



HM Inspectorate
of Probation

An inspection of probation services in:

North Yorkshire PDU

The Probation Service – Yorkshire and the Humber Region

HM Inspectorate of Probation, December 2024

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The role of HM Inspectorate of Probation

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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

The leadership team of North Yorkshire probation delivery unit (PDU) were dedicated to supporting staff in their teams. However, the quality of work to protect the public from harm was insufficient across all stages of sentence management, and work to support people to change was not good enough. As a result, the PDU was rated as 'Requires improvement' overall.

The head of PDU's approach to leading the organisation with care and kindness was highly influential and had created a workplace culture which was fundamentally healthy. Almost without exception, staff felt valued by their local leaders and motivated to do their best. That was a remarkable achievement, especially considering that the PDU, in line with many other areas, was shouldering significant shortages of probation officers (POs) and case administrators.

Given the strong culture set from the top, it was unsurprising that engagement with people on probation was a strength in the casework we inspected. The approach practitioners were taking with people on probation flowed directly from the way in which they were being led by middle and senior leaders. Practitioners were routinely considering the personal circumstances of people on probation, collaborating with them to plan the sentence delivery and supporting them during their orders. That was to the team's credit and was reflected in positive feedback when we spoke with people on probation.

Whilst the positive culture was bringing benefits, leaders needed to do much more to ensure that work to protect the public from harm was sufficient. Senior probation officers (SPOs) were having oversight of casework, but it was mostly ineffective. That was partly because they were too involved in administrative work linked to performance targets, with not enough oversight of the effect and impact of quality assurance activity.

Concerningly, we found that practitioners did not always have full, unhindered and rapid access to police intelligence about domestic abuse. That was affecting the quality of their assessments. In addition, they were not always asking the local authority to share information about children who were in contact with people on probation. Senior leaders had not done enough to ensure that information-sharing between the PDU and its partners was sufficient to keep people safe from harm.

Too often, the delivery of services to support people on probation to change was poor. Women on probation were not receiving high-quality support, despite practitioners understanding what support they needed. The number of people completing accredited programmes was far too low. The proportion of people fully completing sessions delivered by Commissioned Rehabilitative Services (CRS) was not good enough. Communication between probation practitioners and the provider of drug and alcohol treatment was often fractured or completely absent.

North Yorkshire PDU has the capability to resolve all those issues. It has maintained strong senior relations with its strategic partners and has the advantage of a fully staffed management team of skilled, knowledgeable, and mostly experienced leaders. With a renewed focus on the quality of work to protect the public, the PDU has every chance of returning to an acceptable level of service delivery.



Martin Jones CBE

HM Chief Inspector of Probation

Ratings

North Yorkshire PDU

Fieldwork started September 2024

Score **4/21**

Overall rating

Requires improvement



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

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.

North Yorkshire PDU should:

1. make arrangements with North Yorkshire Police to enable swift and unhindered access to intelligence about domestic abuse perpetrated by people on probation
2. review SPOs' tasks and responsibilities to ensure that they have sufficient capacity to focus on the quality of work by practitioners to keep people safe
3. engage with local providers of services to ensure that they are providing high-quality support for all people on probation
4. revise the content of protected development days to ensure that the learning needs of practitioners in North Yorkshire are being met.

Background

We conducted fieldwork in North Yorkshire PDU over a period of two weeks, beginning on 16 September 2024. We inspected 25 community orders and 15 releases on licence from custody where sentences and licences had commenced during two separate weeks, between 12 February and 16 February and 26 February and 01 March 2024. We also conducted 25 interviews with probation practitioners.

North Yorkshire is the largest of 11 PDUs by area in the Yorkshire and the Humber region of the Probation Service. It is predominantly rural and covers the largest county in England. People on probation report to offices in Harrogate, Northallerton, Scarborough, Selby and Skipton. Staff employed by the PDU provide reports to magistrates' courts in Harrogate, Scarborough and Skipton, and a military court martial at Catterick Garrison. There are no Crown Courts, prisons or approved premises in the area covered by the PDU.

The PDU covers the same area as North Yorkshire Council, where 615,489 people live. The local force is North Yorkshire Police. The PDU supervises 820 people serving community sentences and 345 people on licence from prison. Black, Asian and minority ethnic people make up three per cent of the caseload, which is lower than the regional average. Over half of people on probation are recorded as having a disability.

The PDU had a fully staffed team of SPOs and a deputy head of PDU, all of whom are line-managed by the head of PDU. Seventy-two per cent of PO positions and 82 per cent of PSO positions were occupied. Several staff were in training to become POs under the Professional Qualification in probation (PQiP).

