



HM Prison &
Probation Service

Managing Workload in England and Wales

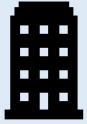
Ian Barrow, Area Executive Director for Wales

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The Scale of the Challenge in England and Wales

- Prison Capacity Challenges in England and Wales
- Implementation of the Sentencing Act 2026
- Updated activity timings identified that significant numbers of additional staff required to deliver the service
- His Majesty's Inspectorate of Probation returning poor inspection results

How the Our Future Probation Service (OFPS) Programme is addressing the capacity challenge



Investing up to £700m in probation and community services by 2028/29



The Programme will deliver process improvements and new digital technology to reduce administrative burdens on staff.

Our aim is to reduce probation workloads by 25% by April 2027.



Recruiting 1,300 new trainee probation officers.



We will achieve our aim in three ways:

1. Reduce the burden

By simplifying processes and removing unnecessary tasks

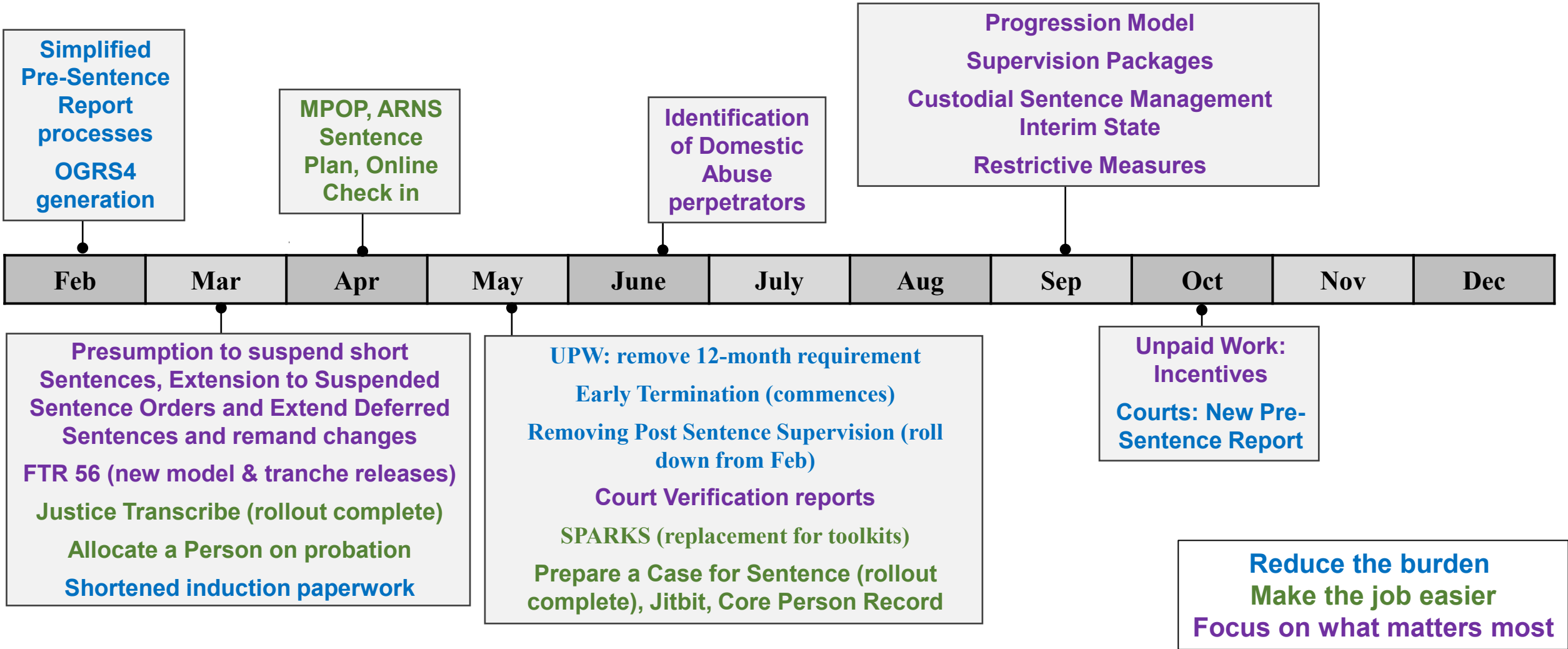
2. Make the job easier

By investing in new technology and unlocking time for meaningful work

3. Focus on what matters most

By ensuring time is spent where it can have greatest impact

Timeline of changes - 2026



Supervision Packages - Core Principles



Proportionate Resource Allocation

Contacts with a probation practitioner are allocated based on assessed risk and need to balance rehabilitation and public protection effectively, where we can have the most impact.



Risk, need and Responsivity

The model focuses on this evidence base to ensure consistent decision-making.



Integrated Risk Assessment

Combining actuarial tools and clinical judgement ensures proportionate, evidence-based assessments tailored to individual risk and need.



Targeted Rehabilitation and Engagement

Every Contact Matters – Meaningful contacts deliver the right support at the right time, fostering motivation and long-term behavioural change.

Supervision Packages



7 tiers in the supervision model (A to G)



Increased weighting of actuarial tools in tier allocation



Maximum supervision levels allocated per tier



Minimum supervision expectations per tier



Early engagement required during the initial stages of an order/licence



More frequent reviews of assessments and sentence plans



Revised digital systems to support the delivery of the model

Human Factors and Probation in Wales



Developing a **shared mental model**



Unconscious bias in how we receive information/make decisions



Make arrangements to **overcome what gets in the way** of effective communication and decision making



Learning from errors and failures to improve the system and our management of risk- in its widest context



Processes and products to **enable effective communication** and improve our **outcomes**

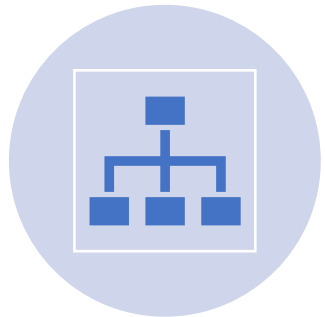
Human Factors Tools



Daily Checklist Briefing



Protected Hour



Structured Communication
(SBAR)



Feedback, Reflection and
Learning