



An inspection of

# Midlands Division

National Probation Service

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DECEMBER 2018

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This inspection was led by HM Inspector Tony Kirk, supported by a team of inspectors and operations and corporate staff. The manager responsible for this inspection programme is Sally Lester. We would like to thank all those who participated in any way in this inspection. Without their help and cooperation, the inspection would not have been possible.

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M3 3FX

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## Foreword

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This is the second report in our new programme of inspections of the National Probation Service (NPS) divisions.

The Midlands division of the NPS is well led. Leaders have a clear vision and strategy to protect the public and to reduce reoffending. An appropriate range of specialist interventions are in place to provide tailored support for individuals, to reduce their risk of reoffending and to reduce the risk of harm presented by those subject to probation supervision. Nevertheless, there are three significant issues to address.

Workloads are too high, especially those of mid-ranking professional staff (probation officers) and victim liaison officers. The division is recruiting, but leaders do need to get professional staff numbers up to complement. Meanwhile, more needs to be done now to redress an imbalance in workloads across the division and between groups of staff.

The division's premises also require attention. Some probation offices, court-based probation units and probation hostels (approved premises) need urgent repairs and improvement. The Ministry of Justice has a role to play here, through improving NPS property and the facilities management contract.

Lastly, although the division is doing some good work to reduce reoffending, it would do better still were it more consistent, with all local delivery units matching the best of them. And as we have said elsewhere, the division and the wider NPS would benefit in our view from being clearer about the priority to be afforded by managers to quality management, quality assurance and the professional oversight of the work of individual probation workers.



**Dame Glenys Stacey**  
Chief Inspector of Probation

## Overall findings

Overall, NPS Midlands Division is rated as: **Good**. This rating has been determined by inspecting this provider in three areas of its work, referred to as 'domains'. The findings and subsequent ratings in the three domains are described here:

	<b>Organisational delivery</b>
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Our key findings about the organisation were as follows:

- **The vision and strategy of the NPS Midlands leadership team supported the delivery of services**

NPS Midlands leaders have a clear vision and strategy to deliver a high-quality service to protect the public and reduce reoffending. The strategy is underpinned by the divisional delivery plan and supported by local delivery unit (LDU) heads who have increased their focus on quality. Resources have also been channelled into quality development work, to help deliver the strategy.

- **There are substantial staff shortages, and high probation officer workloads**

There are substantial staff shortages, impacting on probation officer workloads and the quality of service delivery. NPS Midlands has plans to recruit and train new staff to tackle the shortfall of probation officers within the next two years, but meanwhile its ability to deliver consistently good work is hindered by staff shortages, particularly at probation officer grade.

- **There was a range of services to support desistance from crime**

The analysis of the profile of service users is up to date and comprehensive enough to help identify factors that contribute to offending and the risk of harm. The volume, range and quality of services provided are sufficient to meet the needs of most service users. Close relationships are maintained with Community Rehabilitation Companies (CRCs) at a strategic level, though practitioners do not always make use of the services available at a local level.

- **Facilities varied in the extent to which they supported high-quality service delivery**

Not all premises and offices provide an environment in which practitioners feel safe in their work with all service users. Information and communications technology (ICT) systems enable practitioners to record their work in a timely way, and the recent provision of new laptops has supported more efficient ways of working. The division's performance against targets is sufficiently well understood by staff and managers, and is supported through vigorous senior management oversight arrangements and the work of a newly established quality development team.



## Case supervision

Our key findings about case supervision were as follows:

- **Most assessments focused on risks and needs, and how likely an individual is to reoffend**

Almost all assessments analysed the extent of an individual's motivation to stick to their sentence. Almost three-quarters of assessments analysed diversity and personal circumstances, and all except one in our inspection considered the impact that this might have on the individual following their sentence. Most assessments focused on engaging with individuals to help them to change their behaviour.

Almost all assessments identified the factors that had contributed to offending. Thinking and behaviour, lifestyle and associates, and attitudes towards offending were the most prevalent factors. Almost three-quarters of assessments identified positive factors, with family and relationships, level of motivation and employment most commonly seen as the key strengths that individuals would be helped to build on.

A clear majority of assessments analysed the risk of harm to others sufficiently well, specifying who was at risk, and the nature and imminence of that risk.

- **Most sentence plans focused on ways of engaging with the individual to reduce the risk of reoffending and to help keep other people safe**

More than three-quarters of sentence plans involved the individual meaningfully in the planning process, and almost three-quarters took diversity and personal circumstances into account when making these plans. Most sentence plans considered the individual's views, and their motivation and readiness to change. Most plans set out the sentence requirements that would be delivered, and almost all plans recorded how this would be achieved.

A substantial majority of sentence plans prioritised appropriately the key factors related to reoffending, which in the main included education, employment and training (ETE), thinking and behaviour, and attitudes towards offending. Two-thirds of plans built on the individual's strengths and protective factors, including motivation to change, developing a non-criminal identity, and family and relationships.

Most sentence plans set out the right kind of interventions and detailed the work that was required with other agencies, such as the police, to help keep others safe. Well over three-quarters of sentence plans set out contingency arrangements to manage the risks that had been identified, including ways to protect children from harm, where this was required. Over three-quarters of sentence plans sought to address domestic abuse issues where this was needed.

- **Almost all sentences and post-custody periods were implemented effectively**

Almost all the requirements of sentences started promptly, with an initial focus on establishing an effective working relationship with the individual concerned. Personal circumstances were considered in almost all cases, and there was an appropriate level of contact with prisoners before their release into the community. Enforcement actions to promote compliance with sentences were taken when appropriate in most cases.

In more than two-thirds of cases, the level and nature of contact offered was sufficient to support desistance, and the delivery of services supported the individual to turn away from crime. Accommodation services were provided in more than three-quarters of appropriate cases, while education, training and employment services were supplied in almost three-quarters of cases where they were required. Services to strengthen family ties and positive relationships were delivered in more than two-thirds of cases where needed.

In most cases, the level and nature of contact offered was sufficient to manage and minimise the risk of harm to others, and interventions to reduce the risk of harm to others were delivered as intended in more than three-quarters of the cases assessed. Home visits were undertaken where needed to support the management of risk of harm in almost three-quarters of cases.

- **Reviewing the sentence plan supported the individual's desistance from crime**

Potential barriers to continued engagement were considered and the individual was involved in reviewing their progress in almost three-quarters of cases. Adjustments were made in the ongoing plan of work in most cases when this was needed. Written reviews, as a formal record of actions to implement the sentence, were completed in most cases where this was required.

In most cases, reviewing addressed changes in the factors linked with offending and appraised the individual's strengths. In three-quarters of relevant cases, reviewing was informed by input from the other agencies involved. Written reviews of progress towards desistance were completed in three-quarters of relevant cases.

Where there were changes linked to the risk of harm, these were identified in three-quarters of relevant cases, and the plan of work was adjusted accordingly in over two-thirds.

Reviewing was informed by input from other agencies involved in managing the risk of harm in almost three-quarters of the relevant cases evaluated, and the individual concerned was involved in considering their own risk of harm in almost two-thirds of cases. Written reviews, as a formal record of the management of the service user's risk of harm, were completed in almost two-thirds of cases.

Overall, reviewing focused on keeping other people safe in more than two-thirds of cases.

Our key findings about other core activities specific to this organisation were as follows:

- **Most court reports supported the court's decision-making and provided enough information to support case allocation**

Up-to-date previous convictions and prosecution papers were available and used to inform court reports in almost all cases. Reports drew on available sources of information in more than two-thirds of cases, and the individual's views were considered in almost all cases. The factors that were linked to the likelihood of reoffending and the risk of harm were well thought out in most court reports.

There was a written record of the advice to court in almost all cases, and individuals were allocated to the correct probation provider in all but one case. Almost all cases were allocated to the Community Rehabilitation Company (CRC). Enquiries should be made to the police domestic abuse unit prior to allocation in all cases, though we found that these were not undertaken in almost half of cases.

- **Pre-release contact gave individuals affected by sexual and/or violent crimes the opportunity to contribute to the conditions of release in all cases**

Initial contact with victims of crime encouraged their engagement with the victim contact scheme in almost three-quarters of cases, and the contact was timely and supportive in most cases. There was effective communication between the responsible officer (RO) and the victim liaison officer (VLO) to support the safety of the individual concerned in almost all cases.

