

An inspection of

Hampshire and Isle of Wight

Community Rehabilitation Company

This inspection was led by HM Inspector Mike Ryan, supported by a team of inspectors, and operations and corporate staff. The manager responsible for this inspection programme is Helen Rinaldi. 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.

Please note that throughout the report the names in the practice examples have been changed to protect the individual's identity.

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This publication is available for download at:

www.justiceinspectorates.gov.uk/hmiprobation

Published by:

Her Majesty's Inspectorate of Probation
1st Floor Civil Justice Centre
1 Bridge Street West
Manchester
M3 3FX

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Foreword

In this series, it is the fifth inspection of a CRC owned by Interserve/Purple Futures. We have rated the Hampshire and Isle of Wight (HIOW) CRC as 'Good'. This is the first CRC to achieve this rating.

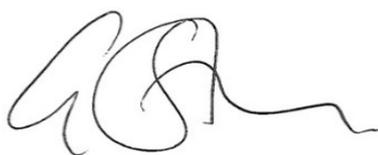
This CRC has in place the essentials needed for solid delivery. What is more, working with leading academics in the field, its owners have evidence-based plans to improve their work still further. This is laudable, given the uncertainties that all CRC owners now face, but the quality of this CRC's work is at risk because at the start 2019 it reduced substantially the number of professionally qualified staff it employs.

We found good leadership, and a good understanding of the needs of the individuals under probation supervision and the risks they present. This is reinforced by sufficient middle management capacity and skill, and a healthy range of specialist services available for those under supervision. The operating facilities – buildings and information technology equipment – are of a sufficient standard to support the delivery of a high-quality service.

The delivery of unpaid work in HIOW CRC is of a good standard. An impressive range of individual and group placements are being delivered by skilled and knowledgeable staff. Through the Gate work requires improvement, but the basis of a useful scheme is evident.

There were clear strengths in the assessment and planning of cases, but a drift in focus during the implementation of the sentence, especially around risk of harm issues. As was the case in Humberside, Lincolnshire and North Yorkshire,¹ a second Purple Futures CRC, the quality of work delivered by probation officer-qualified senior case managers was markedly better than that done by lower-grade case managers.

This is remediable, and, indeed, we make four recommendations which we think will improve the work still further over time. Interserve/Purple Futures has decided to reduce the professionally qualified proportion of its workforce, however, thereby reducing its capacity to deliver a high-quality service. Regrettably, sustainability is being put at risk because of the financial pressures that this and other CRCs are experiencing.



Dame Glenys Stacey
Chief Inspector of Probation

¹ Humberside, Lincolnshire and North Yorkshire Inspection report can be found here:
<https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2019/02/HLNY-CRC-inspection-report.pdf>

Overall findings

Overall, the Hampshire and Isle of Wight Community Rehabilitation Company (CRC) is rated as: **Good**. This rating has been determined by inspecting this provider in three areas of their work, referred to as 'domains'. The findings and subsequent ratings in those three domains are described here:

	Organisational delivery
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Our key findings about the organisation were as follows:

- Leadership is purposeful, engages well with local partners and works within a well-established governance structure. It is supported by a strong group of middle managers.
- Staffing levels have been reduced to an unsustainably small number in January 2019. This did not influence the quality of cases we inspected. The strategy of introducing a greater proportion of lower-grade case managers may prove disruptive to both the performance and quality of work being delivered. Managers, when challenged, believe that they have the quality systems in place to mitigate this.
- There is a good range of services being delivered, and some innovation in the suite of interventions, both available and planned.
- The CRC occupies user-friendly, accessible premises. Methods of work are supported by a good standard of mobile technology. There is a high standard of research and evaluation work being undertaken across the Interserve/Purple Futures family of CRCs.

	Case supervision
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Our key findings about case supervision were as follows:

- Assessment and planning work is delivered to a good standard overall, with cases managed by probation officer-qualified senior case managers being consistently of sufficient quality.
- Implementation and delivery of the sentence of the court requires improvement, particularly in maintaining a focus on reducing the risk of serious harm.
- We found review processes to be lacking in many respects, with too little evidence of case managers monitoring and managing individual changes in circumstances and retaining a focus on risk of harm issues.

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

Unpaid work

- Unpaid work is delivered to a good standard in Hampshire and Isle of Wight CRC, with a wide range of placements being available to allow meaningful sentence delivery, responding, in most cases, to individual circumstances.

Through the Gate

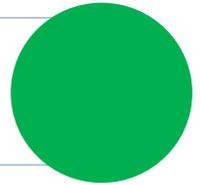
- There is a well-established Through the Gate scheme, operating in HM Prisons Winchester and Coldingley. Although requiring improvement in the range of resettlement work and coordination of effort between prison-based and community-based staff, the scheme has the capacity to deliver well.

Service: Hampshire and Isle of Wight
Community Rehabilitation Company

Fieldwork started: January 2019

Overall rating

Good



1. Organisational delivery

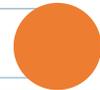
1.1 Leadership

Good



1.2 Staff

Requires improvement



1.3 Services

Good



1.4 Information and facilities

Outstanding



2. Case supervision

2.1 Assessment

Good



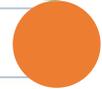
2.2 Planning

Good



2.3 Implementation and delivery

Requires improvement



2.4 Reviewing

Inadequate



4.² CRC specific

4.1 Unpaid work

Good



4.2 Through the Gate

Requires improvement



² CRC aspects of domain three work are listed within HMI Probation's Standards as 4.1 and 4.2. Those for the NPS are listed as 3.1 and 3.2.

Recommendations

As a result of our inspection findings, we have made four recommendations that we believe, if implemented, will have a positive impact on the quality of probation services in the Hampshire and Isle of Wight Community Rehabilitation Company.

The Hampshire and Isle of Wight Community Rehabilitation Company should:

1. reconsider the ratio of senior case managers to case managers holding cases, in the context of findings around the quality of service
2. increase the extent of staff engagement in the implementation and review of policy and strategy
3. develop a clearer focus on public protection in the implementation and review of the sentence in all cases
4. use quality management systems to drive the delivery of high-quality work, as defined by HM Inspectorate of Probation standards.

Background

Probation services

Around 260,000 adults are supervised by probation services annually.³ Probation services supervise individuals serving community orders, provide offenders with resettlement services while they are in prison (in anticipation of their release) and supervise, for a minimum of 12 months, all individuals released from prison.⁴

To protect the public, probation staff assess and manage the risks that offenders pose to the community. They help to rehabilitate these individuals 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 that they abide by their sentence. If offenders fail to comply, probation staff generally report them to court or request recall to prison.

These services are currently provided by a publicly owned National Probation Service (NPS) 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 has given notice to CRCs of its intention to terminate their contracts early, by October 2020. It is currently considering alternative models of delivery of probation services, following a consultation exercise.

The NPS advises courts on sentencing all offenders, 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.

Hampshire and Isle of Wight CRC

Purple Futures took formal ownership of the Hampshire and Isle of Wight CRC on 01 February 2015. The five Purple Futures CRCs⁵ work collaboratively with one another, sharing learning and resources wherever practicable.

Purple Futures is a consortium led by Interserve. It comprises Interserve Justice (a subdivision of Interserve, a global support service and construction company); 3SC (a company managing public service contracts on behalf of third-sector organisations); P3 (People Potential Possibilities, a charity and social enterprise organisation) and Shelter (a charity focusing on homelessness and accommodation issues).

All Interserve/Purple Futures CRCs' organisational priorities reflect the enduring requirements of probation services. They include reducing reoffending and managing

³ Ministry of Justice. (2018). Offender management caseload statistics as at 30 September 2018 (based on the average of the last four quarters).

⁴ All those sentenced, for offences committed after the implementation of the *Offender Rehabilitation Act 2014*, to more than 1 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.

⁵ The five CRCs owned by Purple Futures comprise Cheshire & Greater Manchester; Hampshire & Isle of Wight; Humberside, Lincolnshire & North Yorkshire; Merseyside; and West Yorkshire.

the risk of harm that offenders pose to others. The CRC takes a 'strengths-based' approach to its work, focusing on the positives in individuals' lives, to encourage them to desist from offending.

