p> <p>Consistent application of the MAPPA level 1 review process to be monitored in all PDUs through quarterly dip samples on a minimum of 20 cases which will be undertaken by Quality Development Officers. This will also focus on the quality of information exchanged with other agencies.</p> <p>Level 1 case reviews are being prioritised and the numbers of outstanding reviews closely monitored using management information provided to the Senior Leaders and subsequent District meetings and through individual supervision. The outstanding MAPPA Level 1 reviews will be completed by March 2025.</p> <p>PS YatH will implement the revised Management Oversight model and will monitor the application of this through internal auditing using the Regional Case Audit Tool (RCAT).</p>	<p>Regional Probation Director</p> <p>Head of Performance and Quality Head of Public Protection</p> <p>Head of Public Protection Head of Operations</p> <p>Head of Performance and Quality</p>	<p>April 2025</p> <p>March 2026</p> <p>March 2025</p> <p>April 2025</p>
3	Implement a system for directing and following up action and learning in response to themes from SFO reviews and other sources of information about the quality of practice	Agreed	<p>A new governance structure has been implemented to improve communication to PDU Heads by introducing regular meetings with the RPD and Regional Leadership Team (RLT). This ensures consistent messaging, improved understanding of strategic priorities, success measures, and learning from Serious Further offences (SFOs) and other sources of information about the quality of practice.</p> <p>The focus on SFO learning and expectations will be a regular agenda item at the new face to face Senior Leaders' meeting as will the results of tier 1 assurance from RCAT and CCAT, tier 2 assurance from the Performance, Assurance and Risk (PAR) group, learning from Death Under Supervision (DUS), and Domestic Homicide Reviews (DHRs). This will then be followed</p>	<p>Regional Probation Director</p> <p>Head of Performance & Quality Head of Operations Head of PDU</p>	<p>Complete</p> <p>February 2026</p>

			<p>through into District meetings, to PDU meetings and to supervision providing a clearer line of sight.</p> <p>HMPPS will pilot the use of a new Action Tracking Platform to support PS YatH when following up on themes from regional SFO Reviews. This nationally developed digital tool has been designed to deliver clearer oversight and accountability for improvement activity. Learning from the pilot will be used to determine suitability for wider roll-out (including to PS YatH).</p> <p>PS YatH will implement a process of gatekeeping for SFO action plans to ensure there is a more consistent response in relation to the quality and timeliness of completing actions identified in SFO action plans retaining a focus on learning and improving the quality of practice.</p>	<p>Deputy Director, Performance, Assurance and Risk Head of Performance and Quality</p> <p>Head of Performance and Quality Head of PDU</p>	<p>September 2025</p> <p>December 2025</p>
4	Support heads of PDU to engage with local child safeguarding partnerships to improve the access to, and sharing of, sufficient child safeguarding information to facilitate the management of risk of harm	Agreed	<p>The RPD has written to Chief Executive Officers (CEOs) of all Local Authorities within the PS YatH regional footprint regarding access to and the quality of child safeguarding information.</p> <p>PDU Heads to be supported by Heads of Operations to engage with Local Authorities Children’s Safeguarding Services, establishing escalation routes for where safeguarding enquires are not returned within and acceptable timescale and/or the quality of the information received is of insufficient quality.</p> <p>PS YatH will continue to ensure that the child safeguarding checks are requested and received and follow up if not received in a timely manner or to sufficient standard.</p> <p>The Admin Review taking place in the PS YatH region will look to ensure that systems are in place to ensure child safeguarding checks are happening and that PDUs are sufficiently resourced in order to undertake these.</p> <p>PS YatH will ensure that all eligible staff have completed the required learning in relation to Domestic Abuse and Safeguarding Children and are undertaking the requirements in line with the policy framework.</p>	<p>Regional Probation Director</p> <p>Head of Operations Head of PDU</p> <p>Head of Operations Head of PDU</p> <p>Head of Corporate Services</p> <p>Head of Operations Head of PDU</p>	<p>Complete</p> <p>April 2025</p> <p>March 2026</p> <p>March 2026</p> <p>March 2026</p>

			<p>All Probation Practitioners working in Sentence Management and Court teams will undertake the Domestic Abuse and Safeguarding Children quality development workshop.</p> <p>All staff in Probation Practitioner roles working in Sentence Management or Court teams will undertake the Analysis quality development workshop.</p> <p>A new approach to audit and assurance will be deployed in the region which will see Senior Probation Officers (SPOs) undertake first line quality assurance on the staff that they supervise using the R-CAT tool. This allows SPOs to have direct oversight of the quality of safeguarding work.</p> <p>PS YatH will ensure that all eligible staff have completed the required training in relation to Skills for Effective Engagement and Development and Supervision (SEEDS) and are undertaking and recording SEEDS observations in line with the guidance.</p>	<p>Head of Operations Head of PDU</p> <p>Head of Operations Head of PDU</p> <p>Head of Performance and Quality Head of Operations Head of PDU</p> <p>Head of Operations Head of PDU</p>	<p>March 2026</p> <p>March 2026</p> <p>April 2025</p> <p>March 2026</p>
5	Improve the availability and completion rates of accredited programmes and structured interventions	Agreed	<p>A review of the scheduling arrangements for Accredited Programmes is underway to improve the use of resources and drive-up completion rates. Options are being explored for a scheduling tool and workload management tool to assist with optimising capacity to deliver.</p> <p>Completion of the Effective Proposal Framework (EPF) 1, pre-sentence, and EPF 2, pre-release, to enable better targeting of those with a need to complete an accredited programme will be mandated for all staff. Usage of EPF1 and EPF2 will be tracked through a management information dashboard in order to drive improvement.</p> <p>The new generation of accredited programmes 'Building Choices' will be implemented in the PS YatH region.</p> <p>Driving the demand for accredited programmes will be factored in as part of effective targeting work which sees better targeting at court to influence the courts to sentence on a needs and availability basis in line with a regional offering. The targeting offer</p>	<p>Head of Interventions</p> <p>Head of Interventions Head of Operations Head of Courts</p> <p>Head of Interventions</p> <p>Head of Interventions Head of Operations Head of Courts</p>	<p>May 2025</p> <p>September 2025</p> <p>October 2025</p> <p>March 2026</p>

