



HM Inspectorate
of Probation

An inspection of probation services in:
Redcar, Cleveland and Middlesbrough PDU,
The Probation Service – North East region

HM Inspectorate of Probation, December 2022



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The role of HM Inspectorate of Probation

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

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

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 first inspection of Probation Delivery Unit (PDU) services in Redcar, Cleveland and Middlesbrough since the unification of the Community Rehabilitation Companies (CRCs) and the National Probation Service (NPS) in June 2021. The overall quality of work delivered to manage people on probation against all four standards we inspected for casework, needed to improve. Consequently, the PDU has been given an overall rating of 'Requires improvement'.

We found numerous positive foundations in this PDU. This included an impressive leadership team who were proactive in their approach, had an empowering leadership style and managed the change process particularly well following unification of the CRC and NPS, including a smooth move to mixed caseloads in March 2022. This has resulted in a unified culture across the PDU. And unlike other PDUs that we have inspected to date, there is a stable workforce across all grades of staff. Throughout the inspection process we found a committed and engaged staff group across all grades, who were all working towards the delivery of quality probation work. We were pleased to see innovation from the CRC has been taken forward since unification, with the electronic JitBit administration system. This PDU is benefiting from the system's efficiency and the resilience in administrative processes that it provides.

However, despite the impressive leadership, staffing and innovation in the PDU, this has not yet translated into the quality of practice. The ratings across the cases we inspected were disappointing. Improvement is needed in the quality of work to assess and manage the risks that people on probation may present to the wider community. This was particularly poor in relation to assessment, where only 30 per cent of the cases we inspected had an assessment which effectively supported the safety of other people. And although there was a comprehensive offer of services within the PDU, the accommodation provision delivered through commissioned rehabilitative services (CRS) was not meeting the needs of people on probation in this PDU. We found the value added from CRS services more generally was unclear, with referrals from CRS services sometimes passing to agencies which probation practitioners could have referred to themselves directly in any case.

Redcar, Cleveland and Middlesbrough PDU will be disappointed with the overall findings, given their proactive approach and engaged staffing group. However, this PDU has much to be proud of, has good foundations in place and with an unwavering focus on the quality of casework it can continue on a positive trajectory.



Justin Russell
Chief Inspector of Probation

Ratings

Redcar, Cleveland and Middlesbrough PDU

Fieldwork started October 2022

Score **8/24**

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. Case supervision

2.2 Assessment

Inadequate



2.3 Planning

Requires improvement



2.4 Implementation and delivery

Inadequate



2.5 Reviewing

Requires improvement



Recommendations

As a result of our inspection findings, we have made a number of recommendations that we believe, if implemented, will have a positive impact on the quality of probation services.¹

Redcar, Cleveland and Middlesbrough PDU should:

1. improve the quality of work to assess, plan for, manage and review risk of harm and utilise the region's support to achieve this
2. ensure risk-related information is obtained and shared with other agencies in all relevant cases to support the assessment and management of risk of harm
3. ensure training is prioritised and evaluated to enhance the skills of the workforce
4. ensure diversity is prioritised in strategic and operational practice.

North East region should:

5. ensure accommodation support services provide an effective service which meets the needs of people on probation.

His Majesty's Prison and Probation Service should:

6. ensure all probation offices have reliable Wi-Fi access
7. review the value added of the community rehabilitative services contracts.

¹ Progress against previous inspection recommendations for the relevant CRC or NPS division are included in annexe one.

Background

We conducted fieldwork in Redcar, Cleveland and Middlesbrough PDU in the week beginning 10 October 2022. We inspected 56 cases where sentences and licences had commenced between 14 March and 04 April 2022. We also conducted 49 interviews with probation practitioners and gained feedback from 45 people on probation.

Redcar, Cleveland and Middlesbrough PDU is one of seven PDUs within the North East region of The Probation Service. The PDU delivers probation work from three probation offices, as well as several community hubs. Prior to unification, in June 2021, North East region was made up of an NPS Division and two CRCs – Durham Tees Valley (DTV) CRC and Sodexo Justice Services. The area covered by Redcar, Cleveland and Middlesbrough came under the North East NPS and DTV CRC only. Though there is a magistrates' court in Middlesbrough, the court team is managed as part of Stockton and Hartlepool PDU and therefore court work has been excluded from this inspection. Both accredited programmes and unpaid work are managed regionally.