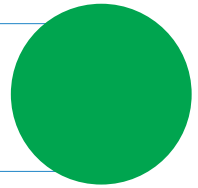


Service: NPS Midlands Division

Fieldwork started: August 2018

Overall rating

Good



### 1. Organisational delivery

1.1	Leadership	Good	
1.2	Staff	Requires improvement	
1.3	Services	Good	
1.4	Information and facilities	Requires improvement	

### 2. Case supervision

2.1	Assessment	Outstanding	
2.2	Planning	Outstanding	
2.3	Implementation and delivery	Good	
2.4	Reviewing	Good	

### 3. NPS specific work

3.1	Court reports and case allocation	Outstanding	
3.2	Statutory victim work	Good	

## Recommendations

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As a result of our inspection findings we have made seven recommendations that we believe, if implemented, will have a positive impact on the quality of probation services in NPS Midlands Division.

### **The NPS Midlands Division should:**

1. take further steps to balance workloads across local delivery units and between probation officers and probation service officers
2. ensure that interventions provided to offenders are used consistently across the division
3. ensure that risk management plans are reviewed in response to changes in risk of harm
4. keep the progress of supervision under review, updating sentence plans where appropriate
5. ensure that initial contact with individuals who have been affected by specified crimes encourages their engagement with the victim contact scheme.

### **Her Majesty's Prison and Probation Service (HMPPS) should:**

6. complete the review of probation operational management roles as soon as possible, with a view to giving managers greater capacity to focus on oversight of case management through professional supervision and quality assurance.

### **The Ministry of Justice should:**

7. ensure that probation facilities are well maintained and provide a safe environment for work with offenders.

## Background

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### **An explanation of probation services**

Over 260,000 adults annually are supervised by probation services.<sup>1</sup> Probation services supervise individuals serving community orders, provide offenders with resettlement services while they are in prison (in anticipation of their release), and supervise individuals released from prison for a minimum of 12 months.<sup>2</sup>

To protect the public, probation staff assess and manage the risks that offenders pose to the community. They help to rehabilitate offenders by dealing with problems such as drug and alcohol misuse and lack of employment or housing, to reduce the prospect of reoffending. They monitor whether individuals are complying with court requirements, to make sure they abide by their sentence. If offenders fail to comply, probation staff generally report them to court or request their recall to prison.

These services are currently provided by a publicly owned National Probation Service and 21 privately-owned Community Rehabilitation Companies (CRCs) that provide services under contract. The government intends to change the arrangements for delivering probation services, and is consulting on some aspects of future arrangements at the time of writing.

The NPS advises courts on sentencing all offenders, in those cases where the court requests information, and manages those who present a high or very high risk of serious harm or who are managed under Multi-Agency Public Protection Arrangements (MAPPA). CRCs supervise most other offenders who present a low or medium risk of harm.

The NPS comprises seven divisions: six across England and one in Wales. Services are provided in-house, commissioned from the CRC and are delivered alongside external agencies, including free-to-use facilities. As a national organisation, the NPS has standardised processes and guidance on policies and practice. These documents are available to all staff through an online platform, 'EQuIP'.

### **The NPS Midlands Division**

The NPS Midlands Division supervises over 17,500 offenders (16 per cent of the national NPS total) and employs over 1,600 full-time-equivalent staff. The divisional structure contains eight LDU clusters, plus public protection, which includes approved premises and the Serious Further Offence (SFO) team, and stakeholder engagement, which includes prisons, victims and MAPPA The Head Quarters, includes performance and quality, equalities, training, divisional corporate support, enforcement and the divisional sex offender unit.

For more information about this division, please see Annex 3 of this report.

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<sup>1</sup> Ministry of Justice. *Offender Management Caseload Statistics* as at 31 March 2018.

<sup>2</sup> All those sentenced, for offences committed after the implementation of the *Offender Rehabilitation Act 2014*, to more than one day and less than 24 months in custody, are supervised in the community for 12 months post-release. Others serving longer custodial sentences may have longer total periods of supervision on licence.

## **The role of HM Inspectorate of Probation**

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children. We inspect these services and publish inspection reports. We highlight good and poor practice, and use our data and information to encourage high-quality services. We are independent of government, and speak independently.

## **HM Inspectorate of Probation standards**

The standards against which we inspect are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with people who have offended.<sup>3</sup>

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<sup>3</sup> HMI Probation. (March 2018). *Standards for inspecting probation services*.  
<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

## Contextual facts

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**106,819**

The total number of individuals subject to probation supervision by the NPS across England and Wales <sup>4</sup>

**17,497**

The number of individuals supervised by the Midlands division of the NPS <sup>4</sup>

**37.5%**

The proportion of Midlands NPS service users with a proven reoffence <sup>5</sup>

**77%**

The proportion of individuals who were recorded as having successfully completed their community orders or suspended sentence orders with the NPS. The performance figure for all England and Wales was 76%, against a target of 75% <sup>6</sup>

**100%**

The proportion of pre-sentence reports completed by the NPS within the timescales set by the court. The performance figure for all England and Wales was 100%, against a target of 95% <sup>7</sup>

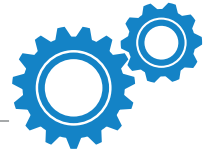
<sup>4</sup> Ministry of Justice. (March 2018). *Offender Management Caseload Statistics*.

<sup>5</sup> Ministry of Justice. (July 2018). *Proven reoffending, July to September 2016 cohort*.

<sup>6</sup> Ministry of Justice. *NPS Service Level 18, Community Performance Quarterly Statistics, January 2017 – March 2018, Q4*.

<sup>7</sup> Ministry of Justice. *NPS Service Level 1, Community Performance Quarterly Statistics, January 2017 – March 2018, Q4*.

# 1. Organisational delivery



NPS Midlands maintains a clear vision and strategy to protect the public, support victims and reduce reoffending. However, the workload for many probation officers is high and in individual cases this affects the quality of work adversely. This has been recognised and recruitment is underway, but more needs to be done in the immediate term to redistribute workloads across LDUs and to implement new ways of managing workload demands.

Following the development of some innovative approaches in the division, and the establishment of close working relationships with Community Rehabilitation Companies (CRCs), a reasonable volume and range of services have been made available, but services are not consistently accessed by probation staff. The suitability of office facilities, including probation offices, Her Majesty's Courts & Tribunals Service buildings and approved premises used for working with high-risk offenders, varies. The organisation has put in place a comprehensive action plan to learn from Serious Further Offences, and to ensure that staff follow the required procedures.

## Strengths:

- A clear vision and strategy to protect the public and reduce reoffending.
- Close working relationships with CRCs leading to joint initiatives, including seconding CRC staff into NPS.
- A clear audit process is in place to ensure that staff and managers are accountable for the quality of their work with individual offenders.
- A variety of communication channels to update staff on policy and guidance developments.

## Areas for improvement:

- High workloads for a considerable number of probation officers.
- Varied use of CRC rate card services by local leaders and practitioners across local delivery units (LDUs).
- Some facilities where staff feel unsafe to work with some high-risk of harm offenders.
- Inconsistent understanding of how to record sensitive Multi-Agency Public Protection Arrangements (MAPPA) and victim information.

Organisations that are well led and well managed are more likely to achieve their aims. We inspect against four standards.

1.1 Leadership	Good
The leadership of the organisation supports and promotes the delivery of a high-quality, personalised and responsive service for all service users.	

**Is there a clear vision and strategy to deliver a high-quality service for all service users?**

The NPS Midlands leadership has a clear vision and strategy to deliver a quality service, and a strong focus on the role of the organisation in protecting the public, supporting victims and reducing reoffending. The extent to which this vision and strategy are driven by the evidence base for effective probation practice is less articulated and understood, although there are plans for the quality development team to begin to address this.

The vision and strategy are effectively communicated to staff through a variety of means, including via email, staff development days, team meetings, divisional director's teleconferences and LDU head weekly blogs. The varied means of communication are welcomed by staff as a user-friendly way of receiving information and guidance on new policies.

NPS Midlands has established productive working relationships with local strategic partners, including CRCs. Notable initiatives include complex case reviews for women prisoners, held prior to their release, to improve support and the use of Through the Gate services. A pilot has also been established where CRC staff attend courts to provide daily briefings to court-based NPS staff.

**Are potential risks to service delivery anticipated and planned for in advance?**

Risks to service delivery are well understood, with most attention rightly given to insufficient probation officer (PO) resource, and lack of frontline management capacity to focus on quality assurance. Measures have been put in place to address the shortage of POs by recruiting and training new staff, though given the current shortfall, more needs to be done in the short term to address high PO workloads.

