



HM Inspectorate
of Probation

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30 March 2023

To:

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Dear Lynda,

Many thanks for the cooperation we received from you and your staff during the recent review of the Probation Service – Yorkshire and the Humber region.

We have now completed the inspection of the Hull and East Riding, Kirklees, North and North East Lincolnshire, and Sheffield probation delivery units (PDUs) in your region and would like to take this opportunity to share with you our overall findings and key observations, and the areas for improvement at a regional level.

Regional observations:

At a regional level, we have identified the following key strengths and areas for improvement:

Leadership

The Yorkshire and the Humber region of the Probation Service was formed in July 2021, following the unification of three Community Rehabilitation Companies (CRCs) and the National Probation Service (NPS) into a single organisation. Prior to unification, the area was covered partially by the North East division of the NPS and three CRCs – South Yorkshire (operated by Sodexo); and West Yorkshire (operated by Purple Futures); and Humberside, Lincolnshire and North Yorkshire CRCs (also operated by Purple Futures). The region comprises 11 PDUs, covering a geographically and demographically diverse area.

We found that the region had successfully merged these former organisations into a single culture with a single operating model. There was a clearly articulated strategy for delivering probation services across the region. Clear lines of accountability had been established at senior management level, and steering groups had been arranged to oversee and review

specific elements of the business plan. Senior leaders on the regional leadership team (RLT) had good insight into operational risks, particularly in relation to workforce planning.

However, we were disappointed to find that the quality of casework with people on probation across the PDUs we inspected was poor overall. Our analysis of work to keep people safe from harm was particularly concerning. There were opportunities for more regular and effective assurance work to be carried out across the region, which would provide senior leaders with a better understanding of how the strategy and operating model is being delivered in practice.

Key strengths:

- The region had established a regional rehabilitation partnership board, which was attended by representatives from Police and Crime Commissioners' offices, NHS bodies and other external agencies. It was intended to act as a strategic steering group and enabled partners across the region to work together on commissioning activities and identifying gaps in service.
- Quality in relation to case management was emphasised as a priority for the region in its business plan. Heads of operations, the head of community integration and the heads of interventions had been assigned clear responsibilities in relation to delivering high-quality sentence management. In our practitioner survey, 75 per cent felt that the region prioritised evidence-based and high-quality work.
- The RLT has focused strongly on building a diverse workforce and developing inclusive places to work. Inclusion was one of the main strategic objectives in the regional business plan. All senior leaders on the RLT have led strategic work in relation to supporting specific protected characteristics, including chairing a strategic inclusion group, a race inclusion group and other committees. Encouraging progress has been made in relation to diverse recruitment panels. Declaration rates for ethnicity among staff were monitored by senior leaders, who were interested in understanding whether staff were representative of the communities they served.
- The regional strategy aspired towards involving the views of people on probation in its delivery plans. There was strong partnership working with St Giles Wise, which had been commissioned nationally to support work to engage with people on probation. There had been some early successes, including the implementation of a 'departure lounge' project at HMP New Hall, which aims to support women on the day of their release back into the community.

Key areas for improvement:

- The emphasis on high-quality work in the business plan had not translated into effective risk assessment or management practice in the PDUs we inspected. There were limited formal processes in place for supporting and holding PDU heads to account in relation to the quality of work delivered within their units. The extent to which senior probation officers (SPOs) were expected to assure casework quality by practitioners was not completely clear. A framework for reviewing Multi-Agency Public Protection Arrangements (MAPPA) level one cases had not yet been implemented. More focus from senior leaders will be needed over the near future to grow and sustain a quality-based organisational culture.
- The function of the weekly briefing for PDU heads was not completely clear. It appeared to act principally as a conduit for sharing strategic decisions made by the RLT for implementation in sentence management teams. There was limited evidence of PDU heads being able to influence and become involved effectively in shaping the

regional strategy. That created a risk of PDU heads being detached from involvement in and accountability for decisions made by the RLT. The region may wish to consider how to increase consultation with PDU heads and explore how to optimise their involvement in regional level decisions, including about resource allocation and performance.

