

# Inspection of Adult Offending Work in Northumbria

An inspection led by HMI Probation



# Foreword

The inspection of adult offending work in Northumbria was undertaken as part of our Inspection of Adult Offending Work programme that started in April 2013 and will cover all areas in England and Wales. Our purpose in undertaking these inspections is to assess whether the sentence of the court is delivered effectively, and whether work with the individual offender protects the public, reduces the likelihood of reoffending, and provides a high quality service to courts and victims.

This inspection is the fifth of six where we are focusing on the quality of work in cases where the primary offence is one of violence. Work with violent offenders forms a significant proportion of the work of any Probation Trust. Our sample encompasses a range of violent offences and includes domestic violence but not, for these six inspections, sexual offending. In each case inspected, we expect to see an assessment of the factors that have contributed to the behaviour and progress in addressing these factors and thereby reducing the likelihood of reoffending. We also examine the extent to which workers engage positively with individuals, ensuring that they comply with their sentence and are able to respond constructively to the work designed to change their behaviour.

In addition to inspecting cases, we also consider the extent to which the management arrangements have supported those working with offenders through effective leadership and management of staff, appropriate access to resources and constructive partnership with other organisations.

The case sample for this inspection was drawn from those cases managed by Northumbria Probation Trust. We found that the overall standard of work within the Trust was high. Reports to court were of good quality and sentencers were happy with the services they received. Many initial assessments and plans were of good quality, but greater clarity was needed about when and why cases would be reviewed. Not all risk management plans addressed the potential risk of harm for specific victims.

People who had offended were encouraged to engage with their sentences and the work generally took their diverse needs into account. Sentences were being delivered as intended and the range and delivery of interventions were good. Many individuals had made progress against the factors linked to their offending. We also found many cases where risk of harm had been effectively managed, but more home visiting needed to take place for those who presented a high risk of harm, or where there were child safeguarding issues. Reviews of assessments and plans were areas that needed attention, particularly in response to significant changes in offenders' circumstances or behaviour. Victim liaison work was of good quality.

The Trust provided strong strategic leadership and enjoyed the respect and confidence of its partners and of its staff. Whilst operating in a challenging strategic context, the leadership of the organisation had helped staff to maintain a focus on the quality of services provided.



**Liz Calderbank**

HM Chief Inspector of Probation

*November 2013*

# Summary

Outcomes	The proportion of work judged to have been done well enough
Assisting sentencing	89%
Delivering the sentence of the court	82%
Reducing the likelihood of reoffending	77%
Protecting the public	72%
Delivering effective work for victims	77%

## Outcome 1: Assisting sentencing

*Overall, 89% of work to assist sentencing was done well enough.*

Most court reports provided sentencers with sufficient information to aid sentencing, including an assessment of the risk of harm posed to others and the likelihood of reoffending. But more needed to be done to ensure that, where possible, potential risk of harm and Child Protection issues were addressed at the pre-sentence report stage. Court reports routinely assessed the individual's level of motivation and capacity to comply with the proposed sentence. Proposals within court reports were appropriate in most cases and these were usually followed by the courts. Sentencers were positive about the service they received from Trust staff.

## Outcome 2: Delivering the sentence of the court

*Overall, 82% of work to deliver the sentence of the court was done well enough.*

Work to support individuals' engagement took place throughout the sentence and efforts were made to overcome barriers to engagement. Diversity factors were taken into account in the planning and delivery of interventions. Sentence plans were generally informed by assessments of likelihood of reoffending and of risk of harm to others. However, decisions about reviewing cases were not always clear nor was there sufficient clarity about the changes which might prompt reviews. Too many sentence plans had either not been reviewed, or reviewed to a satisfactory standard.

Planned levels of contact were largely appropriate. Offender managers investigated and responded to instances of non-compliance where necessary. Judgements about the acceptability of absences were reasonable, consistent and clearly recorded.

The individual's community integration needs were assessed at the start of the sentence in most cases, and assistance was provided where necessary.

Service users were positive about their experience of contact with the Trust. Offender managers also gave positive feedback about the skills of their managers to assess the quality of their work. Regular supervision, including observation of practice, promoted improvements in practice.

## Outcome 3: Reducing the likelihood of reoffending

*Overall, 77% of work to reduce reoffending was done well enough.*

Most assessments of the likelihood of reoffending were sufficient. They considered previous relevant

behaviour and the factors which had contributed to offending. Alcohol was linked to offending in many cases and this had been mostly taken into account.

A good range of constructive interventions encouraged individuals to take responsibility for their actions and maintained a focus on offending behaviour. Offenders were sufficiently prepared for interventions and they were routinely helped to access local services to support rehabilitation.

Resources were used appropriately in most cases and there was usually a sufficient record of the progress in the case. We found many examples of individuals making progress in addressing the factors linked to their offending. However, a number of reviews of likelihood of reoffending were either insufficient or not completed. In particular, reviews in response to significant changes were not always completed.

#### **Outcome 4: Protecting the public by minimising risk of harm to others**

*Overall, 72% of work to protect the public by minimising the risk of harm to others was done well enough.*

The majority of risk of harm classifications were correct but more than one-quarter of risk of harm analyses were insufficient. There was an insufficient response to changes in risk of harm factors in more than one-third of relevant cases. Almost half of risk of harm reviews were insufficient.

Actions identified in risk management plans were generally carried out and the use of restrictive interventions (such as curfews and approved premises) contributed to managing risk of harm. However, initial home visits were not always carried out in high risk cases or in response to Child Protection concerns, nor were they repeated often enough.

Most cases that met the criteria for Multi-Agency Public Protection Arrangements were correctly identified. Those cases requiring a higher level of Multi-Agency Public Protection Arrangements involvement were well managed. Multi-agency work effectively contributed to the management of risk of harm.

Strategic relationships with partner agencies were strong. The Trust, held in high regard by its partners, was seen as making a significant contribution to the management of the risk of harm posed by offenders.

#### **Outcome 5: Delivering effective work for victims**

*Overall, 77% of work to deliver effective services to victims was done well enough.*

In all relevant statutory victim contact cases, the quality of the contact with victims was satisfactory. Victims who responded to our questionnaire were mostly positive about their experiences of the Trust and reported that they felt safer as a result of their contact.

Not all risk management plans addressed the risk to specific victims or potential victims and too few described how the case objectives would address risk of harm issues for victims. In a greater proportion of cases, victims' safety needed to be prioritised. In several instances the concerns expressed by the victim had not been fully taken into account.

# Recommendations

Post-inspection improvement work should focus particularly on ensuring that:

1. reviews of sentence plans better reflect the needs of the case and take account of relevant changes in the circumstances of the individual
2. in all cases where there is an increase in the risk of harm posed to others, this is recognised quickly and appropriate actions are taken to minimise those risks
3. home visiting is prioritised for those who pose a high/very high risk of harm to others or where there are Child Protection concerns
4. planning to manage the risk of harm to others takes specific account of the safety of actual and potential victims.

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# Assisting sentencing

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# Outcome 1: Assisting sentencing

## What we expect to see

Pre-sentence reports and work in court are intended to enable sentencers to impose appropriate and effective sentences. We expect to see good quality reports that include an assessment of the offender and, where appropriate, a clear proposal.

## Case assessment score

*Overall 89% of work to assist sentencing was done well enough.*

## Key strengths

1. Most court reports provided sentencers with sufficient information to aid sentencing, including an assessment of the risk of harm posed to others and the likelihood of reoffending. Court reports routinely assessed the individual's level of motivation and capacity to comply with the proposed sentence. Proposals within court reports were appropriate in most cases and these were usually followed by the courts.
2. Sentencers were positive about the service they received from Trust staff.

## Key area for improvement

1. Potential risk of harm and Child Protection issues should be addressed in all relevant pre-sentence reports (PSRs).

## Explanation of findings

### 1. Assessment and planning to inform sentencing

- 1.1. Our sample of cases included 52 where a report had been prepared to assist the court to decide on sentencing. Six oral reports had been presented on the day of sentencing and the remaining 46 were typed. All but one of the typed reports were clearly written and were well presented. Almost all of the reports included relevant information about the individual's background, as well as an assessment of their likelihood of offending and of the risk of harm they posed to others.
- 1.2. In general, the overall quality of typed reports was sufficient and we noted that the quality of reports was highest in cases where a high risk of harm had been identified. In the few cases where the report was judged not to be of sufficient quality, this tended to involve cases where the individual was assessed as posing a lower risk of harm to others.
- 1.3. The Trust had recently introduced processes to aid decision-making in respect of the type of report that was to be produced, and to check the quality of reports that had been submitted. Our sample of cases looked at work that pre-dated these developments and we found several cases where potential risk of harm, or Child Protection, issues had not been identified at the PSR stage. We found that, on occasion and depending on the circumstances of the case, risk of harm issues were not apparent at the PSR stage. Concerns about these issues may emerge during the period of supervision and we expect that these will be recognised and responded to appropriately. In some of the cases in our sample, where such concerns had not been identified at the PSR stage, they had



also not been noted during the course of the subsequent supervision period. In turn, we saw that there had not been an adequate response to managing those issues. While this relates to a small number of cases, it remains an important concern and underpins the need to identify such issues, where possible, at the PSR stage and for subsequent workers to remain alert to the fact that new information may require a specific focus to be placed on risk of harm or Child Protection issues.

- 1.4. All but one of the typed reports contained a clear proposal for a community sentence. These followed logically from the main body of the document and were proportionate to the seriousness of the offence. In general, reports outlined the intended objectives and outcomes for the work. While most reports considered the offender's motivation and capacity to comply with the proposed sentence, almost one-third did not indicate how any barriers to compliance and engagement would be tackled.
- 1.5. More than three-quarters of the reports had proposals that included a punitive requirement, such as unpaid work or a curfew.

## 2. Leadership and management to support sentencing

- 2.1. We met with sentencers and Trust staff responsible for liaising with the courts and noted the positive working relationship they had jointly established. They met regularly and had a well developed liaison structure. This helped to ensure that things ran smoothly on a day to day basis, and enabled the Trust and sentencers to respond to the strategic and operational challenges they faced. There were a variety of mechanisms for exchanging information and keeping sentencers informed about relevant subjects. For example, the regular newsletter, 'The Brief', enabled an effective flow of information to take place. The Trust contributed to magistrates' induction, training and to sentencers conferences.
- 2.2. Sentencers said that reports were generally of good quality and they felt they had enough information about what work would be done with the individual after sentence. They also said they were well served in respect of information about the services that were being made available to offenders and the outcomes of supervision.
- 2.3. Sentencers appreciated the introduction of dedicated court teams. They said this gave them consistency of service and helped in building productive working relationships. Court staff enjoyed the full confidence of sentencers. They were located in each of the courts and had access to appropriate court facilities, for example interview rooms and information systems, to help them undertake their duties. The sentencers we spoke to recognised the flexibility and professionalism of court staff and the active way in which they aided the smooth running of the courts.
- 2.4. Northumbria Probation Trust had a dedicated Mental Health and Learning Disability Coordinator. A team of mental health nurses worked across all six magistrates' courts with the aim of diverting appropriate offenders from the criminal justice system and into health based assessment and treatment. There was also a dedicated mental health nurse and a psychiatrist who could, each Friday, provide advice to court users. This was a welcome addition to the services offered in the Crown Court.

### Comments from sentencers:

*"We are really fortunate as we have excellent probation staff in court who provide a high quality service. This is not an accident as I have seen the first rate leadership being provided to probation staff, even in these difficult times."*

*"It is really helpful to have dedicated court staff. It means we can get to know them in court and we can build up trust in them. We get a helpful and professional service from the probation staff."*

- 2.5. Sentencers expressed some concerns about potential changes under the Government's *Transforming Rehabilitation* strategy, in particular what the mechanisms would be to ensure that there would be adequate responses to escalating risk of harm, in cases initially classified as low risk of harm. They welcomed the change to provide statutory supervision to those sentenced to custodial sentences of less than 12 months.

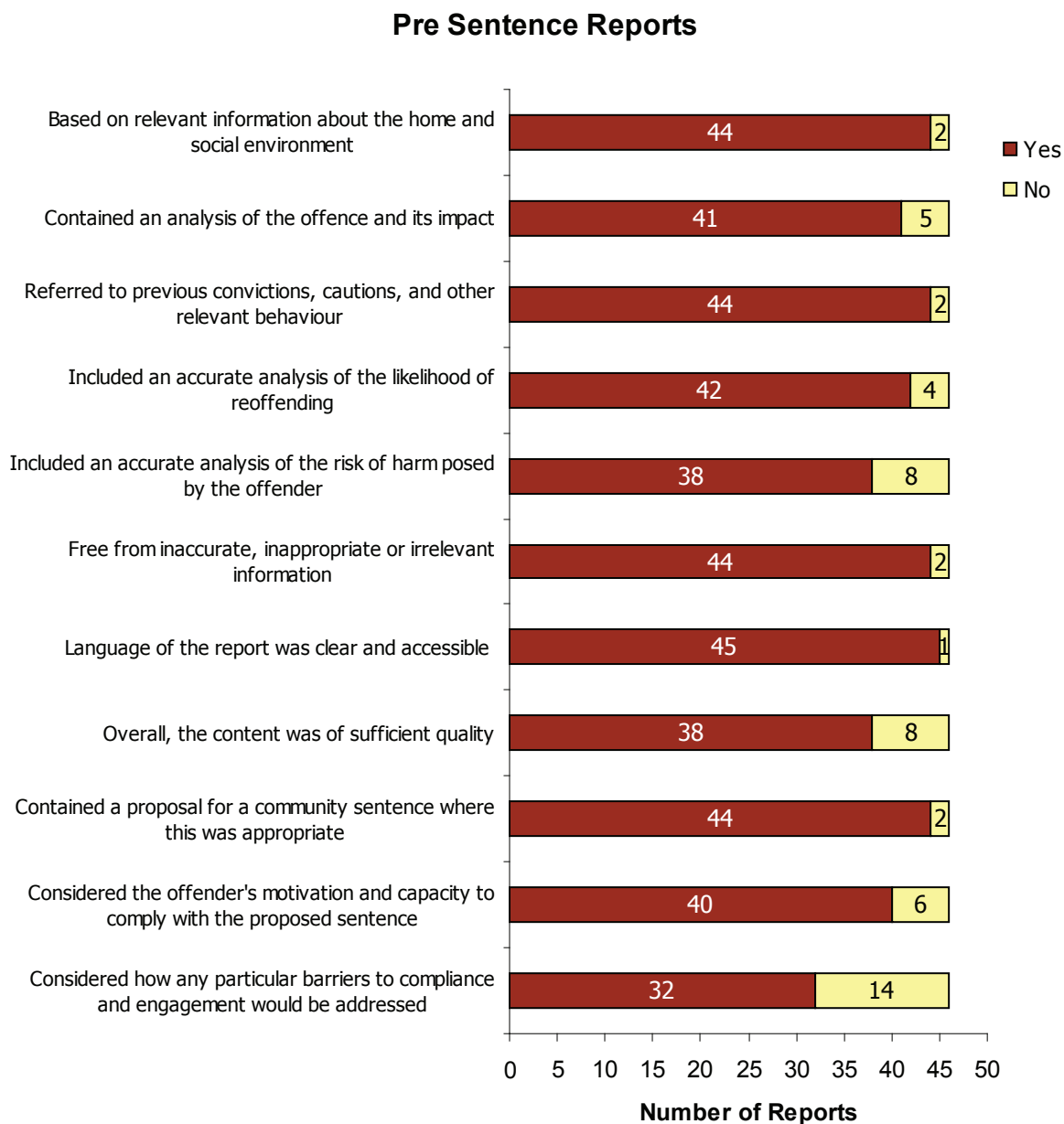
## Summary

*Overall, 89% of work to assist sentencing was done well enough.*

For a summary of our findings please see page 2

## Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 86 cases were inspected. However, the total answers may not equal this, since some questions may not have been applicable to every case]



# Delivering the sentence of the court

# 2

## Outcome 2: Delivering the sentence of the court

### What we expect to see

Victims, sentencers and the public have the right to expect that the sentence of the court will be delivered as intended, and enforced where necessary. We expect to see work to engage and motivate offenders in order to ensure that they complete their sentences, and that the work undertaken with them is effective in reducing offending and promoting community reintegration.

### Case assessment score

*Overall, 82% of work to deliver the sentence of the court was done well enough.*

### Key strengths

1. Work to support individuals' engagement took place throughout the sentence and diversity factors were taken into account in the planning and delivery of interventions. Sentence plans were generally informed by assessments of likelihood of reoffending and of risk of harm to others.
2. Planned levels of contact were largely appropriate. Offender managers investigated and responded to instances of non-compliance where necessary. Judgements about the acceptability of absences were reasonable, consistent and clearly recorded.
3. The individual's community integration needs were assessed at the start of the sentence in most cases, and assistance was provided to improve social networks where necessary.
4. Service users were positive about their experience of contact with the Trust. Offender managers gave positive feedback about the skills of their managers to assess the quality of their work. Regular supervision, including observation of practice, promoted improvements in practice.

