



HM Inspectorate
of Probation

An inspection of probation services in:

Sheffield PDU

The Probation Service – Yorkshire and the Humber Region

HM Inspectorate of Probation, October 2024

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The role of HM Inspectorate of Probation

HM Inspectorate of Probation is the independent inspector of youth justice and probation services in England and Wales. We report on the effectiveness of probation and youth justice 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.

Please note that throughout the report the names in the practice examples have been changed to protect the individual's identity.

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Foreword

This was the second inspection of Sheffield PDU since it was created in June 2021, and the first under the current inspection programme, which started in October 2023. The previous inspection highlighted significant concerns, which resulted in an overall rating of 'Inadequate'. While the overall outcome of this inspection was also an 'Inadequate' rating, there had been positive progress in relation to leadership, staffing and services.

An urgent strategic response had been established by His Majesty's Prison and Probation Service (HMPPS) in response to our previous inspection. We were pleased to find that the PDU had taken extensive action to improve staffing and leadership. There were considerably more, but still not enough, probation officers (POs) and probation services officers (PSOs) working in the PDU.

Relationships with strategic partners had mostly improved, notably with children's services, where a probation practitioner was now working alongside social workers and other professionals involved in triaging referrals. Staff were better engaged and more motivated, and felt valued.

But that progress was not yet translating into effective work with people on probation, in particular sufficient action to protect people from harm. The quality of casework across all stages of sentence delivery was simply not good enough. Senior probation officers (SPOs) were still not having routine oversight of cases involving people who posed a high risk and of Multi-Agency Public Protection Arrangement (MAPPA) cases managed at level one, despite this being a recommendation from our previous inspection. The quality of risk assessments and management plans was widely insufficient. There were notable deficits in the approach taken to domestic abuse and safeguarding children during the assessment and management of cases, which was deeply concerning.

People on probation were still not getting access or being referred to services relevant to the causes of their offending. Far too few people were accessing drug and alcohol treatment, despite specialist practitioners in partnership agencies having the facilities and capacity to take more people on. It was a similar story for people who needed help in other respects, including education and employment and finances, benefits and debts. Not enough was being done by SPOs to make sure that people on probation were being referred into specialist services with a view to reducing the likelihood of them reoffending.

Nonetheless, there were reasons to be optimistic about the future of this PDU. Nearly all practitioners and middle managers were more motivated and engaged because of the action taken by leaders since our last inspection. Practitioner numbers were heading towards a sustainable level. The SPO team was fully staffed and had recently undertaken leadership training. This PDU has worked hard to rebuild its foundations and should now focus its attention on ensuring that high-quality work is being delivered to keep people safe from harm.



Martin Jones CBE
HM Chief Inspector of Probation

Ratings

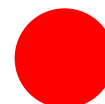
Sheffield PDU

Fieldwork started July 2024

Score **3/21**

Overall rating

Inadequate



1. Organisational arrangements and activity

P 1.1 Leadership

Requires improvement



P 1.2 Staffing

Requires improvement



P 1.3 Services

Requires improvement



2. Service delivery

P 2.1 Assessment

Inadequate



P 2.2 Planning

Inadequate



P 2.3 Implementation and delivery

Inadequate



P 2.4 Reviewing

Inadequate



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.

Sheffield PDU should:

1. ensure that SPOs have routine oversight of high risk of serious harm and MAPPA level one cases
2. improve the use of Commissioned Rehabilitative Services (CRS) for people on probation who meet the eligibility criteria and where the service is relevant to their needs
3. carry out an analysis of people on probation and develop a strategy for addressing their needs
4. review the content of protected learning days to make sure they focus on delivering high-quality assessments, risk management plans and effective sentence management.

Background

We conducted fieldwork in Sheffield PDU over the period of two weeks, beginning on 15 July 2024. We inspected 29 community orders and 21 releases on licence from custody where sentences and licences had commenced during two separate weeks, between 18 December 2023 and 22 December 2023 and 08 January 2024 and 12 January 2024. We also conducted 44 interviews with probation practitioners.