For more information about this CRC, including details of its operating model, please see Annex 3 of this report.

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

We inspect against 10 standards. These standards are based on established models and frameworks, which are grounded in evidence, learning and experience. They are designed to drive improvements in the quality of work with people who have offended.⁶

⁶ HM Inspectorate of Probation's standards can be found here:
<https://www.justiceinspectrates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

Contextual facts

1,511,712

Population of Hampshire and the Isle of Wight⁷

151,788

The total number of individuals subject to probation supervision by CRCs across England and Wales⁸

5

The number of CRCs owned by Purple Futures

3,930

The number of individuals supervised by Hampshire and Isle of Wight CRC⁸

94.8% Isle of Wight; 91.8% Hampshire

White population compared with a national average for England of 79.8%⁹

4.0% Isle of Wight; 3.0% Hampshire

Unemployment figures compared with a national average for England of 4.2%¹⁰

81.0 per 1,000 population

Crime rate compared with a national average for England of 85.7¹¹

⁷ Office for National Statistics. (2018). UK Population estimates, mid-2017, June 2018.

⁸ Ministry of Justice. (2018). Offender management caseload statistics as at 30 September 2018.

⁹ Office for National Statistics. (2012). Census 2011, December 2012.

¹⁰ Office for National Statistics. (2019). Local labour market, Office for National Statistics, January 2019.

¹¹ Office for National Statistics. (2019). Crime in England and Wales, Table P3, Office for National Statistics, January 2019.

1. Organisational delivery



There is a strong and active leadership team in Hampshire and Isle of Wight (HIOW) CRC, demonstrating commitment to the values of the organisation and working within a well-structured set of governance arrangements. Lines of accountability and responsibility are clear. There is also a positive, outward-looking approach, with managers appropriately enmeshed in local partnership working.

Senior managers have the capacity to manage a period of complex transition, and this is supported by a dynamic middle manager group. The risks to performance and quality associated with the recent staffing changes are likely to be extremely challenging over the coming months.

We found that the HIOW CRC is a data-rich organisation which, in conjunction with the Interserve/Purple Futures group of CRCs, understands and plans services well. The range of services available is impressive, and operationalises the fundamental aspirations of the operating model: Intervene, Interact, Integrate.

Strengths:

- The inclusion of a service user perspective in developing the service is a strong feature of the organisation.
- Communication with, and participation in, locally based partnership forums are clear and purposeful.
- We found some innovative practices – for example, access to ‘integrated offender management houses’ and the response to the abuse of new psychoactive substances by a targeted intervention.
- The information and communications technology (ICT) systems provide high quality support for effective and integrated service delivery, with the ability to record and access key information whenever and wherever required.
- Sentencer liaison, particularly with magistrates, is well developed.
- Information available to staff is in accessible electronic formats.

Areas for improvement:

- Operational staffing levels are precariously low, with staff perceiving current workloads as unmanageable.
- The inclusion of the perspective of the staff group is underdeveloped and we found little evidence of eliciting and acting on the concerns and interests of the staff group in a systematic way.
- Low levels of participation in a recent staff survey suggest a degree of staff disengagement.
- Despite the availability of good services, case records showed limited evidence of these interventions being used consistently.

- The Interserve Quality Management Framework has limited focus on the quality of service delivery (as defined by HM Inspectorate of Probation 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.	

There is a skilled, knowledgeable and energetic senior management team, with clear lines of responsibility and accountability to the Chief Executive, who provides the main link to the wider Interserve/Purple Futures group of CRCs.

HLOW CRC delivers to the vision and strategy of Interserve/Purple Futures. There is a desistance-based strategy – expressed in the Interchange Operating Model – incorporating personalisation of service delivery and a strengths-based approach. The model has a strong focus on the quality of service delivered through ‘flex teams’, in which multi-skilled staff are required to deliver all aspects of the service.

Significant changes to the model have been identified because of a fundamental review. These changes, known as ‘Enabling our Future’, have been extensively communicated. There is evidence of financial benefits associated with this review being achieved through a restructured workforce, yet little evidence of an improved quality of service delivery. Over half of the staff interviewed in the inspection, however, did not think that the CRC prioritises the quality of work.

We found that magistrates are well informed with respect to the work of the CRC, and that CRC managers participate in a range of sentencer liaison forums, providing extensive information and responding appropriately to questions and concerns as they arise. It is evident that more work needs to be done in respect of liaison with local judges.

There is a detailed and up-to-date business risk register. This includes an appreciation of the important level of risk to the CRC in implementing the ‘Enabling our Future’ strategy. A restructured operational staff group which reduces the proportion of senior case managers (qualified probation officers) and increases the proportion of case managers runs the risk of reducing the quality of case management. Risks to the service are identified and rated, with mitigating actions identified and reviewed for their impact.

There is an overarching Interserve/Purple Futures Business Continuity Plan, and evidence that this is appropriately governed and tested within HLOW CRC. This includes the coordination of work with key partners, including the NPS.

In the context of external changes to the operating environment (which includes the termination of the contract in October 2020), Purple Futures has undertaken a fundamental review and created the ‘Enabling our Future’ strategy. This modifies the basic delivery units (flex teams) and develops a more specialist approach for women, integrated offender management (IOM), interventions and resettlement/Through the Gate services without increasing the staff numbers required to deliver the services.

HLOW CRC has a well-developed partnership with User Voice (a charitable organisation) which includes a service user council. This ‘voice’ is incorporated into Inspection of probation services: Hampshire and Isle of Wight CRC

delivering the service. This is exemplified by changes to the induction process, waiting rooms (making them more user-friendly) and through the adoption of a case handover template, to ease transfer from one responsible officer to another. The operating model is understood and accepted by staff, although emphasis on quality is undermined by the high caseloads currently held by responsible officers.

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

As part of the Interserve/Purple Futures pan-CRC strategy 'Enabling our Future', there was an appraisal of the caseload which suggested that, across the five CRCs, the mix of senior case managers and case managers was imbalanced. Consequently, HIOW CRC seconded nine senior case managers to the NPS in January 2019.

The planned reduction in senior case managers in this CRC assumes that this grade of responsible officer is required for only 19 per cent of the caseload. The calculation considers the Risk of Serious Recidivism scores, Offender Group Reconviction Scale (OGRS) bandings and offence-specific characteristics of the service user population as the determinants of appropriate allocation to grades of staff.

Prior to the secondment arrangement, there had been 38 senior case managers in the CRC. Combined with a greater than anticipated loss of staff at the senior case management level, this has created a workforce which is markedly below the capacity needed to deliver the service effectively, in our view.

Efforts to recruit new members of staff at the lower grade have proved to be more difficult than anticipated, resulting in a delay in building up the capacity needed. Consequently, average caseloads rose greatly in January 2019. Given the extended time required to recruit the numbers required to reach a full complement, and the time required to induct, train and validate the competence of inexperienced staff, higher than intended caseload levels are likely to endure for the greater part of the year.

Prior to the launch of 'Enabling our Future', the CRC maintained a reasonably consistent caseload average both for senior case managers (mid-40s) and case managers (mid-50s) during 2018. This coincides with the period from which the inspection case sample was drawn. Caseloads in January 2019 were at an average of 67 for senior case managers and 71 for case managers.

The increase reflects a higher than normal staff turnover rate during 2018, and the secondment of senior case managers to the NPS. In our survey, 84 per cent of responsible officers thought that their workload was unmanageable, albeit they acknowledged that newly recruited staff may help to reduce the number of cases held.

Staff are being recruited to the case manager grade, with a plan to have sufficient numbers in post to manage the caseload by April 2019. Newly recruited staff will be subject to induction, training and a build-up of their workload over a reasonable period, meaning that, realistically, full workload capacity (as assessed by Interserve/Purple Futures) will be achieved by autumn 2019. The level of disruption to the staff group is likely to have adverse consequences for both the performance

and quality of work in this CRC, although the large majority of responsible officers in our survey (87 per cent) believe that they have the skills and ability to deliver a high-quality service.

