



HM Prison & Probation Service

Sarah Chand
Area Executive Director, Midlands

David Argument
HM Chief Inspector of Probation
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15 May 2025

Dear David,

HMIP reports on the inspections of Nottingham City and Nottinghamshire PDUs, East Midlands Region - May 2025

Thank you for your inspection reports for **Nottingham City and Nottinghamshire PDUs**, where you made a total of 11 recommendations.

In respect of the recommendations, I can confirm that all have been carefully considered and the Heads of PDU with the support of the Regional Probation Director will ensure steps will be taken to address them as appropriate. This will include the following.

- In accordance with national mandated changes, the East Midlands region, including Nottingham City and Nottinghamshire PDU's, will implement the new management oversight framework which will seek to address the deficits identified in the management oversight of casework.
- Nottingham City and Nottinghamshire PDU's will continue to engage with Central and Area teams in projects that will address capacity for middle managers.
- The PDU Heads of Nottingham City and Nottinghamshire PDU with Head of Operations and managers, will review how oversight of Multi Agency Public Protection Arrangements (MAPPA), can be prioritised with current Senior Probation Officer (SPO) capacity. An SPO development day has been organised, with a focus on quality and management oversight and quality expectations. An inquiry style approach to audit activity incorporating Skills for Effective Engagement, Development and Supervision (SEEDs) and the Regional Case Audit Tool (R-CAT) will be introduced.
- The East Midlands region will utilise Commissioned Rehabilitative Services (CRS) to drive and increase referral rates.
- A revised probation service East Midlands Quality Improvement Plan to include HMIP recommendations with particular emphasis on utilising domestic abuse and safeguarding enquiries to inform assessments and risk management plans. The

Quality Improvement Plan will be revised at the Quality Forum and deliverable priorities reassessed and appropriate delivery dates assigned to continue the quality journey in the East Midlands region.

Whilst I acknowledge that there is still much work to be carried out at both PDUs, I am encouraged that positive outcomes were reported and note the following.

- The leaders in Nottingham City PDU had a good understanding of the cohort of people on probation in the Probation Delivery Unit (PDU) and used diversity data to inform innovative commissioning.
- There were several examples from staff of meaningful engagement from managers to meet their needs and support them at work in Nottingham City PDU.
- There was a healthy culture in Nottinghamshire PDU and this promoted many of the qualities needed for effective probation work, including respectful challenge, sensitivity to individual needs, transparency and maintaining resilience.
- In Nottinghamshire PDU, there were strong links developed with the regional health and justice coordinator, which was assisting meaningful work to address health inequalities for people on probation which included a recovery service for people from different ethnicities and cultural backgrounds, who were experiencing substance misuse.

I remain committed to ensuring progress against HMIP recommendations and I can assure you that through my operational assurance functions and the support of Performance and Risk Group (PAR) we continue to closely monitor progress in line with your findings.

Regards

Sarah Chand
Area Executive Director, Midlands

CC: Private Office