CRS for people on probation were on offer in North Yorkshire. The providers, all of which are charitable organisations, are Shelter for accommodation, Foundation for personal wellbeing, St Giles Wise for women's services and Ingeus for dependency and recovery. An organisation called Horizons provided treatment for people sentenced to Alcohol Treatment Requirements and Drug Rehabilitation Requirements.

The Probation Reset policy¹ was implemented during the time of this inspection. Six of the 40 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:

- The head of PDU was an exceptionally kind and compassionate leader who had created and sustained a strong local culture of care and support for one another. Leaders modelled how they expected people to be listened to and treated. That permeated throughout the organisation, including in the way practitioners were working with people they were supervising on probation. Our inspection of casework found high levels of engagement with people on probation throughout their sentences, which was directly influenced by the way the PDU was led.
- Almost without exception, staff felt valued by their leaders within the PDU. Managers were supportive and generally accessible. Most staff across practitioner and administrative grades were highly engaged with the work of the PDU. Motivation levels were consistently strong, even in the wake of recent policy changes and some workload pressure.
- Governance arrangements for managing the highest risk and most complex people on probation at multi-agency public protection arrangements (MAPPA) at levels two and three were effective. Leaders were contributing to the strategic management board and chairing risk management meetings well. Audits were being used to demonstrate that the quality of risk management under MAPPA at levels two and three was sufficient.
- Leaders took the safety and wellbeing of people on probation and staff seriously. The head of PDU regularly met with trade union and staff representatives to review safety incidents. CCTV had recently been installed in the Skipton office in response to safety concerns. Most staff and people on probation who responded to our surveys said they felt safe while on probation premises in North Yorkshire.

Areas for improvement:

- Leaders were not acting effectively enough to make sure that practitioners were fully assessing the risk of people on probation causing harm to others. Work by practitioners to keep other people safe was generally not robust enough across all stages of sentence management in the cases we inspected. Too often, risk assessments that did not include enough analysis of potential victims were being countersigned. The strategy for improving the quality of risk assessment, management and sentence delivery had been ineffective, partly because senior leaders did not have sufficient oversight of the work SPOs were doing to ensure the quality of risk management in their teams.
- The PDU had a consistent and established presence in important local governance groups but was not always using those strategic relationships to

seek the support of partners in relation to challenges it faced, particularly in the quality of support and management provided to people on probation. Senior leaders had not worked sufficiently with North Yorkshire Police to ensure that probation practitioners had swift, unhindered and comprehensive access to intelligence about domestic abuse perpetrated by all relevant people on probation. The processes for requesting intelligence from the police were taking too long and were not always resulting in complete information being made available. The system was not capable of managing the volume of intelligence required by the PDU to manage domestic abuse perpetrators effectively. That meant practitioners did not always have sufficient intelligence to make informed judgements about risk and the management of men who were perpetrating abuse against women.

- Leaders had not ensured that work to safeguard children from harm was robust enough. Practitioners were not always checking if children who were in contact with people on probation were known to the local authority, or making referrals where they had concerns about risk. In some cases, this was related to the professional confidence of practitioners. Leaders needed to do more to assure themselves that practitioners were liaising with children's services when it was necessary.
- Leaders did not have as much insight into the views and experiences of people on probation as they should have done. That was because work to engage with people on probation overall was underdeveloped. The PDU had not yet identified or recruited any volunteers or mentors with lived experience of being on probation, which meant that lived experience of the criminal justice system was not informing local decisions about service delivery.
- Disappointingly, the PDU was not generally taking a strategic and informed approach to meeting diverse needs. Leaders were aware of the social exclusion and deprivation experienced by people on probation living in rural communities but there were few meaningful examples of adaptations to services, other than home visits being carried out occasionally. The delivery of services for women was poor. The experiences of a small number of Black, Asian and minority ethnic people on probation in the PDU were not fully understood. Mental health related disability was common among people on probation but there were no dedicated services in place to meet their needs.

P 1.2. Staffing



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

Requires improvement

Strengths:

- Leaders had fostered a healthy workplace culture across the PDU. Sickness absence was 44 per cent lower than the probation service average. Very few qualified POs were leaving the PDU. Managers valued the health and wellbeing of their teams and were widely regarded as supportive and motivational.
- All management posts were fully occupied by skilled, knowledgeable and mostly experienced staff. That meant there was sufficient senior leadership capacity and capability to steer the PDU and work with partnerships, and there were enough administrative managers to oversee business processes and lead their teams.
- Almost all practitioners were receiving regular structured supervision with their line managers. All leaders were sufficiently visible and approachable, which led to practitioners and case administrators feeling comfortable seeking advice about casework or practice. The emphasis leaders placed on engagement with staff flowed into the approach practitioners took to engaging with people on probation.
- Most PSOs had busy but not unreasonable caseloads, which meant they generally had enough capacity to supervise people on probation sufficiently frequently. Administrative staff were working as a virtual team across offices in the PDU, which was enabling them to mitigate the impact of some vacant posts and support practitioners effectively.