Middle managers supervise between 5 and 15 operational staff and have additional responsibilities to develop and deliver work with partners, and in new initiatives such as intensive Through the Gate work. This is an impressive and energetic group of staff.

There are clear supervision and appraisal policies across Interserve/Purple Futures CRCs. Staff supervision is not consistently delivered to staff, with over one-third of responsible officers reporting that they do not receive supervision that enhances and sustains the quality of their work. Many commented that managers are available, respond well to questions and provide appropriate support. Nonetheless, too few responsible officers viewed supervision as a reliable and structured form of coaching and reflection. It is encouraging, however, that 95 per cent of staff have had a formal appraisal during the previous year.

We found evidence of staff disengagement from the organisation, including low levels of participation in the recent staff survey, and supervision arrangements being perceived as less reliable than in the past.

Learning needs, both short and long-term, are identified through the well-deployed appraisal system. This informs a detailed delivery plan for HIOW CRC. The dominant method of training is e-learning, and many responsible officers highlighted the inflexibility that this approach presents in respect of individual learning styles. The CRC provided us with evidence of the coaching, briefings and workshops that it has consistently provided to supplement training and bring e-learning to life and into practice. Only half of the responsible officers interviewed considered access to training as supporting the delivery of a high-quality service.

The CRC uses numerous communication methods to inform staff, ranging from blogs, bulletins and email to regular physical and skype huddles (team meetings). There is positive engagement with union representatives, an enduring feature within the CRC. A recent Interserve-wide staff survey indicated a score of 58 per cent on a range of staff engagement measures for HIOW CRC, the same as for the other Interserve/Purple Futures CRCs. The response rate for HIOW CRC was 26 per cent. This is a small sample from which to extrapolate.

Communications are characterised by a downward, cascading approach, with little evidence of response to staff proposals, initiatives or concerns.

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

There is a sufficiently comprehensive and up-to-date analysis of the profile of service users to ensure that the CRC can deliver well-targeted services. The characteristics of the service user population are well captured via the use of layer 3 Offender Assessment System (OASys) assessments, and HIOW CRC uses needs-related data to inform the provision of in-house services and as a basis for prioritising investment. The data management capability also supports a good understanding of the level and nature of risk of harm issues in the caseload.

There is systematic review of provision as part of the HIOW CRC Continuous Improvement Plan, which includes data gathered from service users, stakeholders, supply chain partners, Serious Further Offence reviews, performance action plans, Interserve quality assurance model (IQAM) activity and HM Inspectorate of Probation reports.

There is a good understanding of the diversity of both the staff and service user populations. This is segmented by an appropriate range of characteristics. The approach to the provision of services to women is informed by a detailed needs analysis, leading to distinct gender-informed provision being available throughout the CRC. We found that services provided to women were of good quality in the majority of cases inspected.

Building on an existing range of accredited and non-accredited interventions, the Purple Futures family of CRCs has reviewed the available provision and refreshed the available suite as part of the 'Enabling our Future' strategy. There are four nationally accredited programmes available to service users: the domestic abuse programme Building Better Relationships (BBR), Drink Impaired Drivers (DID), Resolve (substance misuse) and the Thinking Skills Programme.

Non-accredited interventions, delivered through rehabilitation activity requirements (RARs), provide an extensive range of planned work programmes. These address offence-specific concerns – for example, an intervention aimed at those committing shop-theft – or problem-specific issues, including an intervention focused on the use of new psychoactive substances.

There is access to both drug rehabilitation requirement (DRR) and alcohol treatment requirement (ATR) provision via local providers of service working in partnership with the CRC. For more complex cases, the supply-chain organisation, P3, provides mentoring and support in almost all of the CRC area.

Unpaid work is provided to a good standard, with many aspects of the scheme operating at an outstanding level.

Through the Gate work is delivered to a reasonable standard in some respects, and there is a credible plan to improve the service from April 2019 in the light of a greater resource allocation.

Most responsible officers we asked (72 per cent) thought that an appropriate range of services was available to meet the needs of service users.

There is a well-developed approach to the quality management of work delivered – IQAM – which operates across all Interserve/Purple Futures CRCs. Through thematic audit, this affords comparison of performance – for example, in work with female service users and black and minority ethnic service users.

Relationships with providers and other agencies are established, maintained and used effectively to deliver high-quality services to service users. There is regular, formal review of the needs analysis between the NPS and CRC, and this has led to a year-on-year increase in the take-up of services through the fee-for-use mechanism. HIOW CRC has provided extensive information to magistrates and we were able to confirm that this was useful, and also that the information is cascaded across the relevant bench-groupings.

A focal point of partnership working is the HIOW CRC reducing reoffending board, chaired by the Chief Operating Officer. This is a subgroup of the Local Criminal Justice Board. There is good evidence of participation in the network of community safety partnerships at middle manager level.

Inspection of probation services: Hampshire and Isle of Wight CRC

There is a well-established IOM scheme, delivered in conjunction with the Hampshire Constabulary. This includes the provision of IOM housing by a voluntary sector organisation as part of a holistic approach to interventions for individuals identified as suitable for the scheme.

1.4. Information and facilities	Outstanding
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.	

Policies and procedures are regularly reviewed, improved and communicated to staff and partner agencies. The physical premises and offices are accessible to all staff and service users, and support a rehabilitative culture while meeting the requirements of safety, security, privacy and confidentiality.

There are comprehensive arrangements to analyse, trend and benchmark performance, using reliable and timely information. A range of approaches are used to gain feedback from service users and other stakeholders, with a focus on inclusivity.

We found an appropriate range of policies and guidance to inform the quality of service delivery, all of which were current and up to date. These are cascaded by email and through team meetings. There is a pan-CRC intranet (WISDOM), which includes all key policy documents. The local version of this has policies adapted for HIOW CRC and includes other local developments. Most staff surveyed (64 per cent) thought that policies were communicated effectively.

The large majority of staff we surveyed (82 per cent) indicated that there is a clear policy for case recording that supports defensible decision-making and effective communication.

We found the office facilities in HIOW CRC to be of a good standard, particularly where co-located with the local authority. The approach to working with individuals as citizens rather than reinforcing the label of 'offender' is complemented by reception facilities that look and feel the same as those for any other member of the public accessing mainstream services.

All offices and reporting centres are being reviewed as part of 'Enabling our Future', to ensure cost-effectiveness and accessibility for service users. There are clear management arrangements with the operational partners, who are well integrated and, for health and safety responsibilities, treated as other members of staff.

HIOW CRC issues all operational staff with modern mobile telephones and laptop computers, and these are generally perceived as an asset to service delivery. ICT has improved over the past year, and there is more confidence in the hardware. ICT has been a cause of stress recently, however, and many entries have been missed owing to problems with the national case management system, nDelius, the responsibility of the Ministry of Justice.

The Interserve support officers (ISO) ensure that staff have the right equipment, according to any individual needs that they may have. They also organise the ICT kit for all new starters and leavers. HIOW CRC has learned from what has not worked in the past. There was a local review of the processes for ICT set-up and, following the appointment of an ICT engineer, this resulted in many improvements. There are now more standalone machines for contingency purposes.

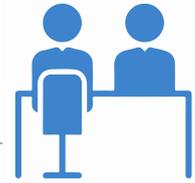
There is a well-developed partnership between Interserve/Purple Futures and Manchester Metropolitan University, and this has yielded considerable benefits, including a European Union-funded project on the personalisation of public services which has been provisionally tested in HIOW CRC. Furthermore, there is a programme of evaluative work which is coordinated across the Interserve/Purple Futures CRCs. This has contributed to the review, development and implementation of both accredited and non-accredited interventions, simultaneously adding to the knowledge base of the organisation.

Several information systems permit CRC staff at all levels to keep informed; these include:

- IOAM – all reports and the dashboard of comparative results from audits, and these can be segmented by protected characteristics area, and team
- OPeN – a performance database which can be investigated at all levels of the organisation
- Reoffending analysis tool (RAT) – uses nDelius data on further offences to estimate reoffending binary and frequency rates.

We received a demonstration of the *Enablers of Change* assessment tool, which received Correctional Services Accreditation and Advisory Panel approval in November 2018. It is the intention of Interserve/Purple Futures to establish use of this highly interactive assessment tool later in 2019, alongside a bespoke case management system.

