



HM Prison &
Probation Service

Action Plan Submitted: 29 October 2025

A Response to HM Inspectorate of Probation Inspection of Probation Services
in the North East Region Probation Service

Regional Report Published: 16 October 2025

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: PROBATION SERVICE – NORTH EAST REGION

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
North East Probation region should:					
1	Work with Police forces across the region to improve the quality of police information sharing, to inform court reports and case management risk assessments, planning and management of people on probation.	Agreed	North East Probation Delivery Units (PDUs) will continue to ensure that Domestic Abuse (DA) checks are undertaken on all relevant cases in line with policy expectations and that information from those responses is fully utilised and analysed to inform high quality Risk Assessments and Risk Management Plans (RMPs), and that actual and potential victims are accurately recorded within Offender Assessment System (OASys) assessments to keep people safe.	Head of Operations	Complete
			North East senior leaders will liaise with and review arrangements with Northumbria, Durham and Cleveland Police Force Areas to improve the quality of information being shared, to ensure it is sufficient and timely to inform court reports, assessments and plans. This will include the introduction of a standardised information form utilised by the Police Force Areas to ensure both quality and consistency of information (already in place in 2 of 3 Force areas). The North East Public Protection Administrative Hub will monitor compliance and the quality of information received and escalate any concerns via regional governance structures for address.	Regional Probation Director (RPD)	November 2025
			The North East will recruit additional staff to the Public Protection Administrative Hub to effectively support the revised arrangements to improve the quality of police information being shared.	RPD	March 2026
			The RPD has undertaken a face to face walk through of both DA and safeguarding systems to scrutinise for performance	RPD	Complete

			improvements and has commissioned face-to-face events facilitated by Public Protection colleagues, to all Court and Sentence Management colleagues to ensure processes and expectations are understood. These events will be co-ordinated and overseen by Head of Public Protection. The North East will continue to ensure that all staff complete the mandatory HMPPS Adult Safeguarding and Domestic Abuse Training every 3 years (as expected). Progress is monitored via local reporting and the North East RADAR management tool (which monitors various HR metrics including compliance with training expectations which supports Professional Registration). Where statutory members, North East Heads of PDU will continue to engage with local adult safeguarding arrangements, providing Probation Service (PS) representation and informing, influencing, and having a voice across all relevant Safeguarding and DA Boards, groups and subgroups. These arrangements will be managed and monitored through PDUs and North East regional governance structures.	Head of Operations Head of Operations	Complete Complete
2	Improve the quality of court reports to inform sentencing, ensuring domestic abuse and safeguarding information is used effectively.	Agreed	As per Action Point 1, the North East will review arrangements with Northumbria, Durham and Cleveland Police Force Areas to improve the quality of information being shared, to ensure it is sufficient and timely to inform court reports, assessments and plans. This will include the introduction of a standardised information form utilised by the 3 Police Force Areas to ensure both quality and consistency of information. North East Public Protection Administrative Hub will monitor compliance and the quality of information received and escalate any concerns via regional governance structures for address. As per Action Point 1, the North East will recruit additional staff to the Public Protection Administrative Hub to effectively support the revised arrangements to improve the quality of police information being shared. Upon the recruitment and training of	Head of Operations Head of Operations	Complete March 2026