Covering a large geographical area, the population of Redcar and Cleveland at the time of the inspection was 137,228, and the population of Middlesbrough 141,285.² The area comes under two unitary authorities, although partnerships such as South Teesside Youth Justice Service work across both authorities. Middlesbrough is a more densely populated area; it has a higher reoffending rate of 37 per cent³ and a seven per cent unemployment rate⁴ compared to Redcar and Cleveland, which has a reoffending rate of 31 per cent and an unemployment rate of six per cent. The demographic across the area covered by the PDU is predominately white British, with eight per cent of residents identifying as being from a black, Asian and minority ethnic background.

The total caseload of North East region is approximately 12,800,⁵ with this PDU's caseload accounting for approximately 1,800 (14 per cent) cases. Of the PDU's caseload, 70 per cent live in the Middlesbrough area. There are high proportions of people on probation with drug and alcohol issues. In addition, the number of people on probation with no fixed address is the highest across the region.

A range of commissioned rehabilitative services (CRSs) are delivered across the PDU. These include personal wellbeing delivered by St Giles Wise, women's services delivered by Changing Lives and accommodation delivered by Thirteen Group. The PDU also has access to services from the Commissioned Finance Organisation (CFO) hubs, which are funded through the European social fund.

In March 2022, following the lifting of Covid-19 restrictions, staff returned to delivering increased face-to-face work with people on probation. Staff are expected to work 80 per cent of the time in the office or from community hubs.

² Office for National Statistics. (June 2021). UK Population estimates, mid-2020.

³ Ministry of Justice. (July 2022). Proven reoffending statistics: October 2019 to September 2020.

⁴ Office for National Statistics. (August 2022). Regional labour market: Local indicators for counties, local and unitary authorities.

⁵ Ministry of Justice. (2022). Offender Management Caseload Statistics as at 31 March 2022.

1. Organisational delivery

1.1. Leadership



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

Requires improvement

Leadership decision rules and guidance:

Whilst there was an impressive leadership team in the PDU, due to 'Inadequate' scores in our domain two case assessment results, the maximum rating that leadership could score is 'Requires improvement'.

Strengths:

- There was a strong, dedicated, and visible leadership team, with a clear vision. Priorities were understood by staff and aligned to the regional strategy.
- An open and empowering leadership style was apparent, with opportunities for staff to feedback, and propose and take forward improvements.
- Change management was impressive, evidenced by the successful move to a blended caseload in March 2022.
- The benefits of being office based for 80 percent of the time was evident, including in reflective case discussions.
- A risk register was in place which was relevant and reviewed regularly. The risks were prioritised with a focus on estates, CRS and performance and quality.
- There was a proactive approach to working with partners and stakeholders. Examples include a Drug Rehabilitation Requirement pilot in collaboration with sentencers and drug and alcohol service providers.
- The PDU was an active partner in the community safety partnership and had presented on issues with drugs, alcohol and how they feed into the wider reducing crime target in the community safety plan.

Areas for improvement:

- The quality of practitioner practice was not sufficient. Whilst the PDU was on a positive trajectory, there needs to be a continued focus on the quality of case work.
- Engagement forums for people on probation were limited.
- There needs to be improved integration with the region, making use of resources such as performance and quality to support case work quality.
- There should be an increased focus on black, Asian and minority ethnic diversity to address gaps in service provision and how this integrates across practice.

1.2. Staff



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

Good

Strengths:

- The culture of the PDU is positive, with a cohesive staff group.
- Workforce planning was managed and reviewed. Any staffing issues were escalated to the regional forum when required to be addressed.
- Staffing levels were sufficient, with adequate resources across all grades and limited use of agency staff. The Workload Measurement Tool for the PDU as of October 2022 was 94.5 per cent, with the majority of staff across grades feeding back that their workload was manageable.
- The staff attrition rate was eight per cent. Average annual staff sickness was 13 days per year; although this is high, it was being actively monitored.
- Workloads were actively managed. There were daily allocation meetings to ensure that cases are allocated evenly and appropriately.
- Of the cases inspected, 62 per cent had the same probation practitioner since the start of their order or licence, resulting in continuity in the probation practitioner/person on probation relationship.
- Vetting timeframe for newly appointed staff had improved from 12 weeks to four weeks, enabling the PDU to expeditiously fill posts.
- The views, ideas and experiences of staff were sought. This was evidenced by several pilots and initiatives underway across the PDU.
- Staff at all grades reported that they received regular supervision from their line manager and felt supported.
- The PDU had a training plan in place including mandatory, required, desirable and optional learning. Senior Probation Officers facilitated staff learning days on specific areas of practice.
- Development opportunities, including leadership courses, were available to staff of all grades.