2. Case supervision



Case supervision is of mixed quality in HIOW CRC. Assessment work is good, and when the work has been undertaken by senior case managers, it is almost always sufficient. This is also the case with planning work. The implementation and delivery of the sentence of the court are too often of a poor standard, and this is particularly prevalent among cases supervised by case managers. Reviewing of cases needs to improve across both grades of staff.

Strengths:

- A comprehensive assessment tool, layer 3 OASys, is used in all cases supervised in the CRC.
- Assessment and planning are based on appropriate levels of individual participation, including a user-friendly planning document (the Interchange Personalised Plan).
- There is a strong focus on offending and desistance in both assessment and planning work.
- There is a clear and generally effective approach to the case management of women subject to supervision.

Areas for improvement:

- Differences in the standard of work delivered by senior case managers and case managers need to be rectified.
- The provision of substance misuse interventions is not consistent throughout the area.
- Focus on the risk of harm that an individual presents, needs to be maintained through active review during the delivery of the sentence.
- Decisions to enforce the sentence need to be appropriately recorded and justified in all cases.

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

Good assessment is based on positive, active engagement with the individual, and we found this in a reasonable majority (79 per cent) of the cases inspected. Where assessment is conducted in this way, there is a sound basis for delivering the requirements and intention of the sentence. For example:

“Richard is a 34-year-old convicted of a third breach of a non-molestation order. The case was assessed well and thoroughly – the risk management and sentence plans were clear, based on engagement with the individual, and progress was appropriately reviewed at a key point in the sentence. This was a well-managed case and there was evidence of appropriate use of home visiting, use of creative processes to support Richard in managing situations of potential conflict, and well-maintained links with other relevant agencies”.

We expect sufficient attention to be given to issues which lead to offending, including accommodation, education and training, thinking and behaviour, attitudes, family, lifestyle and substance misuse. We also expect that there is a focus on strengths in the individual's life, particularly family and relationships, motivation to change, a non-criminal identity and employment.

It is of note that assessment work undertaken by probation officer-qualified senior case managers was more often of a sufficient standard than that done by case managers. In the majority of assessment work (77 per cent), there was an appropriate focus on issues that contribute to offending and desistance. In almost all cases (91 per cent), offending-related factors had been identified; however, in only a 66 per cent of cases was there sufficient analysis of these factors. Too few of the cases for which the responsible officer was a case manager (59 per cent) contained sufficient analysis.

There was sufficient focus on the strengths in the individual's life in most of the assessments done by a senior case manager (84 per cent); this was less often apparent with case managers (65 per cent).

The focus of assessment on keeping other people safe was sufficient in the majority of cases (75 per cent). There is a marked difference between the sufficiency of the work between senior case managers (82 per cent) and case managers (65 per cent). In almost all cases, the risk of harm classification was correct, and senior case managers were responsible for predominantly those individuals presenting a medium risk of causing serious harm. Over half of the individuals managed by case managers were assessed as presenting a medium risk of causing serious harm.

The following case demonstrates how the responsible officer is able to manage a complicated order to a good standard, based on thorough assessment:

“Henry is a 48-year-old who was sentenced to a suspended sentence order with rehabilitation activity, alcohol treatment and accredited programme (BBR) requirements following conviction of an assault on his ex-partner, witnessed by one of their children.

“The case is well managed and the assessment and planning phase have appropriate detail. The responsible officer is coordinating input from various agencies, and there is good evidence of maintaining contact and sequencing the various requirements of the sentence. The sentence plan is detailed and relevant, with a good mixture of desistance and offending factors”.

When the assessment of risk of harm to others is insufficient, there can be a misplaced emphasis on the delivery of other parts of the sentence. If risk of harm issues are not clearly understood, the sentence will fail to protect members of the public; for example:

“Francis is a 23-year-old convicted of common assault against his then partner. He has 14 previous convictions; although this is the first conviction for domestic abuse, his former partner reported verbal and physical abuse throughout the relationship.

“The assessment is insufficient – analysis of offending is not thorough and there is a failure to consider previous offending and behaviour. Planning is not good enough; there is a lack of consideration of measures to manage risk of domestic abuse, and to identify risks to his mother and brother, with whom he is residing and against whom there have been previous incidents of aggression. Implementation is poor. The RO [responsible officer] has focused heavily on the unpaid work requirement, to the detriment of addressing and managing risk of harm to others. Reviewing activity does take place around unpaid work compliance, but not around any other areas of harm or offending, and there is a lack of response to changes in circumstances”.

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

Planning should be undertaken in a manner that involves the individual and takes into account personal circumstances and the motivation to change in setting out the frequency and nature of contact necessary to deliver all elements of the sentence. This was sufficient in a reasonable majority (79 per cent) of cases inspected. This is illustrated in one typical case, in which the inspector found:

“... lots of evidence, both from nDelius and other records, that the individual was fully involved in discussions regarding engagement. Goals and barriers were discussed and the wording of these inputs is easy to follow”.

There is, again, a marked difference between senior case managers and case managers – with 84 per cent and 74 per cent sufficiency, respectively. In one case we found:

“Planning is a process done to complete the target rather than as a collaborative approach with the individual. The first appointment was brief and then there were no further attended appointments for five weeks due to letters being sent out to the wrong address. One of the objectives focuses on him completing the order, which would be a good aim, given previous non-compliance. There are no specifics, however, about how this would be done or what the previous barriers were”.

There was sufficient focus on reoffending and desistance in a reasonable majority (78 per cent) of cases. We found examples of good practice, including the following case:

“Eric is a 29-year-old, sentenced to a 12-month community order with 20 rehabilitation activity days and an alcohol treatment requirement of 6 months. The risk of causing serious harm was correctly assessed at the medium level. The offence was common assault against an ex-partner. The responsible officer held a discussion with the victim at the start of the order, to ascertain if there were any ongoing issues with Eric remaining at the accommodation, and it was confirmed that there were none.

“The responsible officer undertook comprehensive recording in nDelius, and completion of the ‘Interchange Personalised Plan’ clearly demonstrated Eric’s involvement, with clear goals and objectives. Compliance and engagement were good. Progress was clearly demonstrated at the review stage. There was evidence of good practice in the use of the ‘social network circle exercise’ by the responsible officer with Eric, and contact with Eric’s father proved helpful in understanding progress”.

Risk of harm was addressed in planning in 63 per cent of cases. Risk of harm was sufficiently considered in only a minority of individuals supervised by case managers (43 per cent).

When planning is done well, the delivery of service is of a high standard, as the following case illustrates:

“Helen is a 33-year-old, subject to a 12-month community order with rehabilitation activity and accredited programme requirements. This is her second drink-driving conviction, with no other offending history. The risk identified is to other road users and her child, who is less than a year old, given the issues of alcohol, mental health and possible neglect. The assessment and planning stages are detailed, and relevant to the service user. There is very good evidence of engagement, including a learning styles questionnaire, and the goals and objectives set were collaborative and supportive. Interventions included helpful links with alcohol and self-esteem workshops. The responsible officer had a proactive approach to contacting social services, which was difficult on occasion. Overall, a well-managed case with good oversight and intervention”.

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

We expect compliance with, and engagement in, the sentence to be supported effectively. In the context of people’s lives, there is a skilled balance to be struck between adapting the delivery of the service to individual need and being over-lenient towards non-compliance. In a majority of cases inspected (75 per cent), this balance was appropriately maintained. Practice was sufficient more often when the responsible officer was a senior case manager rather than a case manager (80 per cent and 67 per cent, respectively). More specifically, risks to compliance were identified and dealt with by senior case managers 82 per cent of the time, and by case managers 69 per cent of the time. Decisions to enforce were recorded and deemed sufficient in 76 per cent of senior case manager files and 64 per cent of case manager files.

Sufficient implementation of the sentence to support individual desistance was apparent in too few of the cases inspected (59 per cent). For example, the inspector noted in one case:

“There has been far too little intervention. There have been significant gaps where momentum has been lost and too little of the planned work has been followed through”.