Sheffield is one of 11 PDUs in the Yorkshire and the Humber region of the Probation Service. Most men on probation report to an office in Sheffield city centre. People managed under Integrated Offender Management arrangements and those subject to Drug Rehabilitation Requirements and Alcohol Treatment Requirements report to a separate office in Sheffield City Centre. Women on probation report to an office run by the Together Women project. Administrative staff and staff who deliver unpaid work are based at an office in Attercliffe. The PDU provides reports to Sheffield Crown Court and magistrates' courts. There is one approved premises (Deer Park) in Sheffield, which is not managed by the PDU. There are no prisons in the city.

The PDU covers the metropolitan borough of Sheffield in South Yorkshire, which has a population of 566,242. The local force is South Yorkshire Police. The PDU supervises 1,074 people on community sentences and 631 people on licence. Black, Asian and minority ethnic people make up 26 per cent of the caseload, which is higher than the regional average.

The PDU has a fully staffed team of SPOs and a deputy head of PDU, all of whom are managed by the head of PDU. Eighty per cent of PO positions and 84 per cent of PSO positions are occupied. Several staff are training to become POs under the Professional Qualification in Probation (PQiP).

CRS for people on probation are on offer in Sheffield. The providers are Nacro for accommodation, The Growth Company for personal wellbeing, Together Women for women's services, and Change, Grow, Live for dependency and recovery. An organisation called Likewise provides treatment for people sentenced to Alcohol Treatment Requirements and Drug Rehabilitation Requirements.

We previously inspected Sheffield PDU in January 2023. The overall rating following the inspection was 'Inadequate'. The reasons for this included major staffing shortages and sickness rates, poor-quality casework and strained relationships with partnership agencies. We made several recommendations, and progress against these can be found at the end of this report.

The Probation Reset¹ policy was implemented during the time of this inspection. Seven of the 50 cases we inspected were subject to Probation Reset. This meant that those individuals had their supervision suspended for the final third of their supervision period. This change was delivered at pace and implemented from 01 July 2024.

¹ Probation Reset is a nationally mandated operational policy change and has been implemented to alleviate probation workload pressures in response to prison capacity challenges. This mandates that supervision of a person on probation, who is eligible according to certain criteria, will be suspended at the two-thirds point of their sentence. These measures aim to target resources at the start of supervision in the community.

1. Organisational arrangements and activity

P 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

Strengths:

- HMPPS had established an urgent strategic response panel following our previous inspection of Sheffield PDU. It took extensive action to start addressing issues related to staffing, engagement with partnerships, leadership development for SPOs and the safety of buildings.
- Relationships with most strategic partners, including the local authority, police and sentencers, had improved since our last inspection. Leaders had devised an action plan to improve on partnership working, and had mostly carried it out. Where strategic relationships had improved, partners had greater confidence in the PDU's leadership and effectiveness.
- Staff who were writing pre-sentence reports had better access to information on domestic abuse. The PDU had appointed additional administrative staff, who had direct access to police systems. This gave report writers quick access to the information necessary for their assessments.
- A PSO had been appointed to work in the local child safeguarding hub. This gave the PDU direct access to information about safeguarding children. It also meant that the PDU was represented at multi-agency domestic abuse meetings and strategy discussions with police officers and social workers.
- Following the recent appointment of a new head of PDU, most practitioners and middle managers felt better engaged, and more motivated and optimistic about the future of probation in Sheffield. Communication updates had been simplified. Regular question and answer sessions were being held with the senior leadership team. A staff engagement group had been established to give people a say about the way business was done.
- The health and safety of staff was taken seriously by senior leaders. Following our previous inspection, arrangements for raising the panic alarm had improved. The reception at the Hawke Street office had also been upgraded to include a safety screen enclosure for reception staff. Most people who responded to our survey said the PDU was paying sufficient attention to their safety.
- Leaders had overseen the creation of an integrated management team, based on strong operational relationships with police and the local authority. Probation practitioners were working alongside other agencies with a shared interest in managing people with substance misuse problems and prolific offenders. There were credible plans to apply the model to organised crime groups, which formed a significant proportion of the caseload in Sheffield.

