



HM Inspectorate  
of Probation

An inspection of probation services in:  
**Lewisham & Bromley PDU**  
The Probation Service – London region

HM Inspectorate of Probation, November 2022



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## Acknowledgements

This inspection was led by HM Inspector Noreen Wallace, supported by a team of inspectors and colleagues from across the Inspectorate. We would like to thank all those who participated in any way in this inspection. Without their help and cooperation, the inspection would not have been possible.

## 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

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This was the first Probation Delivery Unit (PDU) inspection of services in Lewisham and Bromley since the unification of the Community Rehabilitation Companies (CRCs) and National Probation Service (NPS) in June 2021. The overall quality of work delivered to manage people on probation was insufficient across all four of the standards we inspected for casework, consequently, the PDU has been given an overall rating of 'Inadequate'.

In common with other PDUs we have inspected in the London region in 2022, staffing was a significant challenge and workloads were too high for many staff across all grades as a result.

Our case inspection work found few meaningful interventions taking place to reduce offending or minimise risk of harm in individual cases. Overall, the quality of sentence management work was poor. Too often assessments and plans failed to identify all the relevant factors linked to offending or risk of harm. Critical information necessary to minimise the risk of serious harm was not obtained from police or other agencies in too many cases, leaving potential victims unprotected.

Despite insufficient resources, the leadership team were making progress in building links with others in Lewisham and Bromley. Strategic partners praised local probation leaders for their commitment and contributions to multi-agency forums which, in itself, was a challenge as the PDU covers two distinct London boroughs.

Staff recognised the efforts made by the leadership team to listen to their views and support the retention of staff whilst recruitment took place at a regional level and staffing levels started to improve. Staff did not yet feel they were part of 'One Team' which is the PDU vision and more could be done to build a positive, unified culture.

People on probation expressed largely positive views on their experience of probation services but more could be done to incorporate their views of service delivery. At present there is no forum to gain their feedback within the PDU.

A comprehensive range of services was available both commissioned and non-commissioned, and delivery partners were positive about communication with PDU staff and the ability to have a presence in PDU offices where required.

Lewisham and Bromley PDU has some necessary foundations for improvement in place. If they are appropriately resourced so that plans for the PDU can be fully implemented

I hope that improvements in service delivery will follow.



**Justin Russell**

Chief Inspector of Probation

## Ratings

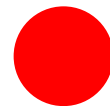
### Lewisham & Bromley

Fieldwork started August 2022

Score **4/24**

#### Overall rating

**Inadequate**



#### 1. Organisational delivery

1.1 Leadership

Requires improvement



1.2 Staff

Requires improvement



1.3 Services

Requires improvement



1.4 Information and facilities

Requires improvement



#### 2. Court work and case supervision

2.2 Assessment

Inadequate



2.3 Planning

Inadequate



2.4 Implementation and delivery

Inadequate



2.5 Reviewing

Inadequate



## Recommendations

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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.<sup>1</sup>

### **Lewisham and Bromley PDU should:**

1. improve the quality of work to assess, plan for, manage and review risk of harm
2. ensure risk-related information is obtained from and shared with other agencies in all relevant cases to support the assessment and management of risk of harm
3. improve the effectiveness of quality assurance and management oversight of all casework
4. ensure that the interventions necessary to improve desistance and reduce reoffending and risk of harm are provided in all cases
5. ensure sentence management staff receive the training they need in order to fulfil their roles effectively
6. ensure appropriate management information is available to analyse and consider any potential disproportionality in the quality of service delivery to people on probation from ethnic minority backgrounds.

### **London region should:**

7. ensure Lewisham and Bromley PDU has sufficient staffing resource in place
8. ensure effective arrangements are in place with the Metropolitan Police to obtain and share risk-related information
9. ensure housing support services provide an effective service which meets the needs of people on probation
10. increase quality assurance activity at a PDU level.

### **HM Prison and Probation Service (HMPPS) should:**

11. consider incentives to improve recruitment and retention of staff.

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

## Background

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We conducted fieldwork in Lewisham and Bromley in the week beginning 22 August 2022. We inspected 42 cases where sentences and licences had commenced between 20 December 2021 and 21 January 2022. We also conducted 31 interviews with probation practitioners.

