



HM Inspectorate
of Probation

An inspection of probation services in:

Hull and East Riding PDU

The Probation Service – Yorkshire and the Humber region

HM Inspectorate of Probation, March 2023



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The role of HM Inspectorate of Probation

HM Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children.

We inspect these services and publish inspection reports. We highlight good and poor practice and use our data and information to encourage high-quality services. We are independent of government and speak independently.

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Foreword

Hull and East Riding PDU has a strong and well-respected head of service, as well as well-established and integrated relationships and partnership arrangements with other organisations. An excellent range of provision is available to support people on probation, some delivered through nationally commissioned rehabilitative services (CRS) and others implemented through a combination of co-funding or via other partners. It was therefore disappointing that the impact of such work was not reflected in the quality of casework we inspected across the service.

Like so many services we have inspected over the last 18 months, Hull and East Riding PDU is struggling to recruit sufficient staff and invest sufficient resourcing to maintain the necessary quality of service delivery. At the time of our inspection, the vacancy rate for Probation Officers (POs) was over 25 per cent. Workloads inevitably remain high, although they are improving as more staff come into post. With a good number of trainees in place, the PDU hopes to have its necessary staff complement by the end of 2023. It is essential that the necessary support is put in place to allow these new staff to continue to develop. Our review of cases across the PDU indicated that while there was some excellent work being undertaken, in far too many cases insufficient attention was paid to the management of risk of harm to other people. While in part this was due to enquiries not consistently being made about domestic abuse or child safeguarding risks, it was also, in part at least, due to probation practitioners not always recognising when to probe deeper into cases or to ask difficult questions. We found particular shortfalls in the work undertaken by Probation Services Officers (PSOs), who were not consistently afforded the guidance, support and training that they needed. While systems were in place to offer this oversight and management, it was not consistently made available or effectively delivered.

Recent improvements in access to police and children's services databases will help ensure appropriate safety enquiries are made, but the real challenge is that of recruiting new staff at pace and ensuring they continue to receive the level of training and guidance they need to develop experience, knowledge and confidence. This applies every bit as much to middle managers, for they need to know how and when to provide much of this support.

This PDU has solid foundations on which to build the workforce necessary to consistently deliver effective services and so manage people on probation and protect the public. Ensuring this happens over the forthcoming months should be a priority.



Justin Russell
Chief Inspector of Probation

Ratings

Hull and East Riding PDU

Fieldwork started January 2023

Score **7/27**

Overall rating

Requires improvement



1. Organisational delivery

1.1 Leadership

Requires improvement



1.2 Staff

Good



1.3 Services

Requires improvement



1.4 Information and facilities

Good



2. Court work and case supervision

2.1 Court work

Inadequate



2.2 Assessment

Inadequate



2.3 Planning

Inadequate



2.4 Implementation and delivery

Inadequate



2.5 Reviewing

Requires improvement



Recommendations

As a result of our inspection findings, we have made a number of recommendations that we believe, if implemented, will have a positive impact on the quality of probation services.

Hull and East Riding PDU should:

1. ensure all cases are allocated to staff who are appropriately qualified and/or experienced
2. improve the quality and impact of work to manage risk of harm and to keep actual and potential victims safe
3. ensure all probation practitioners receive management oversight, training and support, commensurate with their experience and the needs of the given case.

Yorkshire and the Humber region should:

4. ensure Senior Probation Officers (SPOs) have sufficient capacity and resource to undertake effective management oversight of casework
5. implement an analysis of outcome data against protected characteristics of people on probation and implement any necessary work to reduce disproportionality.

Background

We conducted fieldwork in Hull and East Riding Probation Delivery Unit (PDU) over the period of a week, beginning 23 January 2023. We inspected 66 cases where sentences and licences had commenced between 20 June to 24 June and 18 July to 22 July 2022. We also interviewed 43 probation practitioners and gained feedback from 75 people on probation.

Prior to the unification of public and private probation service providers in June 2021, Hull and East Riding was covered by the Humberside, Lincolnshire and North Yorkshire Community Rehabilitation Company, operated by Purple Futures, and the North East region of the National Probation Service. It is now one of 11 PDUs in The Probation Service's Yorkshire and the Humber region. It operates from two offices in Hull and three offices across the East Riding, in Beverley, Bridlington and Goole.