			<p>will be made ahead of April 2025, and then tracked throughout the year to ensure alignment in terms of delivery and offer.</p> <p>A new governance structure has been implemented to improve communication to PDU Heads by introducing regular meetings with the Regional Probation Director (RPD) and Regional Leadership Team (RLT). Information from this meeting will be cascaded into District meetings and subsequently into PDU meetings and individual supervision. This ensures consistent messaging, improved understanding of strategic priorities, accountability through success measures, and a feedback loop. Accredited Programme and structured intervention management information is reviewed as part of these arrangements.</p>	Regional Probation Director Head of Interventions	Complete
6	Review referral rates and use of commissioned rehabilitation services to ensure they are meeting the needs of people on probation.	Agreed	<p>The regional Contract Management team regularly review referral rates and provide information to RLT to support the use of commissioned rehabilitation services. This information is now provided through the new governance structure being presented firstly at the face-to-face Senior Leaders meeting, then cascaded into the District meetings.</p> <p>A Commissioned Rehabilitation Service (CRS) dashboard has been developed to provide direct access to Heads of PDU in relation to referrals and includes detailed information on who has referred to which services and who has not. The next step is to further develop this to overlay OASys needs data.</p> <p>Completion of the Effective Proposal Framework (EPF) 1, pre-sentence, and EPF 2, pre-release, to enable better targeting of needs and interventions will be mandated for all staff.</p> <p>Usage of EPF1 and EPF2 is tracked through a management information dashboard in order to drive improvement.</p>	<p>Head of Community Integration</p> <p>Head of Community Integration Head of Performance and Quality</p> <p>Head of Operations Head of Courts</p> <p>Head of Operations Head of Courts</p>	<p>Complete</p> <p>September 2025</p> <p>April 2025</p> <p>Complete</p>
His Majesty's Prison and Probation Service should					
7	Ensure Senior Probation Officers (SPOs) have sufficient capacity and resource to	Agreed	The PS YathH region is ready to implement the new Management Oversight framework which will free up Senior Probation Practitioner (SPO) resource to undertake more effective	Regional Probation Director	April 2025

	undertake effective management oversight of casework		<p>management oversight of casework. This is aligned with the PS YatH SPO summit which will see the adoption of a new audit and assurance framework underpinned by human factors. The new approach will see SPOs undertaking RCAT and providing strength based developmental feedback to improve quality complimented by practice observations through SEEDS.</p> <p>Central Operations Support (COS) will complete the 'Strengthening the SPO Role' initiative workstreams, including developing a management oversight policy framework and review of business support functions. COS will work with the region to support implementation and to maximise the expected capacity savings from this activity.</p>	Central Operation Support	August 2025
8	Delegate greater authority to regional probation directors in relation to spending, including on commissioned services and contract management, and streamline commercial processes	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	
9	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.	Partly Agreed	This recommendation is partly agreed because evaluation is already a key aspect of central probation learning design. All of the core national learning products have a corresponding evaluation strategy, the complexity of which is aligned with the product's organisational priority and significance. Learner feedback is sought for all learning products to provide feedback on issues such as accessibility, engagement and immediate achievement of learning objectives. Of those products with high organisational significance, a 24-month evaluation is undertaken which seeks to measure longer term performance objectives and impact at an organisational level.		

			<p>HMPPS will review and refresh information available to regions relating to routes for commissioning, feedback and evaluation strategies for core national learning products.</p> <p>A new product designed for existing practitioners to enhance their risk assessment and management skills (<i>Risk of Serious Harm, Developing and Enhancing Practice</i>) is scheduled for delivery from April 2025 and will be evaluated in Spring 2026 to assess its impact on practitioner skills.</p> <p>Practitioner skills and knowledge are reviewed through the Performance management cycle as directed by the Performance Management Policy by line managers where performance expectations are agreed, and performance is supported following regular reviews</p>	<p>Workforce and Capability Team</p> <p>Workforce and Capability Team</p> <p>Regional Probation Director/Head of Operations</p>	<p>July 2025</p> <p>April 2025</p> <p>Complete</p>
10	Review the resource model for York PDU and its ability to effectively deliver the operating model.	Agreed	<p>A review of the resourcing model has taken place and a business case to combine the York and North Yorkshire PDUs has been completed by the PS YatH region which has the benefits of increasing resilience and increasing efficiency through reduction of duplication.</p> <p>The AED will consider the business case and ensure adherence to National Operational Stability Panel (NOSP) processes.</p>	<p>Regional Probation Director</p> <p>Area Executive Director (AED)</p>	<p>Complete</p> <p>Ongoing</p>

Recommendations	
Agreed	8
Partly Agreed	1
Not Agreed	1
Total	10