Lewisham and Bromley PDU is one of 18 PDUs within the London probation region and sits in the South/South East London probation district. The PDU delivers probation work across two London boroughs from three probation offices. When probation services unified on 26 June 2021, Lewisham and Bromley PDU was formed from parts of what were previously two NPS local delivery units and some of the south-east area of the CRC. The PDU offices are hosting staff from neighbouring PDUs until suitable premises are sought. There is a magistrates' court in Bromley; however, the team there are managed as part of Greenwich PDU.

Covering the two boroughs of Lewisham and Bromley requires the leadership team to engage in two sets of strategic partnership arrangements. The two boroughs have different profiles and, therefore, different priorities. As an inner London borough, Lewisham is more densely populated and has higher proven reoffending and unemployment rates than Bromley. The population of Lewisham is ethnically diverse; 47 per cent of residents described themselves as from a black, Asian or minority ethnic background. Bromley is more geographically dispersed and less ethnically diverse (77.4 per cent of residents identifying as white British) and has a large and settled Gypsy, Roma and Traveller community.

The PDU has a caseload of approximately 2,500 people on probation, roughly a third of whom are in custody. In common with many London PDUs, Lewisham and Bromley have faced significant staffing and workload challenges.

The HMPPS Prioritising Probation Framework (PPF) is a mechanism which attributes a red, amber or green (RAG) rating to a PDU based on staffing levels and workloads. Depending on their RAG rating, the PDU is expected to focus its resources on agreed priorities at the expense of other business activities. The principles of the PPF were first established in March 2020 as a response to the operational pressures which the Covid-19 pandemic presented, including significant reductions in staffing due to illness. Whilst The Probation Service has enacted a recovery plan following the end of restrictions, there continues to be a significant business risk around staffing levels.

At the point of inspection, Lewisham and Bromley PDU was operating at an amber PPF status. Amber PDUs usually have 60-70 per cent of staff in place, and staff will have been operating at 120 per cent or above of their target workload for four consecutive weeks. Under an amber rating, probation practitioners can reduce the frequency of reporting for people on probation assessed as having lower risks and needs. In addition, a blended model of telephone and face-to-face contact can be used. An amber rating reduces expectations for written reviews to be completed in some cases, other than where a significant event has occurred. All applications to move to amber status must be approved by the Chief Probation Officer, ensuring the highest level of accountability and oversight for business-critical decisions.

# 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

A rating of 'Inadequate' for all domain two standards would **usually** result in a rating of 'Inadequate' under HM Inspectorate of Probation guidance. However, the positives identified during the inspection override the guidance in this instance.

### Strengths:

- A clear plan, which sets the vision and priorities for the PDU, was aligned with the regional strategy. Staff praised the leadership team, welcoming their approachable style and tangible efforts to make improvements and support staff. Staff and partners had been consulted and contributed to the analysis of the needs of people on probation.
- The leadership team have taken steps to mitigate staffing and other risks, for example, by completing an organisational stress risk assessment and responding through the activity undertaken by the People Group. This group provides an opportunity for staff to challenge the leadership team and contribute to the development of the PDU.
- Demand Management meetings were being held, and while there were unallocated cases due to the resignation of two practitioners, these were reviewed regularly, and necessary actions were identified.
- Positive relationships were evident across a range of partners. Partners reported that PDU leaders made meaningful contributions to multi-agency forums and projects, including a 'deep dive' into child protection work, and the uninterrupted provision of a seconded youth offending service (YOS) officer.

### Areas for improvement:

- The vision of 'One Team' for the PDU had not yet been achieved. Staff working within the same office told us they had not previously met some of their colleagues until the inspection meeting brought them together.
- Staffing in the PDU was improving, but the vacancy levels, particularly within middle manager grades, had prevented plans from being fully implemented.
- Besides the annual survey, there was no engagement forum for people on probation.
- Not all staff knew how amber status under the PPF affected what they were permitted to stop doing to relieve workload pressures.
- Staff reported they were not aware of critical dates and milestones within the PDU, such as planned office moves. Administrative staff were not all clear about how their roles and responsibilities fitted with those of the service centre or what further changes the new systems would bring.