The PDU comes under two unitary authorities, Kingston upon Hull and East Riding of Yorkshire. It provides probation services to Hull magistrates' court and Hull Crown Court and the area is covered by Humberside Police. There are three local prisons (HMP Hull, HMP Humber and HMP Full Sutton) and one approved premises, in Hull. The PDU leadership team have forged strong relationships with strategic partners. They are actively involved in multi-agency public protection arrangements (MAPPA) along with a wide range of partnership and safeguarding boards.

Hull is a port city with a population of 267,100. It was awarded City of Culture status in 2017 but has a number of challenges, including high levels of deprivation, domestic abuse and substance misuse, together with higher unemployment and lower life expectancy than the national average. East Riding of Yorkshire is the largest geographic unitary authority in England. It has a population of 342,200 and covers 929 square miles compared with Kingston upon Hull's 27 square miles. It is largely rural, with extensive coastal areas, and has an older and more affluent population than Hull, except in the deprived areas of Bridlington, Goole and Withernsea.

CRS cover the following work: Ingeus for personal wellbeing; Shelter for accommodation; The Growth Company for education, training and employment (ETE) and finance, benefit and debt relating to people leaving custody. A dedicated women's centre, provided by the Together Women Partnership, delivers a female-only reporting space in Hull. Dependency and recovery services are provided by Change, Grow, Live operating as ReNew. Community integration teams (CITs) provide support for those sentenced for up to 20 months in custody. They have been combined with the existing integrated offender management (IOM) team and benefit from co-location arrangements in Hull with IOM police and CRS providers.

The PDU employs 156 full-time equivalent staff, the majority of whom are female (80 per cent). Four per cent of staff identify as black, Asian and minority ethnic.

The PDU manages 1,394 people on community or suspended sentence orders and 684 people who are being supervised in the community on licence and post-sentence supervision. At the time of the inspection, the PDU was rated amber on the probation prioritisation framework because of the high proportion of PO vacancies (27 per cent).

1. Organisational delivery

1.1. Leadership



The leadership of the PDU enables delivery of a high-quality, personalised and responsive service for all people on probation.

Requires improvement

Although a majority of the domain 2 case assessment ratings were 'Inadequate', in recognition of the leadership strengths seen against the key questions, leadership is rated 'Requires improvement'.

Strengths:

- The head of service was well established in the role and was almost universally respected and admired by staff, partners and stakeholders.
- The service had an extremely high profile across the area, with the head of service chairing or vice chairing key partnership boards. All SPOs have lead responsibility for a number of key areas of development, including modern slavery and domestic abuse.
- There was substantial and effective use of the regional outcome and innovation fund (ROIF) for a range of projects, including an accommodation scheme, circles of support and a neuro-diversity scheme totalling over £90,000 of support.
- The strategic approach of the PDU was understood by staff, with 27 out of 31 respondents in our survey indicating that the PDU promotes openness and 26 out of 31 saying the service prioritised quality.
- Key risks were understood, with the primary focus on staff shortfalls. The use of overtime had helped reduce this impact, with over £187k spent in the last two years. To mitigate the impact of a shortage of POs (27 per cent vacancy rate), there had been an over-recruitment of PSOs who are able to, with necessary mentoring and guidance, support the work of POs. Effective contingency plans were in place to manage significant incidents and were understood by staff.
- Change was well managed with effective structures in place to evaluate impact and communicate it with all staff.
- A clear and effective delivery plan was in place which was rigorously managed through monthly management meetings.

Areas for improvement:

- Despite clear messages and regular communication, the outcome of our inspection of 64 cases indicated that not all staff understand their role, nor the extent of their responsibilities. We saw some excellent casework alongside some that was poor, which reinforces the need to ensure greater consistency.
- Despite the positive approach of recruiting PSOs, it was, in particular, work undertaken by this group of staff where the shortfalls lay. The number of

cases managed by PSO that were deemed sufficient was consistently lower across all aspects of casework compared with those managed by POs.

- The level of support and management oversight for PSOs was insufficient with 10 cases (40 per cent of the PSO sample) tiered as C2 – these are cases that should usually be considered for allocation to a qualified PO, unless clear SPO oversight and demonstration of PSO experience has been recorded. Some PSOs reported feeling “overwhelmed”.
- Work to engage people on probation was developing and, while representatives had been identified (as had a lead practitioner) to take this work forward, further work was required. Fewer than half of people on probation surveyed for our inspection said they have been asked about their views.