There are also local measures to support frontline managers, although more needs to be done to enable managers to have sufficient capacity to focus on quality improvement.

The Senior Leadership Team (SLT) reviews the divisional risk register on a quarterly basis. Divisional risks are identified by the SLT and responsibility falls to the Divisional Director to assess the likelihood and impact of risks and to ensure that appropriate controls are put in place.

Appropriate arrangements are in place to ensure business continuity in the event of major incidents. LDU business managers hold responsibility for business continuity plans, which need to be updated to ensure that the impact of the latest information and communications technology (ICT) arrangements are fully considered.

## **Does the current operating model support effective service delivery, meeting the needs of all service users?**

Implementation of the NPS Effectiveness, Efficiency and Excellence (E3) operating model has not been fully achieved. The model of probation service officers (PSOs) providing case management support is starting to be realised, although this has been slow to take off and leaders need to do more to ensure that PSO capacity is consistently and fully utilised.

The E3 model has not yet been fully embedded. For example, the availability and take-up of interventions from CRC rate cards are inconsistent across the division. The NPS Midlands women's strategy is also yet to be fully implemented as, for example, not all female offenders are given the opportunity to be supervised by a female responsible officer (RO).

There is an equality manager in the division and the Divisional Director had been instrumental in setting up an equality network, with a diversity champion in each LDU cluster who is allocated time to fulfil this function.

1.2 Staff	Requires improvement
Staff within the organisation are empowered to deliver a high-quality, personalised and responsive service for all service users.	

## **Do staffing and workload levels support the delivery of a high-quality service for all service user?**

More than a third of ROs interviewed regarded their workloads as unmanageable. Workload capacity varies between grades of staff and LDUs, with POs experiencing the highest workloads and working at 130-150 per cent<sup>8</sup> against capacity in some LDUs. Despite the best efforts of staff, high workloads are a barrier to delivering a high-quality service to all service users.

Some ROs felt that not enough was being done to address high workloads. There was some evidence of redeployment of resources across LDUs or development of specialist offender management functions to respond to local pressures, but there remains a lack of resilience in the staffing resource in some teams, including in programmes, approved premises and courts.

The breadth of the senior probation officer (SPO) role is of concern. In some teams their staff resource is stretched and they struggle to manage high workloads. In addition, SPOs increasingly deal with complex staffing and HR issues. The competing demands on SPO time reduce their capacity to focus on quality assurance of the work of their teams – something for which they are accountable.

## **Do the skills and profile of staff support the delivery of a high-quality service for all service users?**

ROs generally have the skills, ability and knowledge required to supervise their caseload, and cases are allocated to staff with the necessary qualifications and experience. We identified exceptions to this in court-based work where, due to operational pressures, newly recruited staff have little time to complete planned

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<sup>8</sup> As measured by the NPS national Workload Management Tool.



induction and all relevant training before they are required to write court reports, including on domestic abuse related offences.

**Does the oversight of work support high-quality delivery and professional development?**

The frequency of supervision varies. Some agency staff receive infrequent direction, while there is monthly formal support for new learners undertaking Professional Qualification in Probation (PQiP) training to become a probation officer. The quality of management supervision is similarly inconsistent, ranging from the provision of limited guidance, focused on helping staff to meet targets, to a focus on supporting the quality of service delivery, enhanced by an open-door policy where staff can approach their senior officers for advice at any time.

**Are arrangements for learning and development comprehensive and responsive?**

The organisation promotes a culture of learning and continuous improvement, but practical arrangements for accessing training are wanting. Almost a third of ROs stated that the organisation did not provide them with sufficient access to in-service training. Some ROs also said they did not have time to attend training courses due to their high workloads.

The division has appointed specialist SPOs in each LDU cluster to manage PQiPs. Probation officer mentors are given workload reduction to support the large number of PQiPs recently recruited into the division, but this did not always appear to work well in practice. PQiPs experienced difficulties with the nationally determined method of learning through completing workbooks, and POs in busy offices felt that they were being put upon to manage the influx of PQiPs.

**Do managers pay sufficient attention to staff engagement?**

Attention is paid to staff engagement, recognition and reward, and focus on staff safety and wellbeing. The reward and recognition scheme has been actively promoted, including nomination and receipt of national probation and Butler Trust awards, which recognise and celebrate outstanding practice by those working with offenders. Nevertheless, almost a third of ROs interviewed said that their managers did not recognise and reward exceptional work, and some felt that managers focused mainly on areas for improvement, without commensurate attention to recognising what had been achieved.

While there has been attention to staff safety and wellbeing through the appointment of local wellbeing champions and some local welfare initiatives, the approach is still in its infancy. The impact of high workloads on the work-life balance for some ROs has not been sufficiently addressed.

There are some premises and offices, including courts, approved premises and city centre probation offices, where staff did not always feel safe in their work with all service users. Examples include: premises where there are no designated interview facilities for court-based probation staff or provision of panic alarms; court-based staff located outside of the court security area; inadequate locking up services from one contractor; and offices where staff suspect offenders are carrying concealed weapons, and felt that there were insufficient security arrangements to deal with this.

1.3 Services	Good
A comprehensive range of high-quality services is in place, supporting a tailored and responsive service for all service users.	

**Is there a sufficiently comprehensive and up to date analysis of the profile of service users, to ensure that the division can deliver well targeted services?**

There are close working relationships with HMPPS-based centralised analysts, which helps to inform understanding of local offending-related needs and risks. The division has clear strategic priorities, focusing on addressing education, training and employment (ETE), accommodation and the needs of women offenders. A consistent service to women offenders is not in place and, while the division has undertaken some positive promotional work, the needs of learning disabled and transgender offenders are not sufficiently understood.

**Does the division provide the volume, range and quality of services to meet the needs of the service users?**

NPS Midlands provides some innovative services, including programmes for men with learning disabilities who sexually offend, and contributions to the multi-agency management of extremist offenders. Two of the 19 approved premises (APs) are recognised as providing 'enabling environments' where relationships between staff and residents are seen as key, and all other APs are working towards achieving this accreditation.

The offender personality disorder pathway is also a strength, providing practitioners with sound links to forensic psychologists through consultations, case formulation and joint offender supervision meetings. Access to services supporting delivery is a mixed picture. Accommodating offenders is a major issue, though this is alleviated to some extent in a few probation offices where housing workers are on site. Similarly, education, training and employment advice was easier to access in the few offices where ETE advisors were located on site.

There are strong relationships with CRCs at a strategic level, although this does not always translate into uptake of services to offenders locally. Although the division has virtually achieved its projected spend against target for purchasing CRC services, further work is required to ensure a more consistent use of services by LDU heads, and to increase practitioner confidence in accessing available services.

In some offices we found that ROs were reluctant to use rate card services, feeling that they could provide some of these services themselves, rather than "spending tax payers' money". They also felt that they may lose rapport with the service users through delegating interventions to a third-party provider.

**Are relationships with providers and other agencies established, maintained, and used effectively to deliver high-quality services to service users?**

There are effective relationships with other agencies to support desistance and to manage the risk of harm. Most ROs reported good working relationships with the police for joint management of MAPPA and integrated offender management (IOM) cases through regular and effective communication.

We were told that relationships with drug and alcohol treatment providers were often challenging, due to service user exclusion criteria and the withdrawal of services previously accessed by probation, such as drug testing. Access to accommodation through housing services presents the most significant challenge, particularly for some sexual offenders.


**Services to court**

Feedback from sentencers indicates that direct access to court-based SPOs is a strength, and we found the quality of pre-sentence reports to be outstanding. An area for further improvement included a lack of contact by sentencers with NPS leaders, beyond those directly involved in delivering services to court.

The quality of service provided is variable and sometimes provided by inexperienced practitioners. The authors of court reports are not always available in court, and staff in court are not always able to answer any queries.

**Services to victims**

The quality of service provided through the victim contact scheme is affected by the high caseloads carried by victim liaison officers (VLOs). There is no workload management tool for VLOs, and the high number of cases they manage adversely impacts on the quality of service delivery. In one area, for example, VLOs did not follow up initial contact letters - a missed opportunity to improve engagement with victims, which was poor practice.

1.4 Information and facilities	Requires improvement
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all service users.	