Areas for improvement:

- Not enough POs were in post, with 30 per cent of roles unoccupied. In Harrogate, that was leading to caseloads that were 10 per cent higher than maximum capacity. In Scarborough, workloads had been too high for too long, which meant most POs had experienced excessive caseloads for over a year. PDU leaders had done all they could in relation to PO shortages, including arranging to retain some newly qualified POs in future, but high workloads were still a major problem.
- SPOs were spending too much time on administrative tasks linked to performance targets. They were also occupied by issues unrelated to sentence management, including responsibilities for specialist subject areas. This was reducing the time they had available to monitor the quality of casework delivered by practitioners.
- Management oversight of casework was insufficient, ineffective or absent in around two-thirds of the cases we inspected. SPOs were not always having oversight of cases where it was necessary, and too often oversight did not focus sufficiently on what needed to be done to keep people safe.

- Learning opportunities for practitioners were not sufficiently responsive to their development needs or problems with the quality of risk assessment and management. Over half of POs and PSOs had less than three years of experience and some lacked confidence when it came to involvement in work to safeguard children, including participating in conferences and challenging decisions. Leaders were delivering protected learning days regularly, but they did not have enough autonomy over the content, which meant it was not always relevant to the quality of work in the PDU. Protected learning days were not having an impact on the quality of practice, and practitioners widely regarded the events to be unhelpful.

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:

- Our inspection of casework found that practitioners were generally identifying what was causing people to offend and what support might help them to change. Assessments often accurately identified what was linked to offending, and sentence plans commonly laid out which services could help. That was supported by clear guidance about what resources were available, and by some services being located in the same offices as practitioners.
- Excellent work to support complex people on probation into stable housing was taking place. The PDU was contributing financially, using the Regional Outcomes and Innovation Fund, to a local scheme called the Resettlement and Community Safety Service (RACS). It was being delivered in partnership with the local authority and Foundation, a supported housing provider. Up to 70 homes were available through the scheme, which meant that numerous people on probation who would otherwise have been homeless were accommodated.
- Probation practitioners were working closely and collaboratively with operational police officers to jointly manage high risk and high priority cases. Practitioners and police officers in the Integrated Offender Management team were working very closely together. Probation practitioners regularly attended and contributed to multi-agency child exploitation panels and multi-agency risk assessment conferences to support the protection of victims from high-risk domestic abuse perpetrators.
- The transition of children into adult probation was supported by two POs who were seconded to the local youth justice service (YJS). Young adults who had transferred from the YJS were managed within the Integrated Offender Management team, which enabled the PDU to provide them with additional support and monitoring.
- People on probation who were required to complete unpaid work had access to some constructive, meaningful, and restorative placements. The allotment at Thirsk Hall was an outstanding example. Local food banks and care homes benefited from donated fruit and vegetables, and people on probation were developing useful skills.

Areas for improvement:

- Almost no people on probation were being referred to the Thinking Skills Programme, despite poor decision-making and impulsivity being the leading cause of offending in the PDU. Groupwork sessions for the programme were only run outside of the PDU, which meant it was inaccessible for some people. Low numbers of people on probation were being referred to or completing the Building Better Relationships programme, even though there were many people on probation convicted of offences related to domestic abuse.

- Leaders had not taken enough action to ensure that people on probation were receiving robust services to support their rehabilitation. The number of people completing work with CRSs was too low. People referred for substance misuse treatment were not always clearly receiving a quality service. Since March 2024, there had been no formal provision in place to support the education and training of men on probation.
- Women on probation were not receiving sufficient support often enough to help them change. Outreach work for women living in rural communities was sometimes done over the telephone, which was insufficient.
- Some offices in the PDU were unsuitable as workplaces and as places for people on probation to report to. Areas that were restricted for staff only were not fully secure in Harrogate. The Northallerton office waiting room for people on probation was cramped and unsuitable. Both offices lacked fixed panic alarms in interview rooms, and neither were fully accessible for people with limited mobility. PDU leaders had raised concerns about the suitability of both offices but that had not resulted in HMPPS implementing an effective strategy to remedy the issues.