1.2. Staff



Staff are enabled to deliver a high-quality, personalised and responsive service for all people on probation.

Good

Strengths:

- Senior leaders work hard to mitigate the pressure on staff caused by significant staffing shortfalls, especially of POs. Overall, caseloads were not excessive. Although higher than the target, around half of staff said their workload was manageable. Many said that this had improved in the last six months, during which time around 20 new staff had been recruited, but that they afford little flexibility.
- Annual sickness levels were low at 8.6 days, below the national target, and the regional average of 15.5 days.
- Staff deployment was well managed and reviewed regularly. With relatively high levels of Professional Qualification in Probation (PQiP) trainees (27 at the time of inspection and a further 13 due to start), a clear plan anticipated a full staff compliment by the end of 2023.
- Staff potential was identified well, with various opportunities to expand experience and for personal development. Most staff spoke effusively about the support they receive from managers, especially the head of service.
- Excellent use was made of the reward and recognition system, with over 100 awards made this year, and most staff felt that both their safety and wellbeing was appropriately supported.
- Learning and development was well promoted and the use of protected development days each month was especially positive. A range of training and development beyond core training was also accessible.
- Learning and development was a priority for the PDU, with over 70 per cent of staff having completed essential core training, including that relating to safeguarding, domestic abuse and PREVENT. Further ad-hoc training was also available, including mental health pathway training, MAPPA foundation training and sharing the learning from previous serious further offence (SFO) reviews training.
- The PDU had two half-day protected development events every month, with topics focusing on issues such as how to deal with resistance and working with toolkits.
- In our survey, 26 out of 28 told us that there was a culture of learning and continuous improvement in the PDU which was actively promoted.
- A positive number of peer mentors were in place across the PDU, including those in the women's service and unpaid work.
- Staff supervision was well embedded and 23 out of 28 in our staff survey said it enhanced their practice.

Areas for improvement:

- Most staff believed they had the necessary skills and experience for the cases they managed, although a third of PSOs did not. However, in too many cases we observed a level of naivety and inexperience, especially in relation to the assessment and management of risk.
- Training was not consistently translating into effective practice, especially for PSOs, and for some PQiPs. Overall, management oversight was not sufficient with only 17 out of 62 cases assessed as being effective.
- The oversight of PQiPs did not consistently lead to the necessary support required to enhance the opportunities for learning and development.
- SPOs had high workloads and some were relatively new in post, which may account for some of the insufficient oversight.

1.3. Services



A comprehensive range of high-quality services is in place, supporting a tailored and responsive service for all people on probation.

Requires improvement

In rating this standard, the effective arrangements in place to develop, commission and make available relevant services and interventions have been considered against the inadequate domain two rating for implementation and delivery. The strengths recognised have led to the overall rating of 'Requires improvement' for services.

Strengths:

- There was an excellent range of partnerships across the PDU to enhance the provision of support for people on probation. Partner agencies spoke enthusiastically of such arrangements.
- The level and range of need was well understood by the service and was regularly reviewed.
- CRS provision had improved, and improvements in both referral and engagement reflected this. The co-location of service providers in Hull had also facilitated this enhancement. So far this year (nine months) there had been over 1,500 referrals to services, with 773 (49 per cent) converted to interventions.
- The women's service was excellent, offering a bespoke and integrated provision, with two thirds of referrals leading to the required intervention.
- Accommodation support was also good across the PDU, with provision from both CFO3 funding (regional) and a range of support including Humbercare locally and the partnership with Hull council.
- Despite staffing pressures, the delivery of accredited programmes was progressing well. In the eight months since May 2022, 324 non-sex offender programme places and 104 sex offender programme places had been offered, with attendance at the former averaging 74 per cent and the latter 88 per cent. Programmes were delivered with up to 10 participants and provision had expanded to include evening and daytime options. Working through the rehabilitation steering group, a clear plan was in place to increase provision and extend the range of structured interventions available as newly recruited staff are suitably trained.
- Wider partnership work was well embedded, with examples including the secondment of staff to the Changing Futures initiative and funding via the Community Safety Partnership (CSP) to provide advocacy services and funding furniture packs.
- Our case assessments suggest that in a good number of cases (64 per cent), delivered services were those most likely to reduce reoffending and support desistance, and in 36 out of 53 relevant cases the involvement of other organisations in the delivery of services was sufficiently well coordinated.

