

Progress on previous recommendations

Previous recommendation	Action taken and impact	Categorisation	Improvement still required?
<i>From previous Probation Service inspections</i>	<i>Briefly describe action taken and impact</i>	<i>Sufficient progress/ Some Progress/ No Progress</i>	<i>Yes/no If yes, consider repeating the recommendation</i>
Improve the quality of work to assess, plan for, manage and review risk of harm	Action - Embedded a PDU calendar of quality development events in line with the Regional Effective Practice Strategy to support a local focus on quality. - Embedded a multi-agency PDU induction process in March 2022 for all new staff, and those who have joined the service since March 2020. - Deployed staff to specialise in quality development activity, focusing on quality assurance and developing staff members through a range of activities. - Introduced Action Learning Sets across the PDU to support peer-to-peer learning in relation to risk of serious harm. - Face-to-face inductions were reinstated for all people on probation from December 2021 to promote improved assessments and plans. - Probation Service Wales and Swansea Neath Port Talbot PDU measured the impact of the above activities through PDU and region-wide activities in the Effective Practice Strategy for 2022/2023.	Some progress	Yes

	Impact In our inspection of casework, the overall ratings for domain two were inadequate. Keeping people safe drove down the overall rating across ASPIRE.		
Improve the effectiveness of quality assurance and management oversight of all casework	Action - Sentence management teams were restructured and there was an increased Senior Probation Officer (SPO) resource to reduce team sizes to support greater levels of management oversight of casework. - A management coordination hub was implemented to relieve SPOs of administrative tasks to increase the time available for management oversight of casework. - A leadership 'reset day' with SPOs was conducted, focusing on resetting practice expectations as Covid-19 restrictions eased, in conjunction with National Exceptional Delivery Models (EDMs). - A revised countersigning framework with a focus on using the Assessment Quality Assurance (AQA) tool was implemented to improve the quality of assessment and reviews. - Staff were deployed to specialise in quality development activity within the PDU, focusing on quality assurance and developing staff members through a range of activities. Impact - Our inspection of casework found the quality of management oversight remained insufficient overall.	Some progress	Yes
Ensure that the interventions necessary to improve	Action	Some progress	Yes

Desistance and reduce reoffending and risk of harm are provided in all cases	• Unpaid Work delivery was increased by introducing new processes for Education, Training and Employment (ETE) completions, and the implementation of Independent Working Projects. Performance of both were tracked through monthly meetings chaired by the Head of Centralised Operational Resettlement Referral and Evaluation (CORRE), Effective Practice, Programmes and Unpaid Work. • Resource was increased in Unpaid Work delivery through recruitment of additional supervisors, using additional funding. • There was a relaunch of approved toolkits that included briefings to support staff skills development, alongside the implementation of an assurance tool to monitor the use of toolkits as an alternative to programme delivery where required. • Resource was increased in programme delivery through recruitment of additional facilitators utilising additional national funding. • Commissioned Rehabilitative Services (CRS) delivery across the PDU have been embedded to ensure that all relevant people on probation are referred to and receive the relevant service. Referral volumes are tracked by the Head of Contract Management and Head of CORRE, Effective Practice, Programmes and Unpaid Work. Impact • At the time of inspection announcement, in Swansea, Neath and Port Talbot the percentage of unpaid work requirements with hours outstanding beyond 12 months was low, and has reduced further over the past two months, from 6.32 per cent to 4.31 per cent. This was lower than the regional average.		
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	- At the time of inspection announcement, completion rates for accredited programmes had remained stable over the previous 12 months, however completion of programmes other than for individuals convicted of sexual offences needed to be improved. As of March 2025, the rate for accredited programmes for individuals convicted of a sex offence was 82 per cent, compared with 85 per cent in the previous 12 months. The rate for programmes other than those for individuals convicted of a sex offence was 47 per cent, compared with 44 per cent in the previous 12 months. These were both higher than the regional completion rates. - Our inspection of casework found services were delivered that would reduce re-offending or support desistance in too few cases (57 per cent), although we saw better delivery of services focused on building the strengths and protective factors of the person on probation (65 per cent). We found that in just over two-thirds of relevant cases (31 of 45) Commissioned Rehabilitative Services were offered. Inspectors also saw toolkit delivery.		
Ensure staff with responsibility for case management oversight have the skills, knowledge and time to undertake the work effectively	Action - Sentence management teams were restructured, and SPO resource was increased to reduce team sizes to support greater levels of management oversight of casework. - A management coordination hub was implemented to relieve SPOs of administrative tasks to increase the time available for management oversight of casework. - Touchpoints Model (the Probation Service model for management oversight) and Reflective Practice Supervision Sessions were refreshed.	Some progress	Yes

	• A leadership reset day with SPOs was conducted, this focused on resetting practice expectations as Covid-19 restrictions eased, in conjunction with national EDMs. • An induction pack for SPOs was launched focusing on the skills and knowledge needed to support effective management oversight. • A revised countersigning framework with a focus on using the Assessment Quality Assurance (AQA) tool was implemented to improve the quality of assessment and reviews. Impact • Our inspection of casework found the quality of management oversight remained insufficient.		
Explore the reasons for better casework in those cases on post-release licence and use this learning to improve effectiveness elsewhere	Action • A selection of relevant cases from the HMI Probation case sample was reviewed to explore the differences between community penalty and post-release licence cases. • Focus group discussions were conducted with relevant staff members to further explore the differences. • A summary of the findings was produced, which was used to influence the Effective Practice Strategy for 2022/2023. Impact • Our inspection of casework found that across seven out of the 12 key questions, post-release licence cases scored better than those of community order cases. There were marginal differences in some key questions.	Sufficient progress	No