## 1.2. Staff



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

Requires improvement

### Strengths:

- Leaders arranged specific events to meet with staff to inform an organisational stress risk assessment which was fed back to the region.
- They had a good understanding of morale within the PDU and took steps to make improvements, using Reward and Recognition and forming the People Group to effect positive change.
- Deployment of a number of Newly-Qualified Officers (NQOs) and recruitment into some Probation Services Officer (PSO) posts within the PDU had a positive impact on staff morale.
- Staff were positive about supervision and support from their line managers. Most staff who responded to our practitioner survey felt the PDU had a culture where learning and continuous improvement was promoted.
- Professional clinical support had been offered to staff following serious incidents that had occurred in or close to local probation offices.
- Other than in relation to gender, the staff group in Lewisham and Bromley PDU was diverse and reflected the local population and the profile of people on probation, with 52 per cent of staff identifying as ethnic minority. Events have taken place within the PDU to celebrate diversity.

### Areas for improvement:

- Although improving, staffing levels were insufficient. At the point the inspection was announced, vacancy rates were as follows; 24 per cent for Senior Probation Officers (SPOs), 32 per cent for Probation Officers, and 67 per cent for PSOs. At the time of the inspection (August 2022), the PSO vacancy rate had dropped to 52 per cent and further new starters were expected. The SPO grade experienced further attrition; at the time of the inspection SPO vacancies had increased to 33 per cent.
- Administrative staff were under significant pressure due to unfilled vacancies, the need to cover busy reception areas and sickness absence.
- Fully-blended caseloads had not been achieved across all offices. The office in Bromley was unsuitable for appointments with high-risk individuals and, although plans were in place to address these issues by moving some staff to Orpington, this had not yet been achieved.
- Staffing difficulties dictated that cases were sometimes allocated to staff who did not have adequate experience to manage the risks and needs identified. For example, we heard about NQOs who were on 150 per cent of their target workload on the Workload Management Tool from the time they arrived at the PDU and were allocated cases they did not feel equipped to manage. Too many staff had not completed key training and the PDU did not have a regular mechanism in place to monitor completion rates.



### 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 2.3 would **usually** result in a rating of 'Inadequate' for this standard. However, the positives identified during inspection override the guidance in this instance

#### Strengths:

- A good number of referrals were being made to CRS providers across each of the pathways. A total of 748 referrals were made between June 2021 and June 2022; of those, 194 interventions were complete and a further 329 were ongoing. Many of the providers worked from the probation offices and the deputy head of PDU hosted regular calls with providers to support service delivery.
- In our practitioner interviews, 52 per cent of respondents said they always had access to an appropriate range of services. Probation practitioners were generally positive about the range and quality of services available via CRS, particularly the personal wellbeing pathway provided by Catch 22 and education, training and employment (ETE) services from Maximus.
- There was active participation in the local integrated offender management (IOM) schemes and partner agencies were positive about the probation contribution. Multi-agency public protection arrangements (MAPPA) were working well locally and partners at strategic and operational levels acknowledged this was largely due to the commitment of probation staff.
- A youth-to-adult transition process was in place, with a trauma-informed programme delivered by probation staff seconded into the YOS.
- NHS staff attend PDU offices on a regular basis to facilitate Hepatitis C testing and support the wellbeing of people on probation.
- The range of unpaid work placements cater for the diverse needs of people on probation. The stand down rate was low, reflecting adequate resources in place to meet demand and support the reduction in backlog numbers.

#### Areas for improvement:

- Housing support was weak and practitioners we met had little confidence in the accommodation services provided.
- Probation practitioners were not positive about the practitioner toolkits available and there was no active monitoring of their use, other than Maps for Change which is monitored by the regional sex offender unit.
- While probation practitioners were positive about the range of services available, in the cases we inspected, we found that services effectively supported desistance in only 26 per cent of cases and supported the safety of other people in only 19 per cent of cases. No structured interventions

were being delivered by the PDU and we saw little delivery of accredited programmes in the cases we inspected.

- Relationships with the police and children's social care were not effective and critical information was not being shared to support the management of risk of harm. In our case inspections, at the assessment stage, in 71 per cent of cases where domestic abuse enquiries should have been undertaken, they had not taken place, and in 40 per cent of cases where child safeguarding information sharing was needed, it had not been. Similarly, there was a lack of information sharing to inform reviewing; 29 out of 36 relevant cases lacked the input of other agencies involved in managing the risk of harm. Staff we met were not clear on the criteria for when they could or should request information from the police.
- The relationship between MAPPA, IOM, and multi-agency risk assessment conferences was not well understood or consistent with IOM guidance.