- Delivery plans were not fully understood by staff in the PDUs we inspected, which resulted in uncertainty about responsibilities and confusion about what to prioritise. Many staff who responded to our regional survey expressed concern about the pace of change and the volume of material circulated following unification. It was encouraging to hear that the RLT plans to focus on a single priority of delivering high-quality services in the next business year.
- Despite inclusion being a priority in the regional business plan, it was not always translating into action at PDU level. In two of the PDUs we inspected, the strategic analysis of people on probation based on their individual needs was insufficient. In Kirklees, we were concerned to find poor outcomes for black, Asian and minority ethnic people on probation. In Sheffield, there was insufficient understanding of the disproportionate number of black, Asian and minority ethnic people on the caseload and whether local services were meeting their needs.

Staff

Since unification, the region has been faced with considerable vacancies across most practitioner and administrative grades. At the time of this review, there were 1,924 staff in post and around 287 vacancies. Approximately 23 per cent of probation officer positions were vacant but regionally there was a slight oversupply of probation services officers (PSOs). Recruitment of new staff was a priority for the RLT, and activity to appoint new people had been practically continuous. This meant that the trend in the numbers of staff in post was slowly improving. Nevertheless, staff in most PDUs in the region were still working at over 110 per cent of their target workload, and staffing deficits underpinned widespread issues in relation to stress, sickness absence and attrition.

Key strengths:

- The head of corporate services had led excellent work to develop and implement a digital workforce planning tool called MyPDU. This provided near real-time management information on a range of themes, including the number of staff in post, exit interview data and sickness absences. It provided senior leaders on the RLT and operational leadership group with insight into trends and analysis, which enabled them to make evidence-based decisions about recruitment and the deployment of staff.
- There was an upward trend in the number of staff in post, which meant that the pace of recruitment was higher than that of people leaving the organisation. There had been particular success in recruiting unpaid work supervisors, which had enabled the region to deliver more placements. A recruitment review had been commissioned by the RLT, which identified meaningful improvements to processes. Some of the recommendations, such as removing the sift for administrative grade staff, had been put into action and positive results were reported to us.
- A range of bespoke learning and development activities have been facilitated by the region, focused predominantly on practitioners. A series of seminars were commissioned on risk of harm assessment, which was delivered by a distinguished academic in the field. All PDUs were required to hold protected development days

for practitioners, which enabled staff to set aside time for learning. The region had introduced an initiative called EQUAL (Embedding Quality and Learning), which was intended to enable practitioners to reflect on their casework and receive feedback from peers. SPOs were being trained to deliver those sessions, which could, in time, lead to greater ownership of the quality of work conducted within their teams. In our survey of regional practitioners, 68 per cent felt that they had access to in-service training.

- The regional engagement strategy drew upon different channels and mediums to communicate with staff across offices. Technology was being used effectively to increase the visibility of senior leaders from the RLT. Excellent work had been led by the staff engagement and communications officer to develop Junction, which was a regional platform for hosting important information, policies and procedures. Staff feedback had been sought and woven into its development. We saw evidence that the platform was used regularly by many staff and kept up to date.
- There were meaningful examples of senior leaders acting on staff feedback to improve the ethos and culture of the organisation. In response to views provided by black, Asian and minority ethnic staff in the race inclusion group, the region commissioned training for all staff, delivered by Show Racism the Red Card. Resilience training had been piloted with some PDUs, following feedback from trade unions about the potential for practitioners to be exposed to vicarious trauma through their work with people on probation.
- You chaired the regional health and safety committee, which sent a strong message about the importance attached by the RLT to staff safety. The health and safety business partner was involved regularly and meaningfully in decision-making at a strategic level. Staff safety was integrated into planned improvements to office buildings across the region, and most staff who responded to our survey felt that sufficient attention was paid to their safety.

Key areas for improvement:

- Staffing levels across most PDUs in the region were insufficient, despite the volume of recruitment that had been under way since unification. The region had continued to experience a steady flow of people leaving the organisation, with most leavers concentrated in sentence management teams, where the need for staff was most keenly felt. PSO grade staff were leaving in the highest numbers. The rate of attrition was holding back efforts to stabilise the workforce across the region. While exit interview analysis was being done and efforts were clearly being made to make the region an attractive and supportive place to work, senior leaders may wish to review the regional approach to retaining staff.
- Stress contributed to people's decision to leave in almost two-thirds of cases. The leading cause of stress was reported to be workload demands. Long-term absences at a regional level were dominated by stress, and mental health issues were the leading cause of short-term absence. These were contributing regionally to 12.86 average working days lost per staff year, which was in line with the national Probation Service figure but significantly higher than the Civil Service average, and showed little sign of improvement. High vacancy rates, high sickness absence and high caseloads meant that demands on practitioners were often unmanageable and unreasonable. Unsurprisingly, 69 per cent of respondents in our regional survey said that their workload was not manageable.
- While the national prioritisation framework was in use in some locations, we found limited evidence from our PDU inspections or regional fieldwork that this was