Feedback from people on probation

User Voice, working with HM Inspectorate of Probation, had contact with 50 people on probation in Harrogate and Scarborough. Surveys were carried out with 47 people, and four people were interviewed by User Voice. One person completed a survey and an interview.

Strengths:

- Most people who were surveyed said their probation practitioner took time to understand their personal needs at the beginning of their sentence. That closely reflected our findings from casework, where we found consistently strong work to engage with people on probation and to understand their individual characteristics.
- Some 81 per cent of people told User Voice that they had a good relationship with their probation practitioner. That meant people on probation felt able to seek help when they needed it.

One person said:

“She [the probation practitioner] is a very pleasant person who is professional and always to hand should I have any queries or should I need any advice.”

Areas for improvement:

- Only 59 per cent of people said that travel distances to appointments were reasonable. Probation offices in the PDU were located across North Yorkshire but some people in rural communities lived some distance away and faced poor transport links. Senior leaders needed to do more to explore ways of improving accessibility for all people on probation across the county.
- Not all people who said they needed access to services were receiving them. That echoed our findings from casework, where we found that not enough actual support to help people to change was being consistently provided.

One person said:

“Employment is, to my mind, a major factor in giving ex-offenders their dignity, structure and sense of purpose and belonging. And yet the probation service offers practically nothing in this area.”

Diversity and inclusion

Strengths:

- Leaders took a genuine interest in supporting staff based on their personal characteristics, including those with caring responsibilities and medical conditions. Reports of discrimination and harassment in the PDU were very low. Staff who needed reasonable adjustments were provided with them.
- The profile of the workforce by religion, ethnicity and disability was broadly reflective of the population in North Yorkshire. Practitioners were familiar with the communities they worked within, which meant they had insight into local social characteristics.

Areas for improvement:

- There were no male POs in one office and very low numbers of male practitioners across all offices. That meant there were sometimes issues in relation to managing men on probation who presented a risk to female staff.
- Not all services were accessible for people on probation living in rural communities. Limited transport and long travel distances to office locations meant that some services, such as accredited programmes, were difficult for people on probation to get to.
- Limited services were available for people on probation with mental health problems. Practitioners were making referrals to the personal wellbeing service but there was spare capacity to deliver more support. Primary Mental Health Treatment Requirements, for people with lower-level mental health conditions, were not yet available as a sentencing option.
- Social exclusion for people on probation living in coastal and rural towns and villages had not been formally analysed by the PDU. There were opportunities to work with partners to understand the needs of people living in deprived and isolated communities to better inform commissioning decisions.

2. Service delivery

P 2.1. Assessment



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

Inadequate

Our rating² 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:

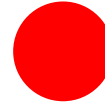
Key question	Percentage 'Yes'
Does assessment focus sufficiently on engaging the person on probation?	73%
Does assessment focus sufficiently on the factors linked to offending and desistance?	73%
Does assessment focus sufficiently on keeping other people safe?	35%

- Assessments were often based on meaningful engagement with people. Practitioners were taking an interest in the reasons why people had offended and were listening to their experiences. However, work to protect the public was much weaker overall across all stages of sentence management. That was partly because some practitioners lacked confidence in making decisions that would have consequences for people on probation but would protect others from harm.
- Practitioners were routinely completing assessments that analysed the personal circumstances of people on probation. In the cases we inspected, practitioners were often considering how issues including mental health conditions, experiences of trauma and substance misuse might affect the person on probation's compliance with the sentence.
- The readiness of people on probation to change was well understood by practitioners because people on probation were generally involved meaningfully in their assessments. In most cases we inspected, the practitioner had accurately identified what was causing people to offend and what might reduce the likelihood of that happening again.
- Too often, risk assessments were not fully considering the risks presented by people on probation to all children they were in contact with. In some cases, contact with social workers who were leading activity to safeguard children had not taken place before risk assessments were completed. As a result, some risk assessments were not sufficiently comprehensive.

² 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.](#)

- Risk assessments were not always fully informed by intelligence from the police about domestic abuse. In some cases, enquiries had not been made and in others the intelligence provided was restricted to the previous two years. That meant practitioners were unable to fully understand patterns of abusive behaviour perpetrated by men against women in the home.

