



HM Inspectorate
of Probation

An inspection of probation services in:

East and West Lincolnshire

The Probation Service – East Midlands Region

HM Inspectorate of Probation, June 2025

Contents

Foreword	3
Ratings	4
Recommendations	5
Background	6
1. Organisational arrangements and activity	7
2. Service delivery	14
Annexe one – Web links	18

Acknowledgements

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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 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

In East and West Lincolnshire Probation Delivery Unit (PDU) we found a positive and supportive teamwork culture and collaborative partnership arrangements, but the quality of work delivered to reduce reoffending and manage risk of harm was insufficient. Therefore, we have given the PDU an overall rating of 'Inadequate'.

Regional and local governance arrangements were driving staff and managers to prioritise achieving performance targets over delivering a quality service. Leaders needed to ensure practitioners understood their responsibilities when working with domestic abuse perpetrators and safeguarding children, and management oversight needed to focus on developing reflective practice and professional curiosity.

The PDU was not sufficiently resourced to meet the geographical and logistical challenges arising from the size and rurality of the county and there were deficits in the estates model. Some existing office provision was not fit for purpose and there was insufficient coverage to meet the needs of the PDU's caseload. This resulted in people on probation travelling long distances to attend appointments at significant cost to the service. Managers struggled to maintain sufficient visibility across the whole estate, which left some staff feeling isolated.

Partnership agencies and commissioned rehabilitative services providers experienced resourcing constraints which meant they struggled to deliver an equitable service to people on probation living in the most remote areas covered by the PDU. This was exemplified by the fact that the Department for Work and Pensions (DWP) had only funded one part-time job coach to provide employment advocacy to people on probation, despite one-third of the caseload (approximately 700 individuals) having an identified education, training or employment (ETE) need.

Leaders demonstrated a commitment to engaging people on probation and had an established forum where they could share ideas for improving the quality of service delivery. However, the diverse needs of, and disproportionality experienced by, the largest ethnic minority in the PDU's caseload had not been sufficiently identified and analysed to inform culturally competent practice and appropriately targeted service delivery.

While the PDU will undoubtedly be disappointed by our findings we hope that by shining a light on the situation in East and West Lincolnshire through our inspection, it will be afforded much-needed regional and national support to overcome the challenges associated with its large and diverse geography.



Martin Jones

HM Chief Inspector of Probation

Ratings

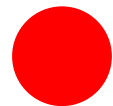
East and West Lincolnshire PDU

Fieldwork started March 2025

Score **2/21**

Overall rating

Inadequate



1. Organisational arrangements and activity

P 1.1 Leadership

Requires improvement



P 1.2 Staffing

Inadequate



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.

East and West Lincolnshire PDU should:

1. conduct a learning analysis to understand the skills and knowledge of the practitioner group and implement a system to ensure gaps in learning are met
2. develop practitioners' confidence and skills in the use of professional curiosity and challenging conversations to identify, analyse, assess, plan, and respond to indicators of risk effectively
3. analyse information on domestic abuse and child safeguarding sufficiently to inform the quality of assessment and management of people on probation
4. improve the use of interventions and services available for people on probation to support desistance and manage the risk of harm
5. ensure effective management oversight is provided to enhance and sustain the quality of the work with people on probation and keep people safe
6. ensure management information is used to identify any gaps in service provision and to consider disproportionality in the quality of service delivery to people on probation from Black, Asian and minority ethnic backgrounds.

Background

We conducted fieldwork in East and West Lincolnshire PDU over the period of two weeks, beginning 24 March 2025. We inspected 38 community orders and 14 releases on licence from custody where sentences and licences had commenced during two separate weeks, between 12 August and 18 August 2024, and 23 September and 29 September 2024. We also conducted 40 interviews with probation practitioners.