Areas for improvement:

- With many newly qualified and inexperienced staff across the PDU, ensure that training is prioritised; and staff receive relevant development experiences.
- Ensure an appropriate blend of on-line and face-to-face training which is evaluated to maximise impact on the quality of case work.
- Management oversight needs to be addressed. In our case data management oversight was effective only 36 per cent of the time.
- The quality of case work was consistently lower for Professional Qualification in Probation (PQiP) practitioners, particularly in regard to risk of harm. In

planning for example, 20 per cent of cases supervised by a PQiP practitioner were judged as sufficient as opposed to 65 per cent ⁶ of Probation Officer cases. Additional management resources to oversee the quality of work undertaken by PQiPs should be introduced.

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

A rating of 'Inadequate' for standard 2.4 would usually result in a rating of 'Inadequate' for this standard. However, the positives identified during inspection, such as women's services, allowed for professional discretion to be applied.

Strengths:

- A range of services were available through CRS and other commissioning arrangements, which staff were using – 1,636 CRS referrals were made from June 2021 to September 2022.
- In our probation practitioner interviews, 96 per cent said they 'always' or 'mostly' had access to an appropriate range of services to meet the needs and risk of the person on probation.
- Our survey of people on probation indicated that 70 per cent had been able to access services relevant to their needs.
- CFO hubs offered a wide range of services including life skills, education training and employment, and emotional support. Although the CFO was a voluntary service, the conversion rate from referral to attendance was 80 per cent and the retention rate 85 per cent.
- The women's services offer was impressive. Services were in place from CRS and sub-commissioned provider 'A way out.' The services were delivered in a trauma-based way and offered bespoke support to women on probation.
- There was a proactive approach to working with partners, an example being a joint working initiative with health, prisons and approved premises as part of a hepatitis C pilot.

Areas for improvement:

- The value added from each CRS service was unclear. Referrals were sometimes passed onto agencies which probation practitioners could have referred to directly themselves.
- The CRS contract for accommodation did not meet the needs of the PDU, given the high number of people on probation with no fixed address.

⁶ The findings relating to grade of practitioner have not been subject to a relative rate index analysis, which is a test used to compare rates of incidence.

- In our case inspections we found that, in 55 per cent of cases where domestic abuse checks should have been undertaken, they had not taken place; and in 39 per cent of cases where child safeguarding information sharing was needed, it had not been shared.
 - The role of multi-agency risk assessment conferences did not appear to be fully understood and were not being utilised by some probation practitioners.
 - Improved working relationships and information exchange with drug and alcohol services are required.
 - Completion rates for programme requirements (other than individuals who had committed a sexual offence) in the three months prior to our inspection were: June 2022 – 40 per cent; July 2022 – 18.18 per cent; and August 2022 – 0 per cent. This was unacceptably low.
 - The delivery of services needs to improve to manage the critical factors linked to risk of harm. The implementation and delivery of services to support the safety of other people was judged as sufficient in only 38 per cent of cases.
-

Resettlement work

Strengths:

- Although it had only started recently, the 'continuity of care' pilot, where dedicated staff work with cases transitioning from custody to the community, was a promising initiative. In the short time the pilot had been underway, there had been improvements in timely handovers from prison practitioners to probation practitioners in the community.
- Probation practitioners were having sufficient contact with individuals in custody prior to release in almost two-thirds of relevant cases, providing a key opportunity to start the period of supervision well and set a foundation for further work.

