



HM Prison & Probation Service

Action Plan Submitted: 12 August 2026

A Response to HM Inspectorate of Probation: Dynamic Inspection of Public
Protection in London Region

Report Published: 20 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.

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
London 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	Delivery of Quality Practice Hubs - Quality Practice Hubs (QPHs) are being used as the core delivery mechanism to strengthen core practice quality across all Probation Delivery Units (PDUs). Regional Case Audit Tool (RCAT)), Performance, Assurance and Risk (PAR) audits, Court Case Audit Tool (CCAT) and Serious Further Offending (SFO) learning is used to tailor QPHs content to PDUs-specific needs, so professional curiosity and challenging conversations are reinforced through evidence-led local improvement activity. The QPH has delivered approx. 650 sessions across the various portfolios - Professional Curiosity and Managing Risk in Action Quality Practice Hubs have started delivery across all Probation Delivery Units and continue to be delivered. - Risk Management Planning and Risk Assessing Quality Practice Hubs continue to address gaps in OASys / risk	Head of Performance & Quality	31/03/2027
				Head of Performance & Quality	31/03/2027
				Head of Performance & Quality	31/03/2027

			assessment / risk management planning quality, alongside bespoke Quality Development support and 1-to-1 sessions for staff requiring OASys quality uplift. • Mandatory risk assessment and actuarial tools webinars have been completed, with learning consolidated through local QPH activity and ongoing quality assurance. • PDUs will embed Skills for Effective Engagement, Development and Supervision (SEEDS) learning through reflective practice supervision sessions. • QPH materials will be reviewed in line with the Sentencing Act changes and new information coming through via audits and inspections. • The region will undertake further recruitment of Quality Development Officers (QDOs) to support delivery of quality improvement activities, with the aim of meeting target staffing. • London Probation Service will establish a Regional Training and Skills Development Team to lead further activity that strengthens practitioner confidence and capability in using professional curiosity and	Head of Performance & Quality Head of Performance & Quality Heads of PDUs/ Heads of Operations Head of Performance & Quality Workforce Planning Committee/ Head of Performance & Quality Heads of Operations, Head of Regional Training & Skills Development	Complete and Ongoing 31/06/2027 31/03/2027 30/09/2027 31/03/2027
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			challenging conversations to identify and manage risk effectively.		
2	Ensure Senior Probation Officers have sufficient capacity and resources to undertake effective management oversight of casework.	Agreed	- The Operational Assistance Hub (OAH) has supported PDUs with significant staffing challenges, including work to reduce Initial Sentence Plan (ISP) backlogs; a Quality Assurance framework for OAH work has been designed and is at implementation stage. - London Probation Service will implement national tools to assist Senior Probation Officer (SPO) capacity i.e. Justice Transcribe; Allocate a Person on Probation (APOP) digital service, with briefing support to aid effective use. - Delivery of a regional structured induction programme for new Senior Probation Officers (SPOs) in addition to ensuring that all SPOs complete the national training offer for SPOs. - The region will conduct a review of Sentence Management SPO role with a focus on reducing time spent on line-management and process functions to give more time to management oversight, reflective practice and observations.	Head of Performance & Quality Heads of Operations Heads of Operations Heads of Operations	31/03/2027 31/03/2027 31/03/2027 31/03/2027

			• A Quality Practice Hub for SPOs will be rolled out in 2026-27. Materials have been developed, a pilot session was completed in November 2025, and delivery is planned to start in autumn 2026. • London Probation Service will recruit further Case Administrators for Senior Probation Officers (CASPOs) across the region and development of these staff via the new Regional Training and Skills Department, which will launch in autumn 2026.	Head of Performance & Quality	31/03/2027
				Heads of Operations / Head of Training Skills Department	31/03/2027
3	Improve the quality and prioritisation of information requests submitted to the Metropolitan Police Service and strengthen local quality assurance arrangements to ensure that practitioners seek, escalate and effectively use police information to inform risk assessments, sentence management and public protection activity.	Agreed	• The region is broadening use of the Service Centres to ensure timely and quality Police Intel checks are being completed. • A deep-dive audit was completed on the use of police intelligence check information as a thematic addition to RCAT activity; findings were used to develop a Quality Practice Hub to address gaps in practice, including use of information in risk management planning. • Head of Public Protection and Head of Operation for Public Protection have regular meetings with the Metropolitan Police colleagues on returns and changes to criteria, including arrangements for multiple change initiatives implemented in 2025/26.	Heads of PDUs & Heads of Operations Head of Performance & Quality Head of Public Protection and Head of Operation with Public Protection Portfolio.	31/03/2027 31/03/2027 31/03/2027

			- The region will continue to use management information, audit findings and targeted Quality Practice Hub delivery to strengthen prioritisation, escalation and effective use of police information in risk assessment, sentence management and public protection activity. - Establish a Regional Public Protection Board to provide strategic oversight of public protection, including victim work and the quality and frequency of information sharing. The Board will commission targeted regional activity to improve responsiveness to risk information. The Board will be chaired by the regional Heads of Public Protection. Issues will be escalated to the Head of Operations with oversight for Public Protection, with further escalation to the Regional Probation Director, if required.	Heads of PDUs/ Heads of Operations Heads of Public Protections/ Heads of Operations	31/03/2027 31/12/2026
4	Improve the referral, recording and management of MAPPA cases by strengthening practitioner understanding of MAPPA and lines of accountability.	Agreed	- MAPPA screening and review timeliness is included in the Accountability Part 2 report and is updated monthly, with ongoing monitoring through the accountability framework. - RCAT thematic/deep-dive activity will include MAPPA Level 1 work, reinforcing the use of audit learning to identify practice gaps and improve consistency.	Operational Leadership Group/ Heads of Operations Head of Performance & Quality	31/03/2027 31/03/2027

			Quality Assurance of effectiveness of Level 2 and Level 3 meetings with Level 2 meetings are observed and audited annually in each Borough and ad hoc arrangements in place for Level 3 audits. MAPPA minutes are audited twice a year.	Head of Public Protection/ MAPPA Exec Office	31/03/2027
			MAPPA workshop delivery for SPOs is currently being rolled out across the region.	Head of Public Protection/ MAPPA Exec Office	31/12/2026
			Ongoing delivery of a 2-day training programme for all MAPPA chairs	Head of Public Protection/ MAPPA Exec Office	31/03/2027
			Quality Practice Hub delivery includes MAPPA as a public protection theme; further delivery of the MAPPA QPH will continue through 2026-27	Head of Performance & Quality	30/09/2027
			PDU Completion of MAPPA Part 1 & 2 eLearning via myLearning	Heads of PDUs & Heads of Operations	30/09/2027
			Establish a Regional Public Protection Board to provide strategic oversight of public protection, including victim work, the quality and frequency of information sharing and quality and effectiveness of MAPPA. The Board will commission targeted regional activity to improve responsiveness	Heads of Public Protections/ Heads of Operations	31/12/2026

			to risk information. The Board will be chaired by the regional Heads of Public Protection. Issues will be escalated to the Head of Operations with oversight for Public Protection, with further escalation to the Regional Probation Director, if required.		
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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 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.