

An inspection of

# Warwickshire and West Mercia Community Rehabilitation Company

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JULY 2019

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This inspection was led by HM Inspector Vivienne Raine, 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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## Foreword

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Warwickshire and West Mercia Community Rehabilitation Company (CRC) manages 3,000 individuals across a large geographical area from the Welsh borders to the West Midlands conurbation. We inspected its performance in March and April this year against our 10 quality standards. It performed well on three of these, including its supervision of individuals given a court sentence of unpaid work. But on the remainder, we found room for improvement, so our overall rating for this service is that it 'Requires Improvement'.

On the positive side, we were impressed by the investment the service has made in probation officers, with over two-thirds of cases we assessed being managed by a probation officer or trainee – well above the average for other CRCs we have inspected. Practitioners work well to support engagement and compliance and over 80% of the assessments we analysed properly focused on desistance and offending – the best we have seen to date in a CRC.

Despite this, responsible officers are not doing enough to make sure that individuals are completing the work that they need to do to support their desistance and reduce reoffending and we found long waiting times to start accredited programmes. A more strategic approach to making sure that the right interventions are available and used effectively should help to address this.

The CRC also needs to improve its approach to keeping people safe. Practitioners are not focusing sufficiently on protecting victims and potential victims, and some aspects of work to safeguard children leaves me with concern. A CRC's role in protecting the public is crucial. However well it is performing against other indicators, in the eyes of the public, the CRC will always, and reasonably, be judged by its ability to manage risk of harm.

I have every confidence that senior leaders will work quickly to take account of the findings of this inspection. I am convinced of their drive and ability to do so. I would encourage them, however, to consider the benefits that a measured, strategic and inclusive approach could bring to their response.



**Justin Russell**  
Chief Inspector of Probation

## Overall findings

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



Our key findings about the organisation are as follows:

- The CRC has a dynamic approach to responding to information about the quality of its performance, acting promptly to understand and address any deficiencies identified.
- Joint work with key stakeholders has led to improvements in service provision.
- The organisation makes sure that its complex cases are managed by professionally qualified practitioners and has a good ratio of probation officers to probation services officers – significantly higher than other CRCs.
- The CRC's residential alternative to custody programme for women, delivered by Willodene Farm,<sup>1</sup> is the first of its kind. It has had a long relationship with local probation services and receives positive feedback from service users and partners.
- Practitioners work enthusiastically to provide high-quality probation services; however, they are not engaged in the CRC's decisions and are disaffected by ongoing changes.
- Managers lack capacity to support effectively the work and wellbeing of staff. Less than half the staff we interviewed said that their workload was manageable.
- There is too little focus on equality, diversity and inclusion.
- Service provision is decided and negotiated locally. This has led to inconsistencies between local delivery units (LDUs) in the quality of service provision. The lack of a cohesive approach has an impact on the CRC's ability to assure itself that interventions are evidence based, effective and based on identified need.
- There are long waits to start accredited programmes. It is not uncommon for individuals to wait between six months and a year to participate in a Building Better Relationships (BBR)<sup>2</sup> course. And for those who do start, only one-third of requirements are completed successfully.
- The CRC's failure to adopt flexible working limits its ability to work effectively with some of the most vulnerable individuals and complex cases it manages.

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<sup>1</sup> Further details about Willodene's women's residential course can be found at: <https://www.wwmrc.co.uk/document/Page/womenresidentialoffender.pdf>

<sup>2</sup> See Glossary at Annex 4 for details.



## Case supervision

Our key findings about case supervision are as follows:

- Practitioners work well to support engagement and compliance.
- Over 80 per cent of the assessments we examined focused sufficiently on understanding factors linked to desistance and offending – the best we have seen to date in a CRC.
- Individuals being supervised complete too little work to reduce the likelihood that they will reoffend. The right work was delivered at the right time in only half of the cases we looked at.
- Work to understand and address factors linked to risk of harm to others falls well below our expectations.
- There is a lack of understanding about the potential for harm to children, and the quality of work necessary to keep them safe.
- There is considerable variation across the CRC in the overall quality of case management.



## Unpaid work and Through the Gate

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

### Unpaid work

- The CRC acts quickly and effectively to enable and encourage individuals to fulfil successfully the unpaid work obligation imposed by the court.
- The CRC is not able to meet its obligation to provide education, training and employment as part of its unpaid work offer.
- The quality of unpaid work arrangements for women varies between LDUs.

### Through the Gate

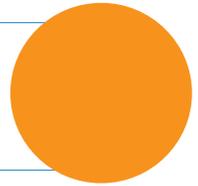
- The CRC works well strategically with prisons and commissioned services to improve access to resettlement services in custody.
- Resettlement activity is not tailored to meet the specific needs of individuals leaving custody, and takes too little account of the need to keep others safe.

Service: Warwickshire and West Mercia Community Rehabilitation Company

Fieldwork started: March 2019

Overall rating

Requires improvement



### 1. Organisational delivery

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

### 2. Case supervision

2.1	Assessment	Good	
2.2	Planning	Requires improvement	
2.3	Implementation and delivery	Requires improvement	
2.4	Reviewing	Requires improvement	

### 4. CRC specific

4.1 <sup>3</sup>	Unpaid work	Good	
4.2	Through the Gate	Good	

<sup>3</sup> CRC aspects of domain three work are listed in *HMI Probation's standards* as 4.1 and 4.2. Those for the NPS are listed as 3.1 and 3.2.

## 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 Warwickshire and West Mercia CRC.

### **Warwickshire and West Mercia CRC should:**

1. ensure that management oversight and quality assurance better support the practice of probation services officers
2. improve work to manage and reduce risk of harm, paying attention to measures to protect victims of domestic abuse and to safeguard children
3. provide a suite of effective interventions, available in all local delivery units, that meets identified need, including improving access and availability to accredited programmes
4. ensure that sufficient work is completed to support the desistance of individuals and reduce the likelihood that they will reoffend
5. review its approach to equality and diversity to ensure that, as a minimum, it meets its obligations under the *Equality Act 2010*
6. improve its approach to inclusion, to ensure that service provision reflects the views of staff, individuals being supervised and other stakeholders
7. ensure that practitioners access the right learning and development opportunities, based on need and role, and to reflect emerging offending trends and priorities.

## Background

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### Probation services

Around 260,000 adults are supervised by probation services annually.<sup>4</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, for a minimum of 12 months, all individuals released from prison.<sup>5</sup>

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 CRCs that provide services under contract. The government has announced its intention to change the arrangements for delivering probation services, and has given notice to CRCs that it will terminate their contracts early, by spring 2021, with responsibility for offender management passing to the NPS at that point.

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.

### The Warwickshire and West Mercia CRC

Warwickshire and West Mercia is the only CRC owned by PeoplePlus. This is a privately-owned organisation, working across the UK to provide public sector services. In addition to the services it facilitates through the CRC, it is a large provider of education, training and employment services, including in prisons. It also offers disability, wellbeing and care support services.

The CRC covers a large geographical area, ranging from the Welsh border in the west to the West Midlands conurbation in the east, Telford in the north and Hereford in the south; however, it manages only two per cent of the national total caseload (about 3,000 individuals) being supervised by CRCs.<sup>6</sup> This relatively small caseload, which has been consistent since it was set up, can lead to inefficiencies in delivering supervision in the community.

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<sup>4</sup> Ministry of Justice. (2018). Offender Management Caseload Statistics as at 30 September 2018.

<sup>5</sup> 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.

<sup>6</sup> Ministry of Justice. (2018). Offender Management Statistics Quarterly: October to December 2018 and annual 2018 supplementary data report, Probation: October to December 2018. (Table 4.8: Offenders supervised in the community at period end, by National Probation Service Region, Division and CRC, England and Wales.)

Throughout the implementation of *Transforming Rehabilitation*, the CRC worked to protect its probation identity and the strengths it demonstrated as a trust. It has retained functional titles, such as assistant chief officer and offender manager, and the traditional end-to-end offender management model, with its emphasis on engagement and providing a consistent responsible officer throughout the sentence.

At the time of our inspection, the CRC comprised three local delivery units (LDUs): Warwickshire; Worcestershire; and Shropshire, Telford and Herefordshire. Each was managed by an assistant chief officer, who also holds responsibility for a core CRC remit: either Through the Gate, unpaid work or accredited programmes. A fourth assistant chief officer leads the CRC's business, quality and performance functions. Changes to this structure were due to take place shortly after our fieldwork.

Through the Gate services are provided in two prisons, Her Majesty's Prisons (HMPs) Hewell and Featherstone. The majority of those released from these prisons live outside the Warwickshire and West Mercia area, and are therefore supervised by other CRCs or the NPS.

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.<sup>7</sup>

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<sup>7</sup> HM Inspectorate of Probation's standards can be found here: <https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

## Contextual facts

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**151,788**

The total number of individuals subject to probation supervision by CRCs across England and Wales <sup>8</sup>

**44.5%**

The adjusted proportion of Warwickshire and West Mercia CRC's service users with a proven reoffence <sup>9</sup>

**2,976**

The number of individuals supervised by Warwickshire and West Mercia CRC <sup>8</sup>

**45.2%**

The adjusted proportion of all CRCs' service users with a proven reoffence <sup>9</sup>

**82%**

The proportion of individuals who were recorded as having successfully completed their community orders or suspended sentence orders for Warwickshire and West Mercia CRC. The performance figure for all England and Wales was 79%, against a target of 75% <sup>10</sup>

**50%**

The proportion of positive compliance outcomes with licences and, where applicable, post-sentence supervision periods for Warwickshire and West Mercia CRC. The performance figure for all England and Wales was 71%, against a target of 65% <sup>11</sup>

**97%**

The proportion of positive completions of unpaid work requirements for Warwickshire and West Mercia CRC. The performance figure for all England and Wales was 89%, against a target of 90% <sup>12</sup>

**2%**

The proportion of the total caseload in England and Wales that is supervised by Warwickshire and West Mercia CRC <sup>8</sup>

<sup>8</sup> Ministry of Justice. (2018). Offender management caseload statistics, as at 30 September 2018.

<sup>9</sup> Ministry of Justice. (2019). Proven reoffending statistics, January to March 2017 cohort.

<sup>10</sup> Ministry of Justice. (2018). CRC Service Level 8, community performance quarterly statistics, July 2017-September 2018, Q2.