demonstrably reducing pressure on practitioners. More work was needed at a strategic level to provide a steer to middle managers and practitioners on what to prioritise until staffing levels stabilise.

- The diversity of the workforce did not wholly reflect census data for Yorkshire and the Humber region, or the population of people on probation. Approximately 17 per cent of staff had not declared their ethnicity and there was limited understanding of what was preventing higher rates of disclosure. An outreach strategy had been developed and implemented, with the aim of recruiting more black, Asian and minority ethnic people. A mentoring scheme for aspiring black, Asian and minority ethnic staff to work with senior leaders was being delivered, but it was unclear if this was improving the likelihood of development and promotion. Leaders were authentically committed to building greater diversity in the workforce, but the strategy was not yet enabling a truly representative organisation.

Services and interventions

The region had been making use of a range of sources to make informed decisions about commissioning and delivery. This included an offender assessment system needs dashboard; data provided by HM Prison and Probation Service on the regional caseload; and an annual survey of people on probation. Senior leaders had good insight into the performance of court, unpaid work and programmes teams through a series of dashboards. Commissioned rehabilitative services (CRS) were well established and available across all PDUs in the region. A suite of bespoke services based on regional and local need had been commissioned through the regional outcomes and innovation fund (ROIF). Strong contract management arrangements were in place for both in-house and commissioned services.

There were considerable unpaid work backlogs across the region. Some 2,203 people on probation had not completed their unpaid work hours within 12 months of being sentenced. Accredited programmes were also faced with backlogs. At the time of our inspections, there were 1,120 people waiting to start a programme. A combination of factors had led to the development of these backlogs, including the Covid-19 pandemic, vacancies among facilitators and supervisors, higher numbers of court orders being imposed and poor enforcement practice in sentence management teams. Senior leaders were fully sighted on the backlogs, however, and strategies had been devised to return to a sustainable level of service in the future.

Key strengths:

- There had been an impressive approach to spending the ROIF on services for people on probation across the region. There were excellent governance arrangements in place regarding commissioning, which ensured that bids were based on need and considered consistently. Contract managers had been appropriately holding ROIF providers to account, including taking difficult decisions to terminate services where they were not delivering value for money. Over half of the budget had been assigned to a neurodiversity service, which was commissioned after the region reviewed caseload needs strategically and found that neurodivergent conditions were widespread. The service was available across the region and provided consultation and advice to practitioners working with people on probation who had acquired brain injuries, learning disabilities and a range of other conditions.
- Community integration teams (CITs) had been created across all the PDUs in the region. They were intended to work with people who had been sentenced to less than 20 months in prison. People supervised by CITs were to be referred to partner agencies before release and receive enhanced levels of supervision while on licence

in the community. CITs had been aligned with integrated offender management teams, which was reasonable in principle, given the similar profile of people managed under the two models. The aspiration was for CIT practitioners to make referrals to relevant services in the community before the prisoner's release and to provide enhanced contact and supervision while they were on licence in the community. Prison governors and leaders had been consulted prior to implementing CIT. While there is currently no outcome data to evaluate the effectiveness of CITs, work was actively taking place to build a reporting system, so that senior leaders could understand whether the approach was achieving its objectives.

- Unpaid work placements in the region were providing good-quality and meaningful work environments. This was reflected in very positive feedback from the beneficiaries of unpaid work projects in Sheffield and recent feedback from operational support and assurance group (OSAG) audit work. The region had partnered with The Growth Company to carry out unpaid work inductions from its activity hubs, which enabled people on probation to access education and training at the same time as completing unpaid work hours. In some locations, separate placements were available for women and men with neurodivergent conditions. There had been an increase in the number of placements available across the region, enabled partly through the recruitment of supervisors, but also through working more effectively across PDUs, as we found in Kirklees.
- The quality of CRS provision for women across all four of our PDU inspections was a strength. Women were able to access a range of services in welcoming, dedicated spaces away from PDU office locations. The rate of people on probation being referred to CRS and then starting the relevant service were positive, except in relation to accommodation. To support and promote referrals, the region had produced some very clear guidance for staff in relation to CRS and how they could provide support to people on probation.