- Seventy-six per cent of people on probation indicated that they had access to the services they needed.
- Overall, there was effective management of MAPPA across the region.
- The CIT and IOM teams worked well and there were generally good relationships with the police. We saw examples of good work with the management of sexual or violent offender staff.

Areas for improvement:

- The delivery of accredited programmes was developing, with an increase in participants over the last six months. However, staffing pressures has resulted in a significant waiting list (100) and potentially some delays in access. Projections anticipated improvements over the coming months.
- Unpaid work was also progressing reasonably and, despite some staff shortages, the current delivery level was improving. Nevertheless, attendance remains a problem, with levels at only 66 per cent.
- Safety enquiries were not consistently being undertaken in relation to domestic abuse and child safeguarding, although there were some indications of recent improvements. Direct access to service databases by the end of February 2023 were anticipated to improve this further.

Resettlement work

Strengths:

- The implementation of CIT was becoming embedded in the PDU with substantial developments in the six months prior to inspection, including increases in staffing levels. The team focused on those serving sentences of less than 20 months and was, in effect, an in-reach service working with regional staff based in the prison – along with offender management in custody staff where appropriate.
- In a reasonable majority of cases we reviewed (68 per cent), the assessment of people on licence focused sufficiently on the factors linked to offending and desistance, and in a similar number (71 per cent) of cases, planning sufficiently reflected offending-related factors and prioritised those which were most critical.
- Upon release, some aspects of cases were managed well, with licence requirements starting promptly or at an appropriate time in 97 per cent of cases we reviewed (30 out of 31). Sufficient focus was given to maintaining an effective working relationship with the person on probation in a large majority of cases (94 per cent), and local services – engaged to support and sustain desistance during the sentence and beyond – were in place in 80 per cent of cases.
- In 77 per cent of cases (24 out of 31) reviewing focused sufficiently on supporting the person on probation's desistance whilst on licence.

Areas for improvement:

- Work focusing on the assessment and management of risk of harm to others required further attention. In fewer than half the licence cases we reviewed (15 out of 31) did the community offender manager ensure a proportionate level of contact with the prisoner before release. In particular, in only a minority of cases (39 per cent) were the key risk of harm needs addressed by the community offender manager before release.
- Although no worse than with community orders, in only 26 per cent of licence cases did assessment focus sufficiently on keeping other people safe although the implementation and delivery of services for those released on licence effectively supported the safety of other people in fewer than half the cases we reviewed (15 out of 31).

1.4. Information and facilities



Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all people on probation.	Good
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Strengths:

- Quality improvement was identified as a priority for the PDU, with a good focus on identifying shortfalls and responding appropriately.
- The Regional EQual model was being implemented, with all staff having attended at least one session. These sessions work well with the PDU's use of protected development days each month.
- Communication was good, with a positive attempt not to overload staff with information and directions. Bi-monthly all-staff meetings and bi-weekly emails from the head of service presented an appropriate balance and worked well.
- Learning from SFOs was well managed and communicated with clear, key messages and links to further appropriate learning options.
- Support from a dedicated quality development officer was positive, as was the recently developed learning log, introduced by one of the PDU's SPOs.
- Policies and procedures were well understood by most staff, as were mechanisms for engaging with partner agencies.
- Helpfully, information and guidance to staff was regularly communicated about newly developed services and provision, and all staff had access to Junction, which was an excellent and easily accessible resource.
- All offices were readily accessible to both staff and visitors, and those in Hull were close to support services.
- There were clear and well-understood procedures in place to manage incidents along with post-incident debriefs which staff feel work well. Of the 28 practitioners we spoke to, 25 told us that sufficient attention was paid to their safety.
- The vast majority of people on probation said that the location of offices was within a reasonable distance and that they feel safe accessing them.
- ICT facilities were appropriate, as were information-sharing protocols with partner agencies.

Areas for improvement:

- Given our casework findings, some questions remain as to how well learning and development was embedded or, potentially, how well it was delivered.
- Although work to engage people on probation was progressing reasonably well, only 46 of 75 (46 per cent) in our survey said they had been asked about it.
- While information relating to diversity was collated by the PDU, with the latest performance data suggesting this was happening in 98 per cent of cases, further work was required to ensure outcome data is mapped across protected characteristics to evaluate any disproportionality.