<sup>11</sup> Ministry of Justice. (2018). Assurance metric J, community performance quarterly statistics, July 2017-September 2018, Q2.

<sup>12</sup> Ministry of Justice. (2018). CRC Service Level 10, Community performance quarterly statistics, July 2017-September 2018, Q2.

# 1. Organisational delivery



The CRC has started to implement its commitment to delivering a service that focuses on quality and is prioritising the importance of supporting this with a more inclusive and strategic approach.

Staff at all levels demonstrate their passion to deliver effective probation services. They are not sufficiently engaged in the strategic direction of the CRC, however, and an atmosphere of disillusionment permeates at almost all levels. This can be attributed, in part, to the lingering nostalgia about the provision of probation services prior to *Transforming Rehabilitation* but many are disconcerted by the way their CRC operates.

This is an organisation that draws on the historical strengths of its individual LDUs. The majority of decisions about the services that the CRC will provide are made at a local level. This has advantages, in that it enables tailored provision. Nonetheless, it diminishes the organisation's ability to act as a cohesive whole. Without a proper needs assessment or analysis of the quality and effectiveness of the interventions being delivered, the organisation is unable to ascertain if its localised approach enhances or has a negative impact on its ability to provide an equitable service to those being supervised.

## Strengths:

- The CRC has maintained an effective probation services officer to probation officer ratio.
- The pilot quality development management role demonstrates the organisation's capacity to work strategically and reflectively, to test and improve the quality of case management practice.
- Effective case management is supported by robust case assignment policies.
- Managers have strong and productive relationships with the NPS, sentencers and other partners that have helped to improve access to appropriate services.

## Areas for improvement:

- There are no formal systems for gathering the views of stakeholders, to inform strategic direction and service improvement.
- Most services are provided on the basis of legacy arrangements and trusted relationships rather than on identified need and effectiveness.
- Key central functions, such as learning and development, are under-resourced.
- The CRC is unsighted on the key risks inherent in its current model of working.
- There is too little focus on equality, diversity and inclusion, and the need to make sure that those with protected characteristics are not disadvantaged during their contact with the CRC.

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

The CRC's focus on high-quality practice is evident, and supported from the top of the organisation. This is underpinned by specific strategic priorities that highlight the importance of evidence-based, personalised service delivery. There has also been a recent drive to encourage practitioners to exercise professional curiosity to enhance the management of risk of harm.

This does not appear to have had an impact on all staff, however, and less than one-third of responsible officers interviewed reported that the CRC places enough emphasis on the quality of their practice.

Goals in the CRC's 2018/2019 service plan are aspirational. Some are supported by appropriate objectives, but for other, important, goals it is not clear how these will be met – for example, its aim to be 'responsive to equality and diversity'.

Key stakeholders, such as the CRC's supply chain providers, sentencers and the NPS, respect and value the CRC and the quality of their relationship. They have a clear understanding of the role of the CRC and appreciate the information that managers share with them. The CRC is yet to fulfil its strategic ambition to engage systematically with all stakeholders, however, in order to inform service improvement.

The 2019/2020 annual service plan has been delayed, to take account of HMI Probation's inspection findings. The CRC intends to consult on its draft plan but is yet to introduce formal systems enabling stakeholders to help to identify and inform priorities for the coming year. The CRC runs the risk that staff feel excluded from the decision-making process and will be less likely to engage enthusiastically with the objectives in the final plan.

The CRC recognises the need to document its strategies more effectively; there are few in place and the quality of these varies considerably. Some strategies provide a strong steer, clearly setting out their purpose, expectations for delivery, the problems and risks to address, and an agreed approach to improvement. Others are little more than lists; there are no strategies at a CRC level, for example, for reducing reoffending or the provision of services and interventions.

Women make up about 16 per cent of the caseload, yet the CRC has no documented central model or expectations for the delivery of women's services.

Governance structures at CRC owner level provide for the scrutiny of compliance with contractual targets, business risks and monitoring probation service priorities. The main method of holding the CRC to account for providing high-quality probation services is through external audit and inspection.

The enduring features of the CRC's operating model are the principles of ASPIRE<sup>14</sup> and 'Need, Risk, Responsivity'. The strength of this model lies in making sure that cases are managed from the outset by those with the right level of competence,

<sup>14</sup> The NOMS Offender Management Model focused on these processes. ASPIRE is the acronym for Assess, Sentence Plan, Implement, Review and Evaluate.

even for sentences with a single requirement of unpaid work. A range of case assignment, caseload and minimum contact policies have been introduced over time, to clarify and support the CRC's case management model. The CRC generally makes good efforts to fulfil these commitments.

The organisation's encouragement of localised practice has led to differentiation in models of service delivery. LDUs have been encouraged to test pilot models to suit local need, but such innovation has been limited by cuts in resourcing and a new standard for minimum contact levels. This has affected the morale of responsible officers, who report that the withdrawal of local models has reduced their ability to work in a way that best suits their skills and interests. Aspects of localised models remain in place. This capitalises on the teams' skills mix but has an impact on the CRC's commitment to the traditional end-to-end offender management model that emphasises the importance of continuity, responsiveness and need.

The CRC's objective to treat everyone equally through its minimum contact standard (which surpasses Her Majesty's Prison and Probation Service's (HMPPS) performance measure) has led to perverse consequences for some individuals being supervised.

The CRC's aim is for all those under supervision to access interventions that meet their specific needs, and to have the same minimum level of contact with their responsible officer. In practice, some responsible officers focus more on complying with the standard than ensuring that the level and nature of contact is personalised appropriately to reflect the individual needs of each case. Responsible officers advised that, as a consequence, low risk of harm offenders could be seen as often as those posing a medium risk of harm. They were also concerned that supervision appointments, especially for those reporting in the evenings, were being shortened, with more focus on 'checking in' and less time available to complete structured offending behaviour work.

Although a number of core business functions, such information and communications technology (ICT) and finance, have been centralised, the case administration role has been retained at field office level. This has provided for continuity in administrative systems, relationships with local service providers and knowledge about the locality. It may also have led to the retention of administrative forms used by the trusts, some of which still reflect old terminology, and need updating.

The CRC responds quickly to new ideas and feedback. Its quality development manager pilot has demonstrated its ability to do this in a measured and strategic way. This speed has led to the CRC acting impulsively on occasion, however, without effectively assessing and mitigating the risks inherent in the changes being made. This includes risks relating to equality and inclusion. The ad hoc withdrawal of internally provided interventions and commissioned services, without the necessary regard to the implications, is an example of such action.

The CRC's risk register is held by PeoplePlus and reviewed by their director of justice. Although short on detail, it includes a wide range of factors affecting business and probation service provision.

There has been too little assessment of the risks inherent in the CRC's operating model and the policies that support it. Monitoring such risks will help the CRC to understand any unintended outcomes and inform contingency actions to mitigate them.

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

The CRC's caseload escalation policy provides clear guidance on the maximum number of cases to be managed by individual responsible officers and the systems for managing high caseloads within teams. There was evidence that this had been applied in some instances but had not been introduced in a timely way across all offices. The policy advises that the caseload threshold for probation officers, working on a full-time basis, is 40 to 50 cases, and for probation service officers is 65.

The CRC's records show that, during the period covering the cases we inspected, it should have had enough responsible officers, overall, to manage the number of individuals it supervised. In some offices, however, workloads were excessive. About one-third of the probation officers reported that they were managing 50 or more cases, and one-third of the probation services officers were handling 65 cases or more.

Of the 44 responsible officers interviewed, less than half (19 staff), reported that their workloads were manageable. Many, especially those working reduced hours or holding responsibilities additional to their caseload, advised that they were struggling to work effectively. In response, the CRC has recently increased staffing, reducing caseloads for responsible officers in some offices.

Overall, short-term sickness among the offender management teams is low, with only 1.36 per cent working days lost per month for 2018/2019. However, during this time, 15 responsible officers working with individuals in the community were on long-term sick leave, increasing the workloads of their colleagues. The CRC has engaged seven temporary responsible officers, mainly to alleviate the pressures caused by unfilled probation officer vacancies. The geography of the CRC presents few opportunities for staff mobility, however, leading to an inevitable variation in workloads across offices.

Less than one-half of the responsible officers interviewed told us that their managers monitored their workload levels and acted to alleviate work pressures.

The workload of the CRC's centralised business staff has not been given sufficient focus. The team was reorganised as part of the CRC's streamlining process, leading to increased workloads for individuals in the team and less effective communication with PeoplePlus. There has been no review of the impact of this, and no recent mapping of the functions that these staff fulfil.

The CRC's commitment to safe practice is supported by its case allocation and role boundaries policies. These provide sensible guidance to ensure that cases are managed by those with the right skills and qualifications. The former stipulates that all cases, on allocation to the CRC after sentence, will be reviewed and assigned by senior probation officers (SPOs). The latter sets out clear parameters for cases to be assigned to each level of responsible officer.

The CRC has committed to ensuring that the profile of its staff supports its role boundaries policy, so that cases that present the most complex issues can be managed by qualified probation officers. Recent CRC data (supported by our

inspection findings) indicates that the ratio of probation officers to probation services officers stands at about 2:1. This is quite an achievement, and is contrary to other CRCs inspected during this inspection programme. Of the responsible officers we interviewed, 91 per cent advised that they had the skills, knowledge and ability to manage the cases assigned to them, and 84 per cent that they always had cases assigned to them for which they had appropriate training and experience.

Policies are being applied more effectively in some offices than in others. For example, the case escalation policy was only just being introduced at the time of inspection in one office. In a small number of offices, probation services officers are managing cases involving domestic abuse and safeguarding children issues, contravening the CRC's role boundaries policy.

Senior leaders are aware of the impact of the imminent loss of several probation officers, and regularly review this risk. The CRC is also resourceful in its efforts to recruit probation officers, widening the eligibility criteria to include qualified social workers and increasing their starting salary. It continues to invest in the Professional Qualification in Probation (PQiP), despite the lack of guarantee that it will benefit from this.

Leaders monitor the diversity of the workforce. They are aware of the disproportionately small number of male responsible officers (less than one-third of the CRC's overall staff profile is male) but have yet to take action to address this. Equality and diversity do not factor in succession planning.