**Are the necessary policies and guidance in place to enable staff to deliver a quality service, meeting the needs of all service users?**

There are effective processes to communicate policies and guidance to staff. Policy updates and changes are discussed at team meetings and generally reinforced by line managers in supervision. Although there are clear policies regarding case recording, some staff have fallen behind on the timely recording of their work.

**Do the premises and offices enable staff to deliver a quality service, meeting the needs of all service users?**

Premises and offices are sufficiently accessible to staff and service users, with some offices close to main public transport links. There are some barriers to engagement in rural areas of the division with some service users required to travel for up to 90

minutes on public transport to access interventions. NPS Midlands has responded proactively to such situations, including through paying for taxi fares where appropriate.

Premises and offices vary in the extent to which they support the delivery of an effective service. All staff have access to confidential interview rooms. In some offices these are secure rooms with access to ICT, while other premises were described by ROs as “cramped and grotty” and therefore not providing a “trauma-informed environment” for service users.

The extent to which premises and offices provide a safe environment for working with service users also varies. Some city centre offices are secure, although elsewhere ROs reported that they sometimes fear for their own safety in both court-based and some of the smaller offices, where building repairs had not been completed and the working environment did not feel safe.

There are many outstanding facilities management jobs. Staff at all levels in the division expressed significant frustration with the slow progress made, even though these matters had been pursued at a senior level, through escalation processes, including via the Divisional Estates Board.

**Do the information and communication technology (ICT) systems enable staff to deliver a quality service, meeting the needs of all service users?**

The provision of laptops through new ICT systems have improved ways of working for ROs, interventions staff and VLOs. Court-based probation staff are now able to check information on laptops in some, but not all, courtroom settings.

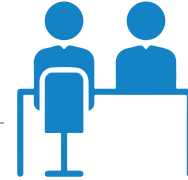
There is insufficient understanding of how ‘sensitive’ information should be recorded, for example, in relation to MAPPA and victim information. This leads to the use of various workarounds, including storing information on hard copy, which is not always readily accessible when needed.

**Is analysis, evidence and learning used effectively to drive improvement?**

Appropriate assurance systems and performance measures are in place, and are used effectively to drive improvement through regular senior management meetings and the targeted deployment of quality development officers. The newly established quality development team facilitates practice improvement discussions at team meetings and on a one-to-one basis; this includes where SPOs have referred practitioners to go through formal practice improvement procedure.

There are processes to ensure that learning in relation to Serious Further Offences (SFO) is communicated. However, the approaches vary in their helpfulness, ranging from sensitive and beneficial one-to-one practitioner interviews with SPOs and members of the SFO team, to group training, which some ROs experienced as less constructive.

## 2. Case supervision



Initial assessment of the needs and risks presented by individuals subject to probation or licence supervision considered ways of engaging the service user in almost all cases that we inspected. Most assessments centred on the key factors linked to the likelihood of reoffending and on keeping other people safe. Similarly, most sentence planning focused on ways of engaging the service user, reducing the likelihood of reoffending and the risk of harm.


In delivering the planned work, ROs engaged effectively with the individual concerned, though more work was needed to promote desistance and to keep other people safe. The work was reviewed in most cases, and the journey towards desistance was evaluated in more than three-quarters of cases. The extent to which others were being kept safe was reviewed in more than two-thirds of cases.

### Strengths:

- In delivering sentences, ROs maintain a sharp focus on engaging the service user.
- Assessments of the likelihood of reoffending are informed by previous convictions and current behaviours.
- An individual's motivation to change, any difficulties they faced and how these could be overcome are considered as part of the assessment.
- Responsible officers engage with the service user to review their progress informally throughout the sentence.

### Areas for improvement:

- A lack of responsive approach where concerning information comes to light.
- Not a clear enough focus in delivery on ensuring compliance with the sentence and reducing the likelihood of reoffending.
- Key interventions do not commence promptly enough to reduce the risk of harm to others.
- Reviews do not always consider the impact of the offence-focused work that has been undertaken, and the corresponding progress towards reducing the likelihood of reoffending.

2.1 Assessment	Outstanding
Assessment is well-informed, analytical and personalised, actively involving the service user.	

### **Does the assessment focus sufficiently on engaging the service user?**

The level of responsible officer engagement with service users is a strength. The service user's motivation to make changes to reduce their risk of reoffending was analysed in almost all cases. Assessments were well informed and personalised. There was evidence of input from the service user in more than three-quarters of the cases assessed.

Most assessments acknowledged diversity needs, including where individuals had mental health, social care issues and/or learning disabilities. The impact of personal circumstances and diversity needs was considered in all except one of the relevant cases and appropriate adjustments were made, including, for example, through putting in place the advice given by the offender personality disorder team.

Almost all assessments were detailed and timely, supported in some cases by the responsible officer establishing and maintaining contact with the service user before their release from custody. Establishing pre-release contact led to the creation of a positive working relationship, enabling service users to better understand their risk management plan and licence conditions before their release into the community.

Analysis of available sources of information was strong, with most assessments drawing on materials such as previous assessments, pre-sentence reports, MAPPA meetings, information from the police and social services, and the service user's self-disclosure. Most assessments were timely, being completed within an appropriate period following the start of sentence or release from custody.

### **Does assessment focus sufficiently on the factors linked to offending and desistance?**


Almost all assessments clearly outlined the factors relating to offender behaviour, including drug misuse, attitudes, lifestyle and risks concerning relationships. Where these were present, most assessments identified strengths and protective factors, including support from family members, willingness to engage with interventions and motivation to gain employment.

Assessments analysed offending-related factors in most cases, including the individual's lifestyle and associates, the influence of negative peers, and thinking and behaviour, sometimes linked to level of maturity.

### **Does assessment focus sufficiently on the risk of harm to others?**

The focus on keeping others safe was a strength. Almost all assessments considered previous convictions and behaviour, and most considered information from various agencies, including through regular MAPPA reviews and ongoing multi-agency working. Assessments also detailed the external controls in place, such as sexual harm prevention orders, sexual offender registration and restraining orders.

Most assessments specified who was at risk, for example, through identifying partners, family members and risks to children. Most assessments were completed promptly and most specified the level and nature of risk, including those that were enhanced by information from joint probation and police active risk management system (ARMS) assessments.

2.2 Planning	Outstanding
Planning is well-informed, holistic and personalised, actively involving the service user.	

### **Does planning focus sufficiently on engaging the service user?**

Almost all planning commenced within an appropriate time following sentence or release on licence, and more than three-quarters involved the service user. This was the case even where he or she was not in agreement with the objectives set, due to continued denial of offending and risks posed. In such cases, responsible officers demonstrated a transparent approach to discussing the plan with the individual concerned. We thought this was good practice.

Most planning took account of diversity factors and personal circumstances, reflecting responsible officers' attempts to engage with service users, even when they were not fully willing to comply with sentences. Planning often commenced at the pre-release stage, for example, with responsible officers explaining home detention curfew (HDC) or licence conditions and reiterating such requirements on release.

Most plans set out the requirements of the sentence or licence and the frequency of contact required. This took place, for example, through weekly appointments to monitor progress, observation of restrictive controls and, in some cases, recognising the need to capitalise on early momentum and motivation at the immediate post-release stage. Plans recognised the need for the sequencing of interventions, for example, through addressing homelessness before focusing work on self-management and emotional control issues.

### **Does planning focus sufficiently on reducing reoffending and supporting the service user's desistance?**

In the main, plans concentrated on reducing reoffending, recorded through the sentence plan and in case records, setting objectives, where needed, on offending-related factors, such as accommodation, substance misuse, relationships, and education, training and employment. Planning of services and interventions to support desistance from crime were clear, even where some service users were negative.


Most plans prioritised the offending-related factors that had been identified through the initial assessment. Pre-release and ongoing planning in the community was strong, for example, through involving MAPPA oversight and continuing multi-agency work. The vast majority of plans were based appropriately on addressing factors identified by the responsible officer and the service user.

### **Does planning address appropriately factors associated with the risk of harm to others?**

Plans largely concentrated on keeping other people safe, through focusing on public protection and, where appropriate, combining multi-agency working and monitoring external controls. More than three-quarters of plans addressed domestic abuse issues where these were present, for example, by supporting the safety of the victim through multi-agency risk assessment conference (MARAC) arrangements.

Most plans made links to the work of other agencies and addressed child protection concerns in cases where this was needed. This was achieved, for example, through

safeguarding referrals to children's services, individuals being excluded from their own home while assessments were made, and ongoing responsible officer work with social workers and management of sexual offenders and violent offenders (MOSOVO) police officers. Most risk management plans were thorough, including recording of contingency plans to be enacted if there were a heightened risk of harm to other people.

