



**LEICESTERSHIRE & RUTLAND SAFER COMMUNITIES STRATEGY
BOARD**

21st NOVEMBER 2025

**PROBATION SERVICE – LEICESTER, LEICESTERSHIRE AND
RUTLAND**

Purpose of report

1. The purpose of this report is to update the Board on the His Majesty's Inspectorate of Probation (HMiP) inspection and subsequent action plan for Leicester, Leicestershire and Rutland (LLR) Probation Delivery Unit (PDU).

Background

2. HMiP visited in March 2025 and examined 71 cases which consisted of both Community Orders and Post Custody licences (which commenced from July to September 2024). LLR had previously been inspected in November/December 2022.
3. The Leicestershire and Rutland Safer Communities Strategy Board requested an update on the HMiP inspection and subsequent action plan. Within the report there was a clear acceptance of the impact of national priorities, namely addressing the prison capacity issues and not being able to focus sufficiently on local priorities. Whilst the overall outcome for LLR was Inadequate, this was a similar picture in many other PDUs across the country.
4. Strengths were identified in terms of priorities being clear, protection of the public and reducing reoffending and wider performance of the PDU linked to key measures. Longstanding strategic and operational relationships across the partnership, formation of specialist teams for women and young adults, attention to wellbeing and provision/referral routes for specialist intervention for example.
5. By contrast, areas for improvement included levels of experience, Senior Probation Officer capacity and impact upon quality of oversight, practitioner confidence in delivery of interventions and information from key safeguarding partners not always gathered as required and delivery of sentences for example.

6. There were six overall recommendations made;

- Improve the quality of the work to assess and review risk of harm ensuring all available information is accessed and utilised;
- 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;
- 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;
- Devise and implement a strategy for returning to a sustainable level of service in which Senior Probation Officers are focussed on leading their teams and monitoring the quality of work produced by practitioners;
- Ensure effective management oversight is provided to enhance and sustain the quality of the work with people on probation and keeping people safe;
- Reinforce, publicise the process for the gathering of social care and Police information via the in-house safeguarding hub and ensure that all staff are aware of the process and rationale for utilising this resource.

Notable developments and challenges:

7. There is a regional approach to some of the above recommendations given other PDUs in the East Midlands had similar themes to address. There is currently a safeguarding audit planned for September in LLR to specifically focus on the information linked to child safeguarding and domestic abuse information. The intention is to complete over 100 audits between local managers and Quality Development Officers.
8. A quality assurance cycle has been introduced which reduces the oversight on the written assessment by the middle managers but changes the focus onto observations, reflective discussions, feedback from people under statutory supervision and QA of case records rather than the requirement to countersign.
9. Other initiatives to focus practitioners on being professionally curious and responsive to the information received, formulating decisions before a discussion with a Senior Probation Officer for example have been implemented.
10. Further assurance is gathered via the bi-monthly accountability sessions by the Head of Operations for the East Midlands with the LLR Senior Leadership team.

There is a focus on all measures linked to quality and improvement, aligning to the HMiP action plan.

Past Year

11. Prison capacity measures being introduced, SDS 40, RESET, IMPACT and most recently FTR 48. Impact of changes on operational delivery and impact on local priorities as identified in HMiP report continue to be relevant to the Probation Delivery Unit.

Coming Year

12. Implications of the sentencing review.

Key issues for partnership working or affecting partners

13. The key issue is that currently FTR 48 (previously SDS 40) hub model is good evidence of LLR partners committed to a co-ordinated response to prison capacity pressures, which will continue into 2025/26.

Issues in local areas

14. N/A. Report is relevant for the whole of LLR.

Recommendations for the Board

15. To note the contents of the Report.

Officer to contact

Kaye Knowles – Interim Head of LLR PDU

Tel: 0116 502 9130

Email: kaye.knowles@justice.gov.uk

This page is intentionally left blank