Working relationships with some providers of substance misuse services were problematic, illustrated in the following example:

“Arthur is currently working with a substance misuse team and receiving prescriptions. However, there has been an insufficient link-in with the service and it is not clear what, if any, intervention they are undertaking with Arthur. The responsible officer could have utilised this service more effectively to support engagement – for example, leaving appointment letters and travel warrants for Arthur, who is currently of no fixed abode. This is significantly impacting on compliance”.

HIOW CRC has developed a set of distinct, gender-informed services for female service users. In a reasonable majority of the cases inspected, female cases were well engaged in the sentence (79 per cent), desistance was supported (74 per cent) and the focus on risk of causing serious harm was maintained (75 per cent).

In the full range of cases inspected, however, too few of all cases held by senior case managers (60 per cent) maintained an appropriate focus on the safety of other people during the implementation and delivery of the sentence. For case managers, the focus was unacceptably low, with only a minority of cases (32 per cent) judged to be sufficient (32 per cent). In too many cases, insufficient work was undertaken to understand and manage the potential risk of harm to members of the public; for example:

Inspection of probation services: Hampshire and Isle of Wight CRC

“Geoffrey is subject to a 1-month licence and 11 months’ post-sentence supervision following a custodial sentence for a theft conviction. There is evidence of the responsible officer involving Geoffrey in assessing and planning through the completion of the induction module and Where Am I Now? form (self-assessment). The assessment lacks sufficient detail and does not fully analyse offending or desistance factors. The responsible officer has assessed Geoffrey as posing a risk to children and partners but has not completed checks with children’s services or the police. There is a reliance on self-report rather than liaising with other services to monitor risk. Geoffrey is working with a substance misuse team but there is not sufficient liaison with this service to clarify what support or intervention they are offering”.

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

In considering the sufficiency of reviewing activity, we are not limited to the existence of formal review documents, but seek to identify, from the case record, that the responsible officer is regularly ‘taking stock’ of progress in the sentence and adjusting plans where necessary.

The review of cases supported compliance and engagement sufficiently in a majority (70 per cent) of the cases inspected. Throughout our inspection of this standard, there was no discernible difference between senior case managers and case managers. There were, however, marked differences between the sufficiency of reviews between men and women, with female cases tending to retain a stronger focus on engaging the individual and desistance work.

When working appropriately, reviewing provides a sense of skilled and active oversight of work with the individual; for example:

“Clive is a 35-year-old with a history of substance misuse. He was convicted of having possession of a class A drug and was sentenced to a 12-month community order with a 6-month drug rehabilitation requirement and 15 rehabilitation activity requirement days. He has a diagnosed mental health condition. The responsible officer has been supervising the service user for the past 6 months, since the order commenced.

“In the assessment, the responsible officer details the pertinent risk areas and how these will be addressed during the order. Partnership agency working is recorded, and how the interventions will be sequenced to prioritise the drug rehabilitation element of the order. The responsible officer was able to exercise professional judgement, acknowledging Clive’s personal circumstances in relation to compliance. Case records show frequent reviews, particularly with regard to the drug rehabilitation element and the range of rehabilitative areas identified by the responsible officer. Overall, records show that the case has been managed well”.

The processes of reviewing showed a marked loss of focus on risk of harm issues, with only a minority of cases (44 per cent) achieving a rating of sufficiency. This was the case, irrespective of the grade of case manager or the gender of the service user. The absence of monitoring and active review of the case contributes to unsatisfactory outcomes, as demonstrated below:

“Anthony is a 20-year-old sentenced to a 12-month youth rehabilitation order with a 4-week curfew, 60 hours’ unpaid work and 5 rehabilitation activity requirement days for an offence of possession of a bladed article dating back to 2016.

“This is Anthony’s fourth order in relation to the offence, with others having been revoked due to poor compliance. He has had minimal previous involvement with services prior to commission of the offence, but there are clear suspicions from several sources relating to his potential involvement in drug dealing.

“Anthony’s engagement with the order is poor and enforcement action is not taken promptly, with numerous absences being deemed acceptable, and limited work was undertaken with Anthony as a result. Given the history of non-compliance, it would have been beneficial to review the case and adopt more creative engagement strategies, such as a home visit or three-way meeting with his supported housing worker. Anthony fell into breach immediately because of failure to comply with a curfew that was imposed, and breach action was taken promptly on this occasion. He failed to attend court and a warrant was issued”.

4. Unpaid work and Through the Gate

HIOW CRC's unpaid work scheme is delivered to a very good standard in most aspects. This is a well-established scheme and the unpaid work staff have retained a strong focus on the rehabilitative potential of this method of work.

Through the Gate work in HM Prisons Winchester and Coldingley is delivered on behalf of HIOW CRC by Catch 22, a third-sector organisation, whose staff impressed as a *"talented and positive team"*. Most of our inspected cases involved individuals released from HMP Winchester. To provide the most informed assessment of the cases inspected, we drew data from the prison ICT system, NOMIS, which is used by Catch 22 staff. This supplemented the data drawn from the nDelius and OASys databases.

Strengths:

- Assessment for unpaid work is, in the main, of a sufficient standard for the delivery of the sentence.
- The unpaid work scheme has a wide range of placements, suitable for all individuals.
- There is an experienced and skilled staff group, both arranging and supervising placements, with well-established work processes to deliver high-quality work. Many elements of the scheme are 'outstanding' in terms of our standards.
- Unpaid work is supported by clear-thinking and knowledgeable managers.
- Catch 22 provides a reasonably consistent Through the Gate service, with many elements of a good scheme.
- We found examples of the Through the Gate scheme delivering tangible improvements to people's lives, particularly in relation to accommodation on release from prison.

Areas for improvement:

- Unpaid work staff should deliver assessment work to a sufficient standard in all cases.
- Senior managers should establish access to ICT systems which support the delivery of Through the Gate work.
- Staff in the Through the Gate team need to focus on understanding and planning work, taking into account the strengths in the individual's life.

As HIOW CRC develops a more specialist approach to the case management of resettlement work, clear lines of communication should be developed between staff working in prison and those in the community.

4.1. Unpaid work	Good
Unpaid work is delivered safely and effectively, engaging the service user in line with the expectations of the court.	

In unpaid work, assessment focused on the key issues in a reasonable majority of cases (69 per cent). The following example is reflective of the work being undertaken:

“Jason attended an unpaid work induction, which allowed him to be assessed for the suitability of an appropriate placement. This involved completion of a community payback induction pack, which included: a self-assessment, consideration of availability for work, recording of working status, understanding educational attainment, basic health screening, signing a community agreement and information-gathering regarding protected characteristics. Also, the responsible officer collated information on the same areas in a one-to-one induction session. Information gathered assisted with the decision of identifying a suitable project for Jason’s unpaid work requirement”.

Arrangements for unpaid work focused sufficiently on supporting the individual's engagement and compliance with the sentence in almost all the cases inspected (90 per cent). This is based on the skilled delivery of well-established processes; for example:

“The responsible officer considered the individual’s needs in relation to his hearing impairment and the effect of this disability within a group setting. Working hours were considered for a suitable project placement, resulting in a less intensive placement of one day a week. The risk assessment was properly recorded using the OASys risk assessment tool”.

Arrangements for unpaid work maximised the opportunity for the individual's personal development in almost all the cases inspected (90 per cent). The work available in HIOW CRC includes an impressive range of individual placements, including charity shop opportunities. Group placements were equally impressive, including general groundwork, restorative justice projects, environmental work, simple construction work, and painting and decorating.

The sentence of the court was implemented appropriately in the large majority of cases inspected (86 per cent). Typically, we saw:

“In Harold’s case, the sentence was implemented appropriately and in a timely manner. There is evidence that both the unpaid work and rehabilitation activity requirement days have been coordinated and organised effectively. There has been effective communication between the responsible officer and the unpaid work staff via email and telephone regarding the unpaid work attendance and hours worked”.

4.2. Through the Gate	Requires improvement
Through the Gate services are personalised and coordinated, addressing the service user's resettlement needs.	