2.3 Implementation and delivery	Good
High-quality, well-focused, personalised and coordinated services are delivered, engaging the service user.	

**Is the sentence/post custody period implemented appropriately with a focus on engaging the service user?**

Enforcement actions were taken when necessary in most cases, and there were sufficient efforts to re-engage the service user in almost all cases. Breach and recall to prison procedures were quickly implemented, and service users continued to be supported by ongoing communication from their responsible officers throughout these processes.

There were sufficient efforts to enable the service user to complete their sentence in almost all cases. Contact was maintained, for example, by allowing flexibility in appointment schedules and through home visits, where appropriate. Professional judgements were recorded in relation to missed appointments in most cases.

There was an appropriate level of contact with prisoners before their release in almost all cases.

We saw examples where the RO visited the prisoner while they were in custody, and cases where there were helpful links between the RO and the prison-based Through the Gate worker. Arrangements were put in place for prisoners to be seen on the day of their release, and in some cases for them to be accompanied to housing appointments.

**Does supervision focus sufficiently on reducing reoffending and supporting the service user's desistance?**

In almost two-thirds of cases, responsible officers focused on the most pertinent concerns, such as accommodation, substance misuse and lifestyle. The delivery of services was effective in supporting desistance from crime in more than two-thirds of cases, for example, through engaging individuals in structured interventions.


The responsible officer's communication with other agencies was effective in building a coordinated approach to reducing the risk of reoffending in over three-quarters of cases. Key partners involved included the police, prisons, treatment providers, approved premises, housing and education, training and employment providers.

There was sufficient contact with service users in almost all cases, typically achieved through weekly contact and then less frequent contact, depending on the progress made. The RO involved key individuals who could support the service user's desistance from crime in over three-quarters of cases, for example, through home visits and follow-up contact with family members.



### **Does supervision focus appropriately on managing and minimising the risk of harm to others?**

The implementation and delivery of services were effective in keeping other people safe in more than three-quarters of cases. This included using licence conditions to manage behaviour and close liaison with all agencies. There was also liaison between NPS court-based staff and CRCs to ensure awareness of what interventions were available, and the management of MAPPA level one cases through IOM arrangements in one local delivery unit.

2.4 Reviewing	Good
Reviewing of progress is well-informed, analytical and personalised, actively involving the service user.	

### **Does reviewing effectively support the service user's compliance and engagement?**

Reviewing focused on supporting service users' compliance and engagement in most cases. This included, for example, ongoing review of work in one-to-one sessions with the RO, and continued engagement to promote compliance following breach of an order or licence.

Reviews involved the service user in almost three-quarters of cases. In such instances, the RO built a positive working relationship with the service user. Completion of informal and formal reviewing took place in most cases, based on information disclosed by the service user or received from other agencies. There was evidence of management oversight of reviews where this was required.

Most reviews made appropriate adjustments in relation to changes in circumstances, including accommodation and employment. There was also evidence that reviews took account of discussions with other agencies, such as the police and support workers, in over three-quarters of cases.

### **Does reviewing effectively support progress towards desistance?**

Reviews focused on factors relating to desistance from crime in most cases including, where appropriate, changes in behaviour, attitudes and emotional wellbeing. Reviews sought to increase motivation through goal setting and planning new objectives for accommodation and employment. There was also evidence of proactive review by approved premises (AP) staff, for example, through three-way meetings involving the RO, service user and AP staff.

Formal reviews in relation to keeping other people safe were completed in more than two-thirds of cases, reflecting changes in circumstances, such as breach of conditions, child safeguarding developments and intelligence from the police. This led to the continuation of an active risk management approach in over three-quarters of cases.

### **Does reviewing focus sufficiently on the risk of harm to others?**

More than two-thirds of reviews focused on keeping other people safe, for example, through close monitoring of behaviour and continued imposition of licence conditions. There was also evidence of adjustments made in more than two-thirds of

cases, such as requiring service users to undertake additional offence-focused work where there were emerging patterns of risky behaviour.

Effective multi-agency work was identified in almost three-quarters of the cases reviewed, including work with housing and referral to approved premises, where this was the best means of keeping other people safe. Formal written reviews were completed in more than two-thirds of cases, including following significant events.

#### Court work and services to victims

Most court reports support the court's decision-making by providing information from previous conviction and prosecution papers. The reports drew on advice from the available sources of information in more than two-thirds of cases, although the appropriate enquiries to the police domestic abuse unit were not made in almost half of the relevant cases, and to children's services in more than a third.

Victims were contacted in an appropriate timeframe and initial contact was clear regarding the nature of support that could be offered in almost three-quarters of cases. In a similar proportion, we felt that the contact encouraged engagement with the victim contact service. In some cases, where victims did not respond to the initial letter, a further letter was sent, though arguably it might have been more constructive to attempt to engage victims through follow-up telephone contact.


Appropriate information about the criminal justice process was provided in most cases, although there were a few in which victims were not informed of the victim support service offered by HMPPS, or given information about other available sources of support and help.

#### Strengths:

- Cases are allocated promptly to the correct organisation in the overwhelming majority of cases.
- Written copies of prosecution papers are available when reports are prepared in almost all cases.
- Advice to the court considers the impact of the offence on victims and makes appropriate proposals in almost all cases.
- The response from victims to the initial contact from the victim contact scheme is clearly recorded.

#### Areas for improvement:

- Enquiries not made to children's services to inform court reports in over a third of cases.
- Enquiries not made to the police domestic abuse unit to inform court reports in almost half of relevant cases.
- Victims not referred to other agencies or given information about available sources of help and support in all cases.
- Initial contact did not encourage engagement with the victim contact scheme in all cases.

3.1 Court reports and case allocation	Outstanding
The pre-sentence information and advice provided to court supports its decision-making, with cases being allocated appropriately following sentencing.	

**Is the pre-sentence advice sufficiently well-informed, analytical and personalised to the service user, supporting the court's decision making?**

Up-to-date previous convictions and written copies of Crown Prosecution Service papers were available at the point reports were prepared in almost all cases. Advice given to the court drew sufficiently on available sources of information in more than two-thirds of cases, with the scope for gathering information depending on the time available for sentencing.

The majority of reports are completed as oral or fast delivery reports in order to inform the court's sentencing decisions. This does not always allow time for sufficient analysis of risk of harm and factors linked to offending.

There was evidence that the service user was meaningfully involved in the preparation of the report and that their views were considered in almost all cases. Examples included individuals disclosing mental or physical health difficulties, which precluded their suitability for sentencing options such as unpaid work.

Most cases showed evidence that the advice to the court considered factors related to the likelihood of reoffending and the risk of harm. These included comprehensive risk of harm assessments, detailing who was at risk, the nature of the risk and the circumstances in which the risk of harm to others would be intensified.

There was evidence that the advice to the court considered the service user's motivation to change in more than three-quarters of cases. Such reports included drawing the court's attention to responses to previous probation supervision, reasons for motivation to desist from further offending, and willingness to engage with requirements.


Advice to the court considered the diversity and personal circumstances of service users, with appropriate proposals made in almost all cases. Proposals were succinct and proportionate and diversity needs were addressed, for example, through the provision of interpreters when required.

In most cases, advice to the court considered the impact on known victims, including assessment of the impact of domestic abuse on partners and children. There was a sufficient record of the advice given to court in almost all cases.

**Is the allocation the case prompt, accurate, and based on sufficient information?**

Assessments were sufficient to inform allocation and communication to the NPS or CRC in almost all cases, using a range of information, including the service user's self-report and evidence from previous convictions and Crown Prosecution Service papers.

Cases were allocated promptly to the correct organisation in all but one case, where registered sex offender status from a previous conviction had been overlooked. It was of concern that enquiries had not been made to the police domestic abuse unit in almost half the cases where such enquiries were required. Where safeguarding enquiries should have been made, these were not undertaken in more than a third of cases.

3.2 Statutory victim work	Good
Relevant and timely information is provided to the victim/s of a serious offence, and they are given the opportunity to contribute their views at key points in the sentence.	

### **Does the initial contact with the victims encourage engagement with the victim contact scheme?**

Initial contact with the victim/s was made promptly in most cases, and in almost three-quarters encouraged contact with the victim contact scheme. There were some cases where we felt that a follow-up letter or telephone call would have been helpful.