Areas for improvement:

- SPOs did not have routine oversight of MAPPA level one cases and high-risk cases, despite this being a recommendation from our previous inspection. Administrative staff were willing to help with tracking reviews, but the PDU had not sufficiently drawn on their skills and availability. Work to keep people safe during the delivery of sentences was only sufficient in around a third of the high-risk cases we inspected.
- SPOs did not pay enough attention to the quality of risk assessments and management plans. They were aware of expectations in relation to quality, but this was not reflected in their approach to countersigning assessments completed by practitioners in their teams. Feedback on the quality of assessments from audits was anonymised and generally ineffective.
- Leaders did not sufficiently draw on the views and experiences of people on probation to inform the delivery of services in the PDU. There were no peer mentors or volunteers with lived experience supporting the work of the PDU. Many people on probation had responded to a national survey on their experiences but leaders had not clearly responded to the feedback.
- Middle and senior managers were not doing enough to check that practitioners understood simplified communications and were applying clear guidance on the services available for people on probation. A directory of services had been created for practitioners to use but this had not resulted in sufficient levels of referrals to partners.
- Some administrative staff and their middle managers felt that they were treated unfavourably by leaders and practitioners in the PDU. Some Black, Asian and minority ethnic practitioners had experienced distress because of behaviour in the workplace. Some partnership workers had experienced dismissive attitudes from practitioners. Leaders needed to do more to set expectations about acceptable behaviour in the workplace, and to ensure that administrative staff are integrated into decision-making.

P 1.2. Staffing



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

Requires improvement

Strengths:

- The number of practitioners in post had increased considerably compared with our previous inspection. Almost all administrative posts were occupied. There were still too few POs and PSOs working in the PDU, but there was a consistent trend of average caseloads decreasing significantly. There was a credible plan in place for appointing people into the remaining vacancies.
- Absence management had improved considerably. The number of people off work due to sickness had more than halved since the last inspection. Leaders were dealing effectively with absence, supported by a Ministry of Justice business partner. The proportion of absence on the grounds of work-related stress had reduced. Better absence management was increasing practitioners' capacity to work with people on probation.
- The team of SPOs was fully staffed and sufficiently experienced to support their teams in principle. A further SPO was being appointed to focus on quality development. All SPOs had completed leadership training delivered by the civil service and additional management training that had been commissioned in response to the findings from the previous inspection.
- Casework delivered by trainee practitioners completing the PQiP was more sufficient² than work delivered by POs and PSOs, especially in relation to delivering and reviewing sentences. That reflected their manageable workloads, the SPO support being offered to them and regional assessment and training.

Areas for improvement:

- Lower workloads were improving morale, but this was not yet leading to sufficient quality work being delivered by POs and PSOs.
- Not all practitioners were receiving structured supervision with their manager. As a result, they were not always given opportunities for reflection and challenge. Where supervision was taking place, it was not reflected in the quality of practice being delivered by POs and PSOs.
- Learning and development activity was not meeting the needs of an inexperienced workforce where most practitioners had accumulated less than three years of service. Protected learning days (PLDs) were in place for practitioners, but the material focused mainly on processes and not on the quality of risk assessment and case management. Practitioners were sometimes using PLDs to catch up on incomplete work, rather than engaging in training. A regionally developed initiative called Embedding Quality and

² The findings relating to POs, PSOs, and trainees have not been subject to a relative rate index analysis, which is test used to compare rates of incidence. We report on our findings with that caveat.

Learning was intended to encourage practitioners to reflect on their casework, but there was limited evidence that it was leading to improvements in practice.

- Management oversight of casework was absent or insufficient in 36 out of 49 relevant cases we inspected. SPOs were not always checking whether instructions given to practitioners had been carried out. In some cases, poor-quality assessments and management plans were being signed off without sufficient challenge.
- The diversity of the workforce did not reflect the population of people on probation in Sheffield. White staff were over-represented in the workforce and male staff were under-represented. Recruitment panels for PSOs and case administrators were not always diverse.