The CRC has a process to assess the competence of all agency probation officers before appointment, and has a commitment to ensuring that all probation services officers complete their VQ3 qualification within 12 months of joining. There are considerable delays, however, in probation services officers starting their core skills training.

Responsible officers receive regular supervision sessions with their managers. Some indicated that these focused too much on performance targets, but two-thirds reported that their SPOs used these sessions to discuss the quality of their case management.

Induction for the responsible officer role is facilitated locally and so depends on the skill and time of managers in each location. Those who have yet to complete their core skills training receive no additional oversight or enhanced supervision. Overall, we found that there is too little systematic oversight of responsible officer case management, especially for probation services officers.

The CRC's learning and development strategy, issued in 2018, sets out clear ambitions. It is also appropriately reflective about what it can achieve as a small organisation. It should be noted, however, that the strategy omits essential elements relating to equality, diversity and inclusion.

Learning and development is under-resourced, and work to improve the skills and experience of practitioners lacks cohesion. The lead manager has little capacity to ensure that training is evidence based and effects positive change in practice.

Central to the learning and development strategy is its focus on core probation competencies and the pan-CRC priorities emerging from Offender Assessment System (OASys) audits. The CRC has yet to collate the previous year's staff appraisals, to enable them to understand development needs. Learning events for issues identified locally, such as stalking, are developed and delivered in individual

LDUs. Action learning sets are also being trialled in individual offices, but without the necessary support to ensure that those running them are trained to do so.

Less than half of the responsible officers interviewed reported that the CRC promotes a culture of continuous improvement. Only 55 per cent said that they had sufficient access to relevant internal training.

PeoplePlus rewards and recognises the work of staff through a wide range of formal systems. This includes awards such as vouchers and paid days away from work to help celebrate specific life events. The CRC has taken steps recently to boost morale and retain staff, with the provision of extra leave days and an early pay increase.

Staff can be given immediate rewards, with gifts held in the office (its 'Perk Box' scheme), although there is no system to ensure that this is administered fairly. Some responsible officers were enthusiastic about this scheme, but others were dubious about the process for identifying those who would benefit.

Of the responsible officers interviewed, 59 per cent said that managers recognise and reward exceptional work.

Senior managers are a visible presence, and the director of justice visits offices to facilitate question and answer sessions with staff. Staff surveys have led to improvements being introduced including the Perk Box and also greater visibility by senior leaders. The most recent survey, conducted in September 2018, indicated that, although staff engagement levels had improved since the previous year, the CRC was the directorate with the lowest level of job satisfaction in PeoplePlus.

Tellingly, staff commented that: *“Senior managers ... do a lot of telling but not much listening”*.

Policies are in place to support the safety of responsible officers on home visits and when lone-working, including the provision of a pool of panic alarms. Nearly half the responsible officers reported that the CRC paid enough attention to their safety and wellbeing. Some said that their managers showed little concern that they were struggling with their workloads. Of those who had requested that reasonable adjustments be made to support their practice, 4 out of 11 had had their needs addressed.

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

We expect a CRC to take a strategic approach to service provision. This helps to achieve a shared understanding about expectations, need and risks and maximise opportunities for individuals being supervised to have equitable access to CRC services. In Warwickshire and West Mercia, decisions about services and interventions are generally made at the LDU level. The CRC's focus on localised service provision has led to a disjointed, ad hoc approach. This has left the organisation unable to assure itself that interventions are based on need, evidence based and effective, and that there is no disproportionality in provision.

Senior leaders recognise that a more strategic approach is needed to service provision. A new post has recently been created to improve the organisation's capability to do this.

Currently, basic OASys data is captured at the CRC and LDU level, and published in service plans, but it is unclear how this informs service delivery. The supply chain is commissioned more on the basis of historical and trusted relationships than to meet identified need or because providers have been proven to deliver effective services. Interventions are reviewed on an ad hoc basis and may be withdrawn in one LDU or across the CRC without reference to identified need or the CRC's strategic priorities.

The CRC's approach to interventions limits its ability to keep practitioners and stakeholders up to date with what is available. Responsible officers are unable to access this information through the organisation's ICT.

Accredited programmes are imposed by the court as a requirement of a sentence. They are evidence based and have been proven to lead to positive change in individuals' behaviour. Those sentenced in Warwickshire and West Mercia experience long waits to start their accredited programmes. It is not uncommon, for instance, for individuals to wait between six months and a year to participate in a Building Better Relationships (BBR)<sup>15</sup> course. The number of programmes imposed by the courts has decreased, reflecting the national picture,<sup>16</sup> and the CRC must wait for enough referrals to convene a group of appropriate size. Rolling start times and the provision of evening and weekend sessions help to reduce waiting times, and are used where possible. Additionally, the CRC has increased the eligible sentence length for BBR to allow for issues in attendance and waiting times.

Many cases are returned to court to remove unworkable accredited programme requirements. The CRC's data for completions of BBR in 2018/2019, for example, shows that about one-third of requirements were completed successfully. In another third, the court was asked to remove the requirement on the basis that individuals were not eligible to participate or had run out of time to complete it during their sentence, often after previous false starts. The CRC is working with HMPPS, the NPS and sentencers to address this.

The CRC has recently invested in a discretionary programme to reduce domestic abuse. The commissioning of the Becoming Respectful programme reflects the CRC's ability to take a more strategic approach to its interventions. This is an evidence-based intervention, supported by external training, and is due to be evaluated by specialist academics. It is available across the CRC but only suitable for men wishing to improve their heterosexual relationships. It is not supported by the partner link worker<sup>17</sup> scheme.

The CRC demonstrates a limited commitment to equality, diversity and disproportionality. Recent data indicates that more than 90 per cent of the CRC's caseload comprises white individuals. There is no distinction between ethnicities in this cohort and so it is impossible to analyse how this reflects need. Senior managers have responsibility for focusing on some of the characteristics protected by the *Equality Act 2010*, but not all. This could suggest that the CRC considers some to be more important than others. There are no indications that changes in policy are assessed in terms of their impact on equality.

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<sup>15</sup> See Glossary at Annexe 4 for details.

<sup>16</sup> Ministry of Justice, Annual National Offender Management Service Digest, 2016-17: Between 2015/2016 and 2016/2017 there was a 7 per cent decrease in starts. There was a larger reduction in completions: 12 per cent over the same period.

<sup>17</sup> Previously called the women's safety worker, partner link workers are employed by CRCs and play an integral role in supporting the victims of those completing Building Better Relationships but can also link with other domestic abuse interventions.

Senior managers work hard to improve general access to mainstream services in their LDUs. With the exception of those for women, however, for whom the CRC has a contractual obligation to provide additional services, there are no specific projects aimed at ensuring that the needs of those with protected characteristics are met.

The lack of focus on equality and diversity has been attributed to cuts in resourcing, but the CRC's lack of proactive action in this area leaves it exposed to not meeting its obligations under the Act.

Dedicated women's services, commissioned in each of the LDUs, are trusted by stakeholders, and used well. Women who are being supervised, and referred to these services, are seen in women-only spaces.

The CRC's residential alternative to custody programme, delivered by Willodene Farm,<sup>18</sup> is the first of its kind. It has had a long relationship with local probation services and receives positive feedback from service users and partners. Women in every LDU can be referred to this programme, which balances a strengths-based approach to enhancing women's life skills and readiness for employment, with work to address the causes of their offending. The course has an excellent completion rate: 15 women started the course in the year 2018/2019 and 14 completed it.

Responsible officers reported that they had not received any training and were given no extra time to enable them to work effectively with women.

The CRC has strong and productive relationships with a range of community agencies. In some offices, responsible officers are co-located with other services. This enhances the flow of communication about individual cases. The CRC's commissioned service providers have had long relationships with local probation services. As such, they are trusted by responsible officers in both the NPS and CRC, are embedded effectively into local offices, and are utilised well.

Senior leaders engage well in local partnership projects to improve service provision. These have produced successful outcomes – for example, projects to pilot the provision of supported accommodation for individuals released from custody.

The CRC is frustrated in its efforts to negotiate protocols with key partners regarding the sharing of information. Despite continued efforts, the CRC is unable to agree a protocol with children's social care services to provide responsible officers in Worcestershire with relevant child safeguarding information.

Senior leaders are aware of the need to improve their approach to the provision of interventions and, during the inspection, appointed a deputy assistant chief officer to help to achieve this.

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<sup>18</sup> Further details about Willodene's women's residential course can be found at: <https://www.wmrcrc.co.uk/document/Page/womenresidentialoffender.pdf>

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.	

The CRC’s website lacks sophistication and does not provide enough relevant and up to date information about the organisation.

Staff have access to a ‘members only’ section of the CRC’s website through which they can view the organisation’s policies. This is in the process of being improved but the system is not intuitive and lacks an effective search function. Despite this, nearly three-quarters of responsible officers said that the CRC’s policies are communicated well.

At the time of inspection, the CRC was issuing operational employee handbooks for practitioners that provide high-level corporate and operational information to support the responsible officer’s role, including the interventions available to them. In addition, it refers to many of the organisation’s policies to support effective practice, including its enhanced guidance on child safeguarding and public protection.

There was no evidence of process-mapping or the provision of detailed guidance for the various business and practitioner functions across the organisation. This would improve induction for new starters and provide essential guidance for those who have experienced long waits to complete their core skills training.

The management of health and safety is led by PeoplePlus, which supports this work with a raft of policies. The CRC’s two resource officers are responsible for taking local measures to ensure that the organisation complies with legislation. The offices visited during the inspection were accessible, with working lifts and separate rooms for supervision purposes. There is no documented assurance, however, that all offices are accessible for those with mobility and other disabilities.

PeoplePlus manages the CRC’s estates. There is no written strategy outlining how its estate will meet the needs of its business. Offices are sensibly located in town centres. Some are co-located with local partners and community services.

Individuals can face long journeys to attend their supervision appointments, especially on release from custody. The CRC tries to mitigate this where possible. For example, responsible officers can arrange for mentors to meet individuals leaving custody, to ensure that they are able to attend their first appointment at the probation office. Those who have difficulties accessing programmes are given financial support for their travel, if necessary.