Letters to victims were generally clear on the nature of services available, and attached leaflets gave further information of the help available through the HMPPS victims' helpline. Some victims were also offered access to support through Women's Aid and counselling services. In a few cases, however, victims were not informed of the victim support service offered by HMPPS, or given information about other available sources of support and help.

Victims were given the opportunity to express any concerns about the perpetrators' release from custody. In some cases, they requested information about release and additional licence conditions. Victim liaison officers were proactive and offered reassurance around release dates, and information on the potential licence conditions that were open to victims to consider.

Victims' concerns were addressed in almost all cases. Pre-release contact with statutory victims allowed them to make appropriate contributions to the conditions of release in all cases. Telephone contact or face-to-face appointments were offered to suit the needs of the victim, and there was evidence that managers were involved, where appropriate, in determining the most appropriate contact arrangements.

Victim liaison officers provided victims with clear and concise reports following contact; these detailed what had been discussed, services available, and included a sensitive and empathetic reflection of the victim's perspective.

### **Is the personal contact with the victim timely and supportive, providing appropriate information about the criminal justice system?**

Responsible officers kept victim liaison staff informed about issues relevant to the management of the offender in almost all cases. Clear communication with ROs included consideration of risk factors related to the offender being released, such as contingency plans in the event of them absconding, or any other change of circumstances that could affect the victim. Appropriate aspects were incorporated into the offender's risk management plan.

### **Does pre-release contact with the victims allow them to make appropriate contributions to the conditions of release?**

Victim liaison staff were involved in all MAPPA cases where this was appropriate and, overall, there was effective communication between the responsible officer and victim liaison to support the safety of statutory victims in almost all cases.

## Annex 1: Methodology

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The inspection methodology is summarised below, linked to the three domains in our standards framework. We focused on obtaining evidence against the standards, key questions and prompts in our inspection framework.

### **Domain one: organisational delivery**

The provider submitted evidence in advance, and the NPS Midlands Divisional Director delivered a presentation covering the following areas:

- How does the leadership of the organisation support and promote the delivery of a high-quality, personalised and responsive service for all service users?
- How are staff in the organisation empowered to deliver a high-quality, personalised and responsive service for all service users?
- Is there a comprehensive range of high-quality services in place, supporting a tailored and responsive service for all service users?
- Is timely and relevant information available, and are there appropriate facilities to support a high-quality, personalised and responsive approach for all service users?
- What are your priorities for further improvement, and why?

During the main fieldwork phase, we interviewed 100 individual responsible officers, asking them about their experiences of training, development, management supervision and leadership. We held various meetings and focus groups, which allowed us to triangulate evidence and information. In total, we conducted 31 meetings. The evidence explored under this domain was judged against our published ratings characteristics.<sup>9</sup>

### **Domain two: case supervision**

We completed case assessments over a two-week period, examining service users' files and interviewing responsible officers. The cases selected were those of individuals who had been under community supervision for approximately six to seven months (either through a community sentence or following release from custody). This enabled us to examine work in relation to assessing, planning, implementing and reviewing.

We examined 128 cases from across 20 local delivery units. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), and we ensured that the ratios for gender, type of disposal and Risk of Serious Harm level matched those in the eligible population.

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<sup>9</sup> HMI Probation. (March 2018). *Probation inspection Domain one ratings characteristics*.

### **Domain three: sector-specific work**

We completed case assessments for two further samples: court reports and case allocation; and victim work.

#### **Court reports and case allocation**

As in domain two, sample sizes were set to achieve a confidence level of 80 per cent (with a margin of error of 5). We selected cases in which the court report had been completed nine weeks previously, and where the individual had been sentenced to a community order, suspended sentence order or immediate custody. We examined 123 cases, ensuring that the ratios for report type and CRC/NPS allocation matched those in the eligible population. We used the case management and assessment systems to inspect these cases, judging the quality of the written evidence in the report provided to court, the quality of information-gathering at the court and allocation stage, and the accuracy of the allocation decision.

We also held meetings with the following individuals/groups, which allowed us to triangulate evidence and information:

- the senior manager responsible for services to courts
- senior probation officers responsible for managing court teams
- court duty staff from different court settings
- sentencers, including local judges and magistrates.

#### **Victim work**

We examined 22 custodial cases that had begun six to seven months previously and where the victim was eligible for statutory victim contact. This sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), based on the number of cases where victim contact had commenced. We looked at how initial pre- and post-release contact was made, whether this was timely, and the quality of the contact offered. To examine pre- and post-release victim work, we drew on 20 cases from our domain two case sample. Published data is insufficient to calculate accurate confidence levels for the sample size for victim contact, so these cases were identified from within the domain two case sample.

We also held meetings with the following individuals/groups:

- the senior manager responsible for the victim contact service, which included a review of the findings of the annual victim satisfaction survey
- a group of victim liaison officers.

## Annex 2: Inspection results: domains two and three

### 2. Case supervision

Standard/Key question	Rating/% yes
<b>2.1. Assessment</b>	
Assessment is well-informed, analytical and personalised, actively involving the service user	<b>Outstanding</b>
2.1.1. Does assessment focus sufficiently on engaging the service user?	90%
2.1.2. Does assessment focus sufficiently on the factors linked to offending and desistance?	88%
2.1.3. Does assessment focus sufficiently on keeping other people safe?	84%
<b>2.2. Planning</b>	
Planning is well-informed, holistic and personalised, actively involving the service user.	<b>Outstanding</b>
2.2.1. Does planning focus sufficiently on engaging the service user?	87%
2.2.2. Does planning focus sufficiently on reducing reoffending and supporting the service user's desistance?	82%
2.2.3. Does planning focus sufficiently on keeping other people safe? <sup>10</sup>	78%
<b>2.3. Implementation and delivery</b>	
High-quality, well-focused, personalised and coordinated services are delivered, engaging the service user	<b>Good</b>
2.3.1. Is the sentence/post-custody period implemented effectively with a focus on engaging the service user?	91%
2.3.2. Does the implementation and delivery of services effectively support the service user's desistance?	69%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	75%

<sup>10</sup> Please note: percentages relating to questions 2.2.3, 2.3.3 and 2.4.3 are calculated for the *relevant* sub-sample – that is, those cases where risk of serious harm issues apply, rather than for the *total* inspected sample.



<b>2.4. Reviewing</b>	
Reviewing of progress is well-informed, analytical and personalised, actively involving the service user	<b>Good</b>
2.4.1. Does reviewing focus sufficiently on supporting the service user's compliance and engagement?	84%
2.4.2. Does reviewing focus sufficiently on supporting the service user's desistance?	79%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	69%

### 3. NPS-specific work

Standard/Key question	Rating/% yes
<b>3.1. Court reports and case allocation</b>	
The pre-sentence information and advice provided to court supports its decision-making, with cases being allocated appropriately following sentencing	<b>Outstanding</b>
3.1.1. Is the pre-sentence information and advice provided to court sufficiently analytical and personalised to the service user, supporting the court's decision-making?	83%
3.1.2. Is the allocation of the case prompt, accurate, and based on sufficient information?	80%
<b>3.2. Statutory victim work</b>	
Relevant and timely information is provided to the victim/s of a serious offence, and they are given the opportunity to contribute their views at key points in the sentence	<b>Good<sup>11</sup></b>
3.2.1. Does the initial contact with the victim/s encourage engagement with the victim contact scheme?	73%
3.2.2. Is the personal contact with the victim/s timely and supportive, providing appropriate information about the criminal justice process?	86%
3.2.3. Does pre-release contact with the victim/s allow them to make appropriate contributions to the conditions of release?	100%

<sup>11</sup> Our domain 3 methodology was designed to look at all cases eligible for statutory victim contact. On this occasion, we only looked at domain 3 cases where contact had actually been accepted by victims. This has caused a degree of positive bias to our data, as we were not able to identify any eligible domain 3 cases where contact was not offered or where it was offered and not accepted. It is not possible to quantify the impact of this on the data.