P 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

Strengths:

- The PDU had been collaborating with the Changing Futures scheme to challenge and support people on probation with complex backgrounds and long offending histories. Impressive outcomes were being achieved with people on probation who were included in the scheme. That included considerable reductions in reoffending, street homelessness and better engagement with people on probation, including while they were in prison.
- Excellent facilities were available for women on probation, based on the strong partnership work between the PDU and the Together Women project. Specialist probation practitioners, known as 'women's concentrators' worked alongside key workers at a dedicated centre for women on probation. They could access multiple services from the same place and did not have to report to the probation office, where men were present. The PDU was supporting a diversion from custody scheme for women who were assessed as suitable for community-based sanctions. The scheme was showing early promise in relation to outcomes for women who engaged in it.
- Integrated Offender Management was operating effectively, based on partnerships with local police, which probation leaders had promoted and sustained. Probation practitioners worked alongside police officers, substance misuse specialists and health workers in the same building. This supported swift sharing of information and decision-making, including in relation to managing some prolific domestic abuse perpetrators.
- A practitioner had been seconded to the youth justice service. Their insight into risk assessment and management was welcomed. Transitional arrangements for children transferring into adult services were pragmatic, based on individual need and jointly managed by the youth justice service and probation.
- Good-quality unpaid work placements were available for people on probation in Sheffield. Leaders were working in partnership with the local authority to fund material and a wide range of meaningful projects were being delivered, which were useful to the local community and constructive for people on probation.

Areas for improvement:

- Far too little work was being delivered to support people who misuse alcohol and drugs. The numbers of people being referred to substance misuse treatment were very low compared with the level of need within the caseload. Drug testing was not always being carried out when it was necessary. Relationships between probation practitioners and specialist treatment workers at the Division Street office were sometimes fractured. Leaders had

been encouraging practitioners to refer higher numbers of people into treatment but the impact of that had been limited.

- Too few people on probation were receiving help with their finances, benefits and debt, despite those issues being commonly linked to their offending. Meaningful support in relation to education, training and employment was not being provided often enough to people on probation. That was partly because practitioners were not referring enough people on probation to CRS.
- Not enough people on probation were completing accredited programmes aimed at changing thinking, behaviours and attitudes related to their offending. The Thinking Skills Programme and programmes for men who had committed sexual offences were unavailable. Building Better Relationships for male domestic abuse perpetrators was running, but on a very limited basis. Our inspection of casework found limited examples of practitioners delivering effective alternative work to challenge the causes of offending during their supervision with people on probation.
- Compliance with unpaid work was persistently low, despite good-quality placements being provided to people on probation. Unpaid work practitioners and managers had not been fully integrated into the PDU, despite sharing the same geographical area. Some people on probation were using education to complete unpaid work hours, but there was scope to increase that volume further.

Feedback from people on probation

User Voice, working with HM Inspectorate of Probation, had contact with 72 people on probation as part of this inspection. Surveys were carried out with 61 people and a further 11 were interviewed by User Voice.

Strengths:

- Most people who were surveyed said they were involved in creating their sentence plan with their practitioner. That reflected our findings from case inspections, where most people had been meaningfully involved in their assessment. It meant that practitioners were taking the views and experiences of people on probation into account.
- Travel distances to the probation office where people were required to report were reasonable for most people who responded to the survey. The Division Street office was in a good location in the centre of the city, close to the offices of partnership agencies and transport facilities.

Areas for improvement:

- Only 59 per cent of people agreed that their appointments had helped them and supported rehabilitation. In our inspection of casework, we found that probation practitioners were not delivering enough constructive work for people on probation.
- Not all people who said they needed access to services were receiving the help they were seeking. That feedback reflected our inspection of casework, where we found that practitioners were not making enough use of the services available to support people with problems related to their offending.

One person said:

“They always say that they will do everything they can to help you but when it comes down to it nothing happens”

Diversity and inclusion

Strengths:

- Information on the personal characteristics of people on probation was mostly being recorded by practitioners. That meant the PDU had access to reasonably accurate data about the profile of people on probation. It had the potential to be used for analysis and decisions about commissioning and adaptations to existing services.
- An interview room had been adapted to support people with some neurodiverse conditions, following feedback from staff. A regionally commissioned neurodiversity service delivered by the National Autistic Society was available for practitioners to seek guidance from, and to support people on probation.
- Women on probation had access to a dedicated centre for reporting, where they could access a range of services informed by their needs. However, the provision would have been strengthened by the provision of crèche facilities for children over the age of two.
- Children transferring from the youth justice service into the PDU were held by youth practitioners for as long as possible to minimise disruption, including beyond the age of 18 where necessary. Children's maturity was being considered before they formally transferred fully into adult services.