Feedback from people on probation

User Voice, working with HM Inspectorate of Probation, had contact with 80 people on probation as part of this inspection. There was an even split between those who were on a community order and those who were on a post-sentence licence, although a slight overrepresentation of women (14 per cent) compared with our case supervision sample (eight per cent).

Strengths:

- Overall people on probation were positive about their experience of being supervised, with the vast majority of those engaging in face-to-face (66) or completing online surveys (14) saying that they could have contact with their PO when they needed to. Similarly, most felt that appointments were available that were convenient for them. The following quote from a person on probation demonstrates this:

“My Probation Officer is as good as gold. I am six and a half months sober now and my life is good. Probation helped me get the support in the first place so I can’t fault them. If I need anything they will help me.”

- Over three-quarters of people on probation who were asked said they were, overall, happy with the service they received from probation, with 45 per cent saying that “nothing could be improved”. A similar proportion of people also feel they have been able to access the services they need and can access them within their local area. The following demonstrates how services working together and the hard work of individuals themselves can pay off:

“I was homeless and in supported housing. During my probation period I got a flat which I am, happily, still in. I worked on my mental healthand I got clean from drink and substances.With help from Renew (Hull), probation, Together Women and a big push from me, I remain clean today. Finally, just having the routine of appointments with probation and the other services helped me start to get my life on track.”

Areas for improvement:

- Not all people on probation were positive about their experience however, and where there was dissatisfaction this centred, mostly, on people not always feeling that their needs were met or that the support they got was insufficient. As one individual said:

“The time I have with my Probation Officer is very rushed, they seem to want me out of the door before I have got in.”

Diversity and inclusion

Strengths:

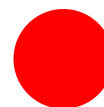
- The PDU's approach to equality and diversity appropriately followed that of the region and was included as part of the people strategy WHEEL – Workforce planning; Health and wellbeing; Engagement; Equality, Diversity and Inclusion; and Learning and Development.
- There was a good focus on issues relating to the needs of staff, reflected in the combined diversity, health and wellbeing committee which met bi-monthly. Meetings monitored and reviewed identified actions from the agreed priorities.
- Staff broadly reflected the ethnic makeup of the current caseload (around four per cent identifying as black, Asian and ethnic minority) although around 17 per cent of the staff ethnicity was not known (compared with less than one per cent of people on probation). There was a recent push by senior leaders to reflect the needs of the significant Eastern European community within Hull itself. Around 11 per cent of the local population had identified, ethnically, as non-white (local census data).
- There were staff champions identified for each protected characteristic, along with mental health allies who appeared to be reasonably active and were known about by staff.
- There was appropriate engagement with a number of community groups across the PDU, including a neurodiversity initiative in Hull (Matthew's Hub) which was supported through ROIF money from The Probation Service and a modern-day slavery support project supported through the CSP.
- Cases we reviewed for the inspection generally took account of the diverse needs and protected characteristics of people on probation.

Areas for improvement:

- Although data regarding the impact of services for different groups of people on probation was being collated, there was little analysis yet in relation to disproportionate impact.

2. Court work and case supervision

2.1. Court work



The pre-sentence information and advice provided to court supports its decision-making.

Inadequate

Our rating⁵ for court work is based on the percentage of cases we inspected being judged satisfactory against the key question:

Key question	Percentage 'Yes'
Is the pre-sentence information and advice provided to court sufficiently analytical and personalised to the individual, supporting the court's decision-making?	42%

Strengths:

- In all 26 of the pre-sentence reports reviewed, the individual about whom the report was written was judged to have been meaningfully involved in the report's construction.
- It was also encouraging that in 22 of the 26 cases reviewed, the advice given to the court considered factors relating to the likelihood of reoffending, and that in a large majority of cases (84 per cent) the recommendation given to the court was deemed to have been appropriate.
- These findings correlate with what sentencers said during our fieldwork. Senior leaders were perceived to be both engaged and responsive, and the quality of work undertaken by court staff was seen to be of a high standard.
- Twelve out of 13 police enquiries and seven out of 10 children's services enquiries from court were responded to in time for the court hearing. This was reasonable but needed to be improved to reduce the risk of inappropriate sentencing. Following considerable negotiations by leaders, we were told that probation practitioners would have direct access to both police and children's services databases in Kingston upon Hull and East Riding of Yorkshire by the end of February 2023.