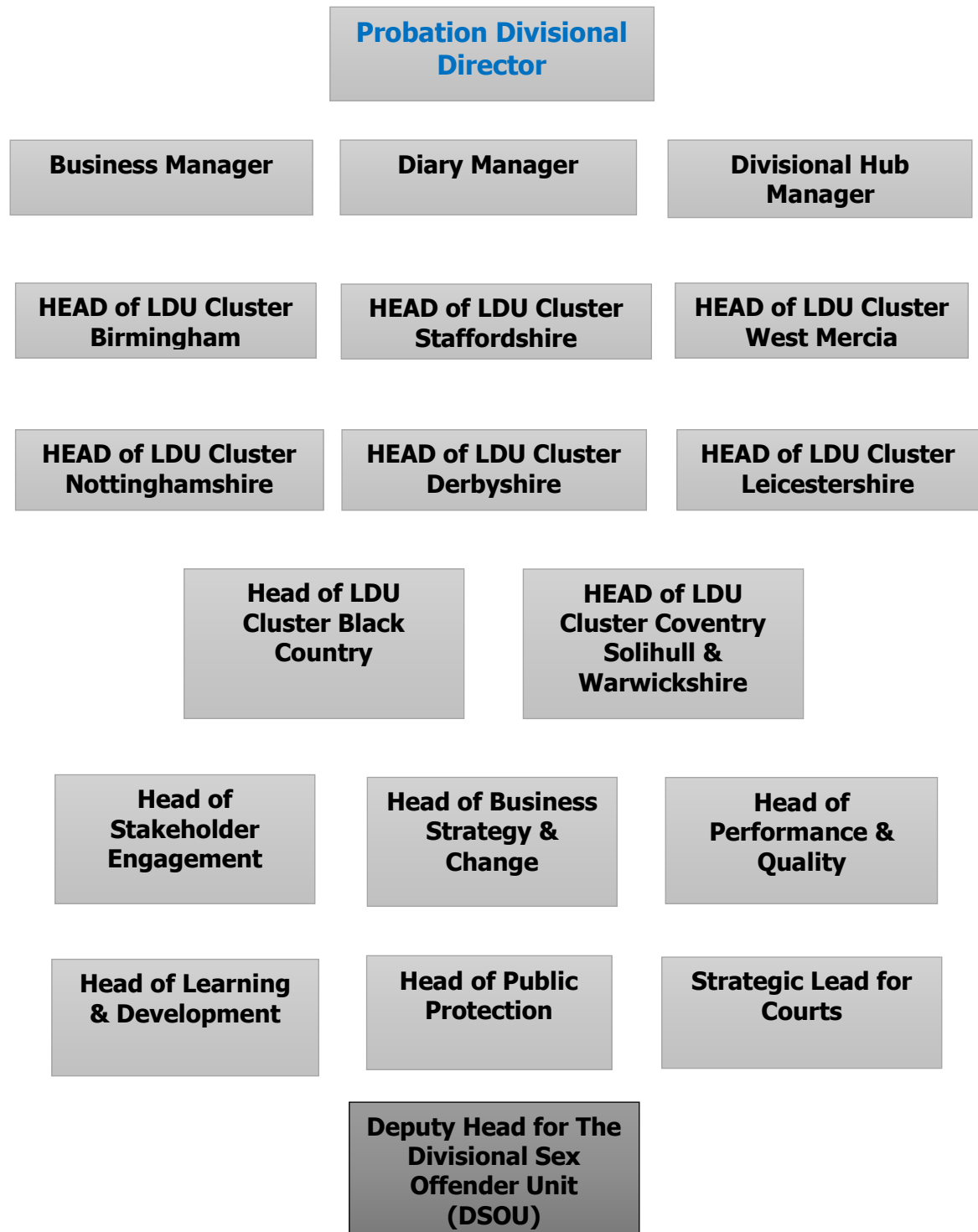
Standard/Key question	Rating/% yes
3.2.4. Is there good communication between offender management and victim liaison to support the safety of victim/s?	90%

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## Annex 3: Operating model

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### National Probation Service - Midlands Division



**THERE ARE ALSO A NUMBER OF LOCAL LEADS FOR FINANCE, HUMAN RESOURCES, EQUALITIES AND HEALTH & SAFETY**

*Source: Midlands division of the National Probation Service*

**Key**

15

**Approved Premises**

DSH

**Divisional Support Hub**

Derbyshire

**Local Delivery Unit Cluster**

Nottingham

**Prison**

Birmingham (C)

**Contracted Prison**

Long Lartin (HS)

**High Security Prison**

Juvenile (J)

Female (F)

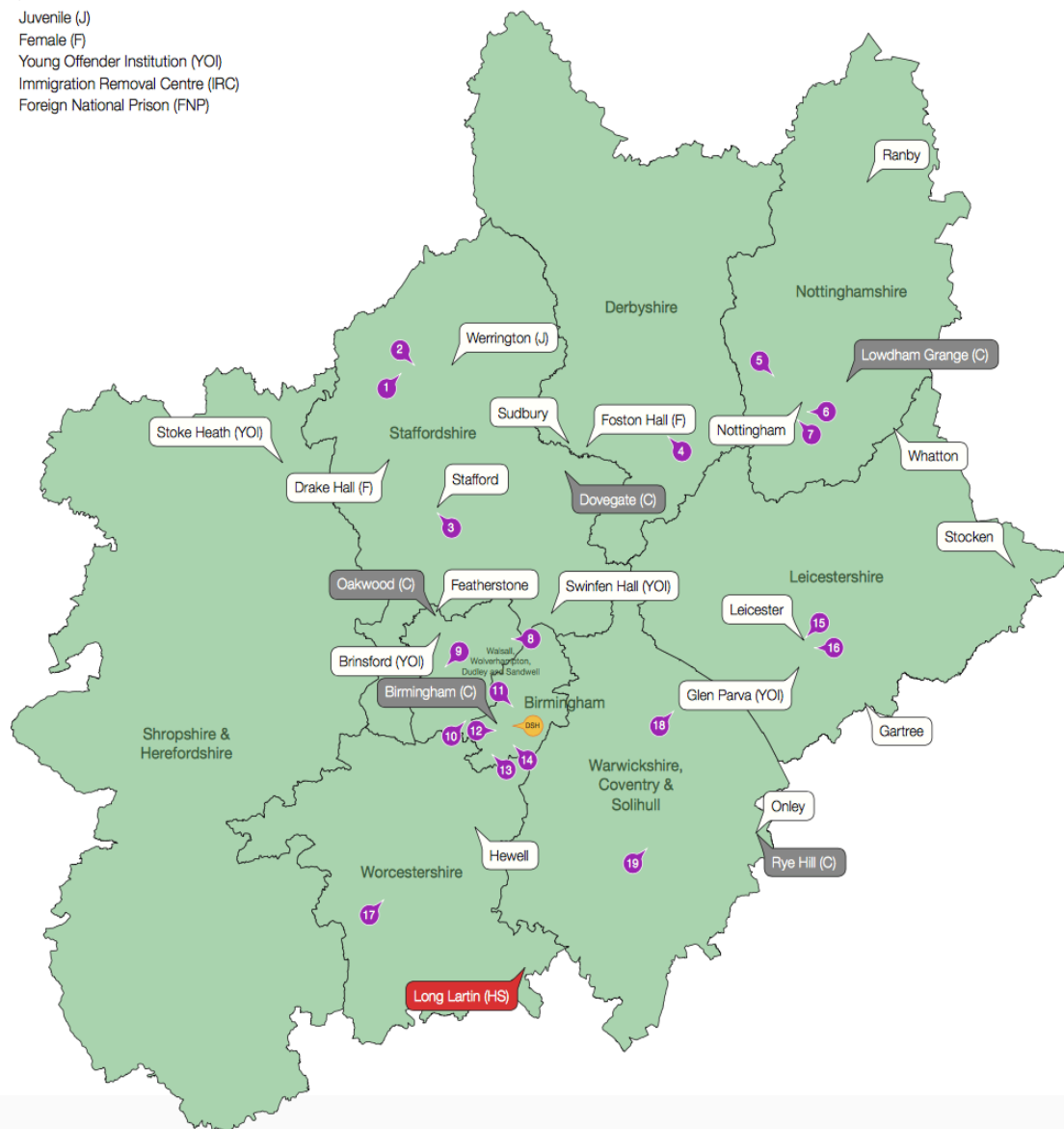
Young Offender Institution (YOI)

Immigration Removal Centre (IRC)

Foreign National Prison (FNP)

**List of Approved Premises**

1. Wenger House
2. Wharfane House
3. Staitheford House
4. Burdett Lodge
5. Astral Grove
6. Trent House
7. Southwell House
8. Stonnall Road
9. Bilston
10. Sycamore Lodge
11. Jackie Harriett House
12. Carpenter House
13. Crowley House
14. Elliott House
15. Howard House
16. Kirk Lodge
17. Braley House
18. McIntyre House
19. Augustus House