East and West Lincolnshire has a diverse geography with large rural and agricultural areas, urban areas and market towns, and a large eastern coastline. The area is covered by seven district councils (City of Lincoln, Boston, East and West Lindsey, North and South Kesteven and South Holland) and is served by Lincolnshire Police. There are pockets of significant income deprivation in the coastal areas of East Lindsey, particularly in the seaside towns of Skegness and Mablethorpe. Public transport links are poor. There are three men's prisons in Lincolnshire: HM Prison (HMP) Lincoln (Category B), HMP Morton Hall (Category C) and HMP North Sea Camp (Category D). The county has three courts: Boston Magistrates' Court, Lincoln Magistrates' Court, and Lincoln Crown Court.

The PDU has four main offices in Boston, Grantham, Lincoln, and Skegness. There are also two part-time satellite offices in Gainsborough and Mablethorpe. The Boston office is co-located with Boston Borough Council.

Commissioned rehabilitative services (CRS) are delivered by a number of providers. Lincolnshire Action Trust delivers women's services; Ingeus delivers finance, benefit and debt advocacy; Forward Trust delivers personal wellbeing services (with support from Lincolnshire Action Trust); and Shelter delivers accommodation services as a delivery partner for Nacro. Turning Point (part of the Lincolnshire Recovery Partnership) delivers drug and alcohol treatment services.

The population of 768,374 is predominantly White (96 per cent) with just under two per cent Asian residents, and less than one per cent Black residents. The largest ethnic minority in the county identify as 'White other', which reflects the high number of eastern European migrants living and working in the county.

At the time of our inspection, the PDU employed 128 full-time equivalent staff. The PDU's caseload was 1,852. This comprised of 892 people subject to community and suspended sentence orders, 543 people on post-release licences, and 417 people in prison.

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:

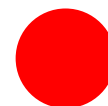
- The PDU leadership team had established collaborative, supportive relationships with partners who were universally positive about probation's proactive involvement in strategic partnership boards and subgroups. As well as engaging with partners at a strategic level to share learning, the PDU leadership team participated actively and as a critical friend in multi-agency reviews.
- Lincolnshire County Council was piloting the Families first for children pathfinder Programme to reform local children's social care provision. The PDU head supported the project by embedding probation practitioners across a county-wide network of multi-agency child protection teams. They also based two probation practitioners in the Lincolnshire safeguarding hub where they had direct access to police and social care recording systems. Partners valued these arrangements which facilitated two-way information-sharing and multi-agency working.
- Staff were engaged and motivated. They described the PDU's culture as warm, supportive, open, and collaborative. They felt leaders were approachable and their voices were heard. Reasonable adjustments were implemented where needed to meet individual access needs.
- A cross-grade reward and recognition panel had been convened. The panel had increased the transparency of decision-making and promoted the use of formal and informal approaches to staff recognition.
- The PDU leadership team had made positive progress in implementing the regional engaging people on probation (EPOP) strategy and held monthly forums with people on probation to provide them with a voice and an opportunity to influence practice and local initiatives.

Areas for improvement:

- The PDU was not achieving its vision to 'deliver the highest quality Probation Services to protect the public, prevent victims and change lives'. The quality of service delivery was insufficient, particularly in keeping actual and potential victims safe from harm.
- Domestic abuse and safeguarding enquiries were routinely being made with the police and children's social care, but practitioners were not demonstrating sufficient professional curiosity about the responses they received. Consequently, they were not accurately identifying actual and potential victims or creating appropriate plans to manage the risk of harm that people on probation posed to them. Senior probation officers (SPOs) were aware of this issue, but it was not flagged in the PDU's risk register, and there was no improvement plan in place to resolve it.