### Key area for improvement

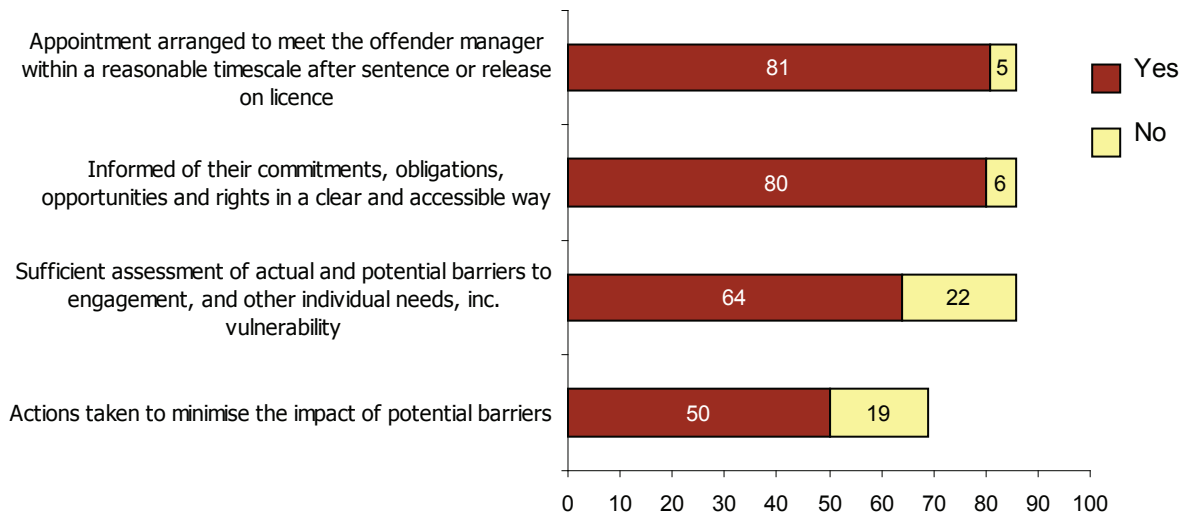
1. Decisions on reviewing cases were not always clear nor was there sufficient clarity about the changes which might prompt reviews. Too many sentence plans had either not been reviewed, or reviewed to a satisfactory standard.

### Explanation of findings

#### 1. Assessment and planning to deliver the sentence

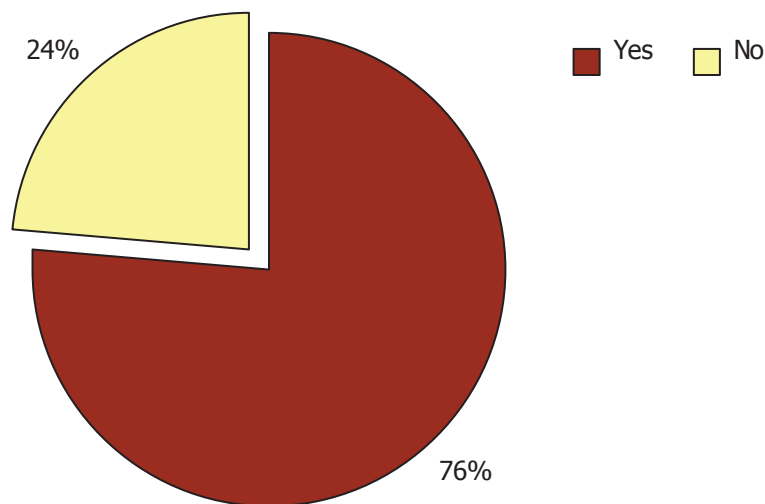
- 1.1. We examined 86 cases during this inspection and found that almost all had been allocated to the correct tier at the start of the sentence.
- 1.2. The chart below provides a breakdown of our findings of work related to engaging people at the start of supervision. This shows that most aspects of this task were being done well. In particular, we saw that appropriate and timely commencement of supervision was taking place. As part of the induction process, individuals were being informed of their commitments, obligations, opportunities and rights. In around three-quarters of cases, there had been a sufficient assessment of individual needs, including offender vulnerability, and of actual and potential barriers to engagement. Action had been taken to tackle barriers to engagement in the majority of cases.

**Engaging people at the start of sentence**



- 1.3. With sentence planning, we expect to see that individuals are actively involved in drawing up their plan and we found evidence of this in over three-quarters of cases. This echoed the feedback from the National Offender Management Service (NOMS) Offender Survey results for the Trust (see the chart on page 18). We also found that a timely and informed sentence plan had been completed in over three-quarters of cases. These plans addressed relevant issues such as contact levels, the individual’s likelihood of reoffending and the risk of harm they posed to others. A clear majority of plans were new or sufficiently updated a previous plan. There was no initial plan at all in four cases.
- 1.4. Most plans took account of the individual’s level of motivation and their capacity to change. However, the chart below shows that around one-quarter of plans did not pay sufficient attention to the factors to promote compliance and actions to minimise potential barriers to engagement.

**Sentence planning paid sufficient attention to factors which may promote compliance**



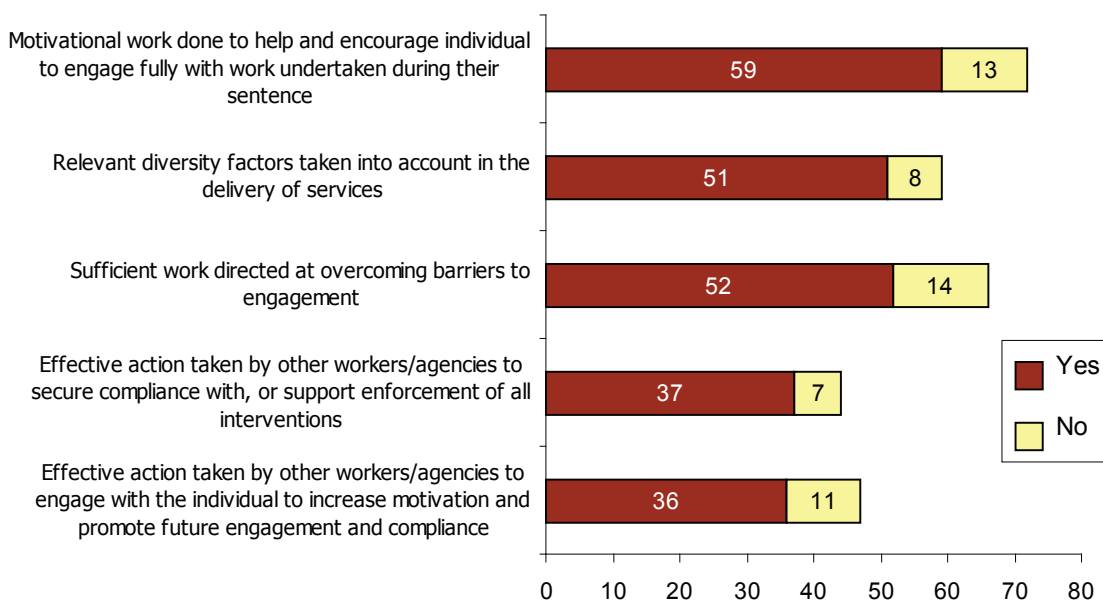
- 1.5. The best sentence plans were those that contained objectives which targeted the desired outcomes for the work. Around three-quarters of sentence plan objectives were clear about what the individual had to do to achieve their objectives for supervision.

- 1.6. We also expect sentence planning objectives to be focused on what will help the individual integrate into their community. This is an important factor in them desisting from committing crime in the longer term. We were pleased to find this was addressed in the majority of cases. Offender managers assessed educational, employment and accommodation needs, together with the individual's access to primary health services and supportive family or community members. Where necessary, offender managers also signposted individuals to other sources of support.
- 1.7. Almost three-quarters of sentence plans set appropriate objectives and were relevant to the purpose of the sentence, the likelihood of reoffending and the level of risk of harm the individual posed.
- 1.8. In all but a few cases, the planned levels of contact with the individual were appropriate.
- 1.9. We noted that almost one-third of cases did not contain a clear indication of when the sentence plan would be reviewed. Less than one-third of cases made clear what changes in the lives or circumstances of those being supervised would trigger a review.

**2. Delivery and review of the sentence plan and maximising offender engagement**

- 2.1. In a clear majority of the cases we examined, interventions had been delivered according to the requirements of the sentence and, in over three-quarters of cases, the interventions were also in line with sentence plan objectives.
- 2.2. A number of individuals needed to improve their motivation to engage with the work. There are several aspects to this work and the chart below indicates that these were routinely being done where required.

**Increasing motivation and promoting compliance with the sentence**



- 2.3. Most individuals had also received sufficient help to access community support services, such as primary healthcare or accommodation services.
- 2.4. To ensure a speedy start to supervision, the Trust had introduced a process where individuals were given initial reporting instructions at court, on the day of sentence. We found prompt starts to supervision in almost all cases.
- 2.5. The level of contact offered by offender managers promoted positive outcomes in the majority of cases. Contact levels also helped to facilitate the delivery of sentences; meet sentence planning objectives; monitor changes in dynamic risk factors; take account of the individual's likelihood of reoffending; and they reflected the risk of harm levels. In most licence cases, an appropriate level of

contact had been maintained while the individual was in custody. This contributed to effective post-release planning and case management.

### Practice illustration – promoting compliance with the sentence

The Trust had introduced a compliance activity requirement, called the Re-engagement Programme. This was a specific activity requirement (SAR) which could be proposed at the first breach of a community order if appropriate. The focus was on trying to secure the engagement of the offender in the work and to help them to meet their responsibilities. There were three sessions; the first two were undertaken by a different offender manager and the third undertaken by the original offender manager. The first two sessions looked at barriers to engagement and compliance. Worksheets were used to identify problems and propose solutions. For example, in one case the individual had identified problems with his memory (arising from his heavy drug use). This formed the basis of a plan to address the barriers to engagement and to secure his compliance with the terms of the sentence.

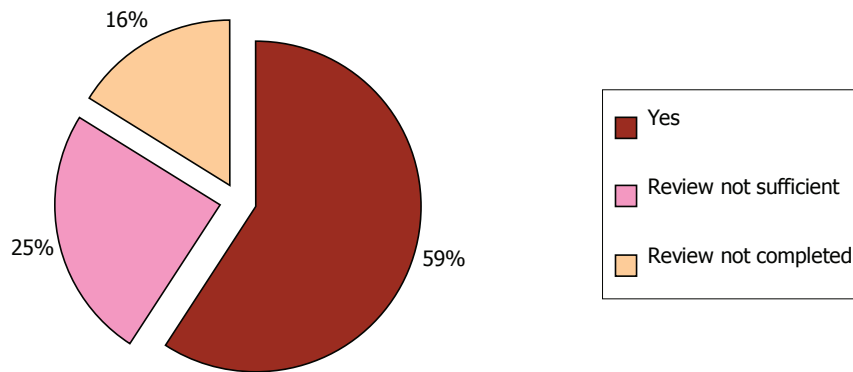
### Practice illustration – promoting positive engagement with the service

Gordon was subject to a Community Order that included both supervision and Alcohol Treatment Requirement (ATR) requirements. Gordon was anxious about meeting new professionals and expressed concern about attending the sessions with the alcohol workers. He missed the initial sessions and gave a variety of reasons to explain these missed appointments. The offender manager had established a good rapport with Gordon and arranged for them to meet just prior to the ATR session. The offender manager accompanied Gordon to the treatment provider and introduced him to the workers. This eased Gordon's concerns and after the first few sessions he felt confident about continuing on his own. Gordon successfully completed his ATR. He reduced both his alcohol consumption and his offending.

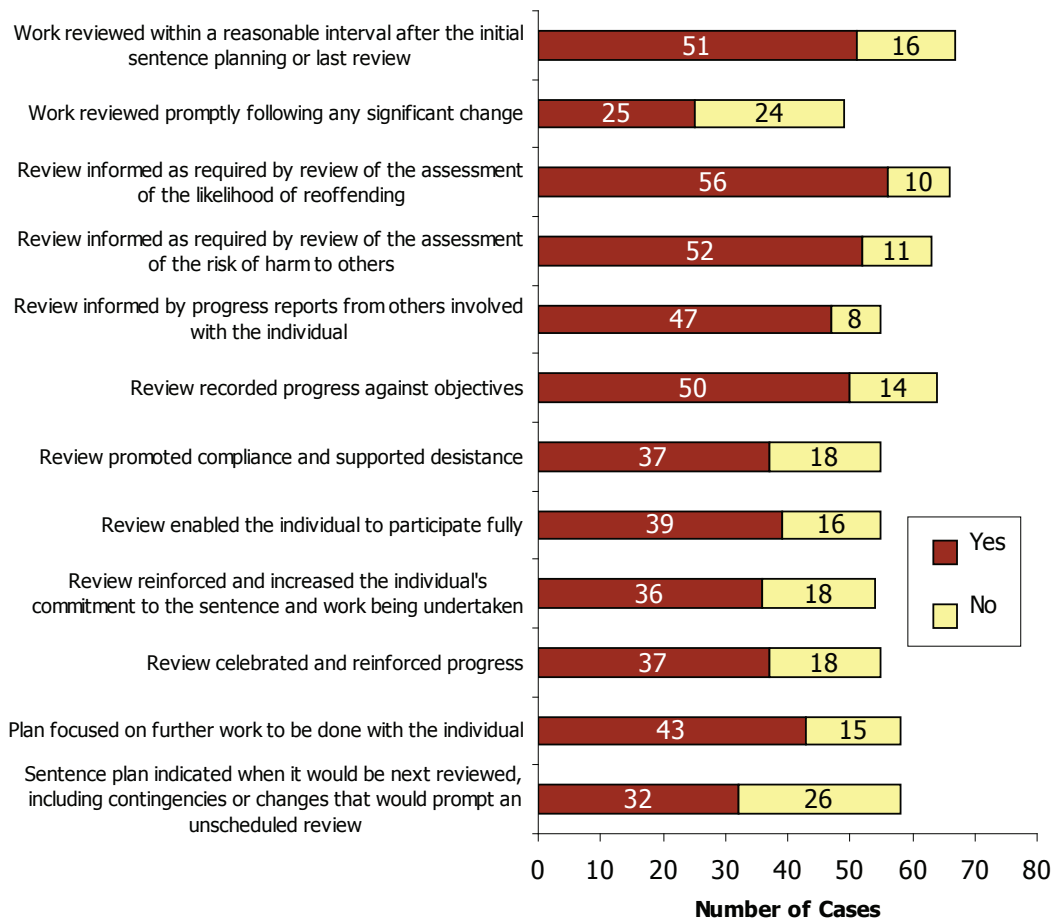
- 2.6. The level of resource allocated to the cases was appropriate in most instances.
- 2.7. An essential element of effective offender management is the coordination of work by all who are involved with an individual. In most of the cases inspected, the offender manager took a leading role in relation to other workers in managing the sentence. They monitored attendance at appointments for supervision, rehabilitation work or for unpaid work.
- 2.8. Offender managers promptly investigated occasions where appointments had been missed. Where necessary, effective action to increase motivation and to secure compliance was being taken. Judgements about absences, or other unacceptable behaviour, were mostly sound, consistently applied and clearly recorded. Where required, clear and timely warnings were generally issued. In many cases, swift enforcement action and positive efforts to secure reengagement had averted the need for breach action through the courts. Enforcement procedures and recall were used in 15 cases. There were an additional four cases where we felt these processes should have been used. In almost all cases where legal proceedings or recall had been instigated, action had been taken promptly. A clear explanation was given to the individual, as to why the action was taken, in all but two of the relevant cases. Sufficient effort was then made to re-engage the individual with their sentence plan in most of the cases.
- 2.9. We expect to see sentence plans reviewed within a reasonable period and in response to a significant change in the case. The pie chart and graph below outline the practice areas that had not been addressed often enough, or well enough, in this respect. Of note were the findings that a quarter of the reviews of initial plans were not of sufficient quality, and that 16% had not been undertaken at all. Records did not always specify when reviews were due or what developments might prompt a further review. Reviews presented important opportunities to mark progress, reflect changes in the case, reshape plans of work and ensure the focus of the work reflected appropriate priorities. Too many cases did not capitalise on those opportunities.



### Sufficient review of the sentence plan



### Reviewing sentence plans and reinforcing progress



- 2.10. Three cases in our sample had been transferred into the Trust from elsewhere as a result of the individual moving to Northumbria. All transfers were handled well and we were satisfied that there was clarity at every point in the transfer process about who was managing these cases.
- 2.11. Case recording was generally good and supported the overall management of the case. Recording of information was generally clear and timely.

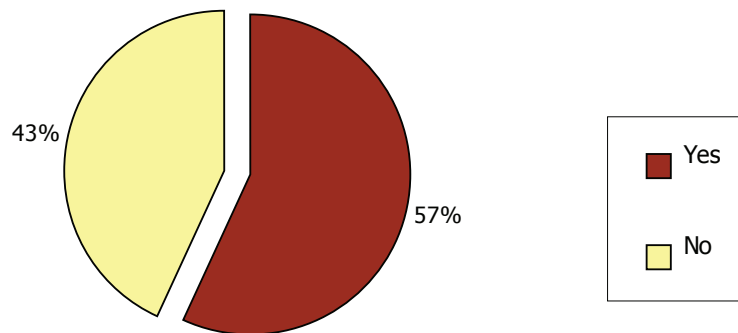
### Practice illustration – inclusive reviews of progress

In this case, the self-assessment questionnaire (SAQ) was used at each review of OASys and other interim reviews with the individual to identify progress and agree future priorities. This approach was also used to inform ongoing reviews of likelihood of reoffending and of sentence plans. The printed sentence plan in the case file showed the positive way in which the individual had been engaged in the assessment, planning and review processes.