P 2.2. Planning



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

Inadequate

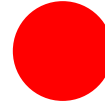
Our rating³ for planning is based on the percentage of cases we inspected being judged satisfactory against three key questions and is driven by the lowest score:

Key question	Percentage 'Yes'
Does planning focus sufficiently on engaging the person on probation?	75%
Does planning focus sufficiently on reducing reoffending and supporting desistance?	70%
Does planning focus sufficiently on keeping other people safe?	40%

- Most sentence plans considered the personal circumstances of people on probation. That included several examples of practitioners collaborating with people on probation on how to improve the likelihood of future compliance. Practitioners were taking into account childcare responsibilities, previous traumatic experiences and health conditions during their planning of work with people on probation.
- Plans mostly focused on resolving problems that were linked to people on probation committing offences. Practitioners generally understood what services were available to support people to change, and those were included in sentence plans.
- Only half of the risk management plans we inspected made sufficient reference to the work of other agencies involved in the case. Some management plans were ineffective because they incorrectly relied on restrictions that had expired, or because they did not consider all potential victims.
- Contingency planning was not sufficiently robust in most of the cases we inspected. Some contingency plans lacked specific details that were relevant to the case. For example, it was sometimes unclear what practitioners intended to do in the event of further domestic abuse, contact with known victims, or when disclosure to an employer about the nature of a person's offending might be necessary. That meant it was often unclear what practitioners planned to do in the event of risk escalating.

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.](#)

P 2.3. Implementation and delivery



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

Inadequate

Our rating⁴ 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?	73%
Does the implementation and delivery of services effectively support desistance?	48%
Does the implementation and delivery of services effectively support the safety of other people?	40%

- Almost without exception, practitioners were supporting people on probation to complete their sentences. Practitioners were dedicated to building professional relationships with people on probation and exercising appropriate flexibility when people on probation experienced problems, including poor health and travel difficulties.
- Too few people on probation were receiving help to resolve problems related to their offending. Local services were only engaged with people on probation in 19 out of 32 relevant cases we inspected. People on probation who were experiencing substance misuse problems were not consistently being referred to drug or alcohol treatment, and communication between probation practitioners and the provider organisation was often poor.
- Practitioners were not always challenging men on probation in relation to abusive behaviour towards women and children or helping them to understand what they could do to change their behaviour. That was particularly relevant to sexual offending and domestic abuse. Sufficient work in relation to family and relationships had been delivered in just seven out of 34 relevant cases.
- Not enough attention was being paid by practitioners to protecting victims. Disclosures made by people on probation about their relationships and activities that should have caused concern were not always being acted on or reported to partnership agencies such as the police and children's services.

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 2.4. Reviewing



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

Requires improvement

Our rating⁵ 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?	78%
Does reviewing focus sufficiently on supporting desistance?	75%
Does reviewing focus sufficiently on keeping other people safe?	55%

- Practitioners were mostly reviewing the compliance and engagement of people on probation as their sentences progressed. Across the casework we inspected, there were examples of practitioners responding to feedback from people on probation and changes in their circumstances. That included adjusting appointment times to make it more straightforward for people on probation to attend.
- Practitioners were often responding appropriately when issues related to people on probation's offending arose. That was sometimes prompted by effective management reviewing of casework. Examples from our inspection of casework included practitioners making referrals to alcohol and drug treatment following relapse.
- Progress reviews generally took account of information gathered from other agencies involved in supporting the person on probation. Practitioners were sometimes meeting jointly with specialist workers and the person on probation to review progress. That was enabling practitioners to gain insight into what progress had been made, and helping to support people on probation to resolve the issues that were linked to their offending.
- Written reviews were completed in most cases where one was necessary, but they were not always sufficiently responsive to changes in the risk of harm presented by people on probation. Concerningly, practitioners were sometimes not acting in response to troubling developments, such as polygraph test results, the police being called out to incidents of domestic abuse, or when people on probation moved in with children.

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.

Outcomes

Strengths:

- Sufficient compliance had been achieved in 61 per cent of the cases we inspected. That was closely related to the work probation practitioners were doing to build working relationships with people on probation and support them through their sentences.
- Very few people on probation were homeless or in transient accommodation at the point we inspected casework. That was a positive reflection on the work senior leaders were doing locally to maintain productive relationships with housing providers, including through the RACS scheme.

Areas for improvement:

- Sufficient improvements to issues related to the risk of harm posed by people on probation to others had only been achieved in around a third of the cases we inspected. Our inspection of casework found that not enough people on probation who posed a risk to others were being challenged or helped to change their behaviour.
- People on probation had not made enough progress in developing strengths and resolving needs related to their offending in most of the cases we inspected. Insufficient support had been provided for people on probation for issues such as finance, benefit and debts, relationships, and substance misuse. This meant that the likelihood of people offending again was not always being clearly reduced.

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 \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/glossary)