*Source: Midlands division of the National Probation Service*

## Annex 4: Glossary

<b>Allocation</b>	The process by which a decision is made about whether an offender will be supervised by a CRC or the NPS
<b>Approved premises</b>	Premises approved under Section 13 of the <i>Offender Management Act 2007</i> , managed either by the National Probation Service or by independent organisations, used as a short-term residence for an offender considered a high Risk of Serious Harm who requires close monitoring and supervision, and to begin to integrate them back into the community
<b>ARMS</b>	Active risk management system: provides an approved framework for working with sexual offenders who are subject to statutory supervision
<b>Assessment</b>	The process by which a decision is made about the things that an individual needs to do to reduce the likelihood of them reoffending and/or causing further harm
<b>Breach (of an order or licence)</b>	Where an offender fails to comply with the conditions of a court order or licence. Enforcement action may be taken to return the offender to court for additional action or recall them to prison
<b>Child protection</b>	Work to ensure that that all reasonable action has been taken to minimise the risk of a child coming to harm
<b>Child safeguarding</b>	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. The term 'safeguarding' is also used for vulnerable adults
<b>Cluster</b>	A grouping of adjacent local delivery units, organised to assist in administration and monitoring
<b>Court report</b>	This refers to any report prepared for a court to inform sentencing, whether delivered orally or in writing
<b>CRC</b>	Community Rehabilitation Company: 21 CRCs were set up in June 2014, to manage most offenders who present low or medium risk of serious harm
<b>Criminal justice system</b>	Involves any or all of the agencies involved in upholding and implementing the law – police, courts, youth offending teams, probation and prisons
<b>Curfew</b>	Restrictive intervention requiring an individual to remain at an agreed address during a pre-determined period
<b>Desistance</b>	The cessation of offending or other antisocial behaviour
<b>Diversity</b>	The extent to which people within an organisation recognise, appreciate and utilise the characteristics that make an organisation and its service users unique. Diversity can relate to age, disability, gender

	reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sex
<b>E3</b>	The 'Effectiveness, Efficiency and Excellence' (E3) approach was created following the <i>Transforming Rehabilitation</i> programme in June 2014. The basic principle is to standardise NPS delivery, redesigning the NPS structure with six key areas of focus, including: community supervision; court services; custody; youth offending services; victims' services; and approved premises
<b>Enforcement</b>	Action taken by a responsible officer in response to an individual's non-compliance with a community sentence or licence. Enforcement can be punitive or motivational
<b>Equality</b>	Ensuring that everyone is treated with dignity and respect, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sex. It also means recognising that diverse groups have different needs, and ensuring that they have equal and fair access to appropriate opportunities
<b>EQuIP</b>	Excellence and Quality in Process: a NPS web-based national resource providing consistent information about the processes to be followed in all aspects of NPS work. The process mapping is underpinned by quality assurance measures
<b>ETE</b>	Education, training and employment: work to improve an individual's learning, and to increase their employment prospects
<b>HDC</b>	Home detention curfew: prisoners can apply for early release, and if successful are subject to an electronically monitored curfew
<b>HMPPS</b>	Her Majesty's Prison and Probation Service: since 1 April 2017, HMPPS has been the single agency responsible for delivering prison and probation services across England and Wales. At the same time, the Ministry of Justice took on responsibility for overall policy direction, setting standards, scrutinising prison performance and commissioning services. These used to fall under the remit of the National Offender Management Service (the agency that has been replaced by HMPPS)
<b>Intervention</b>	Work with an individual designed to change their offending behaviour and/or support public protection. In a constructive intervention, the primary purpose is to reduce likelihood of reoffending. A restrictive intervention is where the primary purpose is to minimise the individual's risk of harm to others
<b>IOM</b>	Integrated Offender Management: a cross-agency response to the crime and reoffending threats faced by

	local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together
<b>Licence</b>	This is a period of supervision immediately following release from custody and is typically implemented after an offender has served half of their sentence. Any breaches to the conditions of the licence can lead to a recall to prison, where the offender could remain in custody for the duration of their original sentence
<b>Local delivery unit</b>	An operational unit comprising an office or offices, generally coterminous with police basic command units and local authority structures
<b>MAPPA</b>	Multi-Agency Public Protection Arrangements: where NPS, police, prison and other agencies work together locally to manage offenders who pose a higher risk of harm to others. Level 1 is ordinary agency management, where the risks posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. This compares with levels 2 and 3, which require active multi-agency management
<b>MARAC</b>	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
<b>Ministry of Justice</b>	The government department with responsibility for the criminal justice system in the United Kingdom
<b>MOSOVO</b>	Police officer: management of sexual offenders and violent offenders
<b>NPS</b>	National Probation Service: a single national service that came into being in June 2014. Its role is to deliver services to courts and to manage specific groups of offenders, including those presenting a high or very high risk of serious harm and those subject to MAPPA in England and Wales
<b>Offender Group Reconviction Score</b>	A predictor of reoffending based on static risks: age, gender and criminal history
<b>Offender management</b>	A core principle of offender management is that a single practitioner takes responsibility for managing an offender throughout their sentence, whether in custody or the community
<b><i>Offender Rehabilitation Act 2014</i></b>	Implemented in February 2015 and applying to offences committed on or after that date, the <i>Offender Rehabilitation Act (ORA) 2014</i> is the Act of Parliament that accompanies the <i>Transforming Rehabilitation</i> programme

<b>Partners</b>	Partners include statutory and non-statutory organisations, working with the participant/offender through a partnership agreement with a CRC or the NPS
<b>Personality disorder pathway</b>	Provides a pathway of psychologically-informed services for an offender group likely to have severe personality disorder and who pose a high risk of harm to others or a high risk of reoffending in a harmful way
<b>PO</b>	Probation officer: This is the term for a responsible officer who has completed a higher-education-based professional qualification. The name of the qualification and content of the training varies, depending on when it was undertaken. They manage more complex cases
<b>Pre-sentence report</b>	This refers to any report prepared for a court, whether delivered orally or in a written format
<b>Providers</b>	Providers deliver a service or input commissioned by and provided under contract to a CRC or the NPS. This includes the staff and services provided under the contract, even when they are integrated or located within a CRC or the NPS
<b>PSO</b>	Probation services officer: a responsible officer who was originally recruited with no professional qualification. They may access locally determined training to qualify as a probation services officer or to build on this to qualify as a probation officer. They may manage all but the most complex cases, depending on their level of training and experience. Some PSOs work in the court setting, where their duties include the writing of pre-sentence reports
<b>Rate card</b>	A directory of services offered by the CRC for use with their offenders, detailing the price
<b>Responsible officer</b>	The term used for the officer (previously 'offender manager') who holds lead responsibility for managing a case
<b>Risk of Serious Harm</b>	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 that must take place 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 offenders for whom lower impact/severity harmful behaviour is probable
<b>SFO</b>	Serious Further Offence: where an individual subject to (or recently subject to) probation commits one of a number of serious offences (such as murder, manslaughter, rape etc.). The CRC and/or NPS must notify HMPPS of any such



	individual charged with one of these offences. There is then a review to identify lessons learned
<b>SPO</b>	Senior probation officer: first-line manager within the NPS
<b>Stakeholder</b>	A person, group or organisation that has a direct or indirect stake or interest in the organisation because it can either affect the organisation, or be affected by it. External stakeholders can be owners (shareholders), customers, suppliers, partners, government agencies and representatives of the community. Internal stakeholders are people or groups of people within the organisation
<b>Through the Gate</b>	Through the Gate services help those sentenced to more than one day in prison to settle back into the community upon release and receive rehabilitation support, so they can turn their lives around
<b><i>Transforming Rehabilitation</i></b>	A court can include an unpaid work requirement as part of a community order. Offenders can be required to work for up to 300 hours on community projects under supervision. Since February 2015, unpaid work has been delivered by CRCs
<b>Unpaid work</b>	A court can include an unpaid work requirement as part of a community order. Offenders can be required to work for up to 300 hours on community projects under supervision. Since February 2015, unpaid work has been delivered by CRCs
<b>VLO</b>	Victim liaison officer: responsible for delivering services to victims in line with the NPS's statutory responsibilities
<b>YOT</b>	Youth offending team: a local authority-funded service working with children and young people up to 18 years old to deter them from crime and/or to manage court orders for offences committed by such children and young people



HM Inspectorate of Probation  
1 Bridge Street West  
Civil Justice Centre  
Manchester  
M3 3FX

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