Areas for improvement:

- In just under half (45 per cent) of post-release cases, the community offender manager did not address the key desistance needs before release. This resulted in people being released with no plans in place to support desistance.
- Inspectors judged that in three quarters of post-release cases there was insufficient analysis of the risk of harm to others. This led to factors linked to risk of serious harm not being managed sufficiently and potentially putting people at risk.
- The PDU was not appropriately managing the enforcement of too many post-release cases. Non-compliance was not judged to have been actioned promptly, eight out of 15 relevant cases were not recalled or breached when it was required.

1.4. Information and facilities



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

Good

Strengths:

- The PDU's offices and hubs were in accessible sites across the PDU's area, with access to transport links for people on probation.
- A heatmap was used to pinpoint the areas where people on probation are based – and identify where to deliver services.
- People on probation felt safe accessing probation premises and were able to have confidential conversations with their probation practitioner.
- Staff had access to and utilise North East regional directory (NERD). This database provides staff with extensive learning resources, policies, learning from serious further offences (SFO) and information on interventions.
- Performance and quality reports were overseen by the business manager and regularly reviewed by the management team.
- The JitBit model, taken forward from the CRC, was fully embedded in the PDU. The ticketing system for administrative tasks was effective and efficient.
- Action plans following SFOs were completed with targeted actions.
- The PDU used research and findings from thematic reports to help inform its strategies. Academic insight workshops formed part of the delivery plan, with workshops looking at thematic reports on SFOs and serious case reviews.

Areas for improvement:

- The office at 160 Albert Road in Middlesbrough needs refurbishment. This had been escalated by the business manager and was a priority in the estate's strategy for the region.
- There was no CCTV in the interview rooms at the 160 Albert Road office.
- Wi-Fi was not available in most probation buildings and hubs; therefore, staff were reliant on their mobile phones to hotspot.
- The performance and quality offer from the region was not fully utilised by the PDU, this is a missed opportunity.
- There was no systematic approach in place for gaining the views of people on probation.
- Learning available from the region, for example information from the continuous learning cycle, could have been better utilised to inform training and briefings to staff in the PDU

Feedback from people on probation

User Voice, working with HM Inspectorate of Probation, had contact with 45 people on probation as part of this inspection. Of these, 67 per cent reported that they were being supervised having been released from a prison sentence and 31 per cent were subject to a community sentence. The respondents were representative of the caseload demographics in terms of gender and ethnic diversity.

Strengths:

- Over three-quarters of people on probation (79 per cent) surveyed were happy with the overall support they receive from probation.

“Probation has been really supportive of me and I’m so glad to have them. I was really worried about my future and probation continue to help me keep calm and focus on the future not the past.”

- People on probation generally felt safe accessing probation services (91 per cent) and were able to have private conversations with their probation practitioner (88 per cent).
- Most people on probation said they had been able to contact their probation practitioner when needed (83 per cent) and over three quarters had been able to have appointments at a suitable time (77 per cent).
- Of those people on probation we surveyed, 70 per cent had been able to access services relevant to their personal needs.

Areas for improvement:

- Those who reported a negative experience had a feeling that their appointments were a ‘tick box exercise’ which they did not benefit from.

“I don't find it to be any use. Nothing good, it is just a tick the box exercise. I just want to keep my head down and get all my time finished so I can get on with my life.”

- Less than half of individuals who consulted with User Voice (45 per cent) felt they had their views considered as part of their supervision. Inspectors judged the engagement with the person on probation similarly in some areas. An example was implementation and delivery where only 45 per cent of cases were judged to have been engaged with sufficiently. This missed a key opportunity to include the person on probation fully in their sentence to enhance the engagement of the person on probation.

Diversity and inclusion

Strengths:

- The PDU had a good understanding of diversity gained through caseload needs data and consultation with staff and partners. Resources were targeted to address accommodation needs using the Regional Outcomes and Innovations Fund's funds.
- There is regional support from a Diversity and Inclusion Officer for all PDUs in North East region and evidence that the PDU had worked collaboratively with that resource.
- Services for women were good. Of the cases we inspected, 16 per cent were female, the highest cohort of females in the region. It was positive to see trauma-informed approaches in place. Relationships with partner agencies delivering these services were strong.
- In our case inspections, 82 per cent of people on probation had been asked about their diversity characteristics at the start of their supervision which is higher than what has been found in many other PDUs.
- Disabilities were recorded and recognised by probation practitioners in the majority of relevant cases.