Key areas for improvement:

- Access to intelligence held by police forces and children's services was problematic across the region and was preventing practitioners from fully understanding and assessing risk, particularly in the context of domestic abuse. Regionally, enquiries had not been made with the police in 46 per cent of the pre-sentence reports we inspected, and children's services had not been contacted in 40 per cent of cases. Some encouraging progress had been made on accessing police intelligence but there were opportunities to liaise more effectively with directors of children's services across the region, to improve information sharing. Inadequate access to intelligence held by other agencies had had a particularly adverse effect on the quality of pre-sentence reports delivered at court in all four of the PDUs we inspected.
- Regional rates of referral to CRS were too low. All services, except the accommodation provider, were experiencing lower than expected referral rates. Contract management staff were confident that low referral volumes were not reflective of low levels of need among the population of people on probation, but there was no clear understanding among leaders about what was preventing greater use of the services. Problems with the timely completion of initial assessments may have been leading to gaps in fully understanding the needs of people on probation. Referrals to CRS could alleviate some pressure on practitioners and enable people on probation to become involved in activities to resolve the problems they face. Senior leaders should consider how to set expectations about referrals more clearly.

- The completion rate for accredited programmes across the region was poor overall. Only 32 per cent of people across the region completed their accredited programme requirement successfully by attending all sessions. There was understandable frustration that the national review into sex offender programme facilitators was effectively preventing the region from recruiting into vacancies. Consequently, the region had temporarily reduced the number and location of programme groups, to mitigate the impact of staff shortages. Capacity to deliver the Thinking Skills Programme and Building Better Relationships was also affected by high facilitator vacancies. Further delays to programme completion were linked to poor enforcement practice. Some 27 per cent of cases in the backlog were awaiting enforcement action from probation practitioners in sentence management teams. This meant that many people who were assessed as needing support from a programme to challenge their offending behaviour were not receiving it.
- The number of people across the region who were completing unpaid work requirements within 12 months was insufficient. There had been some recent improvements in the number of hours offered to people on probation, and the volume of unpaid work hours slightly exceeded levels from before the Covid-19 pandemic. The region had a target to clear its backlog of unpaid work hours by 2025, but levels of delivery were below what would be required to achieve that. The problem was being worsened by increasing numbers of people being sentenced with an unpaid work requirement, and with increasingly higher numbers of hours attached to orders. As with accredited programmes, timely enforcement action by practitioners in sentence management teams was a considerable issue and was preventing too many cases from progressing satisfactorily.
- The region was close to achieving its target of providing Magistrates' Courts with pre-sentence reports on the day of request. However, there was limited regional insight into sentencing patterns and whether pre-sentence proposals to court by practitioners were proportionate. There were, for example, very few structured interventions in use, which could be used in some cases as a proportionate alternative to accredited programme delivery. Further analysis at a regional level would enable the RLT to have greater confidence that advice to courts is increasing the likelihood of people receiving appropriate sentences, and to improve the management of demand on services which are overstretched.
- The Offender Management in Custody model was embedded across the region and formed part of the resettlement strategy. Handover rates between prison and community offender managers were high, supported by good administrative systems. However, in all four of our PDU inspections we found that handovers were not translating consistently enough into effective release planning or risk management during the licence period. As an example, we found that key risk of harm needs had not been addressed in just under half of the resettlement cases we inspected in North and North East Lincolnshire. The regional custody and resettlement steering group may wish to examine those findings and devise a strategy for improving the quality of resettlement work.

Information and facilities

The region used a range of communication channels to engage with staff and share information about policies and procedures. This work was led by a small but high performing engagement team. The use of management information by leaders to drive continuous improvement was less effective. Information from reviews delivered by the Serious Further Offence (SFO) team had not been used to drive learning and improvements in performance

systematically across the region, but there is hope that recent improved continuity in the leadership of that team will lead to improvements. Internal audit activity across the region had been limited, partly due to low capacity in the team of quality development officers. We were encouraged to hear that the region will be focusing more on quality assurance in the near future, and on the crucial role of SPOs in gatekeeping assessments.