The CRC has not embraced flexible working approaches. Responsible officers are not encouraged to work remotely, as it is perceived that this would restrict the number of individuals that they could see in a single day. This limits their capacity to work effectively with some of the more vulnerable individuals and complex cases that they supervise. Women, for example, are expected to attend CRC buildings for appointments with their responsible officers, but busy offices do not have women-only reporting times or protected entry. The CRC has trialled various options to facilitate this but has not identified an effective solution.

PeoplePlus has dedicated a bank of laptop computers to the CRC. In practice, responsible officers rarely use these, as they are not set up with individual user profiles. In the main, practitioners do not have access to the internet on their work

mobile telephones, and so use their own data to access information. We were pleased to learn that partner link workers have internet-enabled mobile telephones, to help victims to access relevant services.

Responsible officers are concerned that the ongoing national issues in accessing the national case management system, nDelius, and OASys obstruct their ability to work effectively. Despite this, 70 per cent said that the ICT and case management tools enabled them to work effectively.

Most of the CRC's commissioned service providers have appropriate access to its ICT systems. Some, with short-term licences, find their access limited at times. The CRC's ICT systems provide management information to help to measure its compliance against contractual targets. The CRC is performing well against these, performance information is shared, and staff at all levels are informed of areas for improvement.

Unit performance officers, who help staff to record appropriately on management information systems, are instrumental in helping to sustain the CRC's successful performance. So too does the CRC's business systems analyst, who uses a wide range of information to understand quality performance issues and identify solutions.

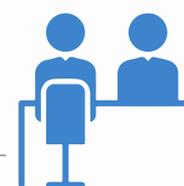
The CRC is responsive to feedback from external organisations and internal quality assurance findings. It responds quickly to address issues in practice as they become known to them. Work to improve practice to safeguard children and protect the public are good examples of this.

The CRC takes a two-pronged approach to auditing the quality of case management. SPOs have protected time to complete quarterly audits of OASys assessments and provide oversight of the completion of OASys assessments by responsible officers identified by the audits as not performing well enough.

The CRC is also testing the benefits of a dedicated quality development manager role. This pilot is supported by a strong strategic framework and integrated assessment tool. Although it is reviewed informally on a monthly basis, there is little structure supporting its implementation and no additional training for those undertaking the role.

The CRC is less good at analysing and understanding the 'softer' side of its service provision. The quality of commissioned services is measured by the providers themselves, who share examples of positive case studies with the CRC.

## 2. Case supervision



We completed 98 case assessments over a two-week period, drawn from all of the CRC's LDUs. 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). Where necessary, interviews with responsible officers involved in the case also took place.

Nearly all of the cases inspected involved white males. The CRC was good at recording the diversity information for individuals it supervised. Fifty-eight per cent had a disability, which is slightly higher than recorded by most other CRCs inspected to date. Often, the disability was linked to the quality of their mental health. For more than one-quarter of those with a disability, this had a considerable impact on their ability to complete their sentence.

Responsible officers maintain a focus on encouraging engagement and compliance throughout the sentence or licence period. Some aspects of their work are outstanding, especially in understanding what needs to be done to support compliance and desistance or to reduce reoffending.

Work to protect the public is less good. In some cases, we were concerned that the lack of focus on victims left them unprotected.

We were pleased to see that more than two-thirds of the cases we assessed were being managed by a probation officer or trainee probation officer; the average for all CRCs inspected to date is just over one-third.

There is a clear distinction between probation officers and probation services officers in the quality of work to manage risk of harm to others. Probation services officers produce less thorough assessments, limiting their ability to take appropriate action to protect victims and potential victims.

There is considerable variation between LDUs in the quality of practice. Shropshire, Telford and Herefordshire, for instance, performs noticeably better in assessment, planning and delivery than its sister LDUs. Overall, the consistency of high-quality case management was among the best we have seen by CRCs in this inspection programme.

### Strengths:

- Responsible officers facilitate high-quality inductions that provide a strong start to the engagement process.
- Overall, work to support compliance and engagement is good, and some aspects are outstanding.
- Commissioned services make a valuable contribution to work to reduce reoffending and support desistance.
- There is sufficient focus on work to enhance mental wellbeing in many cases.

### Areas for improvement:

- There is wide variation in the quality of case management between LDUs.
- Far too little work is delivered, especially for those on licence, to improve family life and relationships.
- Too little is done to understand the experience of victims and children, and what needs to be done to help to keep them safe.
- Responsible officers miss opportunities to engage with key people in an individual's life, which would enhance their work to reduce reoffending and keep people safe.
- Drug rehabilitation requirements and drug testing requirements are not implemented consistently, and some responsible officers are unaware of how well individuals are complying with these requirements.

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

Responsible officers do an outstanding job of assessing the best way to encourage the individuals they supervise to engage and comply with their sentences. Overall, work in this area was sufficient in 81 per cent of the cases inspected.

The majority of assessments were timely and well recorded. Responsible officers supplement their OASys assessment with additional tools, to help them to understand better the individual needs of those they are supervising. One, for example, used the visual cues provided in the 'Plan for Success' tool to help an individual with learning disabilities to participate in his assessment.

In some cases, especially those presenting multiple diversity factors, there was too little analysis of how these could affect compliance with the sentence. Responsible officers, for example, were not good at analysing age and maturity when working with young men.

In one case, we noted:

*"... really lovely induction appointment in this case. It was evident that the responsible officer was taking on board the views of the individual on probation, exploring all the issues around compliance and engagement. The motivation section in OASys was concise and accurate, and the reader was left with a clear picture about the engagement issues in the case".*

There was sufficient assessment of factors linked to offending and desistance in 83 per cent of the cases we inspected. This is the best we have seen to date in a CRC. There was a considerable difference in the quality of work between the highest- and lowest-scoring LDUs. Overall, however, assessments were thorough, identifying and analysing factors linked to offending, drawing on information available from a range of sources, and documented appropriately.

There was a need to manage issues linked to risk of harm to others in a large majority of the cases we looked at. More than one-third involved violent offending. Slightly less than one-half involved factors linked to domestic abuse, and in more than one-third the individual being supervised posed a risk of harm to children.

Assessment focused sufficiently on keeping victims and potential victims safe in 64 of the 98 cases assessed. Responsible officers in Warwickshire, particularly, were not consistently doing enough to understand the factors linked to risk of harm. This has led to a degree of underestimation about the level of harm posed, especially in relation to children.

There was enough work to include the views of, and information from, partner agencies in 60 per cent of cases. We expect checks to be initiated with children's social care services and police domestic abuse units for every case before it is allocated to the CRC. However, more than two-thirds of cases had been allocated to the CRC from court without information from the police or children's social care services. Responsible officers in some LDUs found it difficult to obtain relevant information, and this limits their ability to assess risk of serious harm accurately. It was not always clear if relevant information had been pursued by the CRC, and in some instances, there had been delays in doing so.

In six cases, the individual had not been seen at all by the CRC. Responsible officers reported that they were not expected to complete an assessment or plan in these cases. They were unaware that it remained incumbent on them to do what they could to manage risk of harm in these cases.

Restraining orders are not routinely included in case records. In some cases, responsible officers were unsighted on the significance of these, even when the offence involved a breach of these orders.

In one case, we noted:

*“The police domestic call-out information dates back only two years and therefore misses information relating to harassment that took place between 2014 and 2016. The responsible officer does not have information relating to these incidents. There is evidence of a breach of restraining order in 2015. The responsible officer is not aware of the restraining order, to whom it applies, what restrictions it enforces and whether it remains extant”.*

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

We assessed the quality of planning as requiring improvement overall. While effective efforts were made to engage service users in a timely way, the ensuing plans were weaker, particular in relation to the management of risk of harm. That said, work by responsible officers to assess need, and plans to address these needs, were completed better than in many other CRCs visited during this inspection programme.

Planning at the start of sentence focused sufficiently on encouraging the engagement of individuals being supervised in 71 per cent of the cases we assessed. In three-quarters of cases it was completed in a timely way, and in the majority, it was recorded well.

Nearly one-third of individuals being supervised were not meaningfully involved in deciding on the work to be completed to meet the requirements of their sentence. This made it less likely that their views were taken into consideration or that the responsible officer was able to take account of their diversity and personal circumstances, and address barriers to their engagement.

Planning to reduce reoffending and support desistance is done well. Sentence plans are recorded sufficiently and in a timely way. Some plans lack detail but they are supported by good nDelius entries. In the main, they focus on completing the right work, in the right order. Responsible officers give equal attention to mainstream services, such as accommodation and education, training and employment, as to interventions to address attributes, such as thinking and behaviour, and attitudes to offending. Most plans include all the requirements of the sentence, and some provide clear information about how the rehabilitation activity requirement days will be used.

The quality of planning to keep other people safe was not good enough. There was a need to manage risk of harm better in 83 of the 98 cases we inspected. Planning was good enough in 57 per cent of these. There was a sufficient plan to manage risk of harm in 75 per cent of cases; however, plans were often completed later than they should have been.

Some responsible officers recognised the link between an individual's mental wellbeing and their violent behaviour, and included supportive interventions such as anger management, supported accommodation and counselling services in their plans.

There was a need for more detailed planning that prioritised the most critical factors linked to risk of harm. One risk management plan was described by an inspector as *"threadbare"* and many others lacked an essential focus on how to protect known victims. A number drew well on licence conditions, but less than two-thirds took enough account of constructive and restrictive interventions, such as restraining orders. Deficits in assessments and a failure to draw on information from, or the plans of, other agencies affected the quality of the CRC's plans. This was most evident in child protection cases.

Examples of deficits in planning were noted:

*"Although the son of an individual on supervision was known by the responsible officer to be subject to a child protection plan, she made no enquiries to clarify with children's social care services how to coordinate their plans. It later became evident that, against the child protection plan, the individual was having contact with his son. The responsible officer had no strategy to deal with this".*

*"In a case involving complex needs, there was no plan to address relevant domestic abuse issues, such as liaison with the police or a potential referral to MARAC.<sup>19</sup> The responsible officer had not considered how to support and protect vulnerable adults known to the individual she was supervising (for instance, by a referral to adult safeguarding), or included any reference to the individual's possible gang membership".*

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<sup>19</sup> Multi-Agency Risk Assessment Conference. See Glossary for more detail.

Risk of harm is dynamic and can escalate unexpectedly and quickly. We expect probation services to consider this and have necessary and effective contingency arrangements in place. Contingency planning was good enough in just over one-half of the cases we inspected.