Resettlement planning focused sufficiently on the individual's resettlement needs, and on factors linked to offending and desistance, in a reasonable majority of cases (65 per cent). There was good evidence that individuals were involved in the process of planning; however, there was a lack of focus on identifying and building on strengths in the person's life that would be likely to support their resettlement. For example:

“Peter is a 29-year-old who served a 26-week custodial sentence for an offence of assault on a police constable. He has a history of acquisitive offending, and has drug misuse and mental health difficulties.

“The resettlement plan objectives are reasonable, given the resettlement needs evident, but there is no evidence of risk of harm factors, diversity needs or protective factors being considered or focused on. There is no evidence that the resettlement plan was followed up by the resettlement worker, or that they effectively communicated with the responsible officer”.

Resettlement activity focused sufficiently on supporting the service user's resettlement in too few of the cases inspected (61 per cent). Too often, there was no record of assessment, or no record of identified work being undertaken by resettlement staff in the prison. In one case we saw that:

“... although the resettlement worker saw the individual and identified a resettlement plan with objectives around accommodation and to contact the responsible officer, there is no evidence this has been done, or that any follow-up or liaison by the resettlement worker has taken place”.

There was effective coordination of resettlement activity in the majority of cases inspected (64 per cent). Where this works well, there is evidence of the scheme delivering a plan that follows the service user from prison to the community, as illustrated below:

“David is a 40-year-old convicted of shop theft and sentenced to a custodial sentence of 120 days. He has a history of drug-related, acquisitive offending.

“The initial plan sufficiently identified the key areas of resettlement and includes appropriate objectives, with accommodation as a priority and relevant actions identified. There is evidence that accommodation action was completed and communicated to the responsible officer. This was accessed via copies of the prison's electronic records”.

Annex 1: Methodology

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 CRC's Chief Executive Officer 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 58 individuals, 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 34 meetings and focus groups. The evidence explored under this domain was judged against our published ratings characteristics.¹²

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. Where necessary, interviews with other people closely involved in the case also took place.

We examined 100 cases from across the 4 CRC hub offices: West (Southampton), East (Portsmouth), North (Basingstoke) and the Isle of Wight (Newport). The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of

¹² HM Inspectorate's domain one ratings characteristics can be found here: <https://www.justiceinspectrates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2018/05/Probation-Domain-One-rating-characteristics-March-18-final.pdf>

5), and we ensured that the ratios in relation to gender, type of disposal and risk of serious harm level matched those in the eligible population.

Domain three: sector-specific work

We completed case assessments for two further samples: (i) unpaid work and (ii) Through the Gate. As in domain two, sample sizes were set to achieve a confidence level of 80 per cent (with a margin of error of 5).

Unpaid work

We examined 29 cases with unpaid work requirements that had begun at least 3 months previously. The sample included cases managed by the NPS as well as cases managed by the CRC. We ensured that the ratios in relation to gender and risk of serious harm level matched those in the eligible population. We used the case management and assessment systems to inspect these cases.

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

- the senior manager with overall responsibility for the delivery of unpaid work
- middle managers with responsibilities for unpaid work
- a group of supervisors of unpaid work, from a range of geographical locations.

Through the Gate

We examined 23 custodial cases in which the individual had been released on licence or post-sentence supervision 6 weeks earlier from the CRC's resettlement prisons, over a 2-week period. The sample included those entitled to pre-release Through the Gate services from the CRC who were then supervised post-release by the CRC or the NPS. We used the case management and assessment systems to inspect these cases.

We also held meetings with the following individuals/groups:

- the senior manager in the CRC responsible for Through the Gate services
- a small group of middle managers responsible for Through the Gate services in specific prisons
- a group of CRC resettlement workers directly responsible for preparing resettlement plans and/or meeting identified resettlement needs.

Annex 2: Inspection results: domains two and three

2. Case supervision

Standard/Key question	Rating/% yes
2.1. Assessment	
Assessment is well-informed, analytical and personalised, actively involving the service user	Good
2.1.1. Does assessment focus sufficiently on engaging the service user?	79%
2.1.2. Does assessment focus sufficiently on the factors linked to offending and desistance?	77%
2.1.3. Does assessment focus sufficiently on keeping other people safe?	75%
2.2. Planning	
Planning is well-informed, holistic and personalised, actively involving the service user.	Good
2.2.1. Does planning focus sufficiently on engaging the service user?	79%
2.2.2. Does planning focus sufficiently on reducing reoffending and supporting the service user's desistance?	78%
2.2.3. Does planning focus sufficiently on keeping other people safe? ¹³	63%
2.3. Implementation and delivery	
High-quality, well-focused, personalised and coordinated services are delivered, engaging the service user	Requires improvement
2.3.1. Is the sentence/post-custody period implemented effectively with a focus on engaging the service user?	75%
2.3.2. Does the implementation and delivery of services effectively support the service user's desistance?	59%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	49%

¹³ 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.

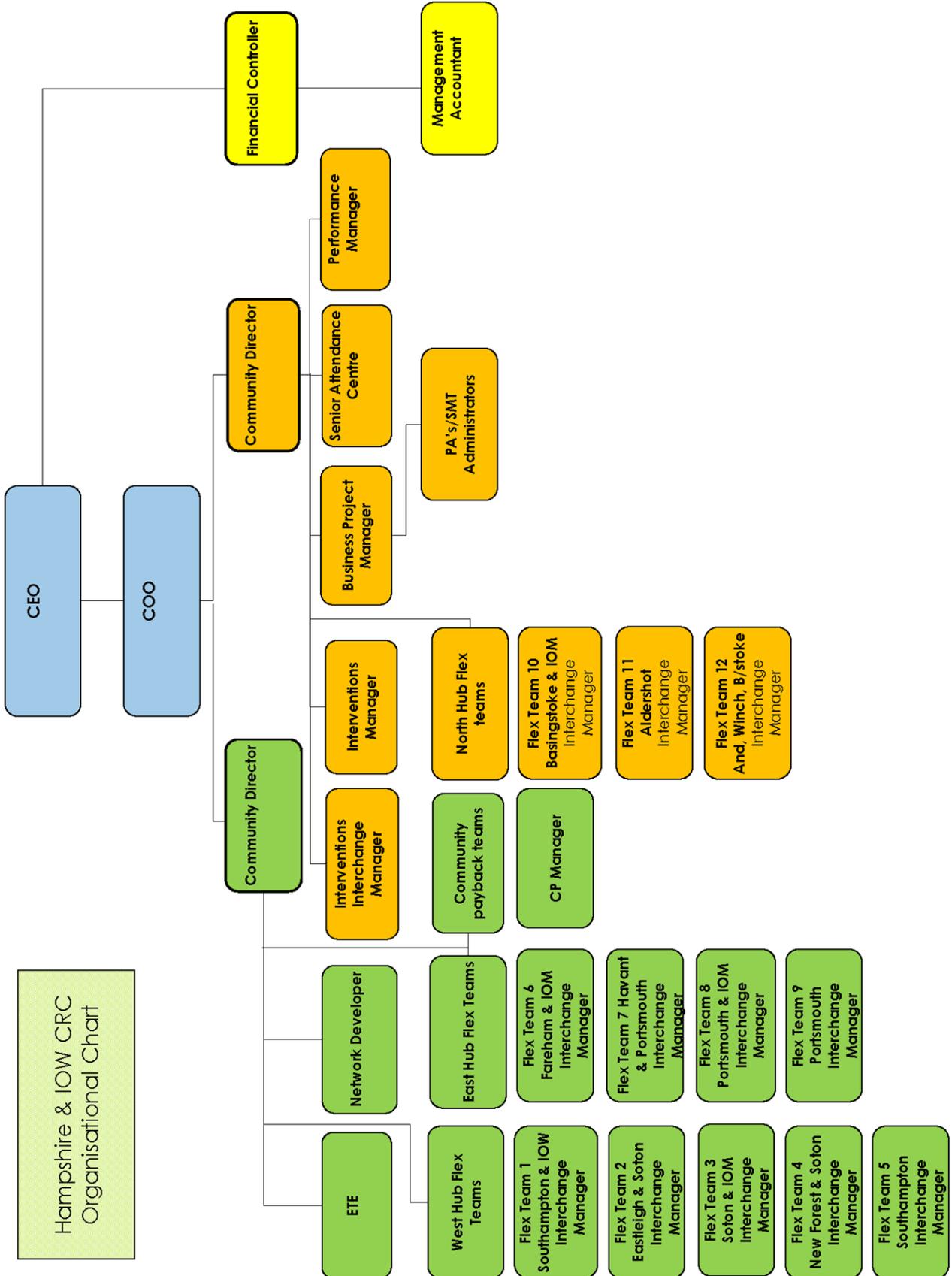
2.4. Reviewing	
Reviewing of progress is well-informed, analytical and personalised, actively involving the service user	Inadequate
2.4.1. Does reviewing focus sufficiently on supporting the service user's compliance and engagement?	70%
2.4.2. Does reviewing focus sufficiently on supporting the service user's desistance?	64%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	44%