Key strengths:

- There was a culture of transparency around performance data. This was published in an accessible format and was available for all staff. A performance and quality officer was assigned to each PDU head for support. A digital tool, called OPEN, was available for all staff, which enabled middle and senior leaders to access data on case management within their teams, including in relation to missed and overdue appointments. PDU heads were represented on the performance and quality steering group, which had the potential to act as a forum in which to provide direction to the region regarding priorities and good practice.
- The region had good insight into business risks. A quarterly regional risk register was used to provide the RLT with oversight over critical issues which could prevent staff from carrying out their roles. The regional business continuity plan was adequate and included contingencies to be taken in the event of reasonable worst-case scenarios. We found that PDU continuity plans aligned broadly with the regional document.
- The region was making excellent use of technology to host up-to-date policies and procedures on Junction. The investment of time and energy in creating this digital platform was enabling leaders to communicate widely and effectively with staff across the region. There was a range of accessible and clear guidance documents published online for all grades of staff in all locations.

Key areas for improvement:

- The region was over-reliant on external bodies such as OSAG and HM Inspectorate of Probation for insight into the quality of casework. There was a lack of clear strategic direction and expectation regarding the delivery of internal assurance. Although the national RCAT audit tool had not been used routinely in the region following unification, we were informed that it would now be incorporated into first-line assurance procedures. This will provide leaders across the region with better insight into the quality of assessment and case management. A middle manager practice forum had also been established, which was linked to the region's recognition that the skills, knowledge and experience of SPOs across the region vary. Given that we found management oversight to be absent or ineffective in most of the cases we inspected at PDU level, the region may wish to consider developing a more coherent framework for checking and analysing quality within teams.
- Despite good access to performance information, it was unclear how the region was using it to drive performance improvements. Variations in the performance between PDUs were not fully understood. It was unclear how the performance and quality team was supporting PDU heads and advising them on improvements, given that there was little evidence of positive changes to performance over the previous year. A degree of tension existed between providing PDUs with autonomy to operate based on local need on the one hand, and providing clear direction about expected performance on the other.

- The quality and suitability of office buildings across the region were mixed. Some had been refurbished and redecorated and provided bright and hospitable places for practitioners and people on probation. However, there was a backlog of maintenance issues which was affecting the quality of some workplaces across the region. The absence of Wi-Fi internet was also an issue, predominantly in buildings formerly operated by the NPS. There were reasonable plans to improve the quality of the estate, and issues with the facilities management provider were escalated to the national contract management team.

Statutory victim work

We looked at 22 statutory victim cases and interviewed the strategic lead for victims work in the region. We reviewed case records to look at whether initial contact with victims encouraged engagement with the victim contact scheme; whether information and communication exchange supported the safety of victims, and if pre-release contact allowed victims to make appropriate contributions to the conditions of release.

Key strengths:

- At a strategic level, a single victim liaison team for the region had been created soon after unification, with the intention of developing consistency. All victim liaison officers were based in PDU offices, with the intention of embedding them with other practitioners and increasing their visibility. Unlike most other roles in sentence management, victim liaison officer posts were fully staffed.
- We found effective arrangements to record the details of victims, and communication by victim liaison officers (VLOs) with victims or their families was respectful, dignified and timely. All of the victim cases we inspected were recorded appropriately on the case management system. In all but one case, a VLO contacted the victim soon after the person on probation had been sentenced. Written correspondence with victims was appropriately personalised in all the cases we inspected.
- Work to take the wishes of victims into account and to include their views in risk management planning was strong. In all the relevant cases we inspected, the concerns of the victim were addressed when planning for the person on probation's release from prison. Non-contact licence conditions were used in all relevant cases.
- The region was tracking and analysing instances where practitioners had failed to notify VLOs about changes in the circumstances of the person on probation. This reflected a culture of seeking to learn from errors and improve services for victims across the region.
- Restorative justice had been commissioned in South Yorkshire using the ROIF budget. Effective liaison work was taking place with contract managers to monitor the performance provided to victims who opted into the scheme.