In many of the custodial cases we inspected, licence conditions were tailored to the specific needs of the case. These made many prisoners subject to drug treatment or testing, prohibited contact with others or restricted entry into specified neighbourhoods. A small number were expected to attend accredited programmes on release. Not all of these requirements were included in sentence plans or plans to manage risk of harm.

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

Overall, we have assessed the quality of services delivered as requiring improvement. Initial engagement of service users is good, and referrals to other agencies who can contribute to reducing reoffending and protecting the public are prompt. However, too little high-quality work was delivered in too many of the inspected cases to reduce reoffending. Furthermore, insufficient attention was given in too many of the cases to prioritising the protection of victims and potential victims.

Responsible officers are good at working with those they supervise, to encourage and facilitate their engagement and compliance with their sentence requirements.

Referrals are made promptly – for example, to the unpaid work team or to housing services. Three-quarters of those being supervised could start work on the requirements of their order within an appropriate time. Many needed a degree of flexibility in their appointments, and responsible officers worked hard to accommodate their changing needs. They monitored attendance, took enforcement action when necessary and recorded the reason for absences, and their professional judgements, quickly and clearly.

Responsible officers tailor their response to non-compliance to suit the needs of the individuals they are supervising. In one case, where the individual was reluctant to engage with his unpaid work requirement, the responsible officer convened a three-way meeting to identify issues and encourage engagement.

In more than one-third of cases, there was a change in responsible officer during the sentence. This can have an impact on the continuity in a case, and the level of engagement of individuals with the CRC. In some cases, this was mitigated by the CRC's commissioned services. For example, one inspector noted:

*“A support worker, commissioned as part of the supply chain, conducted visits to Mike’s home, helping him to deal with his anxiety and circumvent his difficulties with transport. He focused on the progress Mike had already made, creating an optimistic working relationship from the beginning. The worker built a trusting relationship with Mike, keeping his promises. He provided consistency during the sentence, bridging the gap as the case transferred from one responsible officer to another. As Mike made changes, the worker responded to these, giving him more autonomy, and referring to appropriate services as his needs developed.”*

There was enough contact with prisoners before they were released in only one-half of the 32 custodial cases inspected, even when the individual was recalled for non-compliance.

Individuals were completing too little work to reduce their reoffending. Almost half either had too little contact with the CRC or their appointments failed to focus on the right things. Some failed to attend their appointments but, in the main, this was because of a lack of sufficient arrangements by the CRC. Some responsible officers continued to see the individuals they supervised every week to encourage compliance, work on desistance issues and monitor progress against their plan of work. Others focused totally on wellbeing issues, however, to the detriment of structured offending behaviour work, or did not see individuals often enough or for long enough.

Plans were not being delivered as intended. The best work we saw related to education, training and employment. More needed to be done by the CRC, however, to help with accommodation and address substance misuse. There was far too little focus on helping to change individuals' attitudes to offending or to enhance their family life and relationships. Overall, the right work was delivered at the right time in just over one-half of the cases we looked at.

Responsible officers worked hard to coordinate their work with that of other agencies. This was made easier in co-located offices. Some responsible officers were frustrated by the lack of feedback from mainstream services based in the community. This was particularly pertinent to drug agencies. Substance misuse services are not commissioned by the CRC, which means that it is unable to influence the level of service provided. Responsible officers in some boroughs reported that this affects access to drug testing and intensive interventions. They said that this disadvantages individuals who have been given drug rehabilitation or testing requirements as part of their community sentence or licence. In some cases, however, there was evidence that drug testing was taking place as expected, and that there was a helpful flow of communication, including three-way meetings with the individual being supervised.

There were examples of good work by commissioned services, including intensive support by YSS.<sup>20</sup> They helped, for instance, to address practical issues, such as the need for home furnishing. They were instrumental in providing counselling for childhood trauma, and supported accommodation. We noted:

*“Flo was accepted onto the women's Arise programme and, although initially reluctant to engage for fear of being judged, she was encouraged to attend sessions, and began to enjoy these. She attended every session and was fully engaged in the work being delivered. She also worked with a local drugs agency. Flo managed to gain some control of her drinking and returned to work, all the time being encouraged and supported by her responsible officer.”*

The quality of work to manage risk of harm varied between LDUs but, overall, was unsatisfactory. The CRC did enough to keep people safe in only one-half of the cases we inspected. Underestimation of risk of harm at the assessment stage contributed to this.

Protecting victims was not given enough priority and there was too little meaningful contact with those being supervised to monitor and manage properly the risk of

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<sup>20</sup> See Glossary for more detail.

harm they posed to others. The lack of home visits, even in cases where home visits have been included in plans, is concerning.

There was a marked difference between LDUs in the quality of work with other agencies. In Worcestershire, the lack of co-location and of a sufficiently cooperative strategic relationship with children’s social care services may have contributed to this.

The CRC does not consistently give enough priority to communicating with children’s social care services. Some checks are made late or, if no response is received, are not pursued. Responsible officers do not always make referrals to children’s social care services when they receive information that children could be at risk of harm. Some try, however, but find it difficult to contact individual social workers. In one case, when an individual on supervision went missing, the responsible officer persevered until she was able to speak with the social worker but then failed to follow up, to ensure that the social worker had acted on her offer to alert potential victims.

There was a measure of variance between work with men and that with women to manage the risk of harm that they posed. In the 12 women’s cases we looked at, more was done to monitor and manage the safety of others – for instance, through home visits.

Conversely, we noted in one case:

*“This case was assessed as low risk of serious harm. The individual being supervised is a drug user who has regular contact with her young, teenage son, who the responsible officer has described as being vulnerable and easily led. The responsible officer has not advised children’s social care services that the service user is still using drugs, or spoken with her parents, who supervise contact between the service user and her son, to seek their involvement in managing issues relating to risk of harm”.*

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

We have assessed the quality of reviewing as requiring improvement overall. While staff are committed to the need to review work done in individual cases, more could – and should – have been done to involve the service user in these reviews of progress, and to respond to changing circumstances, particularly in relation to reducing their risk of harm to the public.

It is important to monitor constantly the levels of engagement and compliance of individuals on supervision throughout a sentence or licence period. Acting early can prevent the need for cases to be taken back to court later.

Responsible officers in Warwickshire and West Mercia demonstrated that they were committed to reviewing engagement. In many cases, they also completed adequate reviews of individuals’ progress to reduce reoffending. Most reviews took account of information from other agencies, but they were not always recorded well enough.

Records and plans were updated appropriately to reflect progress towards desistance in less than two-thirds of cases where there had been a change in circumstances.

We inspected 53 cases where there was a need to review work to keep other people safe; this had been completed effectively in 26 of them. Those being supervised, and others closely involved with them, had not been sufficiently involved in these reviews.

Responsible officers did not do enough to identify and analyse indicators of a possible change in the level or nature of risk of harm. They did not communicate well enough with other agencies, to seek their views and information about emerging issues.

Reviews of risk of harm led to an appropriate change of plan for keeping others safe about half as often as we would have expected.

Reviews were not undertaken in some cases, despite new evidence that risk of harm had escalated or involved new victims. In at least one case, a review was completed to meet CRC targets rather than to make a meaningful difference. Some reviews made a considerable improvement to the management of the case, however, identifying risk of harm factors for the first time or adding a Spousal Assault Risk Assessment which should have been completed at the start of the sentence.

In some areas of this report, data has been split into smaller sub-samples. For example, male/female cases, probation officer/probation services officer cases and where this is the case, the margin of error for the sub-sample findings is higher than five.

## 4. Unpaid work and Through the Gate

Overall, the CRC is successfully fulfilling its remit to deliver unpaid work. Case management is sufficient and the majority of individuals are provided with the opportunity to complete their hours quickly. The quality of unpaid work services varies across the CRC, however, and practitioners need to be better supported to ensure that they can manage placements effectively.

The CRC's approach to Through the Gate provision goes above the expectations in its contract. Individuals have access to a range of interventions before release and the Through the Gate team works closely with prison mentors to encourage uptake. Prison managers provided positive feedback about their relationship with the CRC and the quality of services provided as part of Through the Gate.

### Strengths:

- Key areas of unpaid work case management are managed sufficiently well.
- Probation-qualified practitioners manage cases that present child safeguarding or domestic abuse issues, even when the sentence has only one requirement to complete unpaid work.
- Only a small percentage of unpaid work appointments are cancelled at short, or with no, notice.
- The CRC has made a considerable strategic investment to enhance Through the Gate services.
- A probation officer works in the two Through the Gate prisons to provide one-to-one support to prisoners in complex cases and deliver the CRC's discretionary domestic abuse intervention.

### Areas for improvement:

- Individuals do not have access to the same level of unpaid work provision in each LDU.
- The introduction of centralised hubs to hold unpaid work equipment has decreased the amount of constructive work that individuals complete, as a result of the time taken to travel to the hub.
- Through the Gate practitioners are not taking enough account of the need to manage risk of harm, or tailoring their resettlement work to the individual needs of cases.

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

We examined 25 cases with unpaid work requirements that had begun at least three months previously. The sample included cases managed by the NPS as well as cases managed by the CRC.

Unpaid work inductions were thorough. In the cases inspected, the majority of individuals had 100 hours or more to complete, and more than two-thirds were in some form of paid work. The CRC was good at making decisions about where an individual would complete their hours, and at considering their motivation to attend appointments and their personal circumstances. It also responded well to issues relating to health, safety and potential vulnerability.

In the main, the link between the level and nature of risk of harm and the placement assigned was recorded clearly and appeared valid. In a small number of cases, however, the link was tenuous. Overall, there were five cases, of the 25 inspected, where we considered that arrangements for unpaid work did not adequately take account of the risk of harm that the individual posed to others.

The CRC's policy is to assign cases that present issues relating to domestic abuse and child safeguarding, even those with a single requirement to complete unpaid work, to probation officers. This approach is sound but does not take account of other risk of harm issues – for example, those who have committed sexual offences, whose needs might need specialist consideration. Placement staff reported that they did not always receive enough information about the nature of the harm that individuals posed, and this limited their ability to manage this. They were anxious about their lack of training in mental health and were not given the opportunity to improve their knowledge about domestic abuse.