4. CRC-specific work

Standard/Key question	Rating/% yes
4.1. Unpaid work	
Unpaid work is delivered safely and effectively, engaging the service user in line with the expectations of the court	Good
4.1.1. Does assessment focus on the key issues relevant to unpaid work?	69%
4.1.2. Do arrangements for unpaid work focus sufficiently on supporting the service user's engagement and compliance with the sentence?	90%
4.1.3. Do arrangements for unpaid work maximise the opportunity for the service user's personal development?	90%
4.1.4. Is the sentence of the court implemented appropriately?	86%
4.2. Through the Gate	
Through the Gate services are personalised and coordinated, addressing the service user's resettlement needs	Requires improvement
4.2.1. Does resettlement planning focus sufficiently on the service user's resettlement needs and on factors linked to offending and desistance?	65%
4.2.2. Does resettlement activity focus sufficiently on supporting the service user's resettlement?	61%
4.2.3. Is there effective coordination of resettlement activity?	64%

Annex 3: Operating model

Organogram



Operating model

The Interchange Operating Model in practice

HIOW CRC operates the Interserve Interchange Model, that aims to develop a personalised, co-produced service user plan, that builds on strengths and challenges behaviours to reduce reoffending.

The model includes six modules - Induction, Assessment, Plan, Network, Review and Exit.

Service users are allocated to Senior Case Managers (SCM) or Case Managers (CM) by administrative staff based in our Professional Services Centre (PSC). Allocation to local Flex teams is based on the service user's postcode; where they are homeless the allocation is based on last known address or the court area in which they were sentenced. The PSC decision is informed by the Banding and Allocation (BAT) tool. The allocation is based mainly on the OGRS score with some exceptions (as in the attached guidance document below). Interchange Managers can override allocation decisions to Senior Case Managers or Case Managers where necessary.

Allocation to the correct SCM/CM is important and the CRC makes every effort to ensure that service users with specific needs are matched to staff with specialist skills or knowledge in working with, for example, women, those with poor mental health or prolific offenders. Interchange Managers are responsible for ensuring that the PSC is aware of these staff within each flex team.

Available services and involvement of the third sector

HIOW CRC delivers all local case management services and accredited programmes, non-accredited interventions and unpaid work. In addition, we run 5 women's centres where women service users can attend the women's programme and individual appointments in a woman-only space. Each centre runs 1 day a week and staff collaborate with volunteers and third sector partners, such as CAB, IDVA services and Health, to support and provide interventions for women. Other services for women include bespoke interventions by specialist third sector providers aimed at empowering women through challenging, but supportive, interventions that address their behaviours and experiences. The CRC has a small group of staff who are qualified to Matrix standard and provide employment, training and education advice and guidance through a Rehabilitation Activity requirement.

The CRC commissions a range of third sector services to address substance abuse (Society of St James), and provide intensive input to service users with complex problems (P3) at high risk of breakdown in the community. We also contract with bespoke services for those who need 1:1 interventions such as autistic service users and some with violence issues; another partner provides small groups for service users with mental health issues.

The Through the Gate (TTG) service in HIOW is delivered via a contract with Catch 22, who provide resettlement services in HMPs Winchester and Coldingley. CRC staff from the IOW office provide the TTG service to the small remand unit in HMP IOW. Interserve contracts on behalf of the CRC with MtcNovo to provide TTG services in HMP Bullingdon and, for women, in HMP Bronzefield.

We are about to launch a Meet at the Gate service in partnership with the charity, PACT, which will provide an initial 10-day 'across the gate' volunteer support service to CRC service users leaving Winchester and Bronzefield prisons.

Management of the CRC's internal performance remains with the management team and performance unit, but the majority of the contracts with third sector agencies are managed for the CRC by another third sector partner, 3SC.

Hampshire & IOW – Geography, key partnerships and office locations:

The CRC manages approximately 4,000 offenders at any one time across Hampshire & IOW, which ranges from significant urban locations (Southampton, Portsmouth, Fareham/Gosport and Basingstoke) to large, mainly rural, areas (North Hampshire, New Forest, Test Valley and IOW).

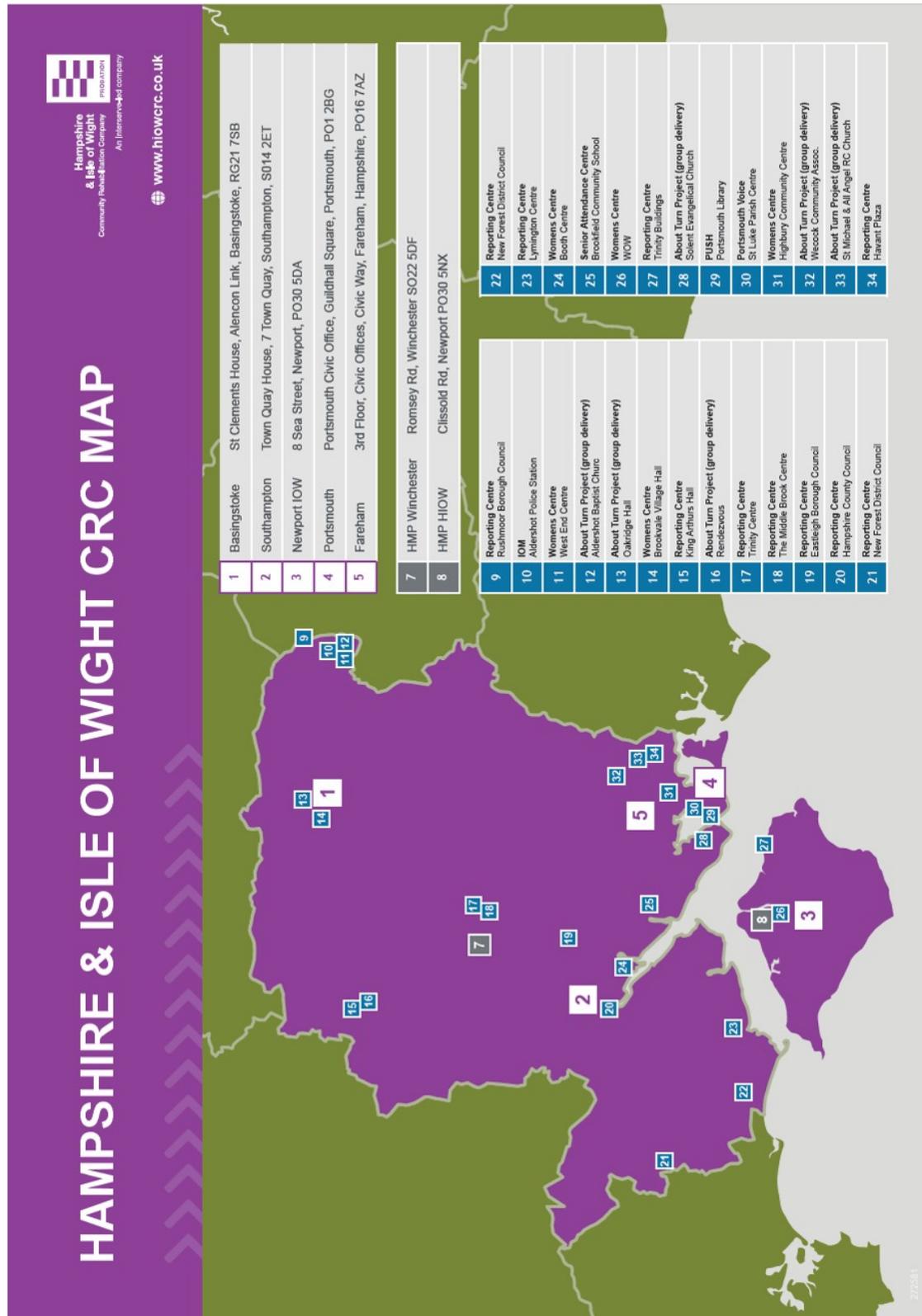
Hampshire and Isle of Wight has 1 Police and Crime Commissioner and 1 Police Constabulary, although there is a growing collaboration between the Hampshire and Thames Valley services. There are 3 Unitary Authorities and 1 County Council (Hampshire), which has 11 Local/District Authorities. Each of the unitaries and the County Council has its own Safeguarding Boards, while all 14 Authorities have Community Safety Partnerships and Housing Authorities.