		additional staff, face-to-face events will be facilitated to all Court and Sentence Management colleagues to ensure processes and expectations are understood. These events will be co-ordinated and overseen by Head of Public Protection. With specific regard to Northumbria Courts (North Tyneside & Northumberland, Newcastle, South Tyneside & Gateshead and Sunderland), the numerical process of DA information (i.e. count of incidents rather than specific details) currently in place, will be switched off when all newly recruited staff to the Public Protection Administrative Hub have been recruited, vetted and trained. This will be replaced with qualitative information via the new shared paperwork i.e. number of call outs plus details of offences, victims, addresses etc. This will enable Probation Practitioners (PPs) to make better informed risk assessments and recommendations. North East Probation Delivery Units (PDUs) will continue to ensure that DA checks and safeguarding enquiries are undertaken on all relevant cases in line with policy expectations, and that information from those responses is fully utilised and analysed to inform high quality Risk Assessments and RMPs. Additionally, that actual and potential victims are accurately recorded within Court Reports and OASys assessments to keep people safe. The North East will continue to develop and maintain the regional suite of Management Information (MI) reports regarding Police Intelligence and Safeguarding Enquiries and implement quarterly Court Case Audit Tool (CCAT) activity - which includes a focus on the completion of DA checks and safeguarding enquiries, and the extent to which this information has been fully analysed and incorporated into Court reports to keep people safe. Feedback from all such activity is shared with Senior & Middle Managers routinely to support Reflective Practice Supervision Sessions (RPSS) with Court Officers. Improved practice in this area will be measured via the CCAT and	Head of Operations Head of Operations RPD	March 2026 Complete November 2025
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			Operational Standards Dashboards and monitored through existing governance arrangements, which includes the quarterly Effective Practice Strategic Board chaired by the RPD.		
3	Work with children's social care services to protect children from the harm related to offending behaviours; specifically, this should include effective information sharing, joint planning, and improvements to joint work to protect children from harm.	Agreed	North East PDUs will continue to ensure that DA checks and safeguarding enquiries are undertaken on all relevant cases in line with policy expectations and that information from those responses is fully utilised and analysed to inform high quality Risk Assessments and RMPs, and that actual and potential victims are accurately recorded within OASys assessments to keep people safe. The North East will work directly with the 12 Local Authorities within the region to enable dedicated PS staff within the Public Protection Administrative Hub, access their case management systems. To date, 11 of the 12 Local Authorities have committed to this agreement. The Public Protection Administrative Hub will monitor compliance and the quality of information received and escalate any concerns via regional governance structures for address. The North East will recruit additional staff to the Public Protection Administrative Hub to effectively support the revised arrangements to improve the quality of child safeguarding information being shared. Upon the recruitment and training of additional staff, face-to-face events will be facilitated to all Court and Sentence Management colleagues to ensure processes and expectations are understood. These events will be co-ordinated and overseen by Head of Public Protection. The North East will continue to ensure that all staff complete the mandatory HMPPS Child & Adult Safeguarding training. Progress is monitored via local reporting and the North East RADAR management tool (which includes compliance with training expectations which supports Professional Registration).	Head of Operations Head of Operations Head of Operations	Complete March 2026 March 2026 Complete

			North East Heads of PDU will continue to engage with local child & adult safeguarding arrangements, providing consistent PS representation and informing, influencing, and having a voice across all relevant Safeguarding and DA Boards, groups and subgroups. Where Heads of PDU are not statutory members of these arrangements, work will be undertaken to ensure that this is addressed. These arrangements will be managed and monitored through PDUs and North East regional governance structures. The North East will continue to develop and maintain the regional suite of MI reports regarding safeguarding enquiries and implement monthly Regional Case Audit Tool (RCAT) activity - which includes a focus on the completion of safeguarding enquiries, and the extent to which this information has been fully analysed and incorporated into risk assessments and RMPs to keep people safe. Feedback from all such activity is shared with Senior & Middle Managers routinely to support RPSS. Improved practice in this area will be measured via the RCAT and Operational Standards Dashboards and monitored through existing governance arrangements, which includes the quarterly Effective Practice Strategic Board chaired by the RPD.	Head of Operations RPD	December 2025 Complete
4	Improve the quality of work to assess, plan for, manage and review risk of harm.	Agreed	In addition to the actions already specified within Action Points 1, 2 & 3: The North East has developed a Regional Practice Improvement Plan with a view to address the core areas of practice in need of further development to keep people safe. This plan has been developed using a Training Needs Analysis by drawing upon all available sources of information (i.e. HMIP, RCAT, Serious Further Offences (SFOs), Complaints and North East Operational Reports) to identify specific actions, opportunities and gaps in provisions; this includes Professional Curiosity and Challenging Conversations, Risk Assessment and Planning (including Multi-Agency Public Protection Arrangements [MAPPA]), and Delivering Meaningful	RPD	March 2026

			Interventions. It will include planned and specific activities and actions that will be mandated for all staff based within Sentence Management roles. Resources will be determined, and actions will commence from November 2025. Evaluation methods will be defined to measure effectiveness as the plan is implemented, utilising RCAT, CCAT and regional MI reports and dashboards. The North East will continue to undertake monthly RCAT activity - which includes a focus on the quality of Risk Assessment, Risk Management, Enforcement and Sentence Delivery, as well as the quality of Management Oversight (MO). Feedback from all such activity is shared with Senior & Middle Managers routinely to support RPSS). Improved practice in this area will be measured via the RCAT and Operational Standards Dashboards and monitored through existing governance arrangements, which includes the quarterly Effective Practice Strategic Board chaired by the RPD. The new Management Oversight and Countersigning Policy Framework was implemented in August 2025. This will increase the time available to SPOs to work directly with PPs, focussing upon a clear strategy around practice expectations. This will also seek to address the deficits identified in MO of all case work and assurance that appropriate assessments and offending behaviour work is being undertaken. Improvements will be measured via RCAT and local MI reports and dashboards, including evidence on expected RPSS.	Head of Operations Head of Operations	Complete Complete
5	Ensure that all MAPPA Level 1 cases have sufficient management oversight and that there is an appropriate focus on information exchange with other agencies to inform risk assessment and review.	Agreed	In addition to the actions already specified within Action Points 1, 2 & 3 which will improve the quality of information exchange by improving the quality and timeliness of information from Police and Social Care: A North East MAPPA Quick Guide will be developed by Quality Development Officers (QDOs) in conjunction with the MAPPA	Head of Operations	January 2026