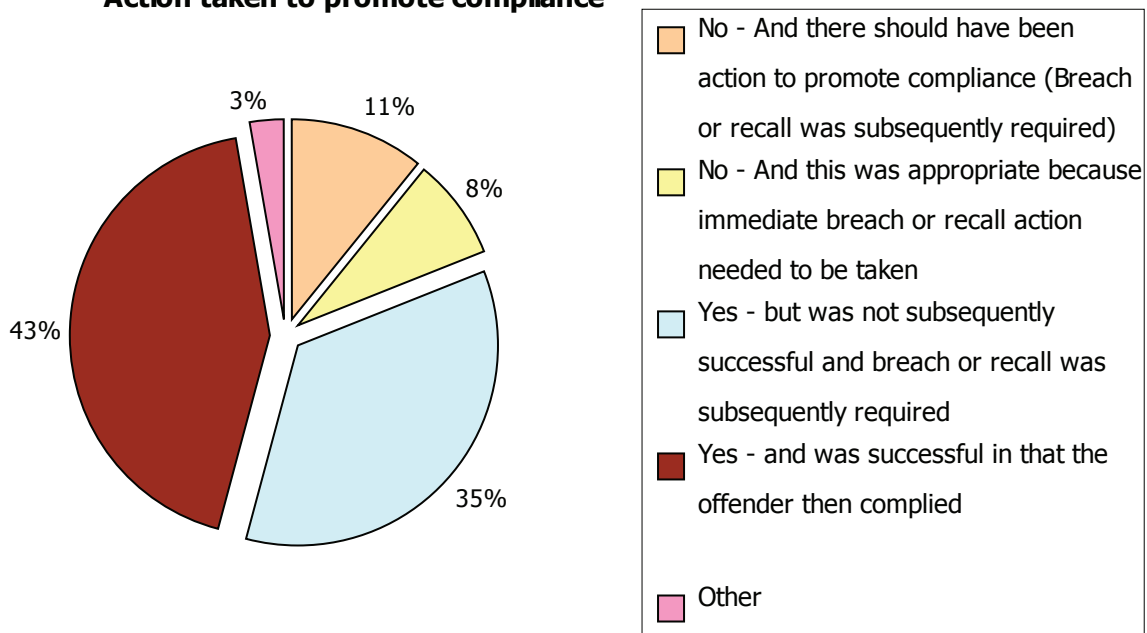
### 3. Initial outcomes are achieved

3.1. We found that reporting instructions were sufficient for the purpose of carrying out the sentence of the court in almost all cases. The charts below show that the requirements of the order or licence were delivered in the majority of cases. In over half of the cases the individual complied with the sentence without the need for additional action by the offender manager. In a clear majority of cases, where required, action was taken to promote compliance or address non-compliance.

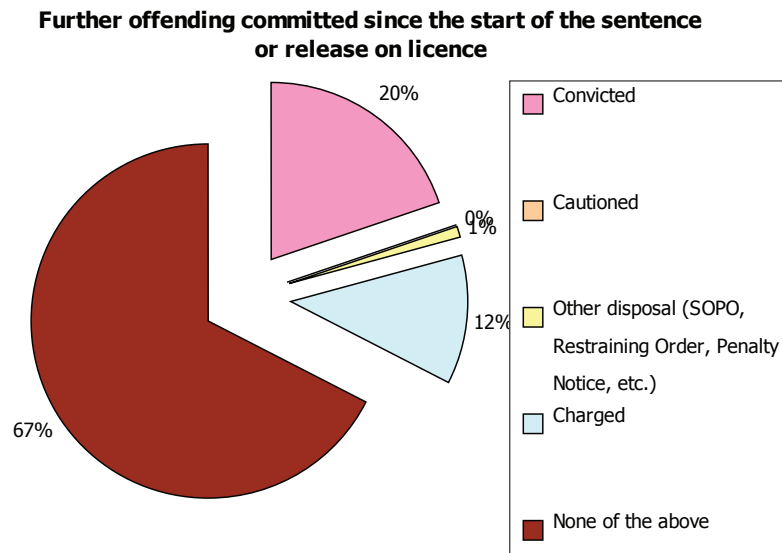
**The individual complied with the requirements of the sentence, without the need for the offender manager to take action to promote compliance**



**Action taken to promote compliance**



3.2. As illustrated in the chart below, just over two-thirds of individuals had not been cautioned for, charged with, or convicted of a further offence during the period of supervision we inspected.



- 3.3. Sentence planning objectives had been either fully or partially achieved in over three-quarters of cases. Given the existence of dedicated court teams, the majority of cases were managed at some stage by more than one offender manager, including the report writer. In a high percentage of cases, delivery of the sentence plan had been maintained when there had been a change of offender manager and between the pre and post-sentence phases.

#### What people who had offended thought of their experience:

NOMS conducts an annual survey of the people in contact with Probation Trusts. For 2012, Northumbria received 863 responses, the data from which is given below.

The survey results were largely positive, with many people making very positive comments about their experiences.

The survey found an even higher level of individuals' involvement in their sentence planning than we evidenced in the 86 cases we inspected.

Their positive experiences of being on supervision were consistent with the generally positive findings of this inspection.

#### Comments from individuals:

*"I would like to say thank you and I felt I had no hope until I met my offender manager. They have made me see things differently with their help and I have changed so much and my time on drugs."*

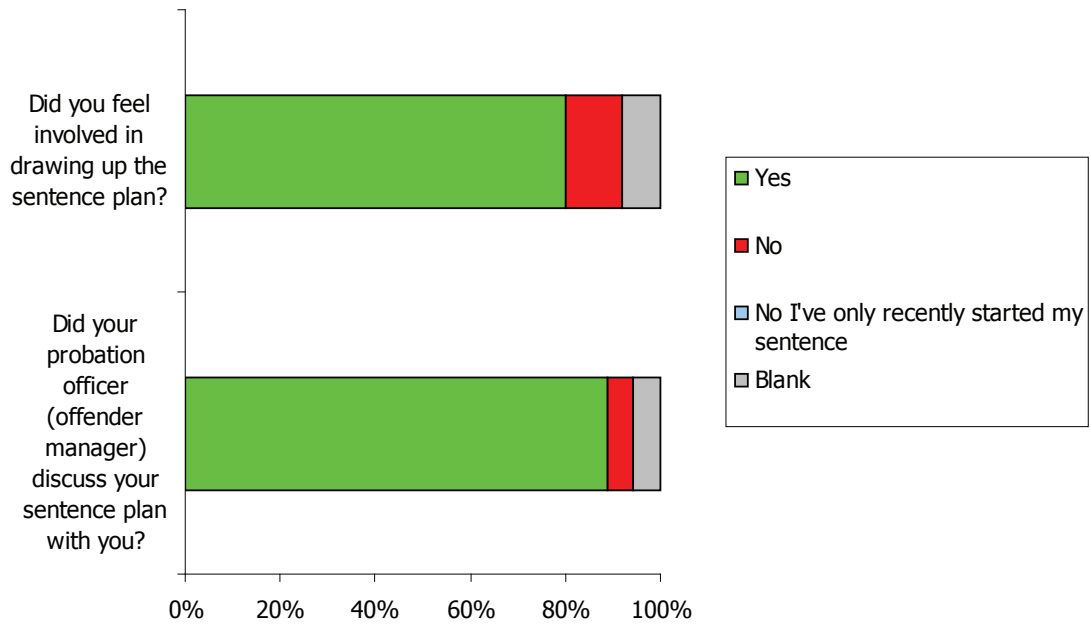
*"I would not change of my experience of probation. My offender manager has really helped me and put me on the right track."*

*"There is nothing to change about my probation as I have been treated with respect and my probation officers are the best I could have asked for."*

*"I would change nothing as things worked out ok and I did everything I had to do and have avoided drugs for nearly two years now and haven't re-offended too."*

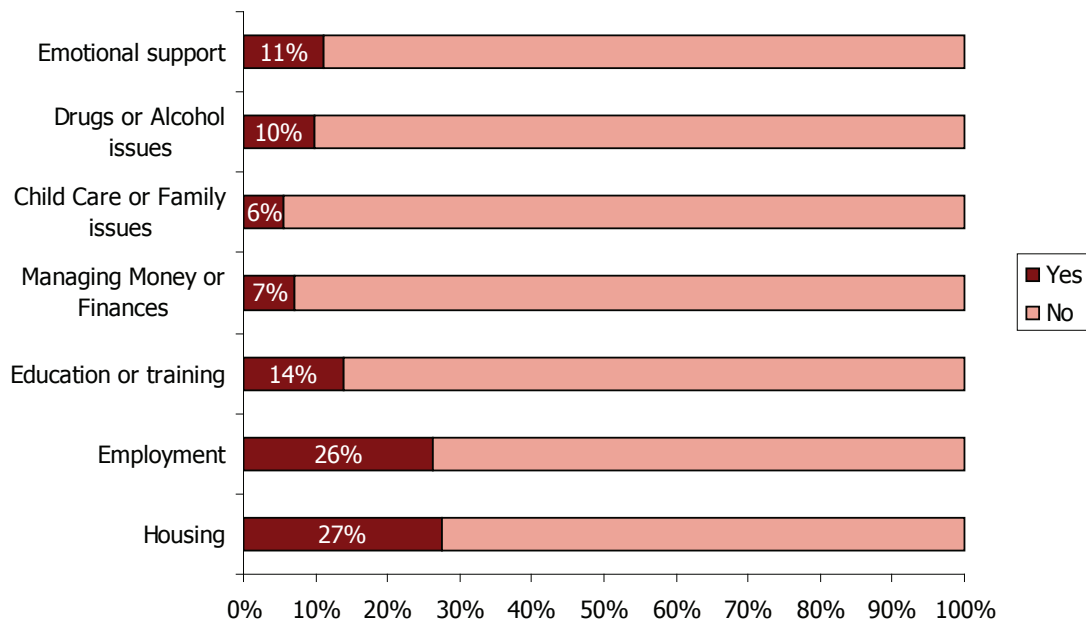
The charts below show some of the responses from the survey.

### Section 1 - About Current Order/Sentence



### Section 2 - About Experience on Probation



**I would like (or would have liked) more help with:****4. Leadership and management to deliver the sentence and achieve initial outcomes**

- 4.1. We interviewed 70 offender managers to gain their views about their experience of working for the Trust. Approximately two-thirds of these staff were qualified probation officers and the others were probation service officers.
- 4.2. A clear majority of staff felt that their diversity needs had been well handled by the Trust. When asked about workloads, almost all staff thought these were monitored and a clear majority thought that they had been managed in a clear and transparent way. A workload management tool was in use but many staff said this regularly showed them to be 'in the red', i.e. had overly high workloads, and action to correct this was often too slow.
- 4.3. In relation to staff absences, a clear nine out of ten staff thought planned absences were managed so as to minimise disruption to the continuity of offender management. In relation to unplanned absences, such as last minute sickness, this figure dropped to just under three-quarters.
- 4.4. The majority of offender managers were positive about the skills of their line managers, indicating that they had the ability to assess the quality of their work, assist their development and support them. Almost all thought that routine countersigning of their work and management oversight was an active process, either sometimes or always.
- 4.5. Of the offender managers we interviewed, around eight out of ten had regular, professional supervision with their manager. Case discussion featured strongly in supervision, as well as feedback about performance, training and development issues and discussion about personal well-being. Around eight out of ten offender managers reported that their practice had been observed by their manager, through the Skills for Effective Engagement, Development and Supervision (SEEDS) process, and they had been given feedback about this. Most thought that the methods used in supervision had promoted improvements in their practice. Most staff said they thought formal opportunities to discuss practice issues with colleagues were sufficient, and most also made use of informal opportunities. Almost one-third thought the process for disseminating the findings from serious further offences or serious case reviews was sufficient.
- 4.6. The Trust had given high priority to the SEEDS approach to offender engagement. They had trained managers in reflective supervision and this was having a positive impact on practice. A

complementary peer case reviews process, known locally as DRIVE, also promoted staff learning and practice development. These arrangements, linked to a broader quality assurance strategy, provided a range of positive mechanisms to support the focus on the quality of work.

- 4.7. The majority of offender managers either held, or were working towards, a relevant professional qualification. Many staff felt that they had received sufficient training about diversity factors but several reported being less confident in tackling learning needs and mental health issues. All but one interviewee felt confident that they could identify and work with Child Protection and safeguarding issues. Almost two-thirds said they had received specific training in practice methods or interventions in respect of violent offending. A high percentage of staff (79%) said the organisation promoted a culture of learning and development.
- 4.8. Most staff thought that arrangements for ongoing training and development were at least sufficient to equip them to do their current job but they were less positive about the extent to which their future development needs were met. This was understandable, given the uncertainties surrounding the future of probation work under the Government's *Transforming Rehabilitation* strategy. Many staff commented on the additional pressure this uncertainty created for them in their work, but they reported that they felt their organisation was navigating these issues as well as could be expected.

## Summary

*Overall, 82% of work to deliver the sentence of the court was done well enough.*

We have recommended that post-inspection improvement work focuses on ensuring that:

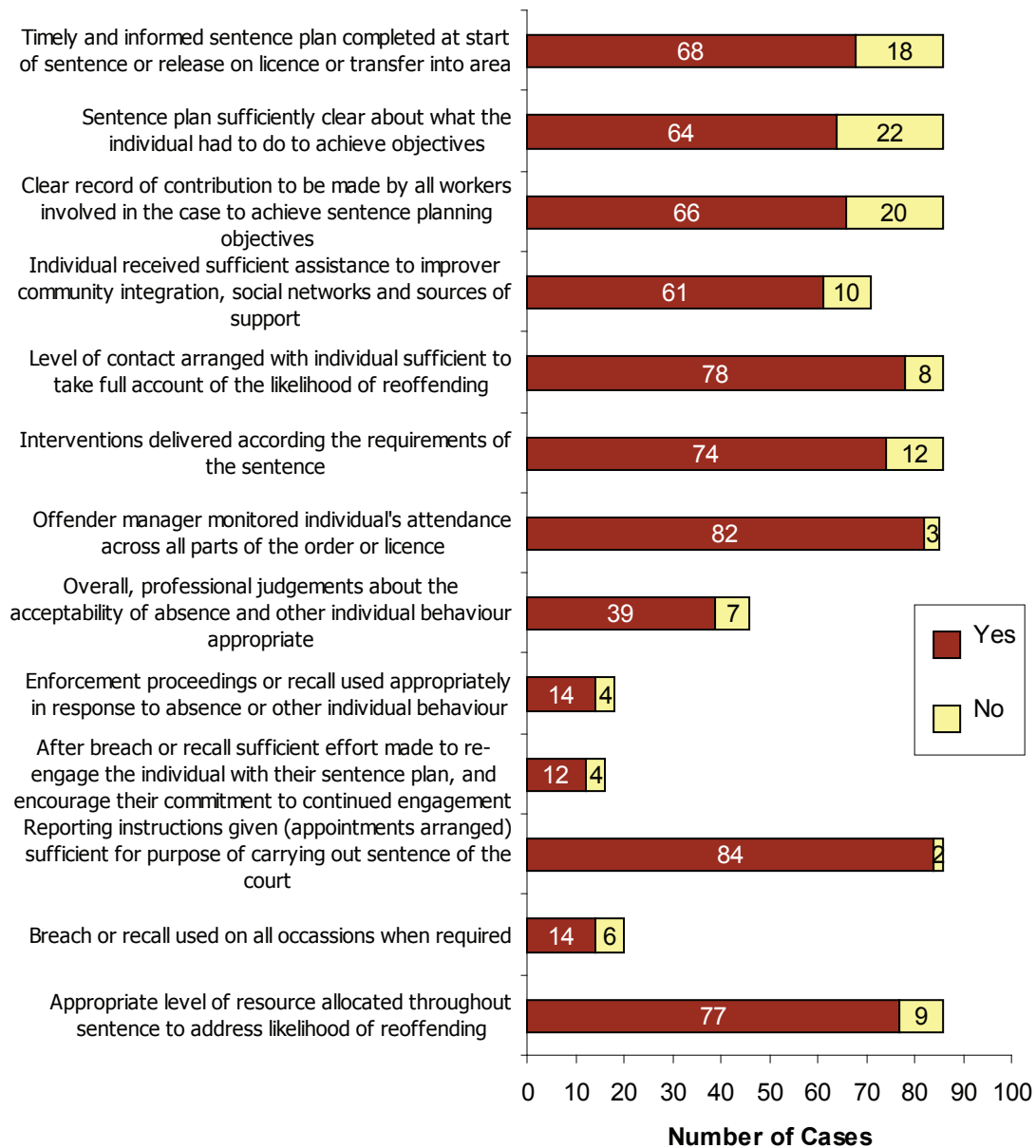
- reviews of sentence plans better reflect the needs of the case and take account of relevant changes in the circumstances of the individual.

For a summary of our findings please see page 2

## Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 86 cases were inspected. However the total answers may not equal this, since some questions may not have been applicable to every case]

### Delivering the Sentence



# Reducing the likelihood of reoffending

3



# Outcome 3: Reducing the likelihood of reoffending

## What we expect to see

A number of factors may contribute to the likelihood of an offender committing further crime. We expect to see an accurate assessment of these factors at the start of sentence and evidence that effective, targeted work has reduced the likelihood of reoffending.