Areas for improvement:

- Of the cases we inspected, 11 per cent were from a black, Asian and minority ethnic background. We saw limited evidence of services or programmes being delivered to this cohort. Greater consideration of working with these communities was required.
- In the inspected cases, there was more likely to be sufficient focus on sufficiently engaging white people on probation than those from a black, Asian and minority ethnic background. This was particularly pertinent in planning, where inspectors judged sufficient engagement with white people on probation at 61 per cent compared to 17 per cent for those from a black, Asian and minority ethnic background.⁷
- In a small number of cases, sexual identity, race and ethnicity, religion and gender were not fully recorded.
- The workforce was predominately female, accounting for 78 per cent of all staff which is similar to other PDUs. Only three per cent of the workforce identified as being from a black, Asian and minority ethnic background, compared to eight per cent of the local demographic. Further efforts should be made to make the workforce more reflective of the local community.
- There should be an increased priority given to implement the regional diversity and inclusion plans in operational practice.
- Given the high proportion of people on probation with a drug or alcohol need, the PDU needs to ensure that relationships with drug and alcohol services are well maintained, and services are delivered effectively. This includes improving information sharing and the completion of mandatory drug testing.

⁷ RRI was not used for this data.

2. Court work and case supervision

The pre-sentence information and advice provided to court supports its decision-making.	Not applicable
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The court work standard was not inspected. Though there is a court in Middlesbrough, the management of probation court staff is overseen by the neighbouring PDU of Stockton and Hartlepool.

2.2. Assessment

Assessment is well-informed, analytical and personalised, actively involving the person on probation.	Inadequate
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Our rating⁸ for assessment is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Does assessment focus sufficiently on engaging the person on probation?	57%
Does assessment focus sufficiently on the factors linked to offending and desistance?	77%
Does assessment focus sufficiently on keeping other people safe?	30%

Redcar, Cleveland and Middlesbrough PDU is rated as 'Inadequate' for assessment as the lowest score out of the three questions was 30 per cent.

Strengths:

- Practitioners were involving people on probation in the assessment process. Information had been gathered on their views, personal circumstances and their motivation to engage. This was then used to inform the identification of future work as part of their order or licence.

Areas for improvement:

- Domestic abuse and child safeguarding information sharing did not always take place. Effective relationships with partners did appear to be in place, but some staff were not making the necessary enquires.

⁸ 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 in the data annexe.](#)

- There was a failure to identify all the relevant factors linked to risk of harm in two thirds of cases inspected. Without strong assessments and a full understanding of risk, it is difficult to identify what probation practitioners were to focus on throughout the period of supervision.
- In too many cases the safety of victims and potential victims was missing. Assessments failed to analyse specific concerns and risks related to victims, with this occurring in only 21 out of 55 cases where it was required.

2.3. Planning



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

Requires improvement

Our rating⁹ for planning is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Does planning focus sufficiently on engaging the person on probation?	55%
Does planning focus sufficiently on reducing reoffending and supporting desistance?	79%
Does planning focus sufficiently on keeping other people safe?	54%

Redcar, Cleveland and Middlesbrough PDU is rated as 'Requires improvement' for planning as the lowest score for the key questions was 54 per cent which, similar to assessment, is for keeping people safe.

Strengths:

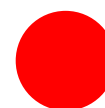
- In nearly two thirds of cases inspected (64 per cent), planning took sufficient account of the readiness and motivation of the person on probation to change, including any impact this would have on engagement and compliance. This allows for appropriate and realistic plans for further work with the person on probation.
- The critical factors linked to offending were reflected in 78 per cent of the cases inspected. Appropriate actions required to assist in reducing reoffending were clearly identified. Examples include pre-release referrals to emotional wellbeing CRS services and liaison with adult social care.

⁹ 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 in the data annexe.](#)

Areas for improvement:

- Improvement is needed to take sufficient account of diversity factors of the person on probation which could affect their engagement and compliance.
- Contingency arrangements were only judged as sufficient in just over half of relevant cases. Plans were often generic and failed to identify actions to mitigate risks that were specific to the individual. There was also not enough consideration of the critical factors linked to risk of harm, with this not being sufficient in just under half (45 per cent) of cases.