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## **Resettlement work**

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### **Areas for improvement:**

- Pre-release work was poor in too many cases. In only five out of 19 relevant licence cases, had the community offender manager addressed key needs in relation to resettlement or desistance before release. Critical risk of harm related needs were only addressed in six out of 18 relevant cases.
- The assessments of many post-release cases failed to analyse the risks to victims. While marginally better in post-release cases than community sentences, the focus on protecting actual or potential victims during the delivery of the sentence was insufficient in 14 out of 19 relevant licence cases. Of nine cases where inspectors identified that licence conditions were needed to prevent contact, it was only evident in one case that restrictions were in place and the victim knew about them. In a further three cases, the appropriate restrictions were not in place.
- In half of the post-release cases, inspectors judged that the level and nature of contact were insufficient to reduce reoffending or manage and minimise the risk of harm.
- Planning for licence cases was weaker than for community sentences and, more often than not, did not involve the person on probation or consider their protected characteristics or personal circumstances.

## 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.

Requires improvement

### Strengths:

- The PDU had used diversity information from their caseload needs analysis to influence partners and drive improvements, including a successful bid for a worker for 18- to 24-year-olds in the violence reduction team and initiatives to improve safety for women in the community.
- The PDU had offices in both boroughs. The Lewisham office was accessible via controlled security gates and was close to a range of transport options.
- Although unsuitable for people on probation of all risk levels, the Bromley office is well-maintained and provides a welcoming environment. The office in Orpington had been refurbished and was easily accessible to staff with limited mobility.
- Security staff were present at the offices and personal alarms and CCTV monitoring are available for frontline staff during appointments.
- Staff had mobile phones and laptop computers to facilitate remote working.
- People on probation felt safe accessing probation premises and were able to have private conversations with their probation practitioner.

### Areas for improvement:

- While it was evident that leaders in the PDU had engaged well with reviews following serious incidents, it was not clear that learning had been effectively communicated to probation practitioners to make a difference in their practice. Plans were in place to improve the sharing of learning through risk panels, local resettlement boards and practice forums but these had not been implemented due to staff shortages, particularly at SPO level.
- Despite the best efforts of the business manager and PDU head, the Lewisham office needed refurbishment, and there was no fixed date for this to be completed. Access for people on probation with disability issues, while possible, was inconvenient. It was acknowledged that should the lift be out of order, staff with limited mobility would likely have to work from home due to insufficient workspace on the lowest floor.
- CRS providers found a lack of access to case management systems problematic, and for those who had previously worked with the CRC, a backwards step. Probation practitioners reported they could not always enforce missed CRS appointments as evidence was not recorded that the appointment had been provided to the person on probation.

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## Feedback from people on probation

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### Overview

User Voice, working with HM Inspectorate of Probation, had contact with 107 people on probation as part of this inspection. Of these, 69 per cent reported that they were being supervised having been released from a prison sentence and 28 per cent were subject to a community sentence. The respondents were representative of the caseload demographics in terms of ethnic diversity and gender.

### Strengths:

- Almost three-quarters of people on probation surveyed were happy with the overall support they receive from probation.

*"They always answered my questions and see what help and support I needed. I always feel like they try and understand me and ascertain what I need and what I need help and support with."*

- Most people on probation (86 per cent) said they were able to contact their probation practitioner when they needed to and were able to have appointments at times that suited them (88 per cent).
- People on probation generally felt safe accessing probation services (81 per cent) and were able to have private conversations with their probation practitioner (88 per cent).
- While we did not see such positive results in our inspected cases, most people on probation who felt they needed them had access to appropriate services (66 per cent).

### Areas for improvement:

- Those who reported a negative experience, described having to wait for a long time before being seen, or feeling that their appointments were a "tick box exercise" which they did not benefit from.

*"No. Wasting my time, just a tick box exercise. They could do it from my hostel."*

- None of the people interviewed and only 36 per cent of those surveyed felt that their views were taken into account about how probation services are run.