- The PDU did not yet have a cohesive quality improvement plan but the local delivery plan for 2024/2025 included a focus on improving the quality of casework practice. However, progress had been impacted by the volume and pace of change arising from national initiatives such as standard determinate sentence 40 (SDS40) and probation reset.
- A regional drive to increase achievement against performance targets had resulted in practitioners and managers compromising on quality due to the pressure to prioritise timely completion of assessments and plans.
- Senior leaders' time and attention was dominated by local logistical challenges presented by the PDU's large and diverse geography. This undermined their ability to focus on strategic planning. Despite the PDU head and deputy having their own challenging workload, SPOs described how they provided cover in offices for middle managers who were absent or on training, as well as hands-on support for managers who were struggling, to prevent the PDU from missing performance targets.
- People on probation often had to travel long distances to attend appointments. The low population density across the county meant public transport options were very limited. This affected compliance rates and had a significant financial impact on the service. The PDU head had asked the national estates team to source additional office locations that were more accessible and that would reduce travel costs. At the time of our inspection, no suitable premises had yet been identified.
- The buildings in use by the PDU were not always supporting staff safety and wellbeing. Staff working in the most remote areas of the county sometimes felt isolated. This was made worse by a lack of visibility of middle managers, who were covering vast geographical areas. Some reception staff felt vulnerable due to a lack of security measures, especially when they were located on a different floor of the building to their probation practitioner team.

P 1.2. Staffing



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

Inadequate

Strengths:

- There was a dedicated SPO for people undertaking the Professional Qualification in Probation (PQiP) training programme. In addition to supporting the induction and training of PQiP trainees, the PQiP SPO delivered training to newly qualified officers and new probation service officers (PSOs). This supplemented the core offer from the national training team.
- Career progression was supported and encouraged in the PDU. The PDU head attributed some of the PDU's attrition to staff being promoted or being accepted onto the PQiP programme.
- The majority of SPOs were undertaking leadership training. Several staff had also started apprenticeships.
- PDU leaders monitored team and individual performance through accountability meetings. They took action to address identified capability issues through performance improvement plans.
- The PDU head spoke positively about the support regional peer mentors offered to people on probation. The peer mentor coordinator, EPOP SPO lead and EPOP practitioner champions widely promoted the benefits of EPOP and peer mentoring in line with the EPOP strategy.

Areas for improvement:

- The PDU's staffing levels were improving but deficits remained at all grades of staff. Staffing levels were not proportionate across the PDU due to the difficulties in recruiting staff to work in the most rural areas of the county. This led to an imbalance in workloads. The national approach to probation recruitment was not working for the PDU as it typically attracted candidates with a preference to work more centrally in Lincoln. Similarly, there was an imbalance in terms of spans of control for managers especially when their team included part-time workers. Leaders were expending a lot of time and energy attempting to address these issues. They redeployed resources where possible to improve the distribution of caseloads and resilience of small teams. However, the distance to travel between offices was frequently a prohibitive factor when considering relocation of staff and managers.
- Probation officer (PO) vacancies were gradually being filled by newly qualified officers, but these officers were often holding a proportion of cases more suitable to PSOs. This was due to delays at a national level in allocating and inducting suitable PSO candidates held on a merit list to fill the PDU's existing PSO vacancies.
- The PDU struggled to retain administration and reception staff. These posts had the highest rates of attrition due to staff seeking promotion within the service or leaving

for higher paid roles elsewhere. This placed an additional burden on existing administration and reception staff who were responsible for training all new starters.

- SPOs were responsible for lead areas in addition to managing a geographically dispersed staff group, some of whom were inexperienced. They had found the pace of change relating to SDS40 and probation reset challenging to manage. They were waiting for an administrator to be appointed to provide them with tailored support, but this role had proved difficult to resource. Consequently, SPO administrative support was split across the generic administration pool rather than designated individuals. The renewed focus on performance had added further pressure.
- The PDU head and deputy had both been in temporary positions for over a year. However, for the first six months of their tenure they had continued to cover the deputy's former role between them, which was unsustainable.
- Protected learning days were not sufficiently supporting staff's continuous professional development. SPOs were responsible for planning, organising and delivering these sessions, but they lacked sufficient capacity to do so. As a result, the quality of sessions varied greatly. SPOs described having to improvise as there was no formal guidance or structure. Consequently, practitioners did not consistently view protected learning days as a good use of their time and this affected their engagement.
- Not enough leadership attention was being paid to ensuring practitioners had sufficient skills and knowledge to respond effectively to domestic abuse and the safeguarding of children. The regional QDO team had produced a series of action learning journals to generate reflective discussion to enhance practice. However, due to time constraints, SPOs had not delivered the sessions.
- In the majority (42 out of 50) of relevant cases, management oversight was insufficient, ineffective or absent. SPOs acknowledged that this was an area that needed to be improved and described it as a work in progress.

