



HM Prison &  
Probation Service

**Helen Judge**  
Area Executive Director  
North East, Yorkshire and the Humber  
HM Prison & Probation Service

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HM Chief Inspector of Probation  
HM Inspectorate of Probation  
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14 August 2025

Dear Martin,

**HMIP Report on the Inspection of Redcar, Cleveland & Middlesbrough PDU,  
North East Region – June 2025**

Thank you for your inspection report for **Redcar, Cleveland & Middlesbrough PDU**, where you made a total of 3 recommendations.

In respect of the recommendations, I can confirm that all have been carefully considered and the Head 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:

- Work has commenced within the region to explore all current Learning & Development offers from a variety of internal and external providers. An analysis by job role is also underway to identify where additional or new offers are required. The region aims to complete this work and create a regional schedule of activity by Autumn 2025.
- A meeting will be scheduled with the Police, Local Authorities, Head of PDU and Head of Operations by the end of September 2025 to explore how we can enhance the quality of information sharing between our organisations in relation to domestic abuse and safeguarding enquiries.
- The current regional processes regarding Equality, Diversity & Inclusion information for people on probation provided to PDUs, along with expectations of use, will be reviewed by October 2025.
- All Probation Practitioners in the region will undertake Core Skills training including Motivational Interviewing, Engagement Skills, and Toolkit Awareness.

Whilst I acknowledge that there is still much work to be carried out at Redcar, Cleveland & Middlesbrough PDU, I am encouraged that positive outcomes were reported and note the following:

- The PDU had a clear vision that was embraced by staff across all grades. A strong culture of integrity and support was evident, with staff actively supporting one another and people on probation. This was reflected in the

way practitioners worked, with there being some encouraging work to address the interconnected and complex needs of people on probation such as offering travel warrants to people living in rural areas to enable them to attend their appointments. Leaders understood what is needed in terms of strategic partnerships and demonstrated an understanding of the local community's needs, despite the PDU managing a highly complex caseload.

- Retention of Probation Officers (POs) was high, with very few staff leaving HM Prison and Probation Service. Most reported feeling valued and well supported, which reflected the positive working culture and the low attrition rate at PO grade. Additionally, newly qualified POs were well supported.
- Work to engage women on probation and build on their strengths and protective factors was working successfully, as evidenced in case inspections. There was a commitment to working with women differently, this was evident across all grades, from senior leaders to administrators. Women were also able to access probation offices and unpaid work settings without men being present, and tailored arrangements were in place to support their release from prison, ensuring continuity and engagement.
- Almost all staff who required reasonable adjustments were receiving them. Middle managers demonstrated both knowledge and a commitment to understanding what staff needed to be at work safely and inclusively.
- Although the quality of casework didn't meet the promise of the strong leadership, there is recognition of the understanding staff have for the complex needs of people on probation and engagement was sufficient, particularly during planning to reduce reoffending.

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

Kind Regards,

**Helen Judge**

Area Executive Director – North East, Yorkshire and the Humber

Cc: Private Office

Kim Thornden-Edwards, HMPPS Chief Probation Officer

Bronwen Elphick, Regional Probation Director, North East