A wide range of placements is available. Most of the activity focuses on the maintenance of outside places, such as council land and church property. These help with skills development, such as how to use a strimmer or erect a fence. The scope for development is limited, however, and we noted a lack of placements that took account of winter weather. In the cases we inspected, individuals were allocated to placements that supported their desistance by providing opportunities for rehabilitation and reparation.

The CRC has a clear vision about how it would like to deliver unpaid work, but no strategy about how it will achieve this consistently across all LDUs. This has led to inconsistent practice and unequal access to appropriate services, such as education, training and employment opportunities, or women-only placements.

The CRC has a good track record for limiting the number of individuals who are sent home without having completed any hours of unpaid work or who have their appointments for such work cancelled at short notice; this stands at about three per cent. Practitioners said that a recent restructure, which reduced unpaid work staffing and introduced hubs to store placement equipment, such as tools, has led to an increase in this number. This centralisation of kit has also decreased the amount of time that individuals spend participating in work at their placement, as they have to travel with the placement supervisor to pick up kit at the beginning of a session, and

drop it off at the end. The amount of time lost varies but can be up to two hours a day.

Activity to ensure that individuals complete their unpaid work is good. Individuals start their hours quickly after sentence, and attendance is recorded well. Responsible officers review attendance and take relevant action to encourage and enforce compliance when it is appropriate to do so.

Placement coordinators are expected to check the quality of work being undertaken through on-site visits but they told us that, in practice, this does not happen consistently across the CRC because of a lack of risk assessment for this approach and a lack of resourcing.

The CRC has maintained a focus on health and safety for placements. It has a range of policies in place, including the provision of personal protection alarms, and provides appropriate training to relevant staff.

Senior leaders recognised the need for greater coherence in unpaid work practices across the CRC and, at the time of inspection, had recruited a dedicated manager to help to achieve this.

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

We examined 18 custodial cases in which the individual had been released on licence or post-sentence supervision six weeks earlier from the CRC's resettlement prisons, over a two-week period. The sample comprised 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 (nDelius and OASys) to inspect these cases.

Nearly one-half of cases assessed involved violent behaviour or a breach of a restraining order. Nearly three-quarters of individuals were being supervised by responsible officers in the NPS, most of whom posed a high risk of serious harm or involved MAPPA management.<sup>21</sup>

Through the Gate planning in nearly all cases focused sufficiently on prisoners' resettlement needs and the factors linked most closely to their offending and desistance. It was not always evident, however, that practitioners built on the positive aspects and aspirations of individuals.

Good planning did not always translate into appropriate action. There was too little activity in custody to support resettlement, and the work undertaken was not sufficiently tailored to meet the individual needs of each case.

Most importantly, Through the Gate resettlement planning and activity did not take enough account of the need to keep people safe.

Practitioners coordinated their resettlement work with others in the community and prison in just over two-thirds of the cases inspected. There was too little effective communication with responsible officers in the community. This was especially

<sup>21</sup> See Annex 1 for more information about our methodology for this inspection.

relevant in the NPS cases, for which Through the Gate staff felt less able to share information. This affected the quality of handover to local services in the community. Handover was also likely to be affected by the fact that many prisoners were released to communities which were unfamiliar to the Through the Gate team.

CRC strategic leadership for Through the Gate is strong. Recent changes have led to additional staff being dedicated to the service, including the introduction of a new team lead role. Additionally, a dedicated Through the Gate probation officer works with prisoners on issues relating to domestic abuse and sex working. The CRC delivers a range of interventions in custody – for example, it commissions Citizens Advice to provide financial advice.<sup>22</sup> It delivers short interventions to increase the motivation of prisoners to engage in work on release and has introduced to the custodial setting its discretionary programme, Becoming Respectful. Practitioners link with the peer mentoring service in prisons to encourage uptake of these services.

CRC staff working in prisons reported that they felt valued, and benefited from the range of training and development opportunities available to them. Prison resettlement leads praised the CRC for its work and its commitment to building relationships within the prison to maximise the quality of service provision.

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<sup>22</sup> See Annex 3 for the full list of services available.

## 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 CRC's director of justice (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 44 individual responsible officers, asking them about their experiences of training, development, management supervision and leadership. We conducted a total of 39 meetings and focus groups, which allowed us to triangulate evidence and information. We also visited various offices and observed interventions with women, and to address domestic abuse. The evidence explored under this domain was judged against our published ratings characteristics.<sup>23</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. Where necessary, interviews with other people closely involved in the case also took place.

We examined 98 cases from all three of the CRC's LDUs. 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 in relation to gender, type of disposal and risk of serious harm level matched those in the eligible population.

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<sup>23</sup> HM Inspectorate's domain one ratings characteristics can be found here: <https://www.justiceinspectors.gov.uk/hmiprobation/wp-content/uploads/sites/5/2018/05/Probation-Domain-One-rating-characteristics-March-18-final.pdf>

### **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 25 cases with unpaid work requirements that had begun at least three 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 18 custodial cases in which the individual had been released on licence or post-sentence supervision six weeks earlier from the CRC's resettlement prisons, over a two-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
- 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.

Nearly three-quarters of the individuals whose cases we assessed were being supervised by responsible officers in the NPS. We recognise that this may have had an impact on our findings and would discourage benchmarking these results against those attained by other CRCs.

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

In this inspection we conducted a detailed examination of a sample of 98 domain two cases. In each of those cases, we inspect against four standards: assessment, planning, implementation/delivery and reviewing. Within each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which service users were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed – and to manage that risk.

To score an 'Outstanding' rating for one of the domain two key questions, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'.

The rating at the standard level is aligned to the lowest banding at the key question level, recognising that each key question is an integral part of the standard. Therefore, if we rate three key questions as 'Good' and one as 'Inadequate', the overall rating for that standard is 'Inadequate'.

Lowest banding (key question level)	Rating (standard)
Minority: <50%	Inadequate
Too few: 50-64%	Requires improvement
Reasonable majority: 65-79%	Good
Large majority: 80%+	Outstanding ☆

## 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>Good<sup>24</sup></b>
2.1.1. Does assessment focus sufficiently on engaging the service user?	81%

<sup>24</sup> In arriving at the score for assessment, we have exercised professional discretion in relation to the case data, so as to take into account wider evidence gathered about this particular aspect of practice.

2.1.2. Does assessment focus sufficiently on the factors linked to offending and desistance?	83%
2.1.3. Does assessment focus sufficiently on keeping other people safe?	64%
<b>2.2. Planning</b> Planning is well-informed, holistic and personalised, actively involving the service user.	<b>Requires improvement</b>
2.2.1. Does planning focus sufficiently on engaging the service user?	71%
2.2.2. Does planning focus sufficiently on reducing reoffending and supporting the service user's desistance?	80%
2.2.3. Does planning focus sufficiently on keeping other people safe? <sup>25</sup>	57%
<b>2.3. Implementation and delivery</b> High-quality, well-focused, personalised and coordinated services are delivered, engaging the service user	<b>Requires improvement</b>
2.3.1. Is the sentence/post-custody period implemented effectively with a focus on engaging the service user?	83%
2.3.2. Does the implementation and delivery of services effectively support the service user's desistance?	52%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	51%
<b>2.4. Reviewing</b> Reviewing of progress is well-informed, analytical and personalised, actively involving the service user	<b>Requires improvement<sup>26</sup></b>
2.4.1. Does reviewing focus sufficiently on supporting the service user's compliance and engagement?	71%
2.4.2. Does reviewing focus sufficiently on supporting the service user's desistance?	68%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	49%

<sup>25</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.

<sup>26</sup> In arriving at the rating for reviewing, we have exercised professional discretion, lifting the rating from inadequate to requires improvement, so as to take into account wider evidence gathered about this particular aspect of practice.

## 4. CRC-specific work

Standard/Key question	Rating/% yes
<b>4.1. Unpaid work</b>	
Unpaid work is delivered safely and effectively, engaging the service user in line with the expectations of the court	<b>Good<sup>27</sup></b>
4.1.1. Does assessment focus on the key issues relevant to unpaid work?	80%
4.1.2. Do arrangements for unpaid work focus sufficiently on supporting the service user's engagement and compliance with the sentence?	92%
4.1.3. Do arrangements for unpaid work maximise the opportunity for the service user's personal development?	100%
4.1.4. Is the sentence of the court implemented appropriately?	100%
<b>4.2. Through the Gate</b>	
Through the Gate services are personalised and coordinated, addressing the service user's resettlement needs	<b>Good</b>
4.2.1. Does resettlement planning focus sufficiently on the service user's resettlement needs and on factors linked to offending and desistance?	83%
4.2.2. Does resettlement activity focus sufficiently on supporting the service user's resettlement?	67%
4.2.3. Is there effective coordination of resettlement activity?	67%

<sup>27</sup> In arriving at the score for unpaid work, we have exercised professional discretion in relation to the case data, so as to take into account wider evidence gathered about this particular aspect of practice.

## Annex 3: Operating model and map

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### **The operating model in practice**

WWMCRC operates within Worcestershire County Council, Warwickshire County Council and the three unitary authorities of Herefordshire, Shropshire, and Telford & Wrekin.