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 head sat on the youth justice management board and seconded a PO to the local youth justice team to facilitate children's transition to adult services. Examples of effective joint working between probation and youth justice included collaboration on pre-sentence reports for individuals who offended as children but were sentenced as adults.
- Interventions staff were co-located with probation practitioners in four offices in the PDU. This enabled them to deliver unpaid work and accredited programmes from each site. To improve accessibility for participants, start and finish times for accredited programmes were scheduled to fit in with the availability of public transport.
- Positive working relationships between CRS providers and partnership agencies delivering community sentence treatment requirements were facilitated by co-location arrangements. Four staff were co-funded by the PDU and the Lincolnshire Recovery Partnership (LRP) to provide dependency and recovery support in the PDU's four substantive offices. The LRP employed staff who spoke a range of languages which enhanced the services they could provide to eastern European people on probation. This included a Polish-speaking alcohol support group.
- Sentencers valued the service provided by the PDU and were kept informed of national, regional and local policy changes that impacted probation resources and the availability of services that could be proposed as sentencing options.
- The PDU's integrated offender management (IOM) arrangements were well established, collaborative, and supported by timely information sharing. Police and probation were co-located in probation offices and a police station in Gainsborough. The IOM offer included three specialist support workers who focused on advocacy and relationship building with people on probation. The fixed and flex cohorts were used for serious acquisitive crime. The free cohort was used for 18 to 25-year-old perpetrators of serious violence and weapons offences. The IOM partnership's work with individuals in the free cohort had informed a project called 'The Happening' which was developed by the police to educate children about knife crime. Probation funding had been secured to extend opportunities to young adults being supervised by probation.
- Multi-agency public protection arrangements (MAPPA) for adults and children were also positive. There was consistent attendance by partners at MAPPA meetings, and the strength of partner relationships supported appropriate professional challenge.

Areas for improvement:

- The PDU's existing estates provision was insufficient for the needs of the caseload. This resulted in some people on probation travelling long distances to attend

appointments. People on probation living close to the PDU's boundaries often had access to better transport options to cities and towns in neighbouring regions. However, they were required to travel much further to reach their allocated probation office within Lincolnshire. In some cases, this could have been avoided if practitioners had liaised with neighbouring regions to request alternative reporting arrangements.

- The available interview space within the existing offices was not always fit for purpose. There were capacity issues in some offices and some interview rooms were not sufficiently soundproofed to ensure the privacy and safety of people on probation.
- Across the county, women on probation were not provided with equitable opportunities to access interventions and support. Women could attend female-only reporting sessions in some offices, but this did not always meet the needs of women who required more flexible appointments to accommodate their protected characteristics and personal circumstances. In the most rural areas, women's services were piecemeal.
- Overall, there was a lack of services to support people on probation from ethnic minority backgrounds, particularly the large eastern European communities in the east of the county. The region had secured an ethnic minority grant which funded mentoring for culturally diverse males through the English Football League. However, practitioners were not certain whether eastern European people on probation would meet the criteria. Consequently, referral rates to this service were very low.
- The CRS contract providing ETE advocacy had ended in March 2024 and the PDU had been unable to secure any viable alternative provision. The DWP only funded one part-time work coach to serve the whole of Lincolnshire. This was insufficient as a third of the caseload (over 700 people on probation) had an identified ETE need.
- Practitioners were skilled in building and sustaining positive relationships with people on probation. This was reflected in our casework inspections, focus groups, and a survey completed by people on probation prior to our inspection fieldwork. However, there was a lack of delivery of interventions aimed at reducing risk of reoffending and harm. Practitioners were not yet focused on front-loading delivery in anticipation of contact being suspended at the two-thirds point of orders and licences, in line with probation reset.
- Some people on probation experienced delays in the commencement of interventions. This was particularly true for people who were sentenced to a mental health treatment requirement as this provision had significant waiting lists. Additionally, the offender personality disorder team were experiencing resourcing issues and were offering reduced support to probation practitioners and people on probation.
- Compared to the number of referrals and commencements, CRS providers were achieving a low number of completions. Fewer than half of commencements for accommodation advocacy and personal wellbeing support resulted in completions. This reduced to just over a quarter for women's services commencements. Providers attributed this to experiencing similar resourcing challenges to those faced by probation services due to the geography of the PDU.
- Significant delays in the installation of electric monitoring equipment meant some electronic monitoring requirements expired before the tag was fitted.

