



HM Prison &
Probation Service

Action Plan Submitted: 27th March 2026

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

Report Published: 19th February 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 Greater Manchester Region

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
Greater Manchester Probation Region should:					
1	Complete a learning need analysis with PSOs to understand their skills, confidence and knowledge to adequately assess, work with and review risk of harm to others, and ensure effective training is provided to meet these needs	Agreed	The Head of Learning & Development (HoL&D), supported by the Greater Manchester (GM) Probation Learning Lead (PLL), will create a GM wide and Probation Delivery Unit (PDU) specific Probation Service Officer (PSO) learning needs analyses (LNAs). This outlines the expectations and responsibilities placed on staff to complete all the mandatory and required learning for their role and will be used to identify the gaps between PSO current and required skills and knowledge to inform and drive future learning and development activity. To create the LNAs the HoL&D, supported by the GM PLL will: • Complete a GM wide survey of the PSO staff group. • Conduct one-to-one interviews with 25% of PSO staff in each PDU and function. • Hold a PSO LNA focus group. • Review existing audit data and analysis (with support from P&Q).	Head of Learning & Development and Head of Performance & Delivery	March 2027

			When complete the HoL&D and PLL will map out and deliver the learning requirements, linking these with regional business priorities, the PSO apprenticeship and the GM Continuous Professional Development agenda. The Regional Leadership Business Unit Heads will use existing data to track training completions and put processes in place to increase completions to 90%		
2	Ensure mechanisms are in place to provide effective oversight of cases managed as a medium or low risk of serious harm	Partially Agreed	The GM region has in place a comprehensive audit framework. This framework includes clear expectations regarding audit feedback and reflective practice, and completion is monitored by the Business Development Assurance Unit (BDAU). The audits conducted thus far demonstrate appropriate oversight of cases classified as medium and low risk of serious harm (RoSH). GM Probation Region will adapt its existing audit framework and: • Add an additional question on risk level to the commencement audits to enhance the tracking of the risk levels of cases which are audited. • Ensure that case audit samples include a proportionate number of low and medium RoSH cases.	Head of Performance & Quality and Business Development Assurance Unit	September 2026

			Review and revise the assurance oversight completed by the BDAU.		
3	Evaluate how the subject matter expert model adopted in the MAPPT and the Court and Enforcement PDU supports effective public protection practice, and consider how this can be applied to other areas of case management	Agreed	Building on the post inspection development session delivered by HMIP the HoP&Q will: - Engage with subject matter experts (SMEs) from MAPPT and the Court & Enforcement PDU to understand the SME models and the ways in which these support the effective delivery of public protection practice. - Working with PDUs and functions identify areas of practice where the components of the SME models can be replicated to support public protection practice and improved outcomes in case management. - Devise a plan and/or plans which will support the creation, implementation and delivery of the SME model in relevant areas of case management.	Head of Performance & Quality	July 26

Regional Recommendations	
Agreed	2
Partly Agreed	1
Not Agreed	0
Total	3

In addition, 3 recommendations were made for His Majesty's Prison and Probation Service (HMPPS). 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.