2.4. Implementation and delivery



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

Our rating¹⁰ for implementation and delivery is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Is the sentence or post-custody period implemented effectively with a focus on engaging the person on probation?	45%
Does the implementation and delivery of services effectively support desistance?	43%
Does the implementation and delivery of services effectively support the safety of other people?	38%

Redcar, Cleveland and Middlesbrough PDU is rated as 'Inadequate' for implementation and delivery as the lowest score of the three key questions was 38 per cent, which is again in the area of keeping people safe.

Strengths:

- Of the cases inspected, 62 per cent had the same allocated probation practitioner since the start of the order or the licence, providing continuity and time to build a good working relationship. This was evidenced in our inspected cases where just over two-thirds were judged to have given sufficient focus to maintaining an effective relationship, enabling individuals to complete their sentence.
- Probation practitioners worked with the key individuals in the person on probation's life which provided opportunities to support desistance.

¹⁰ 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 in the data annexe.](#)

Areas for improvement:

- Despite the positive views of probation practitioners about the range of services on offer, the services are not impacting sufficiently on reducing reoffending.
- The coordination of multi-agency working to manage the risk of harm was poor in too many cases. In our inspected cases this was judged as insufficient in 29 out of 49 cases. Information sharing between agencies needs to improve.
- Insufficient attention was given to protecting actual and potential victims. In cases with domestic abuse concerns, too often there was a lack of monitoring of new or existing relationships.

2.5. Reviewing



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

Requires improvement

Our rating¹¹ for reviewing is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
Does reviewing focus sufficiently on supporting the compliance and engagement of the person on probation?	59%
Does reviewing focus sufficiently on supporting desistance?	54%
Does reviewing focus sufficiently on keeping other people safe?	50%

Redcar, Cleveland and Middlesbrough PDU is rated as 'Requires improvement' for reviewing as the lowest score of the three key questions was 50 per cent.

Strengths:

- Probation practitioners regularly completed formal written reviews with sufficient focus on engagement.
- When reviewing had taken place, practitioners considered the most effective ways to work with individuals. Examples include changing appointment venues from probation offices to trauma-informed spaces, such as hubs. This improves the engagement and the experience of the person on probation.

¹¹ 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.

Areas for improvement:

- People on probation were not routinely involved in the review of work undertaken on their sentences in half of cases inspected. This was a missed opportunity to take stock of progress made, acknowledge positive change and identify future work.
- Formal reviews were completed in 36 out of 49 relevant cases, however, the quality of the reviews needs to improve. Significant information within the reviews was missing and inspectors found that in 19 out of 43 relevant cases, reviews failed to identify and address changes in factors related to risk of harm.
- Critical information from agencies was too often missing from reviewing. Inspectors found example of cases where there was a domestic abuse history and a new relationship was disclosed, yet domestic abuse and safeguarding enquires were not completed sufficiently.

2.6. Outcomes

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

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

Outcomes	Percentage 'Yes'
Do early outcomes demonstrate that reasonable progress has been made, in line with the personalised needs of the person on probation?	21%

Strengths:

- An increase in offending was only found in 10 out of 56 cases inspected. This was coupled with sufficient compliance in most cases. People on probation identified that their relationship with their probation practitioner is often the best part of their experience, and continuity of relationship with the same practitioner in 62 per cent of cases has led to increased engagement and compliance.

Areas for improvement:

- Early outcomes indicated limited progress to address factors such as accommodation, finance, benefits and debt, all of which were linked to offending. Improvements were noted in only approximately one in five relevant cases.
- Although there was a comprehensive offer of services, we saw limited deployment of these in our inspected cases. For example, of the 13 cases where education, training and employment was linked to offending, only four appeared to have made progress in the area.

- In relation to substance misuse, early outcomes were not promising, with a limited number of individuals having identified as having improved these factors during their sentence. For example, 27 individuals were assessed as drug misuse being linked to harm, but there was assessed improvement in just one case.
- In 16 cases, inspectors identified that accommodation was linked to risk of harm. Improvements in accommodation status were only seen in one case. This may be in part due to the difficulties with the current CRS provider 'Thirteen', which is not meeting the needs for the PDU.

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)