



HM Prison &
Probation Service

Action Plan Submitted: 08 January 2026

A Response to HM Inspectorate of Probation Inspection Recommendations:

- Wales Probation Service Regional Action Plan

Regional Report Published: 21 January 2026

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 |
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| 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: Wales Probation Service

| 1. Rec No | 2. Recommendation | 3. Agreed/ Partly Agreed/ Not Agreed | 4. Response Action Taken/Planned | 5. Responsible Owner | 6. Target Date |
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Wales Probation Service region should:

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| 1 | Improve arrangements for information exchange with both police and children's services to ensure it is consistent, timely and of sufficient detail to inform assessments and plans to keep people safe. | Agreed | <p>Wales Probation Service will improve the information sharing protocol, the quality of information being shared, ensure information received is consistent, sufficient, accurate, timely and not heavily redacted, to fully inform assessments and plans to keep people safe by:</p> <ul style="list-style-type: none"> Reinforcing current safeguarding information-sharing expectations through existing partnership forums and engagement routes with police and children's services. Issuing revised information exchange guidance and templates with Police and Children's Services and delivered briefings, to strengthen domestic abuse and safeguarding enquiries. Embedding regional standards for safeguarding and domestic abuse information, ensuring consistency in expectations, recording and escalation across all Probation Delivery Units (PDUs). The Planning, Assurance and Implementation Team (PPAIT) in collaboration with PDU Heads will support strengthening of practitioners' professional curiosity by building confidence to identify insufficient information, request clarification, and escalate concerns where necessary, ensuring assessments and sentence plans are fully informed. Using current multi-agency meetings and liaison structures to deliver agreed joint messages and training commitments to improve the quality of information being shared. | Head of Community Public Protection, Heads of PDU | April 2026 |
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| | | | <ul style="list-style-type: none"> Establishing regional information standards for timeliness, quality and completeness of safeguarding returns. Embedding these standards into supervision, Tier 1 audits and assurance dashboards. Monitoring compliance through the Regional Probation Accountability Panels and the Monthly Strategy, Planning and Delivery Board. | | |
| 2 | Ensure that 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>Heads of Community Public Protection and PDUs will ensure Multi-Agency Public Protection Arrangements (MAPPA) level setting is timely and fully informed by:</p> <ul style="list-style-type: none"> Issuing refreshed MAPPA Level 1 standards across custody and community teams. Strengthening leadership oversight and governance of timeframes and processes, by maximising use of existing Practitioner Dashboard MAPPA data. Ensuring early MAPPA consideration is based on 'Person in Prison' earliest release or temporary release date. Improving information sharing with all relevant agencies to fully inform MAPPA decision making (See: Recommendation 1) Integrating MAPPA expectations into Tier One audits and Regional Case Audit Tool (RCAT) activity, to monitor MAPPA decision making. Establishing clear escalation routes for late level-setting and delays aligned to the emerging governance model from the Regional Governance Review. Enhancing Reflective Practice Supervision with Probation Officers, using case examples to strengthen professional judgement and consistency. Additional MAPPA monitoring compliance and oversight will be through Tier One Assurance Activity. | Head of Community Public Protection, Heads of PDU | April 2026 |
| 3 | Improve practitioner engagement, information sharing and liaison with | Agreed | Wales Probation Service will improve Practitioner engagement with partner agencies, aligning work led by the Head of Community Integration, the Head of Community Public Protection and the Head of Stakeholder Engagement and recent engagement activity with partners by: | Heads of Operations, Head of Community Integration, Head of | May 2026 |