## Case assessment score

*Overall, 77% of work to reduce the likelihood of reoffending was done well enough.*

## Key strengths

1. Most assessments of the likelihood of reoffending were sufficient. They considered previous relevant behaviour and the factors which had contributed to offending. Alcohol was linked to offending in many cases and this had been mostly taken into account.
2. A good range of constructive interventions encouraged individuals to take responsibility for their actions and maintained a focus on offending behaviour. Offenders were sufficiently prepared for interventions and they were routinely helped to access local services to support rehabilitation.
3. Resources were used appropriately in most cases and there was usually a sufficient record of the progress in the case. We found many examples of individuals making progress in addressing the factors linked to their offending.

## Key area for improvement

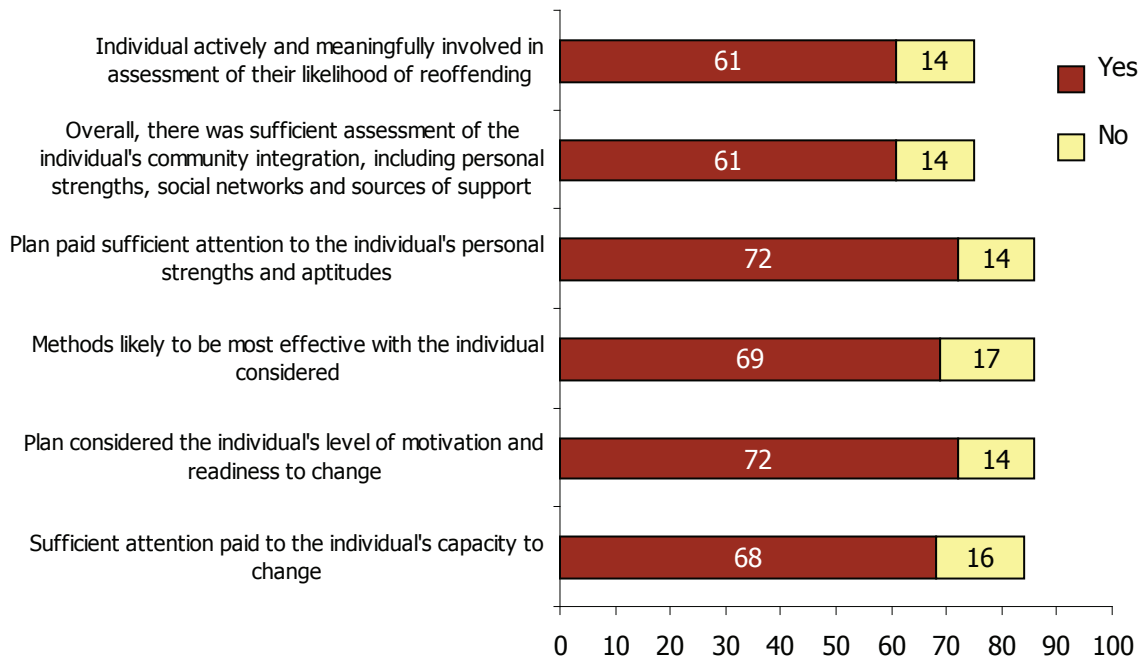
1. A number of reviews of likelihood of reoffending were either insufficient or not completed. In particular, reviews in response to significant changes were not always completed.

## Explanation of findings

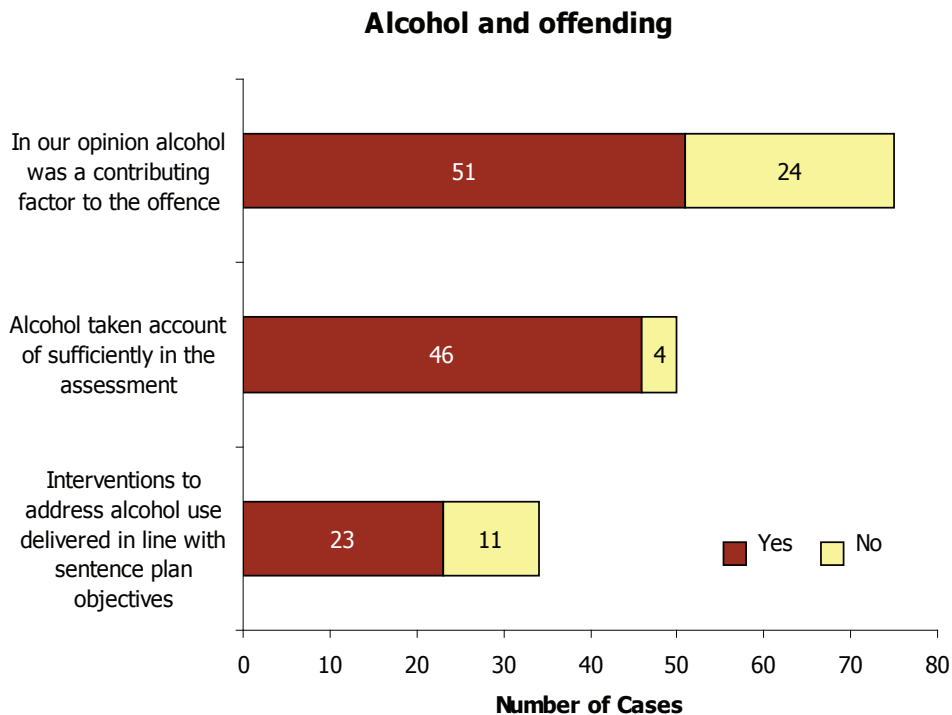
### 1. Assessment to reduce the likelihood of reoffending

- 1.1. At the start of supervision an assessment of the factors which may have contributed to the likelihood of further offending was required to be carried out in 75 of the cases in our sample. In four instances no assessment was completed, while, in a further 13, the assessment was judged to be insufficient. On this basis, around one-fifth of the assessments were not adequate. Unsurprisingly, the knock-on effect was that we found similar results in respect of the production of suitable sentence plans.
- 1.2. The assessment process to address the likelihood of reoffending involves a complex range of tasks. The chart below outlines our findings for a range of these activities. Where assessments had been completed, they were generally timely and were either new documents or had been sufficiently revised from a previous assessment. The majority drew fully on all available sources of information and included relevant information from the offender's home and social environment. Most identified the factors which related to the individual's offending and took into account relevant previous behaviour. We expect individuals to be actively and meaningfully involved in the assessment of the factors that are related to their offending and over three-quarters of the individuals had had these opportunities.

### Involving people in assessing the likelihood of them reoffending



- 1.3. If offending-related factors are not recognised in the assessment then it is unlikely that the right interventions will be provided. Across the 86 cases, there were a variety of factors that were related to the likelihood of reoffending. Our assessment was that the most prevalent factors were, thinking and behaviour (featuring in 75 cases) followed by alcohol misuse (58 cases); lifestyle and associates (45 cases); and emotional well-being (38 cases - this category included mental health and behavioural issues).
- 1.4. In addition to the factors listed above, many individuals in our sample had problems relating to their relationships (36 people); attitudes to offending (28 people); accommodation (27 people); and 'employment, training and education' (25 people). There were only three individuals where the offending had been linked to gang membership.
- 1.5. Given that the focus for this inspection was on violent offending, our sample centred on those types of offences. The chart below shows the strong link between alcohol and violent offending. We noted, in over two-thirds of the sample, alcohol had been identified as being linked to the offence. We were pleased that, in almost all of these cases, alcohol issues had been sufficiently addressed in the assessment.



- 1.6. The individuals whose cases we examined were convicted of a range of offences. A detailed breakdown of the principal offences is shown in Appendix 2. In seven cases, the index offence related to possession of a weapon. However, in a further 20 cases the offence had involved the use, carrying or possession of a weapon alongside more serious offences. This meant that almost one-third of the cases we inspected had involved the possession, use or carrying of a weapon.
- 1.7. In over two-thirds of the cases, the offence had involved physical violence. Psychological harm was likely to have resulted in over half the cases. Almost one-third had involved domestic violence. Racial, religious or other forms of hate appeared to have motivated the offender in four of the cases we inspected.

## 2. Delivery of interventions to reduce the likelihood of reoffending

- 2.1. We were pleased to note that constructive interventions routinely encouraged and challenged the individual to take responsibility for their actions and decisions related to offending.
- 2.2. The Trust had an appropriate range of accredited programmes, together with a wide range of specified activities. These combined to address the different types of offending at a variety of levels of intensity. We generally found, and this was echoed by offender managers, that there was a sufficient capacity to deliver interventions to address a broad range of factors linked to offending. We saw a number of cases where individuals had started the programmes and activities in a timely fashion. With those individuals who were not eligible or suitable to undertake group programmes, we saw many examples of structured work being done individually to address offence-related factors. A recent NOMS audit of the Trust's programmes concluded; 'This audit represents a very positive result for the Trust and demonstrates the excellent practice of staff and managers'.
- 2.3. The Trust had introduced a Community Domestic Violence Programme (CDVP) and a one-to-one derivative called Solo. Guidance on the use of Solo stated it could be used (rather than CDVP): when the pattern of domestic violence offending was less entrenched than for those who would attend CDVP, when it was felt that the offender would benefit more from a one to one approach and when practicalities make it difficult to do CDVP, for example working times, travel times, care of dependants, etc. They also provided the BBR (Building Better Relationships) programme. The Trust had also introduced the Resolve programme. This focused on general violent offending

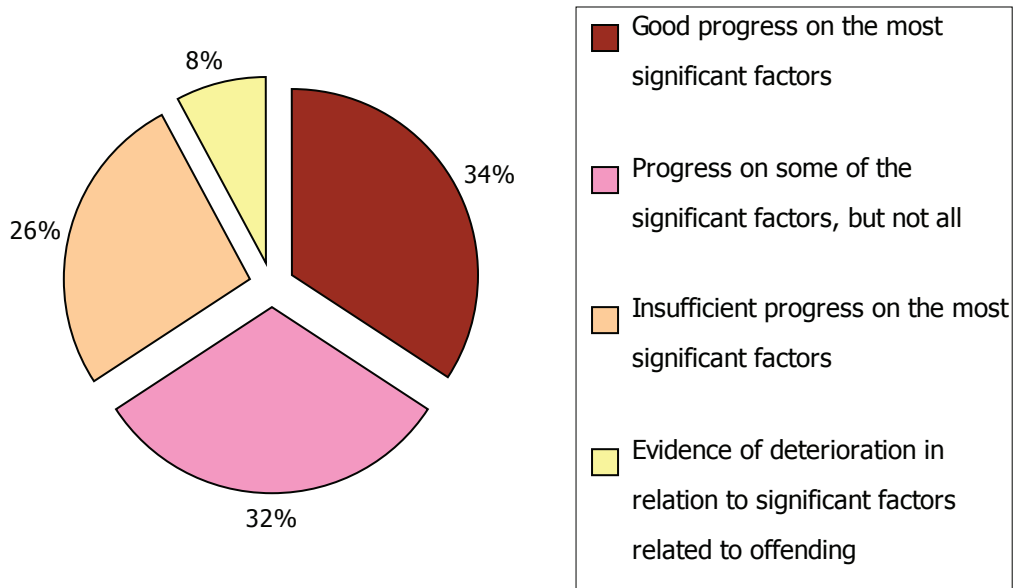
issues. Staff were generally in agreement that Resolve was a step forward, as it dealt with issues relating to aggressive behaviour and attitudes. Resolve was best targeted on offenders with specific aggression/violent needs rather than general offending needs.

- 2.4. Less than one-quarter of the cases in the sample included the planned delivery of an accredited programme. In three-quarters of relevant cases, delivery of the programme was consistent with the sentence plan, inasmuch as it had either been completed by the time of the inspection or there were plans to deliver it at an appropriate time in the future. In three cases a programme had not been delivered when we thought it should have been. There were a variety of reasons for this including the programme not being run frequently enough.
- 2.5. There were four approved premises in the Trust, providing supported accommodation for offenders under supervision and on licence. Eleven cases in the sample involved people who had been resident in approved premises for at least six weeks of the period being assessed; constructive interventions had been provided for eight of these. In other cases the use of approved premises was primarily to provide restrictions or to help manage risk of harm. Offender managers spoke highly of the staff at the approved premises, and there was a good exchange of information between professionals involved in the cases. Sentencers, and others working in partnership with the Trust, also spoke of the high quality of services being offered through the approved premises and about the crucial role they played in helping to minimise the risk of harm posed by some individuals.
- 2.6. The majority of individuals were well prepared for the interventions delivered throughout their community order or licence. In over three-quarters of cases, the offender manager reviewed, with the individual, the work they had done in other parts of their order or licence. This was done to reinforce the learning and promote continued progress.
- 2.7. To support and sustain their desistance from offending, almost nine out of ten individuals were informed of relevant local services which could assist them and were then referred to these services if relevant.
- 2.8. We expect to see the assessment of the likelihood of reoffending reviewed thoroughly when required and this was found in 47 cases. However, in 24 cases the review was not of sufficient quality and in a further 16 the review had not taken place at all. Whilst changes in relevant factors were taken into account in most cases where reviews were done, in more than half the cases the assessment was not reviewed following a significant change. This mirrored the findings in relation to the review of sentence plans.

### **3. Likelihood of reoffending is reduced**

- 3.1. In the NOMS Offender Survey, the lack of provision in relation to accommodation was noted by over a quarter of respondents as a particular concern. Therefore it was pleasing to note that was one of the factors of which we judged that most progress to had been made, in the cases from our sample (see the table at paragraph 3.3 below).
- 3.2. Clearly, for positive change to take place it requires the willingness of the individual who is subject to supervision to make best use of the services that have been provided. For many individuals, the factors that have contributed to their offending are complex, varied and deep rooted. Thus, we understand that, for some, positive and sustainable change will be a slow process. Some will make progress faster than others and some will need to address a range of issues. In this context we were pleased to note the evidence, illustrated in the chart below, that showed just over one-third of individuals had made good progress on the most significant factors linked to their offending. A similar proportion showed that some progress had been made on these factors. In around one-quarter of the cases we thought that there had been insufficient progress and in six cases we noted a deterioration.

**Overall progress made in relation to factors identified as making the individual more likely to reoffend**



3.3. We identified the factors associated with offending that were most frequently found in our case sample (listed in order of prevalence from the 86 cases inspected), we found the following:

Prevalent offending-related factor (and number of cases identified by us where this applied):	Of those cases where the factor was identified, the % where	
	Sufficient interventions or services were delivered was:	sufficient progress was made:
<b>Most prevalent factors:</b>		
thinking and behaviour (75)	53%	36%
alcohol misuse (58)	53%	47%
lifestyle and associates (45)	42%	44%
<b>Other common factors</b>		
emotional well-being (38)	50%	45%
difficulties handling relationships (36)	47%	28%
drug misuse (36)	50%	39%
attitudes to offending (28)	46%	21%
accommodation (27)	56%	56%
education, training and employment (25)	68%	48%

3.4. The above table also indicates, that by the time we conducted the inspection, many individuals subject to supervision were making positive changes on factors that were associated with their offending. Overall, we judged that resources had been used efficiently to assist the individual to achieve planned outcomes in over three-quarters of all cases.

#### 4. Leadership and management to reduce the likelihood of reoffending

- 4.1. We found evidence of effective working relationships with many partners engaged in delivering interventions across a range of offending-related factors. The strength of these relationships lay in both sound strategic links as well as active liaison at the operational level.
- 4.2. The Trust had given priority to understanding the needs and views of service-users. They had established a Service User Council, with active participation by service users. They also undertook regular offender surveys via questionnaires. The numbers of returns had doubled in the past year and the responses had showed improved satisfaction with the services on offer.
- 4.3. A range of specified activity requirements (SARs) were available to tackle those offending-related factors that did not necessarily require the (more expensive) interventions associated with accredited programmes. However, in eight of the 16 cases we saw that had a SAR, the intended contribution to the planned work with the individual was not evident.
- 4.4. A number of other interventions were available, including alcohol and drug treatment interventions and other resettlement services. The quality, ease of access and communication links in relation to these services inevitably varied across the county.
- 4.5. The Stalking and Advisory Consultation Service (SACS) commenced in Northumbria in 2009, it was an advisory service offered by Northumberland Tyne and Wear NHS Trust in conjunction with the Northumbria Probation Trust. A recognised expert in the field of stalking offered practice advice to staff who were managing offenders demonstrating stalking behaviour. Staff were helped to also deal with instances where they had become the focus of stalking behaviour from service users. The advice helped staff to analyse the typology of the stalking behaviour, the risk issues and the management pathway for the case. Where the case was being managed under MAPPA, information from the SACS contributed to constructing the risk assessment and the risk management plan.
- 4.6. The Trust had focused on the diverse needs of individual groups, such as veterans, women and younger adult offenders.
- 4.7. Following the publication of *The Corston Report*<sup>1</sup> in March 2007 (which reviewed the services provided to women in the criminal justice system) and the subsequent associated NOMS publications, the North East (of England) Probation Partnership Board formed a Strategic Group to address this area of work. In 2011 the thematic inspection on women offenders<sup>2</sup> was considered by the Board. The recommendations were noted by the Board and they found that they had already made considerable headway towards achieving the recommendations of that report.
- 4.8. The Trust introduced a strategic approach to working with women offenders, through a network of women's community hubs across the area. The hubs provided a place for women offenders to meet in a community setting. Most of the women attended the hubs as part of their community order or licence. Other women who were not subject to statutory supervision, but who still needed support to make the necessary changes in their lives, attended on a voluntary basis. Some women were referred to the hubs by partner agencies. Specialist workers had been identified to support the women in overcoming barriers and achieving their goals. Staff from a range of agencies attended the hubs to deliver the sessions on finances, benefits and debt, domestic violence, substance misuse, learning and skills, employment, health, mental health and housing. The women engaged in the interventions relevant to their situation. These interventions also provided strong community connections, with workers linking the women into relevant community based services, for ongoing support, once the work at the hub had come to an end.
- 4.9. The Trust had noted and had responded to the practice issues associated with the transition from youth to adult criminal justice services. They had reviewed the recommendations from our joint

1 Corston, J. Baroness, (March 2007), *The Corston Report: The need for a distinct, radically different, visibly-led, strategic, proportionate, holistic, woman-centred, integrated approach*, Home Office, London

2 HMI Probation, et al, (October 2011), *Equal but different?: An inspection of the use of alternatives to custody for women offenders*

thematic inspection on Transitions<sup>3</sup>, in conjunction with the Youth Offending Teams in the area. They had refocused the work of seconded probation officers to reflect the recommendations in that report.