Diversity and inclusion

Strengths:

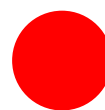
- All new PDU staff received an initial face-to-face induction which signposted them to sources of support relevant to their protected characteristics and personal circumstances, such as caring responsibilities.
- Funding was secured through the Ministry of Justice Workplace Adjustment Service for the PDU to employ two staff to provide additional administrative support for six practitioners who had neurodivergent conditions and/or learning difficulties.
- Staff feedback had identified a need for increased focus on equity, diversity, inclusion and belonging. As a result, the PDU leadership team established a cross-grade group to promote collaboration between staff acting as mental health allies, wellbeing champions, and diversity champions. It also provided a forum to collectively review and advise on the impact of national, regional, and local policy changes and projects.

Areas for improvement:

- The PDU's needs analysis data relating to their caseload did not distinguish White British people on probation from their eastern European counterparts, who would typically be categorised as 'White other'. Consequently, it did not support PDU leaders to consider this cohort's offending patterns, offending related needs, and risks, or the disproportionality affecting them. Within their teams, some staff had engaged in sessions aimed at improving cultural awareness. However, there was a lack of specific targeted training or guidance to improve practitioners' cultural competence and inform their work with these individuals.
- The availability of women-only reporting space and women's specialist services was limited across the county, particularly in the most rural areas.

2. Service delivery

P 2.1. Assessment



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

Inadequate

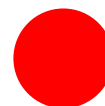
Our rating¹ for assessment is based on the percentage of cases we inspected being judged satisfactory against three key questions and is driven by the lowest score:

Key question	Percentage 'Yes'
Does assessment focus sufficiently on engaging the person on probation?	65%
Does assessment focus sufficiently on the factors linked to offending and desistance?	67%
Does assessment focus sufficiently on keeping other people safe?	13%

- It was positive that in 83 per cent of the cases we inspected people on probation were asked about their diversity characteristics. Disappointingly, practitioners only analysed the likely impact of these factors on individuals' engagement and compliance in just over half (54 per cent) of cases.
- The offending-related factors of people on probation were identified and analysed in 73 per cent of cases, and in 75 per cent of cases their strengths and protective factors were considered. However, in just over a third of cases, practitioners did not seek information from all available sources. This reduced the overall quality of their assessments of individuals' risk of reoffending and harm.
- The lack of attention paid to keeping people safe in assessments was worrying. In too many cases there was an apparent lack of understanding of how and why domestic abuse and safeguarding enquiries were pertinent to overall risk assessment. Practitioners obtained sufficient information about domestic abuse in fewer than half (48 per cent) of cases and then only used this to inform risk assessments in 12 out of 45 relevant cases.
- Sufficient information about child safeguarding was obtained in a third of cases and only used in 12 out of 50 relevant cases to inform risk assessments.
- Sufficient information about domestic abuse and safeguarding was sought to assess suitability for curfews in just two out of six relevant cases.
- Consequently, practitioners did not adequately identify all relevant risk of harm factors in the majority (67 per cent) of cases. The risk of harm people on probation posed to actual or potential victims was only sufficiently analysed in 13 out of 50 cases.