*"No. I would maybe like to and don't think it would offend my PO. Would make sense for the managers to hear from us so it helps them understand."*

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## Diversity and inclusion

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### Strengths:

- Diversity was managed at a regional level, and the Equality, Diversity, Inclusion & Belonging (EDIB) roadmap for 2023 is supported by the 2021/22 plan. The Bridging the Divide committee meets monthly and involves diversity and inclusion leaders and champions, and each protected characteristic has a senior leader allocated to focus on that topic.
- The current workforce, including senior management, was representative of the diversity of the local population in terms of ethnicity.
- 'Building a safe and inclusive environment' is the vision of the People Group, and EDIB was on the standing agenda of the meeting. The group oversees the planning and scheduling of engagement events within the PDU, focusing on equality, diversity, inclusion and belonging, including those in memory of Stephen Lawrence.
- The PDU has a good understanding of the local area's diversity, gained through caseload needs data and consultations with staff and partners.

### Areas for improvement:

- In the inspected cases, only 57 per cent of people on probation had been asked about their diversity characteristics at the start of their supervision period. Overall, our inspected cases showed that during their sentences, there was less focus on engaging with people on probation from ethnic minority backgrounds than for those identified as white.
- In a small number of cases, sexual identity, race and ethnicity, religion and gender were not clearly recorded. In 12 per cent of inspected cases, the person on probation had a disability that the probation practitioner had not recognised.
- The impact of an individual's protected characteristics is not always understood. In 62 per cent of the cases, the assessment did not sufficiently analyse the protected characteristics of the person on probation or consider the impact they may have on engagement with the sentence.
- Unsurprisingly, given the deficits in assessment, in 25 out of 41 relevant inspected cases, planning did not take sufficient account of the diversity factors of the person on probation which may have affected engagement and compliance.
- Assessments for white people on probation were more likely to have a sufficient focus on the factors linked to offending than for those from an ethnic minority background.
- Although a need for services has been identified locally to support the Gypsy, Roma and Traveller needs in the Bromley area, no progress has been made in progressing access to such a service.

## 2. Court work and case supervision

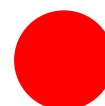
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The pre-sentence information and advice provided to court supports its decision-making.

Not  
applicable

The court work standard was not inspected. There is a court in Bromley, however, the probation staff were managed by Greenwich PDU. There were no pre-sentence reports prepared within the inspected PDU.

## 2.2. Assessment



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

Inadequate

Our rating<sup>2</sup> 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?	43%
Does assessment focus sufficiently on the factors linked to offending and desistance?	57%
Does assessment focus sufficiently on keeping other people safe?	21%

Lewisham and Bromley PDU is rated as 'Inadequate' for assessment as the lowest score out of the three key questions was 21 per cent. This relates to whether there was sufficient focus on keeping other people safe, with this only being demonstrated in a small minority of cases, regardless of sentence type.

### Strengths:

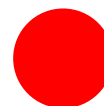
- In 60 per cent of cases, the person on probation was involved in their assessment, and their motivation and readiness to engage and comply with their sentence was analysed.
- Inspectors agreed with the overall risk of serious harm classification in 80 per cent of inspected cases.

### Areas for improvement:

- In too many cases, assessments failed to sufficiently analyse the individual's protected characteristics and consider the impact these may have on their ability to comply and engage with their sentence.
- Assessments did not make use of all available information about the individual, and in 71 per cent of cases, the assessment failed to identify all relevant factors linked to risk of harm.
- Insufficient information was obtained about domestic abuse. We found that in 71 per cent of cases where they were required, no enquiries were made concerning domestic abuse. In addition, in 17 out of 33 cases that required information to be shared regarding child safeguarding, it had not been.

<sup>2</sup> 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 annex](#).

## 2.3. Planning



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

Inadequate

Our rating<sup>3</sup> 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?	38%
Does planning focus sufficiently on reducing reoffending and supporting desistance?	52%
Does planning focus sufficiently on keeping other people safe?	36%

Lewisham and Bromley PDU is rated as 'Inadequate' for planning as the lowest score of the three key questions was 36 per cent.

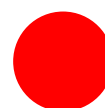
### Areas for improvement:

- Too often, the person on probation was not meaningfully engaged in planning, and insufficient account was taken of their readiness and motivation to change.
- Plans were not sequenced and, in too few cases, set out how all the requirements would be delivered during the sentence or set a pattern and type of contact that was sufficient to support effective delivery of interventions.
- In too many cases, planning failed to address all of the risk of serious harm factors or prioritise those that were most critical.
- Insufficient links were made to the work of other agencies involved with the person on probation, and too often planning did not set out the constructive or restrictive interventions needed to manage the risk of harm.
- Only 15 out of 40 relevant cases had adequate contingency arrangements included in planning to address the identified risks.  
Plans were often too generic and failed to identify actions to mitigate risks that were specific to the individual, for example a return to drug use or the commencement of a new relationship.