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| | partner agencies to support the effective delivery of rehabilitative services and work to keep people safe. | | <ul style="list-style-type: none"> • Consolidating and strengthening current partnership arrangements for rehabilitation and safeguarding, ensuring alignment between Community Integration, Public Protection and partner agencies to improve engagement, information sharing and collaboration. • Utilising existing multi-agency forums and liaison structures to reinforce expectations around roles, referral pathways and information exchange. • Strengthening the use of partner information within existing processes (sentence planning, supervision, early resettlement). • Embedding partnership engagement within existing Tier 1 audits and WAT/RCAT thematic activity. • Monitoring practice variation through current assurance routes, supported by appropriate escalation mechanisms developed via the Governance Review. • PPAIT will support practitioners to strengthen engagement with partner agencies, enabling effective delivery of rehabilitative services and promoting public safety through the 'Keeping People Safe' Improvement Plan Activity, supported by Local Quality Development Officers (QDOs) in each of the six PDUs in Wales. | Community Public Protection, Head of Stakeholder Engagement, Head of PPAIT | |
| 4 | Improve the quality of court reports to inform sentencing, ensuring that domestic abuse and safeguarding information is obtained and used effectively. | Agreed | <p>Wales Probation Service will improve the quality of court reports focussing on ensuring safeguarding information is timely, complete and clearly informs risk assessment, victim identification and sentence recommendations by:</p> <ul style="list-style-type: none"> • Introducing standardised information requirements for court reports in relation to domestic abuse, safeguarding and potential victims. • Integrating improved information flows from partner agencies into report-writing processes, including standard templates. • Delivering practitioner briefings and Continual Professional Development (CPD) through Protected Learning Days and team meetings on expectations for risk formulation and safeguarding information. • Developing practitioners' confidence to escalate concerns when the information received contains insufficient detail, allowing them to obtain all the information necessary to provide accurate risk information to the Courts. • Introducing regional moderation of court reports through Court Case Audit and Tier 1 audit activity. | Heads of Operations, Head of Community Public Protection, Head of Stakeholder Engagement, Heads of PDU | May 2026 |

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| | | | <ul style="list-style-type: none"> Embedding supervision and reflective practice requirements specific to court staff. Continuing to focus on the principle of 'Start Right – End Right' (SRER), emphasising the importance of court reports and engagement with people on probation. Improving workloads for court staff by recruiting to vacant posts. Monitoring the quality and timeliness of enquiries and risk information through dashboards and Court Case Audit Tool (CCAT) cycles, with feedback loops into PDUs. | | |
| 5 | Review the application and delivery of CORRE to consider including people on probation in casework planning and its routine extension to later case reviewing. | Agreed | <p>Wales Probation Service will strengthen the use of Centralised, Operational, Resettlement, Referral and Evaluation (CORRE) to support consistent case formulation, early risk planning and ongoing review by:</p> <ul style="list-style-type: none"> Reviewing current CORRE implementation across the region to identify gaps and variation, making CORRE a standard part of case review and sentence management activity Introducing a strengthened regional framework for resettlement and early engagement, including evaluation of the CORRE and consistent expectations for day-1 to week-4 delivery. Clarifying practice expectations for the use of CORRE in initial case formulation, ongoing planning and formal review points. Embedding practitioner engagement with the person on probation for all assessment and planning meetings. Embedding CORRE into supervision templates, reflective practice and leadership observation expectations. Delivering practitioner guidance, CPD and briefing sessions to support consistent application. Integrating CORRE usage checks into Tier assurance activity. Exploring the requirement for CORRE to include direct engagement with the person on probation and reflect this in case plans and review activity. Monitoring compliance and performance through dashboards and assurance reporting. | Heads of Operations, Head of CORRE, Head of Programmes and Community Payback | May 2026 |
| 6 | Evaluate the effectiveness of | Agreed | Wales Probation Service will strengthen early resettlement activity and tasking arrangements by: | Head of Service | May 2026 |

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| | <p>current resettlement tasking arrangements and consider whether a consistent model would improve delivery.</p> | <ul style="list-style-type: none"> • Evaluating the current resettlement tasking arrangements across all the region, to determine if the current model delivers better outcomes than a consistent model across all PDUs. • Reinforcing Start Right, End Right (SRER) expectations for early contact, early identification of needs and risks, and the establishment of initial plans in the first day's post-sentence or release. • Strengthening partnership pathways for accommodation, Education Training and Employment (ETE) and specialist services within the SRER framework. • Integrating SRER expectations into Tier 1 audits and RCAT activity. • Evaluating current early resettlement practice to identify where SRER consistency needs strengthening. | <p>Integration, Head of Community Integration, Heads of PDU</p> | |
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| Recommendations | |
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| Agreed | 6 |
| Partly Agreed | 0 |
| Not Agreed | 0 |
| Total | 6 |