Areas for improvement:

- There had been no strategic analysis of the disproportionate number of Black, Asian and minority ethnic people on the PDU's caseload, despite the findings from our previous inspection. Services had not been commissioned or adapted in the context of race and ethnicity.
- SPOs had been assigned lead roles on specific protected characteristics, but they had insufficient capacity to follow these through with meaningful action.
- The diversity of the workforce did not reflect the population of people on probation in Sheffield. There was an over-representation of white practitioners, and male staff continued to be under-represented across all grades. No meaningful analysis of what was causing this had been undertaken. As a result, leaders could not account for the PDU's lack of representativeness in relation to race, ethnicity, and gender.

2. Service delivery

P 2.1. Assessment



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

Inadequate

Our rating³ for assessment is based on the percentage of cases we inspected being judged satisfactory against three key questions and is driven by the lowest score:

Key question	Percentage 'Yes'
Does assessment focus sufficiently on engaging the person on probation?	58%
Does assessment focus sufficiently on the factors linked to offending and desistance?	66%
Does assessment focus sufficiently on keeping other people safe?	32%

Strengths:

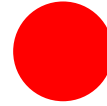
- Practitioners had accurately identified what was linked to people's offending in two-thirds of the cases we inspected. Most assessments recorded the strengths of people on probation. Practitioners generally had sufficient insight into what problems people on probation had and what they needed to change.
- Most assessments meaningfully involved the person on probation. Their readiness to engage was considered in two-thirds of cases we inspected. People on probation were commonly asked to complete self-assessments, and practitioners had taken these into account.

Areas for improvement:

- Practitioners had gathered intelligence about domestic abuse and safeguarding children in over half of the cases we inspected, but they had not always analysed and used it in their assessments of risk. That meant assessments often lacked sufficient insight into the nature of the harm posed by men on probation towards the women and children in their lives.
- Most assessments did not draw sufficiently on all available sources of information, including previous convictions and probation records. We saw several examples of practitioners taking what they were told by people on probation at face value, without corroboration.

³ 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.](#)

P 2.2. Planning



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

Inadequate

Our rating⁴ for planning is based on the percentage of cases we inspected being judged satisfactory against three key questions and is driven by the lowest score:

Key question	Percentage 'Yes'
Does planning focus sufficiently on engaging the person on probation?	56%
Does planning focus sufficiently on reducing reoffending and supporting desistance?	66%
Does planning focus sufficiently on keeping other people safe?	32%

Strengths:

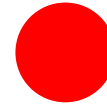
- Most plans set out services that were most likely to reduce reoffending. Plans were often sequenced well and adapted to the individual's circumstances.
- Most sentence plans set out an appropriate level of contact with people on probation. Practitioners often considered the motivation of people to change when setting objectives for them. As a result, the plans were credible and realistic.

Areas for improvement:

- Too many plans were insufficient in relation to keeping people safe. In some cases, risk management planning was absent completely, and in most it was insufficiently robust. Several plans did not sufficiently consider how to control risks in relation to domestic abuse and the safeguarding of children. Not enough plans made appropriate reference to other agencies involved in the case, including the police and children's services.
- Contingency plans were not clear enough in most of the cases we inspected. Some contingency planning was generic and not specifically related to the circumstances of the individual person on probation. Practitioners did not always set out what action would be taken if risk escalated as a result of the person on probation's circumstances changing.

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. [Full data and further information about inspection methodology is available in the data workbook for this inspection on our website.](#)

P 2.3. Implementation and delivery



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

Inadequate

Our rating⁵ for implementation and delivery is based on the percentage of cases we inspected being judged satisfactory against three key questions and is driven by the lowest score:

Key question	Percentage 'Yes'
Is the sentence or post-custody period implemented effectively with a focus on engaging the person on probation?	58%
Does the implementation and delivery of services effectively support desistance?	40%
Does the implementation and delivery of services effectively support the safety of other people?	34%

Strengths:

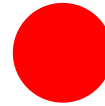
- In almost all cases we inspected, practitioners had made sufficient efforts to support people on probation to complete their sentences. There were examples of practitioners exercising flexibility to accommodate the health needs of people on probation. Practitioners were attempting to motivate people who were at risk of breaching their orders and continuing to work with people where enforcement action had been taken.