Areas for improvement:

- Despite some positive work, there were shortfalls in work relating to the assessment and evaluation of harm, or potential harm, to others.
- In only half the cases reviewed were domestic abuse enquiries undertaken, invariably where the index offence or previous convictions indicated past activity. In the other 13 cases there was no indication of previous abuses but, without enquiries being undertaken, this could not be known.
- Although there was a need for enquiries to be made with children's services in 19 of the 26 cases, they were only actually requested on 10 occasions.

- As a consequence of these shortfalls, we assessed that in only 45 per cent of cases did the information and advice given to court draw sufficiently on available sources of information, including child safeguarding and domestic abuse information.

2.2. Assessment



Assessment is well-informed, analytical and personalised, actively involving the person on probation.

Inadequate

Our rating¹ for assessment is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Does assessment focus sufficiently on engaging the person on probation?	62%
Does assessment focus sufficiently on the factors linked to offending and desistance?	59%
Does assessment focus sufficiently on keeping other people safe?	26%

Hull and East Riding PDU is rated as 'Inadequate' for assessment as the lowest score, relating to keeping other people safe, was deemed to have been sufficient in only a minority of cases.

Strengths:

- In a reasonable majority of cases, assessments included a sufficient analysis of the individual's personal circumstances and their ability to comply with services. In a similar number of cases the person on probation was also meaningfully involved in the assessment.
- Although we only evaluated a small number of cases involving women on probation, in all four of these, the assessment analysed the protected characteristics of the woman and considered the impact of these on their ability to comply and engage with service delivery.

Areas for improvement:

- In only a minority of cases were either domestic abuse or children's services enquiries undertaken and, as a consequence, only 22 out of 64 cases were considered to have sufficiently identified all risk of harm factors.
- In fewer than half the cases we reviewed did the assessment draw sufficiently on available sources of information, or analyse any specific concerns and risks related to actual or potential victims.

¹ The rating for the standard is driven by the score for the key question, which is placed in a rating band. [Full data and further information about inspection methodology is available in the data workbook for this inspection on our website.](#)

2.3. Planning



Planning is well-informed, holistic and personalised, actively involving the person on probation.

Inadequate

Our rating² for planning is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Does planning focus sufficiently on engaging the person on probation?	61%
Does planning focus sufficiently on reducing reoffending and supporting desistance?	56%
Does planning focus sufficiently on keeping other people safe?	44%

Hull and East Riding PDU is rated as 'Inadequate' for planning as fewer than 50 per cent of cases were assessed as sufficient in relation to keeping other people safe.

Strengths:

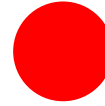
- Despite the small number in our case sample, work to engage with women on probation to develop plans was particularly good, meaningfully engaging them in the process, considering their diversity needs, their personal circumstances, and the nature and type of contact necessary to be effective.
- Overall, across our full case sample, planning set out a level, pattern and type of contact sufficient to engage the person on probation in a reasonable majority of cases.

Areas for improvement:

- Many of the cases we reviewed were complex with multiple factors that needed consideration (mental health, drugs, housing etc.), but in too many cases only some, but not all, factors were included in plans. As a consequence, some key issues were not considered sufficiently.
- Almost inevitably, when sufficient police and safeguarding enquiries have not been undertaken, planning to manage risks is likely to be limited, which was evident in the cases inspected.
- In particular there were shortfalls with cases managed by PSOs (compared with POs) who, in a number of instances, appeared to lack sufficient support, guidance and case oversight. While this did not relate solely to planning work, its manifestation in this context set a pattern across many cases.

² The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [Full data and further information about inspection methodology is available in the data workbook for this inspection on our website.](#)

2.4. Implementation and delivery



High-quality well-focused, personalised and coordinated services are delivered, engaging the person on probation.

Inadequate

Our rating³ for implementation and delivery is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Is the sentence or post-custody period implemented effectively with a focus on engaging the person on probation?	61%
Does the implementation and delivery of services effectively support desistance?	64%
Does the implementation and delivery of services effectively support the safety of other people?	41%

Hull and East Riding PDU is rated as 'Inadequate' for implementation and delivery as fewer than 50 per cent of cases were assessed as sufficient in relation to keeping other people safe.