- 4.10. Partner organisations were complimentary about the Trust's longstanding commitment to joint working and to supporting innovation. The Trust was clearly held in high regard by its partners and was seen as occupying a pivotal role in supervising offenders, reducing reoffending and managing risk of harm. However, several partners expressed concern that the Government's *Transforming Rehabilitation* strategy (which will reduce considerably the current work undertaken by probation trusts) would make more complex the partnership relations in the future and could detract from the quality of current partnership work.

## Summary

*Overall, 77% of work to reduce the likelihood of reoffending was done well enough.*

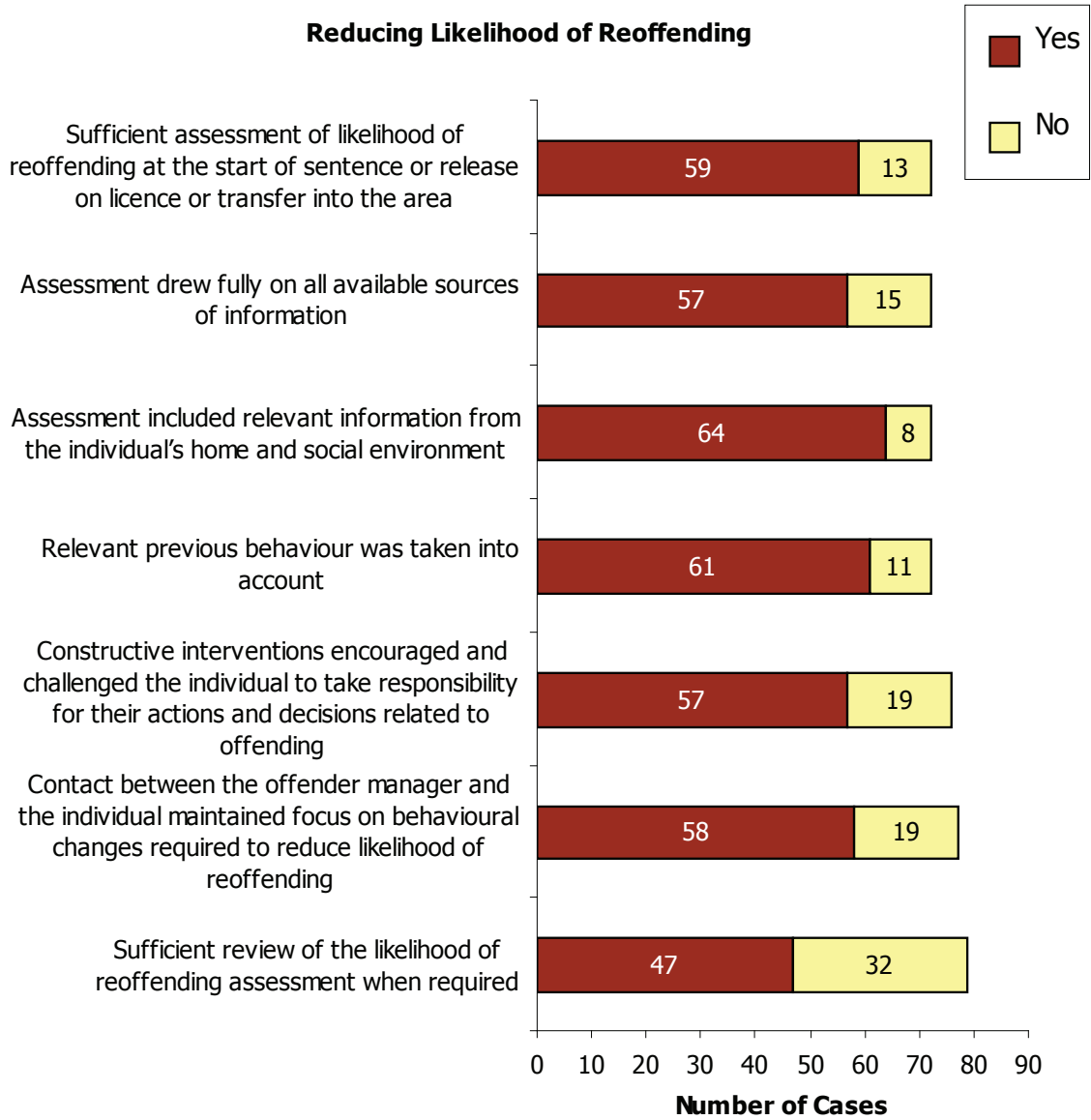
For a summary of our findings please see page 2

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<sup>3</sup> HMI Probation, (October 2012) *Transitions: An inspection of the transitions arrangements from youth to adult services in the criminal justice system*

### Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 86 cases were inspected. However the total answers may not equal this, since some questions may not have been applicable to every case]





**Protecting  
the public by  
minimising  
risk of harm to  
others**

**4**

## Outcome 4: Protecting the public by minimising the risk of harm to others

### What we expect to see

Some offenders present a risk of harm to other people. In all cases we expect to see the level of this risk properly assessed and, where necessary, plans made to manage and minimise risk to other people. All reasonable action should be taken to protect the public and ensure the safety of victims<sup>1</sup>.

### Case assessment score

*Overall, 72% of work to ensure the protection of the public was done well enough.*

### Key strengths

1. The majority of risk of harm classifications were correct.
2. Actions identified in risk management plans were generally carried out and the use of restrictive interventions (such as curfews and approved premises) contributed to managing risk of harm.
3. Most cases that met the criteria for MAPPAs were correctly identified. Those cases requiring a higher level of MAPPAs involvement were well managed. Multi-agency work effectively contributed to the management of risk of harm.
4. Strategic relationships with partner agencies were strong. The Trust was held in high regard by its partners and was seen as making a significant contribution to the management of the risk of harm posed by offenders.

### Key areas for improvement

1. More than one-quarter of risk of harm analyses were insufficient. There was an insufficient response to changes in risk of harm factors in more than one-third of relevant cases. Reviews of risk of harm were insufficient in too many cases.
2. Initial home visits were not always carried out in high risk cases or in response to child protection concerns, nor were they repeated often enough.

### Explanation of findings

#### 1. Assessment and planning to minimise risk of harm to others

- 1.1. The initial Risk of Serious Harm (RoSH) screening was completed sufficiently well in the most of cases. Occasionally important past behaviour, such as the use of weapons, had been overlooked. In six cases the screening was completed late and in a further six it had not been done at all.
- 1.2. In seven cases we considered the RoSH classification to be incorrect. Where we took a different view from the offender manager in four of these we felt the harm classification was too low and in three we felt it was too high. No classification was recorded in two cases.

<sup>1</sup> Our judgements about work to protect actual and potential victims are incorporated into the overall score for Protecting the Public as well as contributing to the score for Delivering Effective Work for Victims. In this report, the detailed findings are discussed under Outcome 5: Delivering Effective work for Victims.

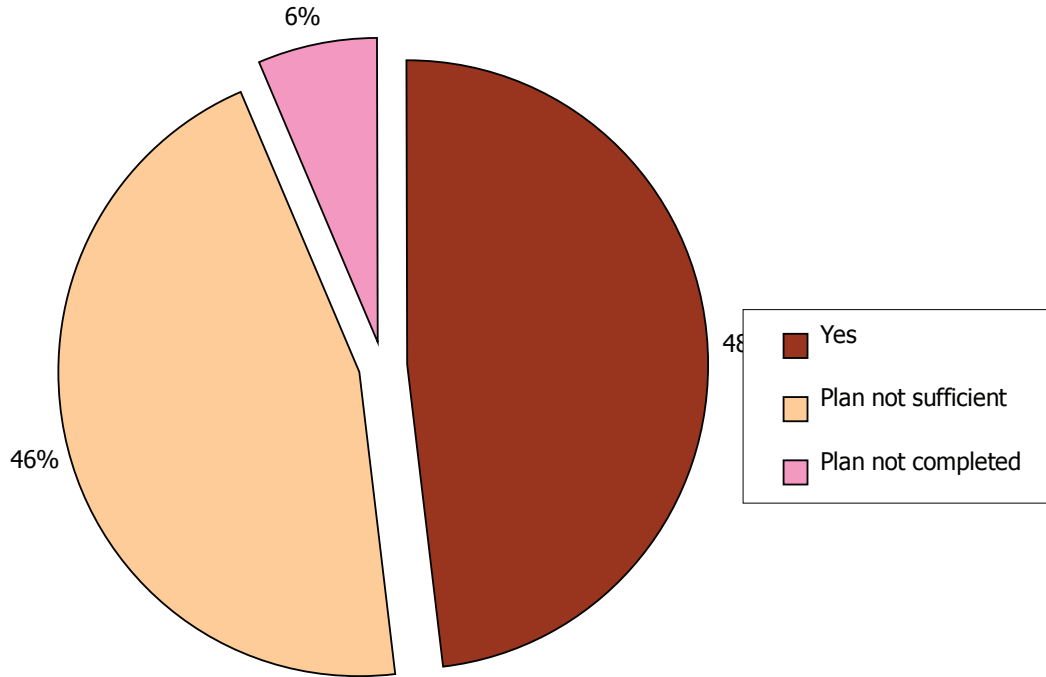
- 1.3. Where the RoSH screening indicated that there was a need for a fuller analysis of the RoSH posed by the individual, we expected to see one carried out. Given the nature of the offences in our sample, most (if not all of them) should have triggered a full analysis of the risk of harm to others (or use of the override to decide not to complete one). Seven cases (9%) lacked a full analysis.
- 1.4. In those cases which included a full analysis of RoSH, 23 (28%) had not been done to an acceptable standard. The factors that most often limited the quality of these documents were insufficient consideration of the risk of harm posed and not drawing on all available information. In a small, but significant, number of assessments, insufficient attention had been paid to child safeguarding issues arising from individual's contact with children and young people. There was a tendency for some practitioners to focus just on the index offence and not give sufficient attention to broader indicators of risk of harm, for example previous occurrences of domestic violence. In general, we found that these practice deficiencies were focused on cases at the lower end of the risk of harm spectrum.
- 1.5. On a more positive note, we found that most risk of harm assessments were completed in a timely fashion and correctly categorised the RoSH to different groups of actual or potential victims. The majority were either new or sufficiently updated from a previous assessment.

### Practice illustration – the need for an accurate analysis of risk of harm

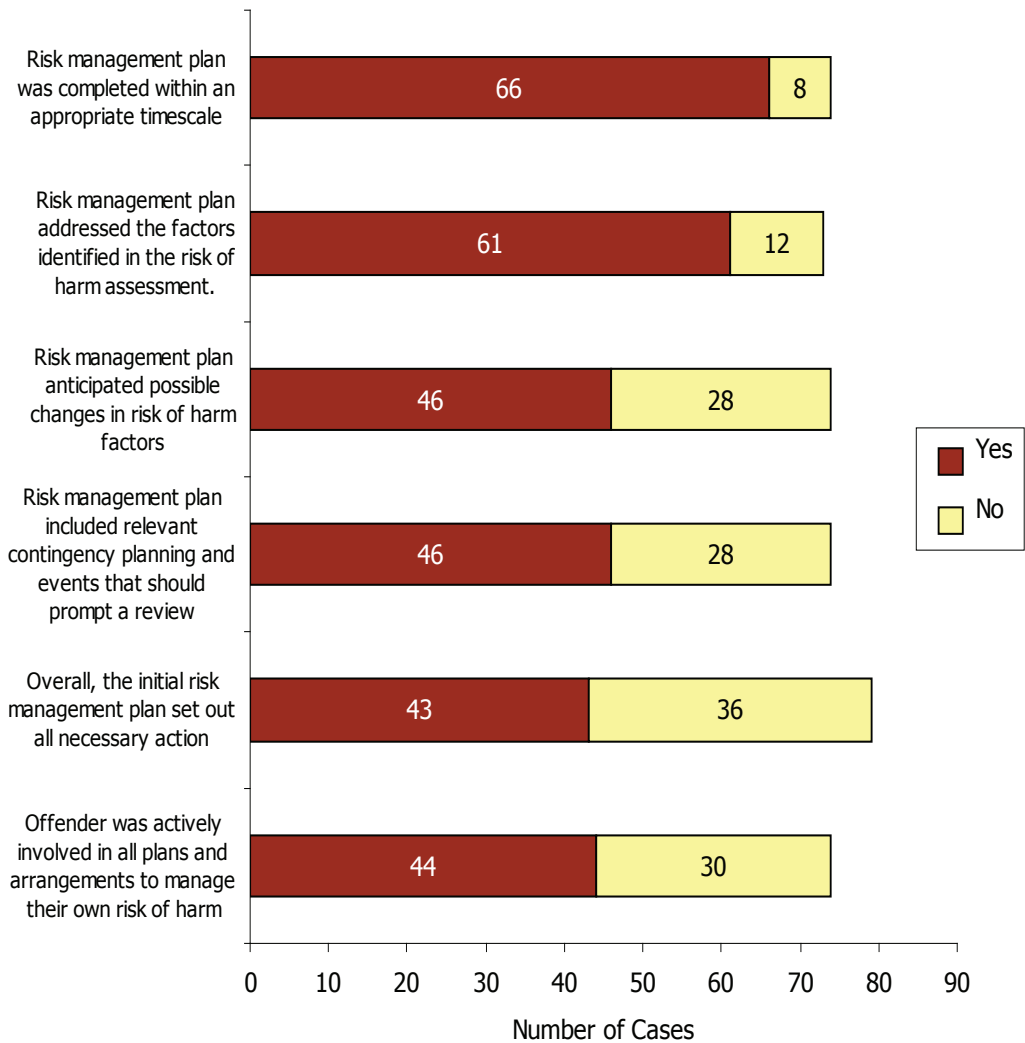
In this case, the assessment of risk of harm did not highlight any issues, despite there clearly being several areas of concern. For example, the index offence and associated mental health issues, alcohol use and problems with thinking and behaviour all suggested there were potential risk of harm issues. No risk of harm screening had been done and, therefore, no analysis of risk was undertaken and no risk management plan was in place. The risk of harm concerns were not of the most serious type but, nevertheless, potential risk of harm issues should have been identified and addressed. As a consequence of these omissions, the sentence plan could not demonstrate that it had addressed the key factors related to offending.

- 1.6. In all but 1 of the 34 cases where restrictive requirements (such as a curfew or a restraining order) were in place, their use was judged to be appropriate. They were all considered proportionate to the risk of harm and the likelihood of reoffending. They also helped to minimise the risk of harm to actual or potential victims in all but one of the cases. In almost all of the relevant cases, a curfew was seen as providing a significant punishment. In all but one it helped to protect the public from risk of harm or further offending by the individual.
- 1.7. Risk management plans are required in cases where the risk of serious harm classification is medium or higher. Chart 4.1 and Chart 4.2 present our findings in respect of this work. It is worth noting that just under half of relevant cases contained a sufficient plan. In five cases there was no initial plan and in 36 cases the plans were not of sufficient quality. Some key factors that regularly limited the quality of these plans were; timeliness, addressing all the factors identified in the full risk of harm analysis, anticipating possible changes in risk of harm factors and creating appropriate contingency plans.
- 1.8. We found several plans that failed to clarify joint working arrangements and the roles and details of others working in the case. We saw several plans that were copies of historical plans and bore little relevance to the current circumstances in the case. In others the contingency plans were a standardised "breach if doesn't comply". For too many plans the links between the assessment of the risk of harm and the plan to address these issues, was vague. In those cases that had Child Protection or safeguarding concerns, less than seven out of ten included objectives designed to manage those issues.
- 1.9. In three-quarters of relevant cases, objectives to meet obligations under risk management procedures, such as MAPPA, were included in the sentence plan.

**Sufficient initial plan in place to manage risk of harm**



**Risk Management Planning**



- 1.10. Overall, only half of the risk management plans were of adequate quality. Over one-third were not clear about who would do what and when, what the arrangements were for sharing information and working with relevant agencies. In too many cases we could not see that the individual had been actively involved in the arrangements to manage the risk of harm they posed.
- 1.11. All but two of 16 relevant cases in the sample had been recorded on the Violent and Sexual Offender Register (ViSOR) (the information system managed by the police to share information in relevant MAPPA cases where there has been sexual or serious violent offending or potentially dangerous or terrorist activity). Managers within the Trust monitored ViSOR recording and partner agencies, such as the police, felt that system was working well. We judged that ViSOR had been used effectively in all relevant cases.
- 1.12. Twenty cases met the criteria for MAPPA and in all of these this had been identified accurately and the initial level of MAPPA management was appropriate. Three cases needed management at higher levels within MAPPA, and for all of these an appropriate referral was made in a timely fashion. Actions agreed by MAPPA had been included in the relevant planning documents, such as risk management plans, in all cases. MAPPA categories were accurate in all cases and agreed actions were routinely communicated to all relevant bodies.