The CRC works closely with all the main criminal justice agencies through the Local Criminal Justice Board and is the Chair of the Reducing Reoffending sub-group.

There are 3 main CRC hub offices West (Southampton), East (Portsmouth) and North (Basingstoke), plus 1 office on the IOW (Newport) and 1 in Fareham (HQ). Only 3 (West, IOW, North) remain shared with the NPS. Satellite sites are used to cover reporting and interventions where we no longer have permanent offices; these are often accessed via local arrangements with councils or partner agencies. They also provide a springboard for S/CMs to work in the community, carrying out home visits and improving engagement and local knowledge through being familiar with, and regularly visible in their communities. Women are seen, whenever possible, in the Women's Centres located in Cosham, Southampton, Newport, Aldershot, Basingstoke; all premises are community provision used in partnership with third sector agencies.

More information can be found: www.hiowcrc.co.uk

Map of the Area



Annex 4: Glossary

Accountability	When people are responsible for making decisions and taking actions on areas of work within their remit
Accredited programme	A programme of work delivered to offenders in groups or individually through a requirement in a community order or a suspended sentence order, or as part of a custodial sentence or a condition in a prison licence. Accredited programmes are accredited by the Correctional Services Accredited Panel as being effective in reducing the likelihood of reoffending
Alcohol treatment requirement	A requirement that a court may attach to a community or suspended sentence order aimed at tackling alcohol abuse
Approach	The overall way in which something is made to happen; an approach comprises processes and structured actions within a framework of principles and policies
Assessment	The process by which a decision is made about the things an individual may need to do to reduce the likelihood of them reoffending and/or causing further harm
BBR	Building Better Relationships: a nationally accredited group work programme designed to reduce reoffending by adult male perpetrators of intimate partner violence
Breach (of an order or licence)	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
Case manager	The term used by some CRCs, e.g. Purple Futures CRCs, for the probation services officer grade who holds lead responsibility for managing a case
CRC	Community Rehabilitation Company: 21 CRCs were set up in June 2014, to manage most offenders who present low or medium risk of serious harm
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
Desistance	The cessation of offending or other antisocial behaviour
Drink Impaired Drivers programme	An accredited programme designed to reduce the risk of future drink-related driving offences
Diversity	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
DRR	Drug rehabilitation requirement: a requirement that a court may attach to a community order or a suspended sentence order aimed at tackling drug misuse.
Enforcement	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
Flex team	A team of people in the Purple Futures CRCs made up of operational and management staff supervising service users
HIOW	Hampshire and Isle of Wight Community Rehabilitation Company
HMP	Her Majesty's Prison
HMPPS	Her Majesty's Prison and Probation Service: from 01 April 2017, HMPPS became 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)
ICT	Information and communications technology
Interchange manager	A member of staff within Purple Futures CRCs equivalent to a senior probation officer in the NPS
Interchange model	An individualised approach to rehabilitation that meets the needs and recognises the diversity of all service users; the model takes a modular approach to working to support desistance
Intervention	Work with an individual that is designed to change their offending behaviour and/or to support public protection. A constructive intervention is where the primary purpose is to reduce the likelihood of reoffending. A restrictive intervention is where the primary purpose is to keep to a minimum the individual's risk of harm to others. With a sexual offender, for example, a constructive intervention might be to put them through an accredited sex offender treatment programme; a restrictive intervention (to minimise their risk of harm to others) 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. Both types of intervention are important
IOM	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
IQAM	Interserve quality assurance model
Learning style	The different ways in which people are best able to learn. They can include, for example, solitary or group scenarios, discussion, written information, pictures, hands-on learning and seminars
Licence	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
MAPPA	Multi-Agency Public Protection Arrangements
Mentoring	The advice and guidance offered by a more experienced person to develop an individual's potential
Ministry of Justice	The government department with responsibility for the criminal justice system in the United Kingdom
nDelius	National Delius: the approved case management system used by the CRCs and the NPS in England and Wales
NOMIS	National Offender Management Information System: a case management system used in prisons to record information about prisoners
NPS	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
OASys	Offender Assessment System: currently used in England and Wales by the CRCs and the NPS to measure the risks and needs of offenders under supervision
Offender management	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
OGRS	Offender Group Reconviction Scale
OPeN	A performance database which can be investigated at all levels of the organisation
P3	People Potential Possibilities: a charity and social enterprise organisation
Partners	Partners include statutory and non-statutory organisations, working with the participant/offender through a partnership agreement with a CRC or the NPS

Post-sentence supervision	Introduced by the Offender Rehabilitation Act 2014, the post-sentence supervision is a period of supervision following the end of a licence. Breaches are enforced by the magistrates' court
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 vary depending on when the qualification was undertaken. They manage more complex cases
Providers	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
RAR	Rehabilitation Activity Requirement: from February 2015, when the <i>Offender Rehabilitation Act 2014</i> was implemented, courts can specify a number of RAR days within an order; it is for probation services to decide on the precise work to be done during the RAR days awarded
RAT	Reoffending analysis tool; this uses nDelius data on further offences to estimate reoffending binary and frequency rates
Recidivism	An individual's relapse into offending after being given or undergoing an intervention to stop offending
Resolve	An accredited programme for male perpetrators of interpersonal violence, designed to help them gain a better understanding of their emotions and behaviour and learn new ways of thinking to help them avoid violence
Responsible officer	The term used for the officer (previously entitled 'offender manager') who holds lead responsibility for managing a case
Restorative Justice	This practice enables victims to meet or communicate with their offender to explain the real impact of the crime. In an RJ conference, victims have a chance to tell the service user how they have been affected. Service users gain empathy and understanding for those they have harmed and the opportunity to make amends
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 must 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
Risk of Serious Recidivism	Risk of Serious Recidivism is an assessment tool that uses static data to predict the likelihood of serious violent and sexual reoffending. The score is an estimation of how likely an offender is to be convicted for a new seriously harmful offence committed over the next two years that they will spend in the community. The RSR tool is based on tracking offending outcomes of a very large cohort of offenders, and identifying the contribution that each risk factor makes to their likelihood of serious reoffending
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 or rape). The CRC and/or NPS must notify HMPPS of any such individual charged with one of these offences. A review is then conducted with a view to identifying lessons learned
Stakeholder	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. Examples of external stakeholders are owners (shareholders), customers, suppliers, partners, government agencies and representatives of the community. Examples of internal stakeholders are people or groups of people within the organisation
Supply chain	Providers of services commissioned by the CRC
Suspended sentence order	A custodial sentence that is suspended and carried out in the community
Thinking Skills Programme	An accredited group programme designed to develop an offender's thinking skills to help them stay out of trouble
Third sector	The third sector includes voluntary and community organisations (both registered charities and other organisations such as associations, self-help groups and community groups), social enterprises, mutuals and cooperatives
Through the Gate	Through the Gate services are designed to 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
<i>Transforming Rehabilitation</i>	The government's programme for how offenders are managed in England and Wales from June 2014
Unpaid work	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
Women's centre	A centre dedicated to services for women. This may include education, training and interventions to help with confidence and self-esteem



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ISBN: 978-1-84099-859-7