



HM Prison &
Probation Service

Action Plan Submitted: 03 August 2026

A response to HM Inspectorate of Probation: Dynamic Inspection of Public
Protection in Wales Probation Region

Report Published: w/c 10 August 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 Wales Probation Region

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
Wales Probation Region should:					
1.	Embed and evaluate existing improvement activity to achieve consistent practice.	Agreed	Wales Probation Region will embed and evaluate existing improvement activity through: • The continued delivery of PPAIT (Probation Planning, Assurance, and Improvement) workstreams (including Assurance, Effective Practice, CPD (Continuous Professional Development), Implementation and Insights), to ensure alignment between regional priorities and frontline delivery. • Monthly Tier 1 assurance activity, including KPS (Key Performance Standards), RCAT (Regional Case Audit Tool) and the WAT (Wales Audit Tool), triangulated with performance data and qualitative feedback, that will be used to assess consistency of practice and identify areas for improvement. • Quarterly Probation Delivery Unit (PDU) accountability meetings to provide oversight and drive delivery, with findings informing effective practice priorities and implementation activity.	RPD/Head of PPAIT	March 2027

			- Assurance activity will be measured by improvements in inspection-relevant domains, monitored at the monthly regional performance meeting chaired by the Regional Probation Director (RPD). - The RPD and Head of PPAIT will review all assurance activity in March 2027, to ensure Wales Probation are delivering the required improvements in Public Protection work.		
2.	Develop practitioner's 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	Wales Probation Region will strengthen practitioner capability in professional curiosity, critical thinking and risk-informed decision-making by: - Continued delivery of targeted Effective Practice, CPD and Human Factors activity. - Learning activity focused on professional curiosity, hidden harm and dynamic risk (including <i>Uncovering the Unseen</i>), alongside embedding the use of the structured communication tool SBAR (situation, background, assessment, recommendation), and learning from reflective practice and SFO (Serious Further Offending) reviews. - Incorporating Human Factors awareness and SBAR into induction and PQiP (Professional Qualification in Probation) training to support consistent application in practice, supported by accessible guidance and communications. - Governance will be provided through the Wales Learning Organisation Approach Steering Group, chaired by Head of Stakeholder Engagement, which meets quarterly. Progress against this recommendation will be reviewed through quarterly reports on learning activity and assurance findings.	RPD/Head of PPAIT/Head of Stakeholder Engagement	March 2027

			• Further work to strengthen the impact of the measures being introduced will include development of Quality Assurance approaches and use of learning loops and action learning. • The RPD and Heads of PPAIT & Stakeholder Engagement will review the impact of these measures in March 2027, to ensure they are developing practitioners' confidence and skills in the use of professional curiosity.		
3.	Improve the consistency of multi-agency work at an operational level to manage domestic abuse and child safeguarding, such as the police and children's social care services, to ensure actual and potential victims are sufficiently protected.	Agreed	Wales Probation Region will improve the consistency of multi-agency working through embedding existing information-sharing processes, operational guidance and partnership arrangements with police and children's services by: • Embedding the Keeping People Safe approach, including expectations for timely and ongoing enquiries. • Standardising templates and guidance to improve quality and consistency of information exchange. • Delivering joint learning activity with partner agencies. • Undertaking multi-agency audit and review activity to identify and address areas for improvement. • Oversight will be provided through regional governance, including the Wales Multi Agency Information Sharing Board, chaired by Head of Community Public Protection. The board meets monthly and is attended by representation from each PDU and relevant operational and functional representation, from court, safeguarding, domestic abuse, quality or coordinator roles. Impact will be measured through audit findings, improvements in timeliness and quality of information, and partner feedback.	RPD/Head of PPAIT/Head of Community Public Protection	March 2027

			The RPD and Heads of PPAIT and Community Public Protection will review multi agency working in March 2027, to ensure the quality and timeliness of information has improved to ensure actual and potential victims are sufficiently protected.		
4.	Implement arrangements for monitoring and improving the quality of sentence management work delivered by practitioners to keep people safe.	Agreed	Wales Probation Region will strengthen arrangements for monitoring and improving sentence management through use of the following established assurance frameworks (KPS, RCAT, WAT and PAR (Performance Assurance and Risk), management oversight and performance reporting, including: - Systematic use of assurance activity to identify deficits in implementation, review and multi-agency coordination. - Strengthening management oversight through reflective supervision and quality reviews. - Embedding CORRE (Centralised Operational, Resettlement, Referral and Evaluation) review processes and quality assurance of CRS (Commissioned Rehabilitative Services) activity. - Findings will be escalated through governance arrangements to drive improvement and accountability. Governance structures include the monthly Senior Probation Officer Operational Group, quarterly Effective Practice meetings and CORRE business plan governance arrangements. - Impact will be measured through triangulated assurance outcomes looking at, timely implementation and review of plans, and improved management oversight PPAIT will lead on this activity.	RPD/Head of PPAIT/Head of Operations	March 2027

			The RPD and Head of PPAIT will review the arrangements for monitoring the quality of sentence management work in March 2027, to ensure the quality of the work delivered by practitioners has improved.		
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Regional Recommendations	
Agreed	4
Partly Agreed	0
Not Agreed	0
Total	4

In addition, **two** recommendations were made for His Majesty's Prison and Probation Service. 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.