## **2. Delivery of interventions to minimise risk of harm to others**

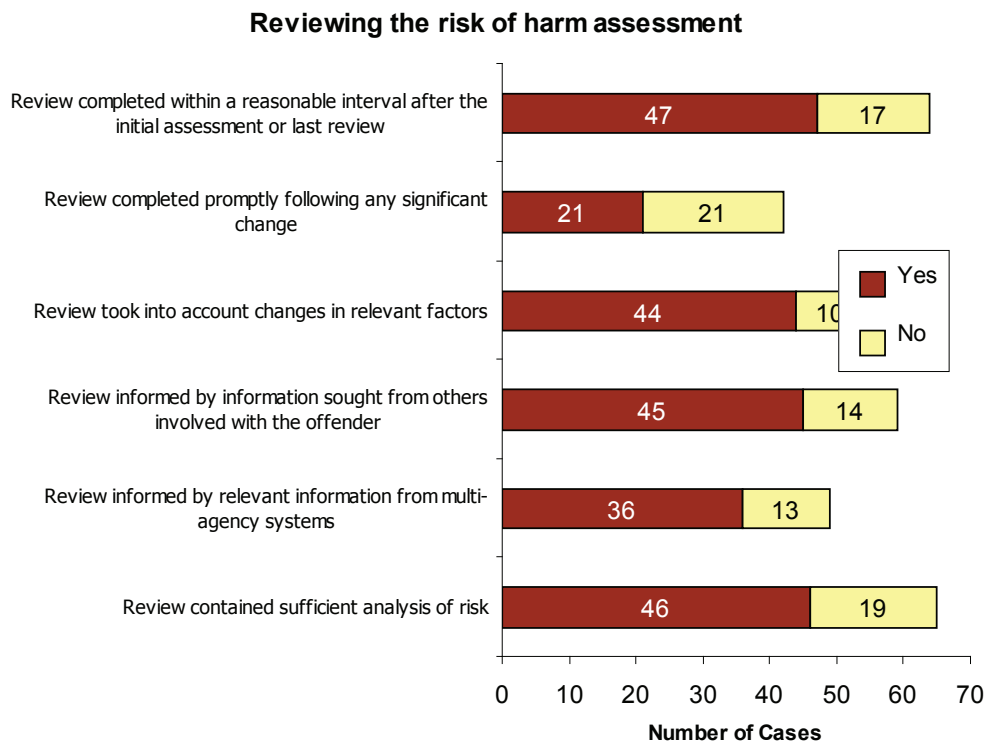
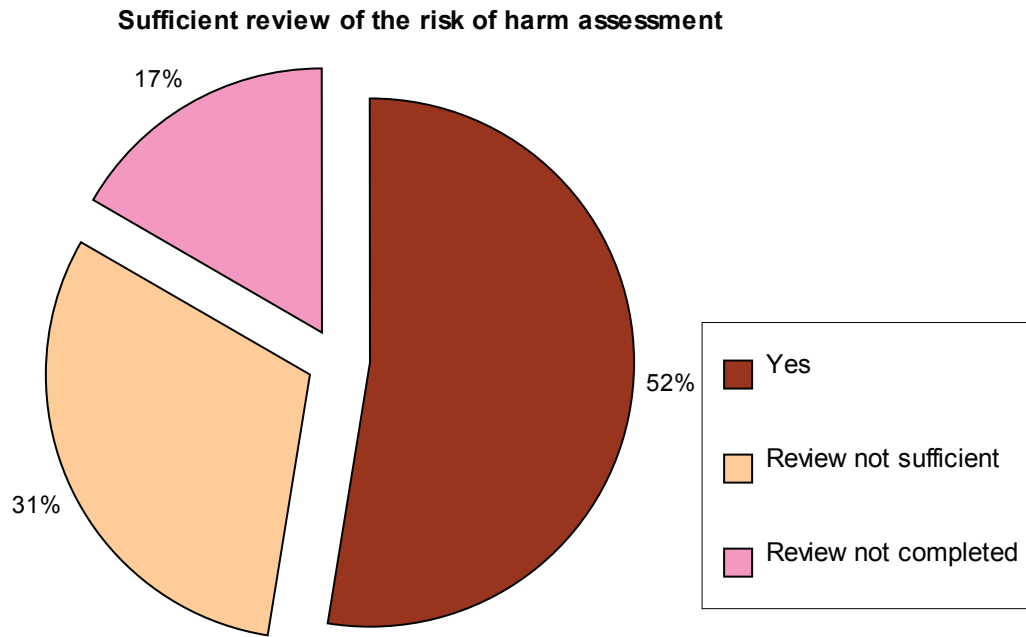
- 2.1. In almost one-third of the 34 relevant cases, the response by the offender manager to changes in the risk of harm posed to others was not adequate. Changes not being identified swiftly enough, not acting upon changes and not notifying other agencies of changes in the level of risk of harm posed, tended to be the key problem areas for this work.
- 2.2. Where there were restrictive requirements or conditions in community orders or licences, they were monitored fully in most cases. For those resident in approved premises, the requirement to reside there and other restrictions on their behaviour were used effectively to manage risk of harm to others. The effective contribution of the approved premises in helping to protect the public was clearly valued by staff working within the Trust and by partner agencies.
- 2.3. In cases classified as posing a high RoSH to others or where there were Child Protection concerns, we expected to see an initial home visit carried out and repeated as necessary. We felt there were 53 cases that merited home visits on this basis. An initial home visit had not been done in one-quarter of these cases. Home visits had been repeated in only two-thirds of the cases where we thought they should have been.
- 2.4. There were ten cases in the sample where we felt enforcement proceedings or recall to prison were needed in response to an increase in the risk of harm posed by the individual. We found that in three of those cases, no action had been taken. Where action had been taken, sufficient efforts were normally made subsequently to re-engage the individual with their sentence plan.

### **Practice illustration – supporting effective multi-agency work**

We saw examples in parts of the Trust where offender managers could spend time based in local Children's Services teams. They shadowed social work staff, so they could better understand the processes used in those teams and the pressures upon them. The aim was to help improve the communication and joint working arrangements. Offender managers said they found these opportunities to be very helpful in clarifying their role, and developing their confidence, in joint work with colleagues from the Children's Services teams.

- 2.5. Multi-agency Child Protection procedures were used effectively in slightly above three-quarters of the 23 relevant cases, although decisions taken in the context of Child Protection procedures had not been reviewed appropriately in nearly one-third of the relevant cases.

2.6. Issues relating to an individual’s risk of harm to others do not remain static. It can, and in most cases will, change over time. We expect to find that the assessment of risk of harm is reviewed to reflect this. We noted some problems in reviews of sentence plans earlier and this theme also extends to the reviews of risk of harm concerns. The charts below indicate that we found sufficient reviews of the risk of harm in around half of the relevant cases. Furthermore, in half of the relevant cases, there had not been a prompt review after a significant change in circumstances of the case. We found a similar picture in respect of reviews of the risk management plans. These were not sufficiently reviewed in around half of the cases. In 13 cases, there had been no review at all and in 27 the review was not adequate.



2.7. Actions set out in risk management plans were generally carried out as required.

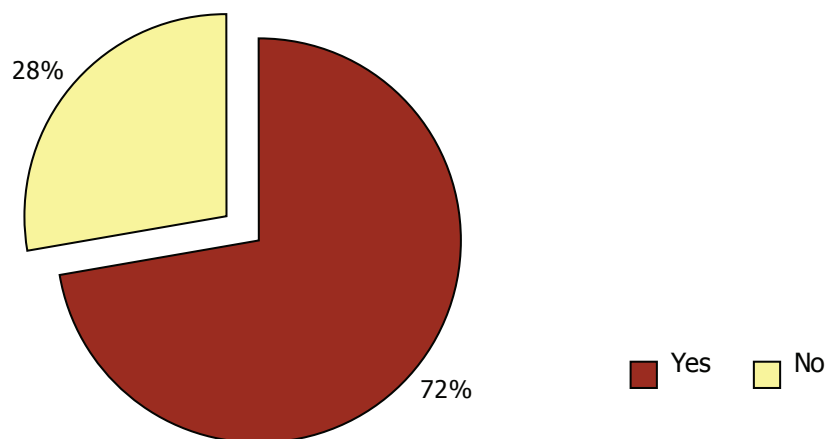
2.8. Where cases are assessed as posing a high or very high RoSH to others, or where there are Child Protection concerns, we expect to see structured management involvement in the case. We found

evidence of effective management oversight in 24 out of 46 relevant cases. In 14 we found that the oversight had not been effective and in eight cases there had been no oversight at all. In some cases, work had been countersigned by a manager when there were clear gaps in quality; in other cases, managers had failed to intervene when reviews were overdue. In around one-quarter of cases where a significant change had occurred, reviews had not been conducted.

### 3. Risk of harm is minimised

- 3.1. The first chart below illustrates the point that, in nearly three-quarters of relevant cases, all reasonable action had been taken to keep to a minimum the offender's risk of harm. The safety of children and young people had been promoted in a similar proportion of cases.
- 3.2. In the second chart, 'Working with other agencies', our findings in respect of multi-agency work to address risk of harm issues are outlined. We saw that such multi-agency work had contributed effectively to the management of the risk of harm to others posed by the individual in most cases. Overall, we found staff were aware of the need to make appropriate checks to see if there had been any reports or concerns registered in relation to the individual or addresses connected to them. The evidence from the cases inspected suggested that checks had been made with Children's Services in over two-thirds of relevant cases. In respect of checks of police records for domestic violence callouts, we found that such checks had been made in a similar proportion of the relevant cases. Where the information from Children's Services or the police domestic violence unit indicated something needed to be done, appropriate action was taken by the offender manager in all 11 of the relevant cases.
- 3.3. The Trust had noted and reviewed, with its partners, the recommendations in our Criminal Justice Joint Inspection thematic report on MAPPA<sup>2</sup>. They were reassured that they had addressed the practice recommendations contained in that document. We noted the effective operation of MAPPA in the relevant cases in this inspection.

**All reasonable action was taken to keep to a minimum the offender's risk of harm to others**



### 4. Leadership and management to minimise risk of harm to others

- 4.1. Partnership organisations commented positively about the contribution made by the Trust to multi-agency work to protect the public; this was both at the strategic and operational levels. There were strong links evident with the police and with relevant Community Safety Partnerships.

<sup>2</sup> HMI Probation and HMI Constabulary (November 2011) *Putting the pieces together: an inspection of Multi-Agency Public Protection Arrangements*,

- 4.2. The Trust played its part in creating an environment where staff could engage in appropriate information sharing on issues of risk of harm. Protocols were in place to support this. Probation staff attended core group meetings with Children's Services and the Trust was represented on Local Safeguarding Children Boards (LSCB).
- 4.3. The representatives from Safeguarding and Health partnerships said they felt fully involved in joint working arrangements, and that the Trust was fully involved in the Child Protection and safeguarding arrangements led through the LSCB. In respect of work to address risk of harm, partners said that the Trust had been a leader in developing MAPPA arrangements over the years. Indeed one said, "MAPPA would not be such an effective arrangement if it hadn't been for the work done by the Trust".
- 4.4. An indicator of the positive spin-offs from these partnership relationships include the joint police and Probation Trust hate crime work. This included a process of sharing intelligence and probation introducing a programme for offenders sentenced for hate crimes. The Trust and the police had taken forward the recommendations of the criminal justice disability hate crime report<sup>3</sup>, by agreeing a joint definition of a disability hate crime.

### Practice illustration – monitoring risk of harm and child protection concerns

This case demonstrated effective use of home visiting. The offender was seen on a regular basis in the home environment, with his partner (the victim of the index offence) and their child. Whilst this enabled the offending behaviour work to take place, it also allowed for close monitoring of the home circumstances, relationships issues and any potential child care concerns. Through careful planning, it also enabled the offender manager to undertake joint work, on a restorative basis, between the victim and the offender.

- 4.5. Strategic partners with whom we spoke were concerned about the impact of the Government's Transforming Rehabilitation strategy, one example given related to the potential for there to be a large increase in the number of organisations that would have to share information and coordinate activities and that this may lead to issues being missed. In this context they wondered about their ability to maintain the benefits derived from the improvements in multi-agency work in managing public protection issues.

## Summary

*Overall, 72% of work to ensure the protection of the public was done well enough.*

We have recommended that post-inspection improvement work focuses on ensuring that:

- in cases where there is an increase in the risk of harm posed to others, this is recognised quickly and appropriate actions are taken to minimise those risks
- home visiting is prioritised for those classified as posing a high/very high risk of harm to others and where there are child protection concerns.

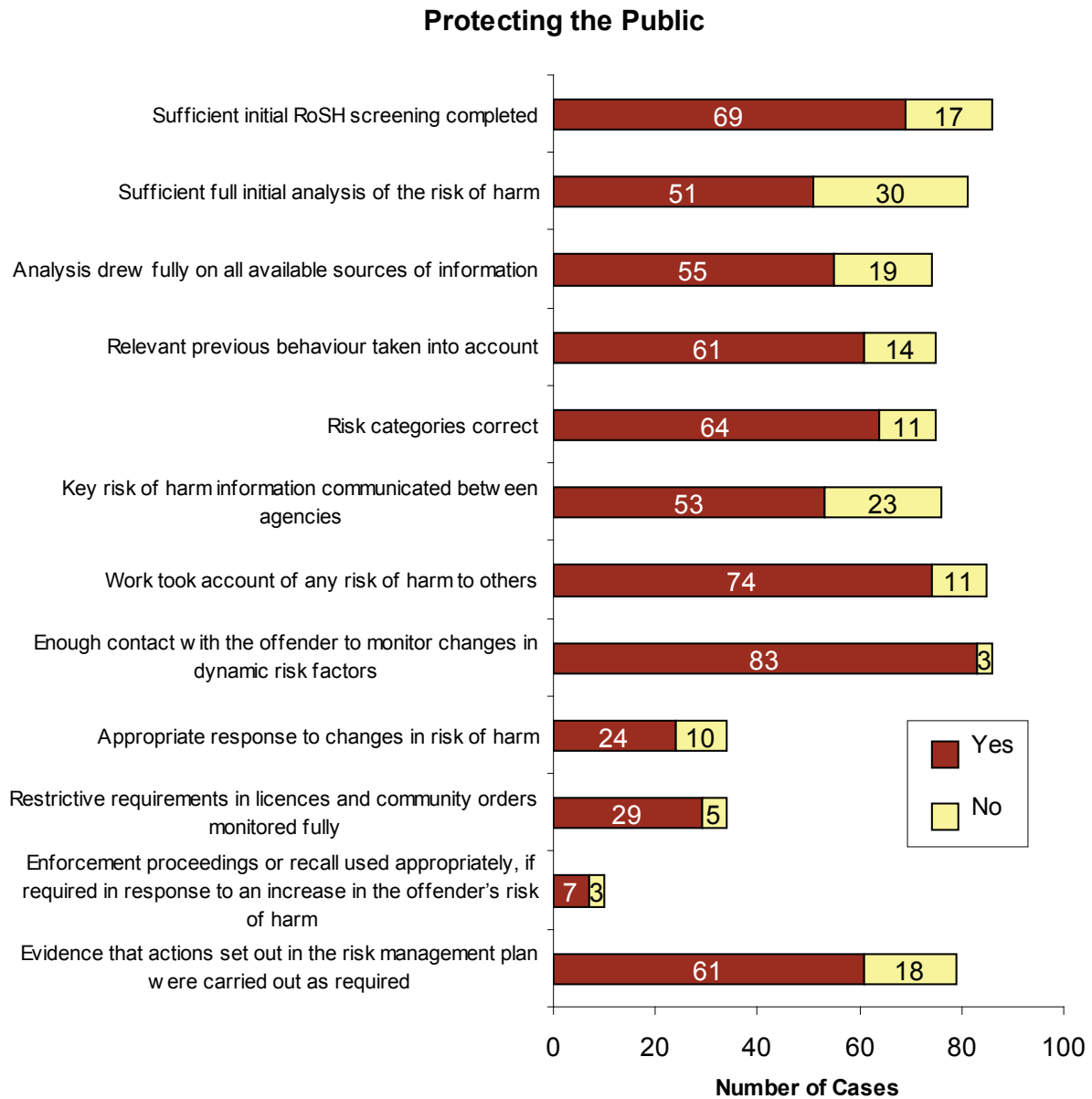
For a summary of our findings please see page 2

<sup>3</sup> HM Crown Prosecution Service Inspectorate, et al (March 2013), *Living in a Different World: Joint Review of Disability Hate Crime*, Attorney General's Office, London



## Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 86 cases were inspected. However, the total answers may not equal this, since some questions may not have been applicable to every case].



# **Delivering effective work for victims**

**5**

# Outcome 5: Delivering effective work for victims

## What we expect to see

The safety of actual and potential victims should be given a high priority. We expect to see this given attention in work with individual offenders. Where statutory victim contact work is required, we expect to see this undertaken so that victims are kept appropriately informed.