<sup>3</sup> 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 annex](#).



## 2.4. Implementation and delivery



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

Inadequate

Our rating<sup>4</sup> for implementation and delivery is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
<b>Is the sentence or post-custody period implemented effectively with a focus on engaging the person on probation?</b>	55%
<b>Does the implementation and delivery of services effectively support desistance?</b>	26%
<b>Does the implementation and delivery of services effectively support the safety of other people?</b>	<b>19%</b>

### Strengths:

- In just under two-thirds of cases, probation practitioners had given sufficient focus to maintaining an effective working relationship with the person on probation; probation practitioners were flexible and enabled people to complete their sentence.
- Where required, enforcement action had usually been taken, and efforts were made to re-engage the person on probation following breach or recall.

### Areas for improvement:

- Despite the positive views of probation practitioners about the range of services on offer, insufficient services were delivered to reduce reoffending.
- The involvement of other organisations was not sufficiently well coordinated, and key individuals involved in the person on probation's life were not engaged to support their desistance or manage the risk of harm. In some cases with mandatory substance misuse treatment there was very little information sharing about any progress made.
- Insufficient attention was given to protecting actual and potential victims. Contact with children had not triggered liaison with children's social care services despite identified risks. In cases with domestic abuse history, too often there was a lack of monitoring of new or existing relationships.
- Home visits were not completed to support the management of risk of harm when necessary. The level and nature of contact offered was not sufficient to reduce reoffending or manage and minimise risk of harm.

<sup>4</sup> 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 annex](#).

## 2.5. Reviewing



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

Our rating<sup>5</sup> for reviewing is based on the percentage of cases we inspected being judged satisfactory against three key questions:

Key question	Percentage 'Yes'
<b>Does reviewing focus sufficiently on supporting the compliance and engagement of the person on probation?</b>	52%
<b>Does reviewing focus sufficiently on supporting desistance?</b>	38%
<b>Does reviewing focus sufficiently on keeping other people safe?</b>	<b>24%</b>

### Strengths:

- Where IOM or MAPPA were present in a case, we saw examples of regular reviewing and adjustments being made to plans due to changes in factors linked to reoffending or risk.
- Where a structured approach was taken to appointments and recording, we saw more focused, regular reviewing activity.

### Areas for improvement:

- People on probation were meaningfully engaged in reviewing their progress in less than half of the inspected cases and only six out of 37 relevant individuals were included in reviewing the risk of harm they posed.
- Too many cases did not review the individual's engagement in their sentence or changes in factors linked to their offending behaviour. Consequently, necessary adjustments to plans to support compliance or desistance were also missing.
- Reviewing failed to identify and address changes in factors linked to risk of harm in the majority of relevant cases. Examples included: failure to review risk factors when allegations of new serious offences were made and a lack of reviewing following the instigation of child protection arrangements or safeguarding concerns.
- Information from other agencies involved with managing the risk of harm was missing in 29 out of 36 relevant cases.

<sup>5</sup> 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.

## 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'
<b>Do early outcomes demonstrate that reasonable progress has been made, in line with the personalised needs of the person on probation?</b>	29%

### Strengths:

- Inspectors judged that there had been sufficient compliance in most inspected cases and only identified four cases where a formal breach or recall action should have been taken but had not been.
- Provision of ETE support was encouraging. Inspectors identified that four people on probation had this identified as a need linked to offending and had made positive progress in this area.

### Areas for improvement:

- Early outcomes indicated little progress to address factors linked to offending, with improvements noted in just over a quarter of all cases.
- In 11 cases, inspectors identified that accommodation was linked to offending, and in 10 cases it was linked to the risk of harm. Improvements in accommodation status were only seen in two cases.
- Although a range of services was available, we saw little deployment of these in the inspected cases. For example, of the eight cases where finance, benefit and debt were identified as being linked to offending, only two appeared to have made progress in that area.
- Early outcomes in relation to substance misuse were not promising, with few individuals identified as having improved these factors during their sentence.

## Annexe one – Web links

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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://justiceinspectorates.gov.uk/glossary)