Key areas for improvement:

- Victims had not been informed about what to do in the event of the prisoner making unwanted contact in eight out of 15 relevant cases we inspected. This meant that, in some cases, victims may not have been aware of who could help in those circumstances.
- In 11 out of 15 relevant cases, victims had not been referred to other agencies or services, or given information about sources of help and support. The region had experienced some difficulty in maintaining an inventory of victim services, principally

because of the size and complexity of the area it covers. However, there would be benefits to providing victims with information about additional services. This would enable some people to make informed choices about taking up additional support.

Learning from Serious Further Offence investigations

SFOs were reviewed by a regional team of seven staff. Their findings were reported to the head of performance and quality, and brought to the regional public protection steering group for analysis. The head of SFOs had been in post for approximately six months and was the fourth person to carry out the role since unification. While the team was fully staffed, the volume of SFOs in this region was high. That was stretching the capacity of the team to carry out high-quality reviews.

These factors were evident in the quality assurance of SFO reviews. Of the 33 reviews which had been completed since November 2021, 21 were rated as 'Requires improvement' or 'Inadequate'. Too few reviews considered learning beyond the individual practitioners involved in the case. Learning plans for practitioners involved in SFOs were often not sufficiently developmental and there were limited examples of how progress would be measured. A common feature of SFO reviews was that they were insufficiently analytical, which meant that the significance of deficits in practice and errors was not fully understood.

Some of the common deficits identified during SFO reviews reflected findings from our PDU inspections. These included insufficient work to keep women and children safe from abuse, the limited impact of MAPPA level one status on the management of cases, and the quality and frequency of management oversight. The workload of staff was a common feature of SFOs across the region.

There were clear opportunities to improve how learning from SFOs is circulated to practitioners across the region and embedded into practice. A briefing was delivered to newly qualified probation officers, but beyond that there has been no strategic approach to maximising learning from SFOs. Given the volume of SFOs that the region has been experiencing, and considering the themes that have arisen from the reviews, the region should build a coordinated and deliberate approach using SFO findings to contribute towards continuous improvement.

Summary

In our PDU inspections, we rated Hull and East Riding as 'Requires improvement', Kirklees as 'Inadequate', North and North East Lincolnshire as 'Requires improvement' and Sheffield as 'Inadequate'.

We found that staff across all grades in all the PDUs were generally committed and determined to make a difference, in spite of the recent organisational changes and challenges faced by the region. The regional governance structure was strong and the vision for its future was clear. However, this was not yet translating into effective practice in the PDUs we inspected. We found widespread issues in relation to the quality of work to keep people safe, despite training and reflective practice having been carried out across the region. Management oversight in most cases we inspected was ineffective, and this should be an area of priority for the region in the immediate future.

Senior leaders have recognised that vacancies are closely related to high caseloads for practitioners and capacity issues in unpaid work and accredited programmes. Recruitment for new PSOs and administrative staff has been relentless. Senior leaders have usefully reviewed recruitment processes to maximise their effectiveness. Probation officer numbers are projected to reach a sustainable level within the next 12 months, once the current cohorts of those undertaking the Professional Qualification in Probation complete their

training. However, attrition and sickness levels remain high, and the region should explore what more can be done to clarify priorities for practitioners and support their wellbeing.

Much has been achieved since unification, not least the integration of three former CRCs and one NPS division into a cohesive region with a distinct identity. This was not without challenges and was felt by many leaders in the region to be much more difficult than expected. With improvements to recruitment and retention, more effective assurance in relation to risk management and improved use of services, the region has the potential to thrive and deliver good outcomes for people on probation.

Our recommendations from the inspected PDUs are set out in Annexe one. I look forward to receiving your regional action plan in due course, outlining the implementation of our recommendations. I wish you and all your staff well in undertaking this work.

Yours sincerely,

A handwritten signature in black ink that reads "Justin Russell". The signature is written in a cursive, flowing style.

Justin Russell
Chief Inspector of Probation

Annexe one – Recommendations

Set out below are the recommendations arising from the inspection of PDUs in this region.

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.