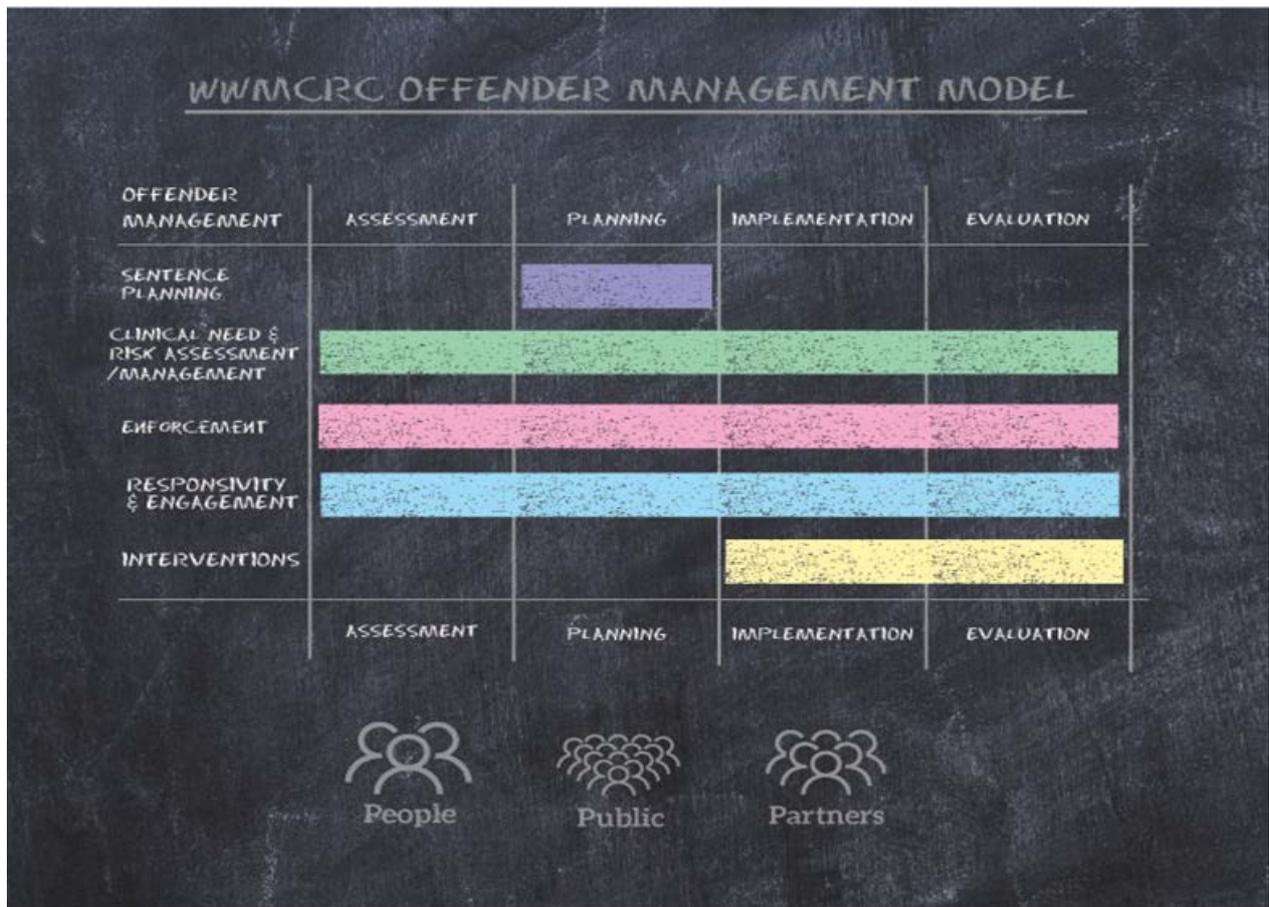
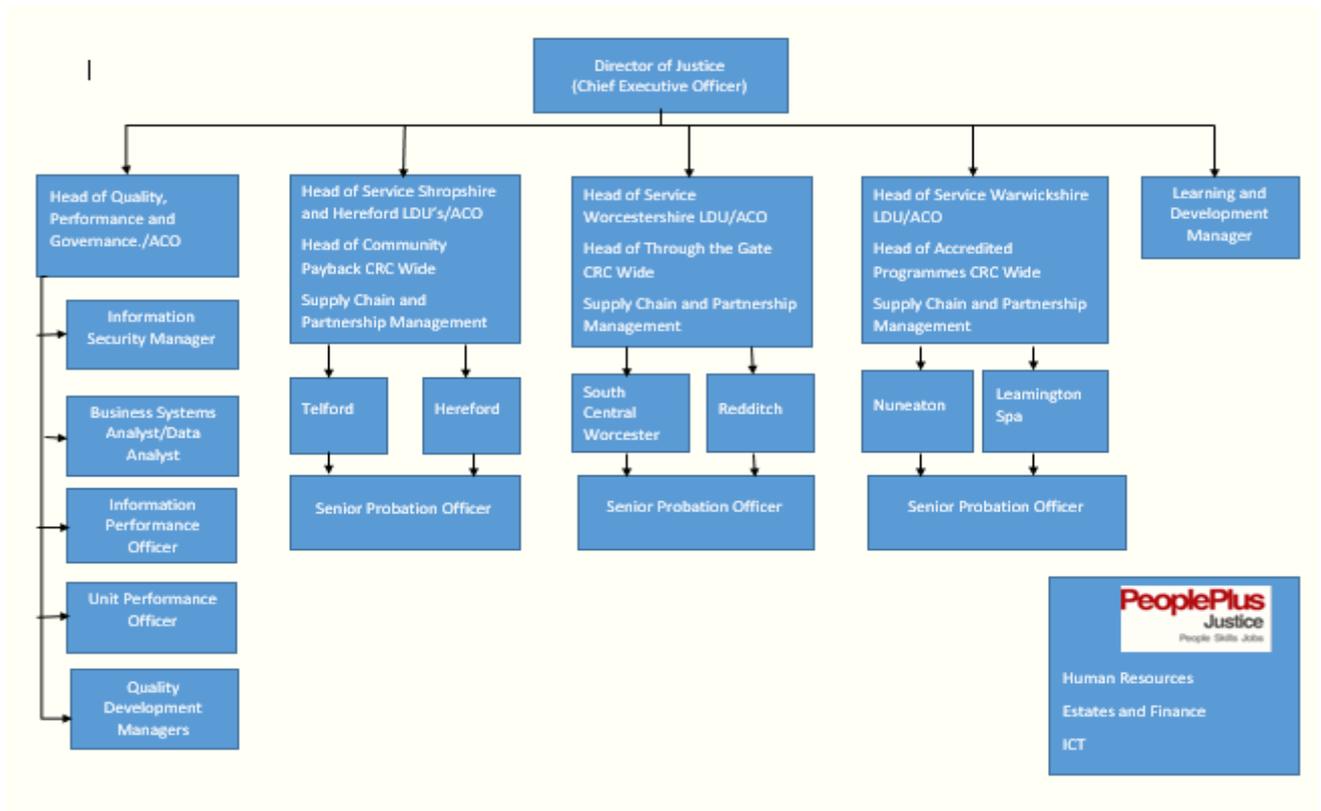
Our offices' locations are central within all regions including Telford, Worcester, Redditch, Hereford (co-location with National Probation Service), Leamington & Nuneaton (co-location in Justice Centres). Due to the rurality within the region, we also operate in satellite offices to effectively case manage our service users. In addition to this we participate fully in local Integrated Offender Management schemes.

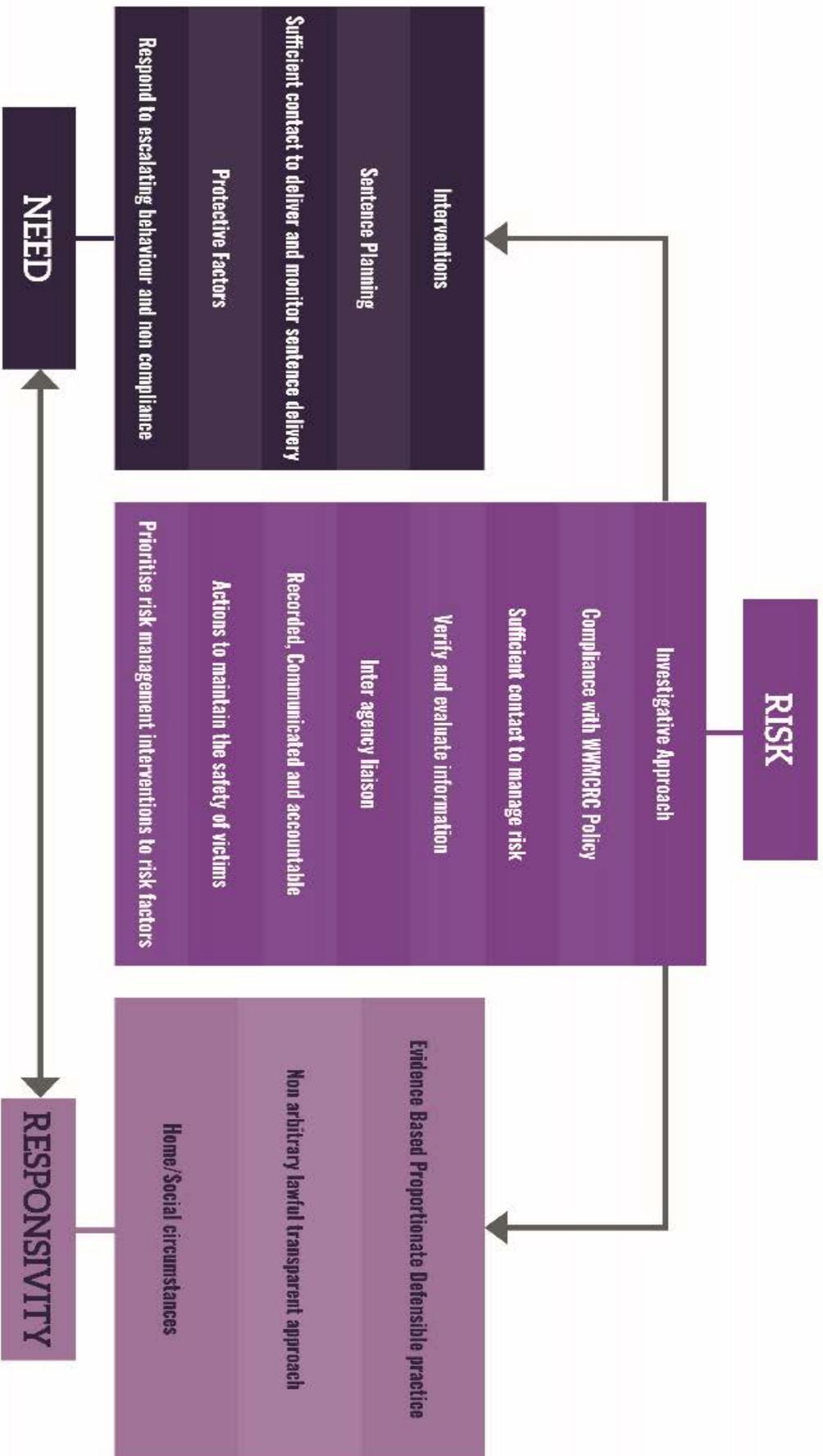
The CRC is split into three local delivery units (LDUs): Warwickshire, Shropshire, Telford & Herefordshire; and Worcestershire. Each LDU is managed by a Head of Service (Assistant Chief Officer) with thematic lead responsibilities and local supply chain management. The CRC wide thematic accountability includes Accredited Programmes, Through the Gate & Community Payback.

