



HM Prison &
Probation Service

Action Plan Submitted: 23 March 2026

A Response to HM Inspectorate of Probation: Dynamic Inspection of Public
Protection in West Midlands Probation Service

Report Published: 26 February 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
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: Dynamic Inspection of Public Protection in West Midlands Region

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
West Midlands Probation Region should:					
1	Develop practitioners' confidence and skills in the use of professional curiosity and challenging conversations to identify, analyse, assess, plan, and respond to indicators of risk effectively.	Agreed	West Midlands agree continued work to develop confidence is essential and whilst a number of ongoing activities will support this, planned actions for 2026/27 are as follows: The West Midlands Probation Service (WMPS) Quality Team will design a reflective practice workshop aimed at supporting practitioners in enhancing professional curiosity, strengthening risk management, and developing confidence in holding challenging conversations. This mandatory workshop will be delivered across the region's 12 Probation Delivery Units (PDUs) by Quality Development Officers (QDOs). Reflective Practice Supervision Standards (RPSS) will continue to be embedded; numbers of sessions will be tracked through Management Co-ordination Hubs and consistency of delivery will be a focus. This will be supported by the delivery of a briefing event to Senior Probation Officers (SPOs) on holding good quality reflective supervision sessions. RPSS will be	Head of Performance & Quality Head of Operations	March 2027 March 2027

			used as the vehicle to develop practitioners' understanding and confidence.		
2	Ensure Senior Probation Officers have sufficient capacity and resources to undertake effective management oversight of casework.	Agreed	Tasks completed by the regional management co-ordination hub (MCH) will be reviewed to ensure that it is effectively supporting SPOs by undertaking routine administrative tasks on their behalf. The work available to be undertaken by the MCH will then be communicated to SPOs across the region to maximise usage. Justice Transcribe will be launched and utilised by SPOs to record their supervision sessions with staff members. This will assist with engagement on areas requiring management oversight and reduce the administration required to write up the supervision notes. Usage will be tracked and communicated to PDU Heads. A regional briefing was delivered on quality management oversight to all SPOs in February 2026. The learning from this will be followed up by PDU Heads who will undertake reflective practice supervision with SPOs that supports quality management oversight of casework. The number of sessions will be tracked through the Single Operating Platform. West Midlands will continue the roll out of the Quality Assurance Framework to benchmark quality of	Head of Corporate Services Head of Operations Head of Operations Head of Performance and Quality	September 2026 April 2026 May 2026 July 2026

			practice including management oversight at senior and middle manager level. This work will reinforce management oversight practice expectations and what good looks like. Delivery of benchmarking events will be tracked through the Performance & Quality team. The region will add the tracking of 'management oversight follow up activity' to the regional priorities scorecard to support Regional and PDU Head oversight of the completion of required management oversight actions.	Head of Operations	April 2026
3	Work with children's social care services to improve information sharing, joint planning, and joint work to protect children from harm.	Agreed	By September 2026, the Head of Public Protection will re-establish a regional multi-agency safeguarding event with PDUs and Local Safeguarding Authorities, focusing on improving timely information sharing and best practice in joint work to protect children, with learning shared region-wide within four weeks of the event. WMPS will deliver Situation, Behaviour, Action, Review (SBAR) training material to all staff to ensure practitioners and managers apply SBAR to improve the use of information received from police and children's services, supporting clearer decision-making and enhanced risk-management practice. WMPS will enhance risk assessment and reduce harm by focussed improvement activity on the	Head of Operations Head of Operations Head of Performance and Quality	September 2026 December 2026 March 2027

			analysis and recording of Safeguarding/ Domestic Abuse information and the ways it is incorporated into Assessment and Sentence Planning. Progress will be tracked through regional case audit tools completed by SPOs and QDOs to assess quality of safeguarding work. Analysis of results will evidence progress over time.		
4	Ensure mechanisms are in place to provide effective governance, assurance and oversight of MAPPA-eligible cases at all levels.	Agreed	WMPS will continue to focus on timely and accurate MAPPA screening and Level 1 reviews as part of existing public protection priorities. The region will also progress with continuous improvement activity on harmonising the MAPPA referral across all 4 force areas in the Region. In addition, in direct response to these findings the following actions will be taken: West Midlands will share inspection findings at MAPPA Senior Management Boards (SMB) and require assurance that governance arrangements are effective and sufficient to provide oversight of MAPPA processes. This will be followed by subsequent work or communications on any areas where required actions are identified by MAPPA SMB. West Midlands MAPPA co-ordinators will provide MAPPA training for practitioners across the region. This training will cover case management of MAPPA cases, referral and review processes. This offers a multi-agency training approach which is considered effective and beneficial for collaborative working.	Head of Operations Head of Operations	September 2026 December 2026

			Attendance will be monitored through learning and development Impact will be measured through case audits and RPSS sessions.		
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Regional Recommendations	
Agreed	4
Partly Agreed	0
Not Agreed	0
Total	4

In addition, three recommendations were made for His Majesty's Prison and Probation Service (HMPPS). HMPPS will collate all national level recommendations arising from Dynamic Inspections of Public Protection (DIPP) and will provide a consolidated response to HMIP at the end of the DIPP programme.