## Case assessment score

*Overall, 77% of work to deliver effective services for victims was done well enough.*

## Key strength

1. In all relevant statutory victim contact cases, the quality of the contact with victims was satisfactory. Victims who responded to our questionnaire were mostly positive about their experiences of the Trust; and reported that they felt safer as a result of their contact.

## Key areas for improvement

1. Not all risk management plans addressed the risk to specific victims or potential victims and too few described how the case objectives would address risk of harm issues for victims.
2. In a greater proportion of cases, victim safety needed to be prioritised.

## Explanation of findings

### 1. Assessment and planning to minimise risk of harm to victims

- 1.1. We expect to see offender managers and others giving appropriate attention to risk of harm to actual and potential victims. However, just under half of the plans adequately addressed risk of harm issues for actual or potential victims.

### 2. Delivery of interventions to minimise risk of harm to victims

- 2.1. In ongoing work with individuals, offender managers and others need to give appropriate priority to the safety of existing and potential victims. This was done sufficiently well in three-quarters of cases. In a similar proportion of cases, the offender manager took full account of concerns expressed by the victim and the likely impact of the individual's behaviour on the victim.

### 3. Risk of harm to victims is minimised

- 3.1. Overall, we judged that in cases where there was an identifiable or potential victim, the risk of harm to them had been managed effectively in two-thirds of cases. In almost three-quarters of relevant cases, the safety of children and young people had been promoted.

### 4. Victim contact and restorative justice

- 4.1. Probation Trusts have responsibility for running victim contact schemes. There were 21 licence cases in our sample where victim contact work was required. In 19 of these an offer of a face to face meeting with the victim contact worker was made within eight weeks of the person being sentenced to custody.

- 4.2. Ten victims took up the offer of contact and the quality of the work undertaken with them was sufficient in all cases. In general there were regular and accurate information exchanges between offender managers and victim contact workers and between offender managers and prison staff.
- 4.3. Where relevant, victims were given the opportunity to express their views on proposed licence conditions; they were also informed of pertinent events during the individual's sentence, together with relevant conditions of their release.

### Comments from victims

Ten victims of crime who were in touch with the victim contact scheme responded to our questionnaire.

Responses to the questionnaire were as follows:

- All confirmed that the initial letter about the scheme was easy to understand and made it clear that they had a choice about whether to become involved.
- In all cases they said that their individual circumstances and needs had been taken into account and all thought that victim contact staff had a full understanding of the impact of the offence on them.
- All but two of the victims said that they were kept informed about key points in the individual's sentence.
- In all four of the cases where the individual was being considered for release, victims said they had the chance to say what conditions they thought should be included in the licence; in the two relevant cases, extra licence conditions had been added to help keep them safer when the individual was released.
- Six respondents said they had reported concerns to the Trust; and they all reported being satisfied with the Trust's response.
- Four said they felt safer as a result of the work undertaken via the victim contact scheme. Three said it had made no difference.
- Nine of the ten respondents were partially or completely satisfied with the service provided, while one said they were not satisfied.

Several victims provided additional comments; some of which are reproduced below:

*"We have, and still are, receiving excellent service from probation liaison and feel fully supported by our officer".*

*One person said "I am not sure how much information staff have about the offence, therefore a full understanding of the impact. It seems to me that the victim liaison service have full information about the offenders sentence but not access to the case files. We are extremely lucky with our victim liaison officer, but some of the questions asked are very distressing to answer and I believe they should have access to the information. I would not wish the qualifying circumstances for access to this service on anyone, however the quality of the service as delivered by our particular officer is excellent and essential to victims of crime".*

*Another commented that they "Will not be satisfied if the concerns reported are not acted upon".*

*One said "I am really pleased that the suffering of victims is now taken more seriously and has a higher profile generally. Most victims have a life sentence".*

- 4.4. In relation to restorative justice, we identified five cases in the sample where an offer of a restorative justice intervention had been made to victims. This had been taken up by two of the victims and the included a letter of apology and a face-to-face meeting between the offender and the victims. We found satisfactory outcomes from this work, from the victims' perspective, in both of these cases.

## 5. Leadership and management to deliver effective work for victims

- 5.1. The Victim Liaison Unit had a team manager, a qualified probation officer and four probation services officers. Local performance information indicated the team had good victims contact rates. There was a high take up rate of the services offered, as they operated an opt-out, rather than opt-in, approach. This helped to ensure that those victims who wished to use the service were given every opportunity to do so without feeling pressurised.
- 5.2. The team had set up a victim panel, with membership from victim representatives, the Victim Liaison Unit manager, a staff representative and a representative from Victim Support. They focused on the quality of the services that had been delivered and helped to bring a victim perspective to the developments in this area. For example, this panel had introduced changes in the victim information leaflets, and victim questionnaires, to make them more user friendly.
- 5.3. The Trust had developed a restorative justice SAR. This was a one-to-one programme, developed by staff within the Sunderland LDU. It had a workbook and DVD for use in the work with the offender. The Trust had also been working towards the delivery of restorative justice through a local partner. However, NOMS had awarded a national contract to "Restorative Solution". The Trust was in the process of refreshing its approach to restorative justice in this context.
- 5.4. As part of its public protection work, the Trust had an appropriate focus on the need to ensure delivery of effective work for victims. Trust staff were prominent and respected participants in a variety of multi-agency arenas, including multi-agency risk assessment conferences and MAPPA.

## Summary

*Overall, 77% of work to deliver effective services to victims was done well enough.*

We have recommended that post-inspection improvement work focuses on ensuring that:

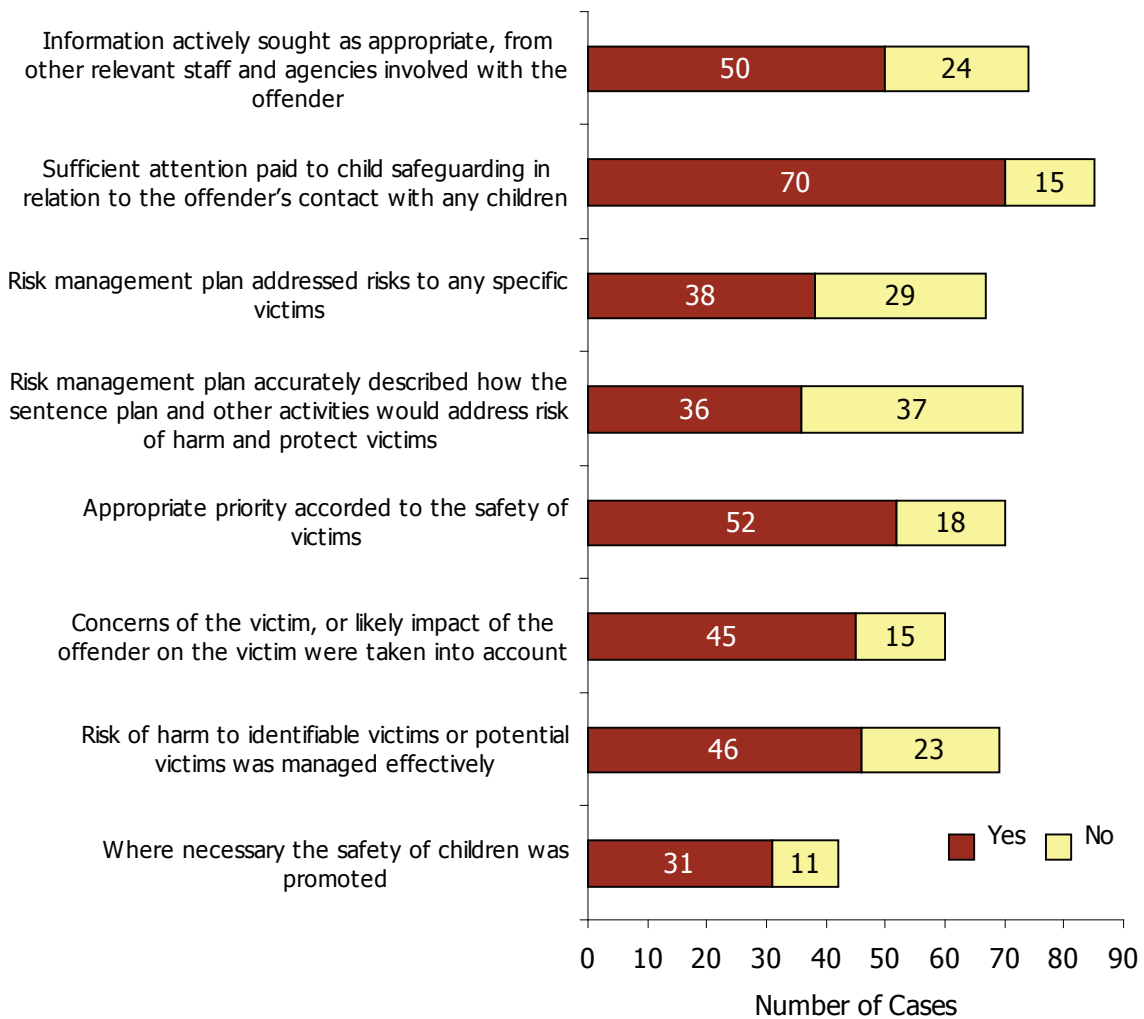
- planning to manage the risk of harm to others takes full and specific account of the safety of actual and potential victims.

For a summary of our findings please see page 2

### Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 86 cases were inspected. However, the total answers may not equal this, since some questions may not have been applicable to every case]

#### Effective Work for Victims



# Appendices

# Appendix 1

## Contextual information about the area inspected

### Northumbria demographic data

Local Authority	Unemployment <sup>1</sup>	Population <sup>2</sup>	Black and minority ethnic population <sup>3</sup>
Northumberland	8.2%	316,000	1.6%
Gateshead	11.8%	200,200	3.7%
Newcastle-upon-Tyne	10.8%	208,200	14.7%
North Tyneside	10.5%	200,800	3.2%
South Tyneside	12.5%	148,100	4.0%
Sunderland	10.6%	275,500	4.0%
<b>England and Wales</b>	<b>8.0%</b>	<b>56,075,900</b>	<b>14.1%</b>

<sup>1</sup> Office for National Statistics Local Labour Market Indicators - October to September 2012

<sup>2</sup> Office for National Statistics 2011 Census

<sup>3</sup> Office for National Statistics 2011 Census

### Crime Survey for England and Wales, 2011/2012

Offences per 1,000	Northumbria	England and Wales
Violence against the person offences (rate per 1,000 adults)	9	14

### Probation Caseload Data

Total by gender/ethnicity (Analytical Services, Ministry of Justice October 2012)

Northumbria	Supervised in community and pre-release	National average
Total caseload	6,733	n/a
% White	95.6%	77.1%
% Minority ethnic	3.4%	19.7%
% Male	88.8%	89.9%
% Female	11.2%	10.1%



## Appendix 2

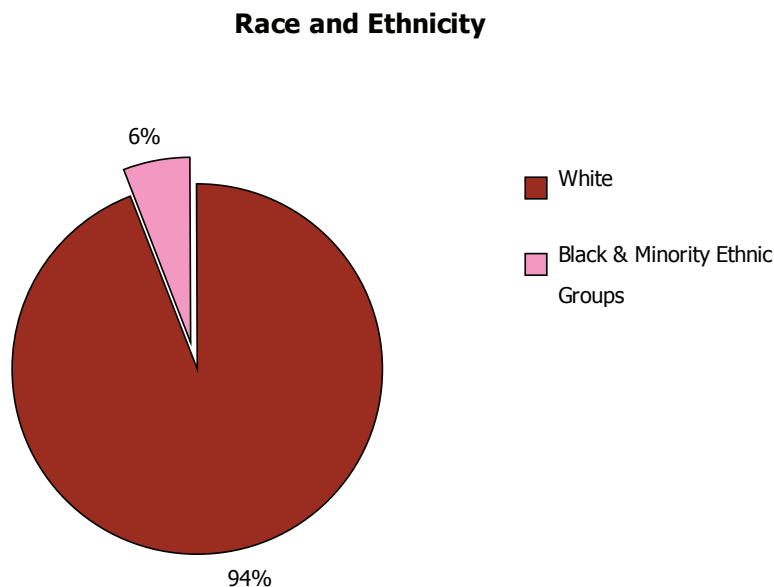
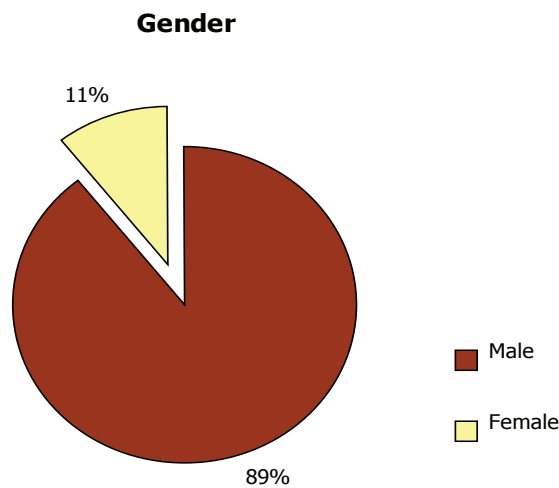
### Contextual information about the inspected case sample

In the first fieldwork week we look at a representative sample of between 50 and 90 individual cases (depending on the size of the area), which have been supervised for around nine months. These are community orders, suspended sentence orders and post-custody licences.

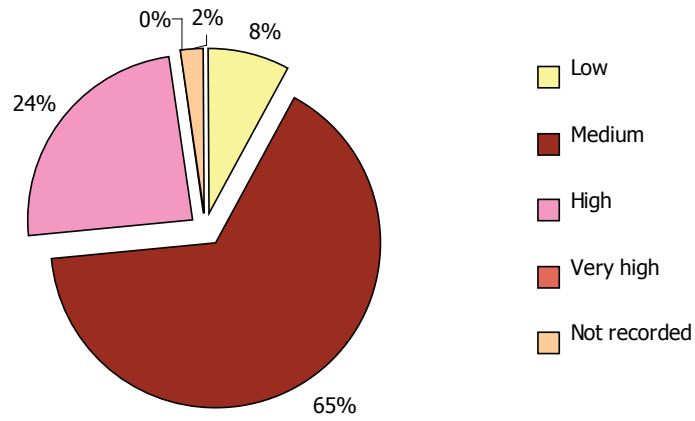
During the year 2013-2014, this sample is drawn from cases managed by a Probation Trust. The sampling methodology will be adapted in future to incorporate work managed by other providers.

Between April and September 2013, the focus of the inspections is work with those who have committed violent offences.

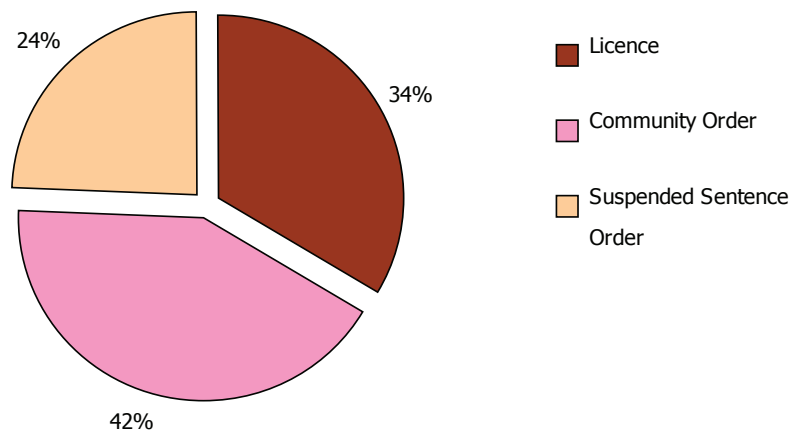
In Northumbria we inspected a total of 86 cases.