Kirklees PDU should:

1. complete robust risk assessments that give full consideration of information regarding domestic abuse and safeguarding in all cases
2. undertake **all** initial assessments and sentence planning as a priority
3. improve the quality of risk assessment, planning and reviewing
4. ensure information relating to child safeguarding is routinely obtained and used to support effective risk management
5. maintain the good relationships between managers and staff that recognises the stress individuals are under and supports their emotional and mental health until workloads have been reduced
6. maintain the good relationships between practitioners and people on probation
7. use data and performance information to help practitioners prioritise the work they undertake.

Yorkshire and The Humber region should:

8. improve the availability of accredited programmes and structured interventions
9. support planning at PDU level to enable staff to undertake the necessary sentence management tasks as staffing levels increase
10. improve the pathways and referrals to commissioned rehabilitative services (CRS).

HM Prison and Probation Service should:

11. address the need for improved staff recruitment and retention
12. ensure all PDUs are sufficiently resourced to meet local needs, including middle management capacity to oversee newly qualified/recruited staff.

North and North East Lincolnshire PDU should:

1. improve the quality of court reports to inform sentencing
2. improve the quality of work to assess, plan for, manage and review risk of harm
3. improve the delivery of unpaid work, ensuring orders start promptly with a varied offer of placements
4. ensure the delivery of training is prioritised to enhance the skills of the workforce and that there is a blended offer in place of in-person and online staff training
5. ensure diversity is prioritised in both strategic and operational practice.

Yorkshire and the Humber region should:

6. review the commissioned rehabilitative services (CRS) contract for accommodation support services to provide an effective service which meets the needs of people on probation
7. improve the offer and access to support services in relation to mental health
8. improve vetting timeframes, to start newly recruited staff promptly.

HM Prison and Probation Service (HMPPS) should:

9. ensure all probation offices have reliable Wi-Fi access
10. address the need for improved staff recruitment and retention.

Sheffield PDU should:

1. devise a strategy for returning to an acceptable level of service delivery and ensure that it is communicated to and understood by all staff
2. ensure that SPOs have routine oversight of high risk of serious harm and MAPPA level one cases
3. implement a quality assurance programme to check on the quality of risk management and practice on **all** casework
4. refer all people on probation to CRSs where they meet the eligibility criteria and the service is relevant to their needs

5. conduct an analysis into the needs of people on probation and develop a strategy for addressing local issues
6. make arrangements with Sheffield City Council to ensure safeguarding information is made available to probation practitioners at court and throughout case management.

Yorkshire and the Humber region should:

7. ensure that all practicable options have been implemented to provide Sheffield PDU with sufficient practitioners and administrative staff
8. improve completion rates for accredited programmes and unpaid work
9. improve access to domestic abuse intelligence held by South Yorkshire Police
10. conduct a review into the implementation of the Community Integration Team (CIT) model in Sheffield to ensure it is meeting the needs of people on probation.











HM Prison and Probation Service (HMPPS) should:

11. install a panic alarm system which can be heard on all floors of the Division Street office
12. install permanent Wi-Fi internet at the Division Street office
13. review the existing process for resolving long-term sickness absence
14. review its support to Yorkshire and the Humber region in relation to recruiting and retaining staff.

Annexe two – PDU ratings

Set out below are the ratings of the PDUs in this region. More detail about the reasons for the ratings is available in the PDU reports, which are published on our website:

[HMI Probation - Home \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmi-probation/)

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	

Kirklees PDU

Fieldwork started January 2023

Score **4/27****Overall rating****Inadequate****1. Organisational delivery**

1.1 Leadership

Requires improvement



1.2 Staff

Inadequate



1.3 Services

Inadequate



1.4 Information and facilities

Good

**2. Court work and case supervision**

2.1 Court work

Requires improvement



2.2 Assessment

Inadequate



2.3 Planning

Inadequate



2.4 Implementation and delivery

Inadequate



2.5 Reviewing

Inadequate



North and North East Lincolnshire PDU

Fieldwork started January 2023

Score **9/27**

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

Requires improvement



2.4 Implementation and delivery

Requires improvement



2.5 Reviewing

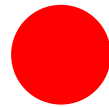
Requires improvement



Sheffield PDU

Fieldwork started January 2023

Score **1/27**

Overall rating**Inadequate**

1. Organisational delivery

1.1 Leadership

Inadequate



1.2 Staff

Inadequate



1.3 Services

Inadequate



1.4 Information and facilities

Requires improvement



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

Inadequate