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

P 2.2. Planning



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

Inadequate

Our rating² for planning is based on the percentage of cases we inspected being judged satisfactory against three key questions 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?	62%
Does planning focus sufficiently on keeping other people safe?	35%

- We found evidence in only half of the cases we inspected that people on probation were meaningfully involved in planning activities. In fewer than half of sentence plans (22 out of 46 relevant cases) sufficient consideration was given to individuals' protected characteristics.
- It was positive that in 65 per cent of cases plans appropriately reflected individuals' offending-related factors. In 75 per cent of cases the frequency and type of planned contact was appropriate to engage the person on probation and facilitate delivery of their sentence.
- However, in 60 per cent of cases the deficiencies we found in assessments of risk of harm impacted the quality of plans to keep people safe. This resulted in critical risk of harm factors not being sufficiently addressed.
- In 26 out of 47 relevant cases there was limited evidence of collaborative planning between practitioners and other agencies involved with the person on probation. This meant that plans did not make sufficient links to the work of commissioned providers and partnership organisations.
- In 21 out of 50 relevant cases, plans did not include all of the necessary measures or controls to actively manage or mitigate existing risk of harm factors. Fewer than half (48 per cent) included sufficient contingency arrangements to respond to potential changes in people on probation's personal circumstances which could increase the risk of harm they posed to actual and potential victims.

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

P 2.3. Implementation and delivery



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

Inadequate

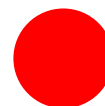
Our rating³ for implementation and delivery is based on the percentage of cases we inspected being judged satisfactory against three key questions and is driven by the lowest score:

Key question	Percentage 'Yes'
Is the sentence or post-custody period implemented effectively with a focus on engaging the person on probation?	63%
Does the implementation and delivery of services effectively support desistance?	42%
Does the implementation and delivery of services effectively support the safety of other people?	19%

- The support and engagement that we saw at leadership level was reflected in the work completed with people on probation. Practitioners were focused on building and maintaining positive relationships with people on probation and we found evidence of this in the majority (83 per cent) of inspected cases.
- In most cases practitioners offered flexibility when arranging appointments to take account of individuals' personal circumstances and promote compliance. Practitioners also responded appropriately to risks of non-compliance in the majority of relevant cases to reduce the need for enforcement action. However, where there was persistent poor compliance by people on probation which needed to be addressed, enforcement action was only initiated in 16 out of 29 relevant cases.
- The level of contact with people on probation was positive. However, effective delivery of interventions aimed at reducing reoffending and supporting desistance was evident in less than half of the cases we inspected.
- Practice to keep people safe was poor. In the majority of relevant cases insufficient attention was given to protecting actual and potential victims from the risk of harm posed by people on probation. There was limited multi-agency working and information sharing about domestic abuse and safeguarding children. Appropriate interventions to address harmful behaviour in respect of family and relationships were only delivered in seven out of the 45 cases where they were needed.

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 2.4. Reviewing



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

Inadequate

Our rating⁴ 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?	52%
Does reviewing focus sufficiently on supporting desistance?	48%
Does reviewing focus sufficiently on keeping other people safe?	15%

- Despite the positive relationship building evidenced by practitioners, we were disappointed to find that people on probation were only meaningfully engaged in reviewing their progress in 40 per cent of inspected cases.
- Less than half of reviewing activity drew on feedback from other agencies working with the individual. This was a missed opportunity to gather information to corroborate or challenge the person on probation's account of their progress. This contributed to our finding that in 14 out of 39 relevant cases reviewing only sufficiently identified and addressed changes to offending-related factors.
- Worryingly, feedback and intelligence from other agencies involved in managing risk of harm was only sought in eight out of 51 cases where it was needed. Practitioners were not proactively monitoring known risk of harm factors. They also demonstrated a lack of professional curiosity about new offences and changes in personal circumstances which could indicate an increase in risk of harm. This included where people on probation disclosed an increase in their substance misuse, a deterioration in their mental health, a new or re-established intimate relationship, and contact with children. This information was often not challenged with the person on probation or shared with other agencies. There was a lack of appropriate action to address domestic abuse and safeguarding concerns in a number of cases, and reviewing activity only sufficiently identified and addressed changes in risk of harm factors in nine out of 48 relevant cases.

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.

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: [Inspection documentation – HM Inspectorate of Probation](#)