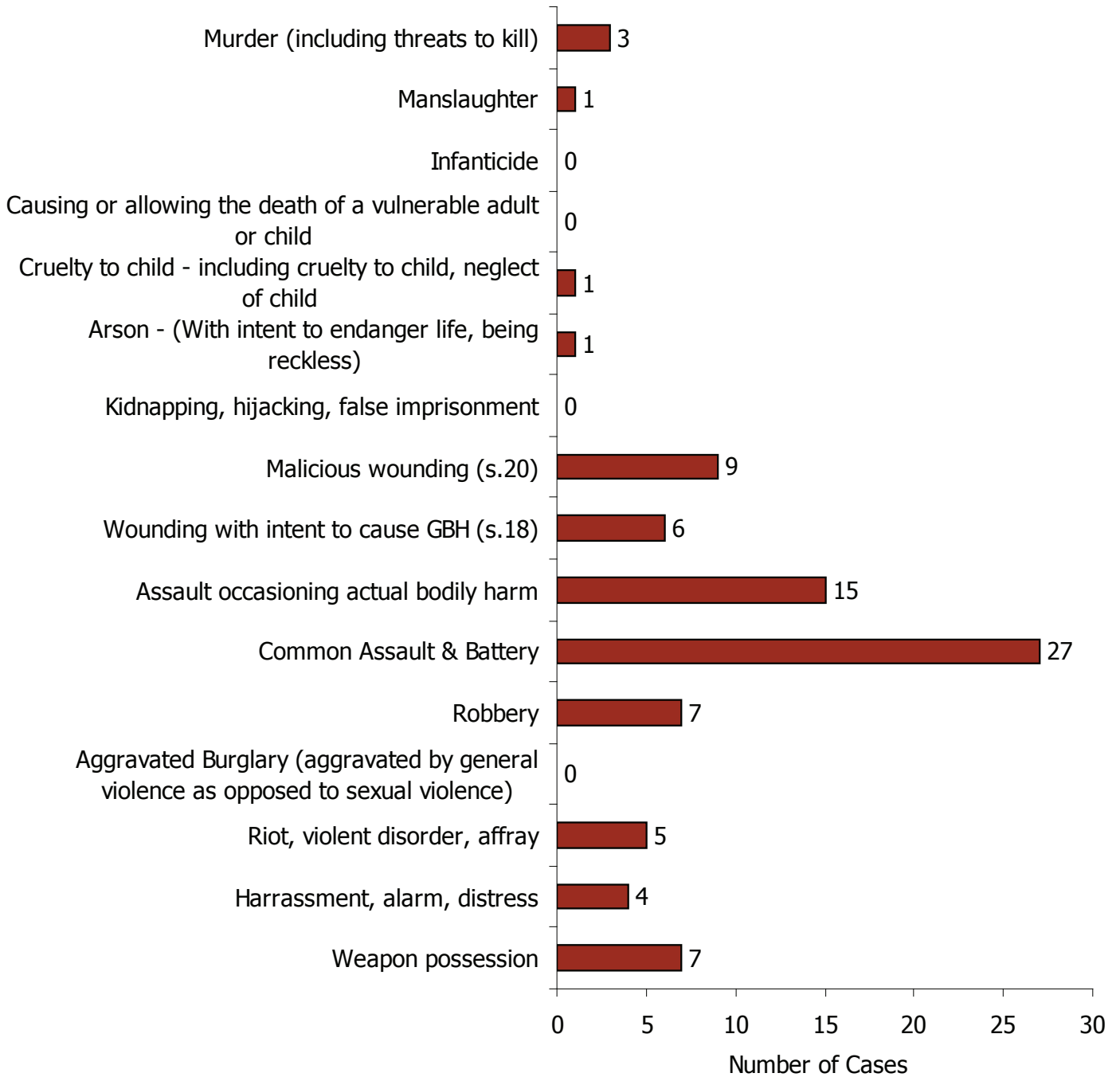
**OASys RoSH classification as recorded at the start of sentence or release on licence or transfer into this area**



**Type of Case**



## Principal Offence



## Appendix 3

### Acknowledgements

We would like to thank all the staff from Northumbria Probation Trust, members of the management team and partner organisations for their assistance in ensuring the smooth running of the inspection. We are particularly grateful to the staff who were trained as Local Assessors and worked as members of the inspection team.

<b>Lead Inspector</b>	Joseph Simpson, <i>HMI Probation</i>
<b>Deputy Lead Inspector</b>	Les Smith, <i>HMI Probation</i>
<b>Inspection Team</b>	Mike Lane, <i>HMI Probation</i>
	Greg Maguire, <i>HMI Probation</i>
	Jonathan Nason, <i>HMI Probation</i>
	Joy Neary, <i>HMI Probation</i>
	Nigel Scarff, <i>HMI Probation</i>
	Gary Smallman, <i>HMI Probation</i>
	Steve Woodgate, <i>HMI Probation</i>
	Lindsay Blackmore, <i>Local Assessor</i>
	Tracey Bowers, <i>Local Assessor</i>
	Matt Gwilym, <i>Local Assessor</i>
	Kathryn Harrington, <i>Local Assessor</i>
	Linda Hill, <i>Local Assessor (reserve)</i>
<b>HMI Probation Support Services</b>	Pippa Bennett, <i>Support Services Manager</i>
	Lynne Osborn, <i>Support Services Officer</i>
	Oliver Kenton, <i>Assistant Research Officer</i>
	Alex Pentecost, <i>Publications Manager</i>
	Christopher Reeves, <i>Proof Reader</i>
<b>Assistant Chief Inspector</b>	Alan MacDonald, <i>HMI Probation</i>

## Appendix 4

### Inspection arrangements

Full details of arrangements for the Inspection of Adult Offending Work are available from the HMI Probation website at the following address:

<http://www.justice.gov.uk/about/hmi-probation/inspection-programmes-adult/inspection-of-adult-offending-work>

#### Inspection focus

During the year 2013-2014, the Inspection of Adult Offending Work focuses on the work of Probation Trusts, supported by local partnership arrangements. This will change in due course, when work with offenders is managed and delivered by other organisations. The inspection framework has been designed to be adapted to accommodate these changes.

This inspection focuses on the quality of practice through inspecting a sample of cases managed by the organisation. In each case we follow the 'offender's journey' - that is, we firstly examine the quality of the *assessment* of the factors that need to be addressed to prevent offending; secondly the quality of *work* that is done with the offender to change their behaviour; and thirdly the evidence of *outcomes* – that is, whether the work has been well targeted, effective, and supports desistance. The inspection of these cases contributes to our overall judgements about the quality of work to:

- assist sentencing
- deliver the sentence of the court
- reduce the likelihood of reoffending
- protect the public
- deliver effective work for victims.

The type of cases inspected will change every six months. We are currently selecting cases where the index offence is one of violence (but not including sexual offending, as this has been the subject of a thematic inspection). After each group of inspections, we will publish an aggregate report, in which we will use data from case inspection to highlight good practice and identify areas for improvement.

The case sample comprises of offenders who are subject to a community order or post-custody licence.

#### Methodology

Each inspection is announced ten weeks before the first fieldwork week. The primary focus is the quality of work undertaken with adults who have offended, and statutory victim contact work in relevant cases. The work is assessed by a team of inspection staff and trained Local Assessors. Practitioners working with the case are interviewed in-depth and asked to explain their thinking and to identify supporting evidence in the record. They are also asked about the extent to which elements of leadership and management support the quality of their work.

Although our main focus is the quality of practice, we will also comment on leadership and management in our reports where this provides an explanation or context for the findings about practice. Prior to or during this first week, we receive copies of relevant local documents that inform our understanding of the organisation's structure and priorities. Inspection teams follow up lines of enquiry triggered by case inspections, this may involve meeting local managers, talking with practitioners or administration staff, or general observation of office practice.

Formal meetings with managers, sentencers and service providers are held two weeks after the case inspection. Preliminary analysis of the data from the case inspections allows us to explore, in greater detail, the themes that are emerging. We also consider specific local characteristics and needs; the ways in which gaps in provision are identified and filled; and work that has been done to improve the quality of service delivery. In particular, issues relating to leadership, management and partnership are explored to help us understand their contribution, or otherwise, to the quality of the work delivered.

The views of victims are obtained through a questionnaire, and sentencers are interviewed about the quality of court based work. The views of offenders are obtained through a survey conducted annually by NOMS.

At the end of the second fieldwork week, we present our findings to local strategic managers.

### **Publication arrangements**

A draft report is sent to the Probation Trust for comment three weeks after the inspection, with publication approximately six weeks later. In addition the published copy goes to the relevant Ministers, other inspectorates, the Ministry of Justice Policy Group, NOMS and Police and Crime Commissioners. Copies are made available to the press and placed on our website. Reports on inspections undertaken in Wales are published in both Welsh and English.

# Appendix 5

## Scoring approach

This describes the methodology for assigning scores to each of the sections of the report.

In each case inspection staff examine how well the work was done across the case, following the criteria below:

### 1. ASSESSMENT AND PLANNING

- 1.1 Assessment and planning to inform sentencing
- 2.1 Assessment and planning to deliver the sentence
- 3.1 Assessment to reduce the likelihood of reoffending
- 4.1 Assessment and planning to minimise risk of harm to others
- 5.1 Assessment and planning to minimise risk of harm to victims

### 2. DELIVERY AND REVIEW

- 2.2 Delivery and review of the sentence plan and maximising offender engagement
- 3.2 Delivery of interventions to reduce the likelihood of reoffending
- 4.2 Delivery of interventions to minimise risk of harm to others
- 5.2 Delivery of interventions to minimise risk of harm to victims

### 3. CASE OUTCOMES

- 2.3 Initial outcomes are achieved
- 3.3 Likelihood of reoffending is reduced
- 4.3 Risk of harm to others is minimised
- 5.3 Risk of harm to victims is minimised

### 4. LEADERSHIP AND MANAGEMENT

We look for evidence that leadership and management support the work with individual cases. This evidence is obtained through interviews with staff and managers from probation trusts and other organisations, and from sentencers.

- 1.4 Leadership and management to support sentencing
- 2.4 Leadership and management to deliver the sentence and achieve initial outcomes
- 3.4 Leadership and management to reduce the likelihood of reoffending
- 4.4 Leadership and management to minimise risk of harm to others
- 5.4 Leadership and management to deliver effective work for victims

### 5. VICTIM WORK

- 5.5 Victim contact and restorative justice.

Each scoring question in the inspection tool contributes to a score for the relevant section in the report. This approach enables us to say how often each aspect of the work was done well enough. Each section of the report focuses on a key outcome.

The score is based on the proportion of work judged sufficient ('above the line') across all the cases we inspected.

The **score for each of sections 1 - 5** is then calculated as the average of the scores for the component general criteria.

The **ASSISTING SENTENCING score** is calculated as an average, over all the relevant questions in the case assessment tool, of the proportion of work judged 'above the line'.

The **DELIVERING THE SENTENCE OF THE COURT score** is calculated as an average, over all the relevant questions in the case assessment tool, of the proportion of work judged 'above the line'.

The **REDUCING THE LIKELIHOOD OF REOFFENDING score** is calculated as an average, over all the relevant questions in the case assessment tool, of the proportion of work judged 'above the line'.

The **PROTECTING THE PUBLIC score** is calculated as an average, over all the relevant questions in the case assessment tool, of the proportion of work judged 'above the line'.

The **DELIVERING EFFECTIVE WORK FOR VICTIMS score** is calculated as an average, over all the relevant questions in the case assessment tool, of the proportion of work judged 'above the line'. Some of the questions in this section also contribute to the Protecting the Public score.

## **Development of the inspection criteria**

We are grateful to the service users we met through Revolving Doors for their input on 'what an experience of supervision should be like'. Their thoughtful comments contributed to our detailed inspection criteria, and helped to shape our inspection guidance and set benchmarks for the quality of practice we define as sufficient.



# Appendix 6

## Criteria

CRITERIA for the INSPECTION of ADULT OFFENDING WORK										
PROCESS										
Headline CRITERIA OUTCOMES	1	ASSESSMENT AND PLANNING	2	DELIVERY AND REVIEW	3	CASE OUTCOMES	4	LEADERSHIP AND MANAGEMENT	5	VICTIM WORK
1 ASSISTING SENTENCING	1.1	Assessment and planning to inform sentencing					1.4	Leadership and management to support sentencing		
2 DELIVERING THE SENTENCE OF THE COURT	2.1	Assessment and planning to deliver the sentence	2.2	Delivery and review of the sentence plan and maximising offender engagement	2.3	Initial outcomes are achieved	2.4	Leadership and management to deliver the sentence and achieve initial outcomes		
3 REDUCING THE LIKELIHOOD OF REOFFENDING	3.1	Assessment to reduce the likelihood of reoffending	3.2	Delivery of interventions to reduce the likelihood of reoffending	3.3	Likelihood of reoffending is reduced	3.4	Leadership and management to reduce the likelihood of reoffending		
4 PROTECTING THE PUBLIC by minimising the risk of harm to others	4.1	Assessment and planning to minimise risk of harm to others	4.2	Delivery of interventions to minimise risk of harm to others	4.3	Risk of harm to others is minimised	4.4	Leadership and management to minimise risk of harm to others		
5 DELIVERING EFFECTIVE WORK FOR VICTIMS	5.1	Assessment and planning to minimise risk of harm to victims	5.2	Delivery of interventions to minimise risk of harm to victims	5.3	Risk of harm to victims is minimised	5.4	Leadership and management to deliver effective work for victims	5.5	Victim contact and restorative justice

The aspects of adult offending work that were covered in this inspection are defined in the inspection criteria, which are available at

<http://www.justice.gov.uk/downloads/about/hmiprob/iaow-criteria.pdf>

# Appendix 7

## Glossary

<i>Accredited programme</i>	Structured courses for offenders which are designed to identify and reduce the factors related to their offending behaviour. Following evaluation, the design of the programmes has been accredited by a panel of experts
<i>Approved premises</i>	Approved premises provide controlled accommodation for offenders under supervision
<i>Child protection</i>	Work to ensure that that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm
<i>CJS</i>	Criminal justice system: Involves any or all of the agencies involved in upholding and implementing the law – Police, courts, youth offending teams, probation and prisons
<i>Desistance</i>	The process by which people stop offending and build a new, crime-free identity
<i>ETE</i>	Education, training and employment: work to improve an individual’s learning, and to increase their employment prospects
<i>HMI Probation</i>	Her Majesty’s Inspectorate of Probation
<i>IDAM</i>	Integrated DOMestic Abuse Module (specified activity requirement)
<i>IDAP</i>	Integrated Domestic Abuse Programme: an accredited programme
<i>Interventions; constructive and restrictive interventions</i>	<p>A <i>constructive</i> intervention is where the primary purpose is to reduce likelihood of reoffending.</p> <p>A <i>restrictive</i> intervention is where the primary purpose is to keep to a minimum the individual’s risk of harm to others.</p> <p>Example: with a sex offender, a constructive intervention might be to put them through an accredited sex offender programme; a <i>restrictive intervention</i> (to minimise their risk of harm) might be to monitor regularly and meticulously their accommodation, their employment and the places they frequent, imposing and enforcing clear restrictions as appropriate to each case.</p> <p>NB: Both types of intervention are important</p>
<i>IOM</i>	Integrated Offender Management
<i>LDU</i>	Local delivery unit: an operation unit comprising of a probation office or offices. LDUs are generally coterminous with police basic command units and local authority structures
<i>LSCB</i>	Local Safeguarding Children Board: set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality
<i>MARAC</i>	Multi-agency risk assessment conference: part of a coordinated community response to domestic abuse, incorporating representatives from statutory, community and voluntary agencies working with victims/survivors, children and the alleged perpetrator
<i>MAPPA</i>	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher risk of harm to others

<i>MASH</i>	Multi-Agency Safeguarding Hubs is a central resource that receives all safeguarding and child protection enquiries, and is usually staffed with professionals from a range of agencies including social care, police, probation, fire, ambulance, health and education. These professionals share information to ensure early identification of potential significant harm, and trigger interventions to prevent further harm.
<i>nDelius</i>	National Delius: the national probation case management system which was completed in 2012, based on the earlier Delius system used by some probation trusts. The system is being rolled out through 2013
<i>NOMS</i>	National Offender Management Service: the single agency responsible for both Prisons and Probation Trusts
<i>OASys/ eOASys</i>	Offender Assessment System/electronic Offender Assessment System: the nationally designed and prescribed framework for both Probation and Prisons to assess offenders, implemented in stages from April 2003. It makes use of both static and dynamic factors
<i>Offender management</i>	A core principle of offender management is that a single offender manager takes responsibility for managing an offender through the period of time they are serving their sentence, whether in custody or the community. Offenders are managed differently depending on their risk of harm to others and what constructive and restrictive interventions are required. Individual intervention programmes are designed and supported by the wider 'offender management team or network', which can be made up of the offender manager, offender supervisor, key workers and case administrators
<i>Offender manager</i>	In the language of offender management, this is the term for the officer with lead responsibility for managing a specific case from 'end to end'
<i>RMP</i>	Risk management plan: a plan to minimise the individual's risk of harm
<i>'Risk of harm work'</i>	This is the term generally used by HMI Probation to describe work to protect the public, primarily using restrictive interventions, to keep to a minimum the individual's opportunity to behave in a way that is a risk of harm to others
<i>RoSH</i>	Risk of Serious Harm: a term used in OASys. All cases are classified as presenting a low/ medium/ high/ very high Risk of Serious Harm to others. HMI Probation uses this term when referring to the classification system, but uses the broader term risk of harm when referring to the analysis which has to take place in order to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact/severity of the event. The term Risk of Serious Harm only incorporates 'serious' impact, whereas using 'Risk of Harm' enables the necessary attention to be given to those offenders for whom lower impact/severity harmful behaviour is probable
<i>Safeguarding</i>	The ability to demonstrate that a child or young person's well-being has been 'safeguarded'. This includes – but can be broader than – child protection
<i>SEEDS</i>	Skills for Effective Engagement and Development and Supervision: an initiative in place across many Probation Trusts which emphasises the importance of the practitioners' skills in relationship building to ensure effective work with individuals. The development of these skills is supported by the observation of practice and reflective feedback by managers or others.

<i>SFO</i>	Serious Further Offence: when an offender is charged with an offence classified as an SFO (serious sexual or violent offences), the Probation Trust conducts an investigation and review of the management of the case
<i>VCO</i>	Victim contact officer: responsible for delivering services to victims in accordance with the Trust's statutory responsibilities (known as Victim Liaison Officer in other Trusts)
<i>WSW</i>	Women's Safety Worker: appointed to support the partner of those undertaking IDAP
<i>YOI</i>	Young Offenders Institution: a Prison Service institution for children and young people remanded in custody or sentenced to custody
<i>YOS/YOT/YJS</i>	Youth Offending Service/Youth Offending Team/Youth Justice Service: these are common titles for the bodies commonly referred to as YOTs

## Appendix 8

### Role of HMI Probation and Code of Practice

Information on the role of HMI Probation and Code of Practice can be found on our website:

[www.justice.gsi.gov.uk/about/hmi-probation](http://www.justice.gsi.gov.uk/about/hmi-probation)

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

HM Chief Inspector of Probation  
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