Senior Probation Officers report into Heads of Service of which both hold responsibility for stakeholder engagement and meetings within the respective LDU.

### **WWMCRC Operating Model (provided by the CRC)**

WWMCRC uses the OASys risk assessment and risk management tool to identify static and dynamic risk factors that contribute to risk of serious harm and risk of re-offending. All case recording is undertaken within the Delius Case Management system to ensure that there is an accurate record of all interactions with service users and to support defensible decision making. Its Offender Management Model is based upon desistance and end-to-end offender management. In line with desistance theory, WWMCRC minimum operating standards promotes collaborative working between service users and offender managers to create successful outcomes in a secure environment.





## **Case Allocation**

WWMCRC case allocation is determined by WWMCRC Role Boundaries policy that seeks to ensure that all cases are allocated to the appropriate qualified officer dependent upon the risk assessment at the point of transfer to the CRC. All responsible officers within the CRC are qualified to probation Industry Standards e.g. PQIP/VQ5 (probation officer) or VQ3 (probation support officer).

All case allocations are managed and facilitated by senior probation officers (line managers for the responsible officers). This includes professional “clinical” review of service user information provided by HMPPS or other available sources to inform evidenced and accountable case allocation decisions. Decisions made as part of the case allocation process are defensible and evidenced, based on all the information available.

Probation officers within WWMCRC hold complex cases including those involving medium risk of serious harm, domestic violence and safeguarding, including medium risk of serious harm to children. Probation service officers hold cases of low risk of serious harm and those that are medium risk of serious harm which do not involve domestic violence or serious violent offending.

WWMCRC operates within a Caseload Escalation Policy that sets the perimeters for caseload numbers for both probation and probation service officers. In line with this, WWMCRC adopts a Risk Escalation Policy to ensure contingencies are considered to support the protection and safeguarding of the public and to support the balance of caseload numbers across the region.

## **Services Delivered:**

### **Through the Gate**

WWMCRC operates within two prison establishments: HMP Featherstone and HMP Hewell. A resettlement manager and team leader respectively lead operational and performance management across the estates. Our services in custody include a mixed model of supply chain partners and WWMCRC staff to provide a holistic service for service users.

### **Community Payback**

Our Community Payback (unpaid work) operates across 4 areas including Warwickshire, Hereford, Shropshire & Worcestershire. We have recently merged the Redditch/Kidderminster and Worcester hubs into a centralised function. Our Community Payback teams have dual responsibility of sourcing placements and case management.

### **Women’s Provision**

Female specific women’s services operate in all regions to encourage positive engagement with service users. As part of our women’s interventions delivery, accessible services include ‘alternative to custody’ residential services, Arise Programme, Community Payback & Springboard all of which incorporate both group and one to one-to-one holistic support.

### **Interventions**

WWMCRC delivers programmes on a rolling basis or end-to-end delivery in Building Better Relationships (BBR), Thinking Skills Programme (TSP), Resolve, Drink Impaired Drivers, Becoming Respectful (BR) & Victim Perpetrators Programme (VPP – Shropshire only).

Each office has the autonomy to deliver a suite of interventions based upon the nine offender pathways to meet the needs of service users, some of the provision includes restorative justice, Men & Anger Relationship Management (MARS) & skills sets.

### Available services and involvement of the third sector

WWMCRC has developed a variety of interventions, the majority of which are delivered in-house. A number of specialist services are delivered through contracted provision. These contracts are held by private and third sector organisations. Currently two of our seven supply chain partners are from the third sector with others being community interest companies and private organisations.

Up to £1m is invested annually with seven supply chain partners delivering specialist services that address the needs of our service users and support the CRC with compliancy and reducing reoffending.

Services include residential provision, female only workshops, training and community based groups for women, peer mentoring, prison gate collections, one-to-one debt advice, financial capability training, therapeutic counselling, advocacy and training/qualifications.

Services	Provider	Details
Counselling Service	Clear Counselling	<b>Community;</b> (Warwickshire/part of West Mercia) One-to-one therapy sessions, covering: anxiety, depression, abuse, trauma, anger, relationship issues, bereavement and loss.
Debt and Finance	Citizens Advice Bureau (CAB) - Bromsgrove	<b>HMP Hewell;</b> One-to-one debt advice and group financial capability sessions within HMP Hewell.
Debt and Finance	CAB - Wolverhampton	<b>HMP Featherstone;</b> One-to-one debt advice and group financial capability sessions within HMP Featherstone.
Mentoring and Gate Collection	YSS	<b>HMP Hewell &amp; HMP Featherstone;</b> Intensive one-to-one support through mentoring within custody and the community and gate collections.
Enhanced Support Service	YSS	<b>Community;</b> (West Mercia) One-to-one community support from keyworkers, targeting support with compliance, making positive life choices and behaviour and motivation.
Self-awareness and Relationship Management	Willowdene	<b>HMP Hewell &amp; HMP Featherstone;</b>

		Self-awareness and relationship management sessions delivered to groups within custody and the community.
Women's Services – Women's Residential Training Programme	Willowdene	<b>Community;</b> (CRC wide) Women's specialist support and training provided in a safe and therapeutic residential setting.
Women's Services - Springboard	Accord Housing Group	<b>Community;</b> (Warwickshire) Women's specialist support delivered within the local community and through women only support groups.

### Map and link to website



<https://www.wwmcrc.co.uk>

## Annex 4: Glossary

<b>Accountability</b>	When people are responsible for making decisions, and taking actions on areas of work within their remit
<b>Accredited programme</b>	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
<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>Approach</b>	The overall way in which something is made to happen; an approach comprises processes and structured actions within a framework of principles and policies
<b>Arise</b>	A programme facilitated by the CRC, and supported by partner agencies, specifically for women to enhance their self-esteem and ability to make positive choices
<b>ASPIRE</b>	Assess, Sentence Plan, Implement, Review and Evaluate
<b>Assessment</b>	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
<b>Assignment</b>	The process by which an offender is linked to a single responsible officer, who will arrange and coordinate all the interventions to be delivered during their sentence
<b>Barriers</b>	The things that make it difficult for an individual to change
<b>BBR</b>	Building Better Relationships: a nationally accredited group work programme designed to reduce reoffending by adult male perpetrators of intimate partner violence
<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 make sure that all reasonable action has been taken to keep to a minimum the risk of a child coming to harm
<b>Child safeguarding</b>	The ability to demonstrate that a child or young person's wellbeing has been 'safeguarded'. This includes – but can be broader than – child protection. The term 'safeguarding' is also used in relation to vulnerable adults
<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 the agencies involved in upholding and implementing the law – police, courts, youth offending teams, probation and prisons
<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>Drug rehabilitation requirement</b>	A requirement that a court may attach to a community order or a suspended sentence order aimed at tackling drugs misuse
<b>Education, training and employment</b>	Work to improve an individual's learning, and to increase their employment prospects
<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>Escalation</b>	The term used to describe the process where a case allocated to a CRC is referred to the NPS for reallocation because an increase in the risk of harm posed by the offender now places that person within the category of those who should be supervised by the NPS
<b>HMP</b>	Her Majesty's Prison
<b>HMPPS</b>	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)
<b>Intervention</b>	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 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
<b>LDU</b>	Local delivery unit: an operational unit comprising an office or offices, generally coterminous with police basic command units and local authority structures
<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>MAPPA</b>	Multi-Agency Public Protection Arrangements: where the 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>Mentoring</b>	The advice and guidance offered by a more experienced person to develop an individual's potential
<b>Ministry of Justice</b>	The government department with responsibility for the criminal justice system in the United Kingdom
<b>nDelius</b>	National Delius: the approved case management system used by the CRCs and the NPS in England and Wales
<b>NOMS</b>	National Offender Management Service: the single agency responsible both for prisons and probation services in England and Wales until 31 March 2017. Since 01 April 2017, this service has been superseded by Her Majesty's Prison and Probation Service
<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>OASys</b>	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
<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>Partner link workers</b>	Formerly known as women's safety workers, partner link workers provide voluntary support to the victims of offenders undertaking the Building Better Relationships programme. They provide information about the programme and the progress made by the offender, and ensure that the victim has an arranged place of safety, emergency contact numbers, and access to support services such as counselling
<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>PQiP</b>	Professional Qualification in Probation
<b>Probation officer</b>	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>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>Probation services officer</b>	This is the term for 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 probation services officers work within the court setting, where their duties include writing pre-sentence reports
<b>RAR</b>	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
<b>Resolve</b>	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
<b>Responsible officer</b>	The term used for the officer (previously entitled 'offender manager') who holds lead responsibility for managing a case
<b>Restorative justice</b>	This practice enables victims to meet or communicate with their offender to explain the real impact of the crime. In a restorative justice 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
<b>Spousal Assault Risk Assessment</b>	Helps criminal justice professionals to predict the likelihood of domestic abuse by screening risk factors in individuals suspected of or being treated for spousal abuse
<b>SPO</b>	Senior probation officer: first-line manager within the CRC or 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. 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
<b>Supply chain</b>	Providers of services commissioned by the CRC
<b>Thinking Skills Programme</b>	An accredited group programme designed to develop an offender's thinking skills to help them stay out of trouble
<b>Third sector</b>	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
<b>Through the Gate</b>	Through the Gate services are designed to help those sentenced to more than one day in prison to settle back into the community on release and receive rehabilitation support, so that they can turn their lives around
<b><i>Transforming Rehabilitation</i></b>	The government's programme for how offenders are managed in England and Wales from June 2014
<b>Trust</b>	Probation services were delivered by Trusts prior to <i>Transforming Rehabilitation</i> . There were 35 in the UK, all with their own management boards, and accountable to HMPPS
<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>Willodene</b>	Based in West Mercia, this organisation works in partnership to provide services to address offending, homelessness, substance misuse, mental health and unemployment. Willowdene Farm, which delivers the women's residential course, is one of Willowdene's social enterprise initiatives
<b>YSS</b>	YSS is a charity that provides community-based support to vulnerable individuals



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