Areas for improvement:

- Not enough work was being done with people on probation to support them to change. Too often we found that probation practitioners were checking in with people on probation rather than challenging them on issues related to their offending. Too many people were not receiving enough help to find accommodation, control their drug and alcohol misuse or resolve issues to do with personal finances, benefits, and debts.
- Work to keep other people safe from people on probation while they served their sentences was mostly poor. Only half of the cases we inspected where there were concerns about safeguarding children were sufficient. Too often we found that practitioners were not contacting children's services when they had concerns or verifying information that had been given to them by people on probation.

⁵ 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.](#)

P 2.4. Reviewing



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

Inadequate

Our rating⁶ for reviewing is based on the percentage of cases we inspected being judged satisfactory against three key questions and is driven by the lowest score:

Key question	Percentage 'Yes'
Does reviewing focus sufficiently on supporting the compliance and engagement of the person on probation?	58%
Does reviewing focus sufficiently on supporting desistance?	46%
Does reviewing focus sufficiently on keeping other people safe?	30%

Strengths

- In some cases, practitioners had informally reviewed the progress of people on probation during their sentences. There were some examples of practitioners discussing what people on probation had achieved. Practitioners sometimes communicated with other agencies that provided support to people on probation to check what progress had been made.

Areas for improvement:

- Practitioners had not completed written reviews to record progress in almost half of the cases where one was required. Where the person on probation's circumstances had changed, including where their stability had deteriorated, practitioners had not always carried out a review. That meant they were not adapting the delivery of sentences where it was necessary to do so.
- Practitioners had not responded to changes in risk of harm effectively enough in most of the cases where changes were required. We saw several concerning examples of inaction following the breakdown and resumption of relationships between people on probation and their intimate female partners, and intelligence about men who posed a risk being in contact with children. Information was not always shared with the police and children's services when it was necessary to do so.

⁶ 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.

Progress on previous recommendations

Previous recommendation	Action taken and impact	Categorisation	Improvement still required?
<i>From previous probation inspections (date)</i>	<i>Summary of action taken and impact</i>	<i>Sufficient progress / Some progress/ No progress</i>	<i>Yes/no If yes, consider repeating the recommendation</i>
Devise a strategy for returning to an acceptable level of service delivery and ensure that it is communicated to and understood by all staff	Comprehensive action had been taken during the urgent strategic response to the previous inspection. That included the appointment of a partnership manager, support in relation to recruitment, improved absence management and leadership training. That work was still ongoing but was progressively moving the PDU closer to an acceptable level of service delivery.	Some progress	Yes
Ensure that SPOs have routine oversight of high risk of serious harm and MAPPA level one cases	MAPPA level one cases were still not being routinely identified and reviewed. SPOs were also still not having routine oversight of high risk of serious harm cases.	No progress	Yes
Implement a quality assurance programme to check on the quality of risk management and practice on all casework	Audits were being conducted on cases. Aggregated findings indicated that there had been some overall improvements in the quality of risk management but	Some progress	Yes

	the level of sufficiency was still not acceptable. That was reflected in our inspection of casework.		
Refer all people on probation to CRSs where they meet the eligibility criteria and the service is relevant to their needs	Despite sustained efforts to improve relations with CRS providers, practitioners were still not making sufficient use of services that were available to people on probation.	Some progress	Yes
Conduct an analysis into the needs of people on probation and develop a strategy for addressing local issues	An analysis of ethnic and racial disproportionality in the caseload had not been carried out and no consideration had been given to commissioning or adapting services to meet the needs of these groups where necessary.	No progress	Yes
Make arrangements with Sheffield City Council to ensure safeguarding information is made available to probation practitioners at court and throughout case management.	A practitioner had been appointed and was working within children's services. That person had access to local authority systems and was contributing to strategy discussions. Strategic relations with children's services had also improved.	Sufficient progress	No

Annexe one – Web links

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

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