Strengths:

- Work to effectively engage people on probation was generally well managed, with a large majority of cases we reviewed starting on time and with sufficient focus given to maintaining an effective working relationship. There was also appropriate focus and flexibility to enable the person on probation to complete their sentence.
- We saw some good examples of joint work with other agencies and service providers including NACRO, Ingeus, RENEW and Humercare, to mention just a few. In many cases there were multiple agencies engaged with individuals and we saw some good examples of well-coordinated work, although this was not as consistent as we would have liked to have seen.

Areas for improvement:

- In some cases, despite some appropriate referrals being made to services, these were not always to address key (usually risk-related) factors. Similarly, sometimes practitioners did not chase-up referrals if there were delays in work starting or to pursue support if engagement had lapsed for any reason.
- In only 24 of 59 relevant cases was sufficient attention given to protecting actual and/or potential victims.

³ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [Full data and further information about inspection methodology is available in the data workbook for this inspection on our website.](#)

2.5. Reviewing



Reviewing of progress is well-informed, analytical and personalised, actively involving the person on probation.

Requires improvement

Our rating⁴ for reviewing is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Does reviewing focus sufficiently on supporting the compliance and engagement of the person on probation?	68%
Does reviewing focus sufficiently on supporting desistance?	67%
Does reviewing focus sufficiently on keeping other people safe?	52%

Hull and East Riding PDU is rated as 'Requires improvement' for reviewing as more than half, but fewer than 65 per cent of cases were assessed as sufficient in relation to keeping other people safe.

Strengths:

- In a reasonable majority of the cases we reviewed, the person on probation was involved meaningfully in reviewing their progress and engagement. Reviewing was also judged to focus sufficiently on building on the strengths and enhancing the protective factors of the person on probation in 30 out of the 45 relevant cases; and to be informed by necessary input from other agencies working with the person on probation in 41 out of 57 relevant cases.

Areas for improvement:

- In too few of the cases we evaluated did reviewing address changes in factors related to risk of harm and were not sufficiently informed by the necessary input from other agencies involved in managing risk of harm.
- In a number of cases, the potential impact of one behaviour on another (e.g. drug misuse on violence towards a partner) was not properly considered in reviewing. This was largely due to inexperience on the part of the practitioner but should have been picked up through mentoring support or management oversight, especially with cases managed by PSOs or trainees.

⁴ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table.

2.6. Outcomes

Early outcomes are positive, demonstrating reasonable progress for the person on probation.

We do not currently rate the Outcomes standard, but provide this data for information and benchmarking purposes only.

Outcomes	Percentage 'Yes'
Do early outcomes demonstrate that reasonable progress has been made, in line with the personalised needs of the person on probation?	34%

Strengths:

- In 40 of the 65 relevant cases we reviewed there had either been a reduction in offending or no change, with only nine cases evaluated to have had an increase in offending.
- In two-thirds of cases we reviewed the level of contact between the probation practitioner and the person on probation was assessed to be sufficient to reduce reoffending and support desistence, and a similar proportion were seen sufficiently to manage and minimise the risk of harm.
- In 37 out of 57 relevant cases that we reviewed during the inspection, the delivery of services built upon the individual's strengths and enhanced protective factors.

Areas for improvement:

- In 13 of 31 relevant cases, breach action was lacking. It appeared that this related primarily to unpaid work cases that had been allowed too much flexibility on the part of the probation practitioner.
- Overall, relatively little progress had been made to address issues relating to reoffending and desistence and/or to keeping others safe, although in many cases the point of review was less than halfway through the total length of the order. Nevertheless, it was disappointing that in 38 cases there had been no identifiable progress made against individual factors identified as related to offending. This was similarly the case in 39 cases in relation to work to address risk of harm.
- Overall, the number of people in settled or transient accommodation had changed little between the beginning of their order (or release from custody) and the time of our inspection fieldwork. The number of people in ETE however had gone down since the orders had been made, and at the time of the inspection more people on probation were either unemployed or not available for work. It was not clear why this was the case.

Annexe one – Web links

Full data from this inspection and further information about the methodology used to conduct this inspection is available in [the data annexe on our website](#).

A glossary of terms used in this report is available on our website using the following link: [Glossary \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/glossary).