			Team. This will incorporate links to expectations of effective MO. Reflective sessions will be undertaken with all Sentence Management and Court staff to ensure consistency and accuracy of recording, as well as expectations of practice. Improved practice in this area will be measured via the RCAT and Operational Standards Dashboards and monitored through existing governance arrangements, which includes the quarterly Effective Practice Strategic Board chaired by the RPD. As part of the Regional Practice Improvement Plan, North East will ensure that all staff complete the MAPPA Training. Progress is monitored via local reporting and the North East RADAR management tool (which includes compliance with training expectations which supports Professional Registration).	Head of Operations Head of Operations	January 2026 December 2025
6	Ensure that robust quality assurance of sentence management is in place and used by all PDUs to drive improvement activity.	Agreed	The new Management Oversight and Countersigning Policy Framework was implemented in August 2025. This will increase the time available to SPOs to work directly with PPs, focussing upon a clear strategy around practice expectations. This will also seek to address the deficits identified in MO of all case work and assurance that appropriate assessments and offending behaviour work is being undertaken. Improvements will be measured via RCAT and local MI reports and dashboards, including evidence on expected RPSS. The North East will facilitate a regional event for all Middle and Senior Managers to review the minimum expectations of MO, Countersigning, and RPSS. This will include Situation, Background, Assessment and Recommendations (SBAR) approaches, in addition to an emphasis on the utilisation of findings from all audit and assurance activity undertaken to ensure robust sentence management activity to keep people safe and develop practitioner skills.	Head of Operations Head of Operations	Complete December 2025

			The North East will facilitate a regional event for all PPs to review the minimum expectations and their responsibilities of seeking MO and engagement in RPSS. This will include SBAR approaches, in addition to an emphasis on the utilisation of findings from all audit and assurance activity undertaken to ensure robust sentence management activity to keep people safe.	Head of Operations	January 2026
7	Review unpaid work sentence management arrangements, to address the deficiencies identified in assessments and ensure that these are accurate and inform safe placement allocation.	Agreed	The North East will ensure that all PDUs have dedicated staff in place to managing unpaid work (UPW); progress and work undertaken will be monitored via a monthly report to RPD & Head of Operations and PDU Heads based on MI reports provided by the Performance & Quality team. The North East will introduce dedicated resource to undertake audit, assurance and analysis of all aspects of UPW (delivery and management). This will include critical analysis of the existing UPW model, MI and feedback from staff to inform improvements and efficiencies to the North East UPW model. The North East will make necessary revisions to the UPW model based on findings of the critical analysis work and implement. Staff briefings will be undertaken based on the revised arrangements to outline the revised delivery model and clarify responsibilities of all relevant staff. Progress against the revised model will be monitored, utilising MI reports which will be discussed at monthly UPW Steering Groups. The North East will continue to assure RCAT activity monthly - which includes a focus on the quality of the risk and need assessment to inform the UPW placement decision, and the quality of the induction to prepare individuals for undertaking their hours. Feedback from all such activity is shared with Senior & Middle Managers routinely to support RPSS. Improved practice in this area will be measured via the RCAT and Operational Standards Dashboards and monitored through	RPD Head of Operations Head of Operations RPD	November 2025 November 2025 February 2026 Complete

			existing governance arrangements, which includes the quarterly Effective Practice Strategic Board chaired by the RPD.		
His Majesty's Prison and Probation Service (HMPPS) should					
8	Ensure that sufficient resources are allocated to the region to enable effective and timely SFO reviews.	Agreed	Public Protection Group (PPG) has drawn up a backlog recovery plan, with alternative formats used (as was the case during the Pandemic). Ministers have approved the backlog recovery plan, and it was launched in October 2025. It is anticipated that this will run for 12 months. Public Protection Group will consider whether local learning reviews can help form the basis for a new format for SFO reviews, such that reviews are proportionate as internal management reviews and accessible for victims.	Executive Director South West, South Central & Public Protection HM Prison and Probation Service Deputy Director Public Protection	Complete January 2026
9	Ensure workload capacity percentages, within workload measurement tool, are updated to reflect the revised Probation Workforce Transformation (PWT) timings.	Partly Agreed	Work is underway across the PS to incorporate the PWT activity data in a range of tools and approaches from April 2026 onwards. This includes reviewing how the service measures and reports capacity across the system, this review will include consideration of the current and any future use of WMT.	HMPPS - Central Operations Support (COS)	April 2026

Recommendations	
Agreed	8
Partly Agreed	1
Not Agreed	0
Total	9