



HM Prison &
Probation Service

Action Plan Submitted: 20 August 2026

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

Report Published: 20 August 2026

INTRODUCTION

HM Inspectorate of Probation (HMIP) 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, His Majesty's Prison and Probation Service (HMPPS) / Ministry of Justice (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 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.	Ensure that probation practitioners are supported in developing the confidence and ability to manage complex caseloads alongside competing demands.	Agreed	The North East (NE) region is implementing a Regional Practice Improvement Plan to improve core areas of practice for keeping people safe. This plan has been developed using a Training Needs Analysis, and drawing on HMIP inspections, Regional Case Audit Tool (RCAT) findings, Serious Further Offence reviews (SFOs), complaints and NE operational reports). This analysis has identified development needs across several core areas, including Professional Curiosity and Challenging Conversations, Risk Assessment and Planning, including Multi-Agency Public Protection Arrangements (MAPPA); and Delivering Meaningful Interventions. The plan sets out targeted and mandated actions for all staff in sentence management. Resources have been determined, and implementation commenced in November 2025. We will measure effectiveness using RCAT, Court Case Audit	Regional Probation Director	February 2027

			Tool (CCAT) and regional Management Information (MI) reports and dashboards, as well as staff feedback to inform continuous improvement. A formal evaluation report will be completed by February 2027 to assess the effectiveness of the Regional Practice Improvement Plan and determine whether the intended improvements in practice have been achieved. The NE region will re-launch and further embed the Reflective Practice Supervision Standards (RPSS) process to enable Probation Practitioners (PPs) to reflect on their practice, embed learning, strengthen decision making and build confidence. Such expectations are already integral to the Regional Practice Improvement Plan and in ensuring Professional Registration compliance. The NE region 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. Feedback from this activity is routinely shared with senior and middle managers. Improvements in practice are measured through the RCAT and	Heads of Operations Regional Probation Director	October 2026 Complete
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		Operational Standards Dashboards and are monitored through the quarterly Effective Practice Strategic Board chaired by the Regional Probation Director (RPD). The NE region has developed a Maturity Model tool designed for Probation Delivery Units (PDUs) to assess themselves across six core areas: 1) Independent Sentencing Review (ISR) and Change; 2) Quality & Performance; 3) Interventions; 4) People & Culture; 5) Local Engagement; 6) Public Protection. This self-assessment is designed to be informed by the views of all staff. PDU Heads complete the assessment with PPs and Senior Probation Officers (SPOs) to inform plans aimed at developing the confidence and capability of PPs to manage complex caseloads. These plans will be owned by PDU Heads, reviewed quarterly, and overseen by Heads of Operations. The NE region has implemented a series of 'All Staff Calls' to outline key changes	Heads of Operations Heads of Operations	November 2026 November 2026
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			impacting workload and practice expectations aligned to the current sentencing reforms. Protected time will be provided to PPs to undertake key tasks and activities in a structured manner, enabling priority work to be completed within the required national timescales. Progress will be monitored and evaluated through national dashboards. The NE region will develop and promote a Community Integration 'Pathway Support Offer' for PPs, providing clear access routes to accommodation, health, substance misuse, education, training & employment (ETE), women's services and voluntary, community and social enterprise (VCSE) provision. The offer will be supported by a simple escalation process for complex cases requiring multi-agency intervention. Success will be measured through increased PP awareness and use of community pathways, reduced time spent sourcing support for complex cases, and positive PP feedback regarding confidence in managing complex needs alongside risk and sentence management responsibilities.	Heads of Operations	November 2026
2.	Ensure that probation practitioners are supported in developing the confidence and ability	Agreed	Heads of PDU across the NE region will continue to engage with local child & adult safeguarding arrangements, providing consistent Probation Service representation	Heads of Operations	Complete

			Effective Practice Strategic Board chaired by the RPD. As part of the Regional Practice Improvement Plan, the NE region will continue to ensure that all staff complete the MAPPA training. Progress is monitored through local reporting and the NE RADAR management tool. Heads of PDU across the NE region will utilise the Maturity Model tool, in conjunction with PPs and SPOs to inform plans aimed at developing the confidence and capability of PPs to engage effectively with external partner agencies, including Police, Local Authorities and Safeguarding Teams. The NE region will establish a programme of local partner showcase sessions, joint briefings and practitioner-partner networking events, enabling PPs to build relationships with key agencies, understand referral pathways, and increase awareness of available services and eligibility criteria. Success will be measured through increased PP knowledge of partner agencies and referral processes, improved quality of referrals and partnership engagement, and stronger PP feedback regarding confidence in working with accommodation, health,	Heads of Operations Heads of Operations Heads of Operations	Complete November 2026 November 2026
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			Department for Work & Pensions, substance misuse and VCSE partners.		
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Regional Recommendations	
Agreed	2
Partly Agreed	0
Not Agreed	0
Total	2

In addition, **one** recommendation was 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.