



A report on Offender Management in:

Cheshire

**An Inspection led by
HM Inspectorate of Probation**

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FOREWORD

This inspection of offender management work in Cheshire took place as part of our second programme of Offender Management Inspections. We have examined a representative sample of probation (adult offending) cases from the Trust, and have judged how often the work with each case was done to a sufficiently high level of quality.

The purpose of offender management has been usefully characterised as to 'Punish, Help, Change and Control' each individual offender, in accordance with the need of the individual case. Although our detailed inspection findings can seem rather technical for the general reader, our headline findings can be related to those 'plain language' purposes. We have given particular attention to the 'Control' purpose – the Public Protection aspect of the work – since this is where independent inspection can add the most value. Our '*Risk of Harm to others* score' measures how well this has been done.

Over the Trust as a whole, we judged that the work to keep to a minimum each individual's *Risk of Harm to others* – i.e. the 'Control' purpose' - was done well enough 76% of the time. The work to make each individual less likely to reoffend – the 'Help' and 'Change' purposes - was done well enough 76% of the time. Work to maximise compliance and enforcement was done well enough 79% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1. These figures can be viewed in the context of our findings from the English regions that have been inspected to date – see the Table below.

We found that offender managers were committed to their work with offenders and supported and motivated them, and where required took appropriate action to enforce orders.

There was strong evidence that resources were used effectively to achieve the outcomes planned for the offender in the majority of cases and offender managers told us that they had sufficient resources to deliver offender management.

Overall, we consider this an encouraging set of findings and are confident that the Cheshire Probation Trust is well placed to build on and improve the quality of its performance and offender management.

Sally Lester

HM Assistant Chief Inspector of Probation
For Her Majesty's Chief Inspector of Probation

August 2011

| As a result of some changes to questions in Section 3, results for Trusts from the North West are not strictly comparable with previous scores. | Scores from the English regions that have been inspected to date | | | Scores for Cheshire |
|---|--|---------|---------|---------------------|
| | Lowest | Highest | Average | |
| 'Control' – 'Risk of Harm to others' work (action to protect the public) | 64% | 81% | 72% | 76% |
| 'Help' and 'Change' – Likelihood of Reoffending work (individual less likely to reoffend) | 62% | 78% | 71% | 76% |
| 'Punish' – Compliance and Enforcement work (individual serves his/her sentence) | 69% | 85% | 79% | 79% |

ACKNOWLEDGEMENTS

We would like to thank all the staff from the Cheshire members of the management team and partner organisations for their assistance in ensuring the smooth running of this inspection.

| | |
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SCORING AND SUMMARY TABLE

This report provides percentage scores for each of the 'practice criteria' essentially indicating how often each aspect of work met the level of quality we were looking for. Accordingly, we are able to provide a score that represents how often the *Risk of Harm to others* and Likelihood of Reoffending aspects of the cases we assessed met the level of quality we were looking for, which we summarise here. Additionally, we give a headline 'Comment' by each score, to indicate whether we consider that this aspect of work now requires **MINIMUM**, **MODERATE**, **SUBSTANTIAL** or **DRASTIC** improvement in the immediate future.

| 'Control' – Risk of Harm to others score: | |
|---|---|
| This score indicates the percentage of <i>Risk of Harm to others</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed. | |
| Score: 76% | Comment: MODERATE improvement required |

| 'Help' and 'Change' – Likelihood of Reoffending score: | |
|---|---|
| This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality. | |
| Score: 76% | Comment: MODERATE improvement required |

| 'Punish' – Compliance and Enforcement score: | |
|---|---|
| This score indicates the percentage of Compliance and Enforcement work that we judged to have met a sufficiently high level of quality. | |
| Score: 79% | Comment: MODERATE improvement required |

We advise readers of reports not to attempt close comparisons of scores between individual inspections. Such comparisons are not necessarily valid as the sizes of samples vary slightly, as does the profile of cases included in each Trust's sample. We believe the scoring is best seen as a headline summary of what we have found in an individual inspection, and providing a focus for future improvement work within that Trust. Overall, our inspection findings provide the 'best available' means of measuring, for example, how often each individual's *Risk of Harm to others (RoH)* is being kept to a minimum. It is never possible to eliminate completely *Risk of Harm* to the public, and a catastrophic event can happen anywhere at any time – nevertheless, a 'high' *RoH* score in one inspected location indicates that in principle it is less likely to happen there than in a location where there has been a 'low' *RoH* inspection score. In particular, a high *RoH* score here indicates that usually practitioners are 'doing all they reasonably can' to minimise such risks to the public, in our judgement, even though there can never be a guarantee of success in every single case.

SUMMARY

Assessment and sentence planning: Overall Score = 76%

The area had a positive working relationship with the courts. Sentencers who replied to our questionnaire particularly valued fast delivery and oral reports delivered on the day. Despite the high level of sentencer satisfaction, a significant number of reports did not contain outline sentence plans specifying the work to be undertaken with the offender.

Risk of Serious Harm screenings and full analyses were completed on time in the majority of cases, but less than half of the full analyses were of sufficient quality. The main quality issue was failure to take into account previous relevant behaviour and to draw sufficiently on all available sources of information.

Risk management plans, which were a list of actions required to manage the *Risk of Harm* posed by an offender, were completed, but did not always describe how an offender's *Risk of Harm to others* was to be managed.

Initial Sentence Plans had been written in the vast majority of cases and were timely and appropriately sequenced. Most plans were appropriate to the purposes of sentencing, and objectives to manage the Likelihood of Reoffending and *Risk of Harm* were evident. A number of elements were still in need of improvement, including ensuring that objectives were more outcome focused.

During the inspection we found that offender managers assessed the level of an offender's motivation and capacity to change, and reflected this in their planning. There was a need for better attention being paid to the methods most likely to be effective in reducing offenders' Likelihood of Reoffending.

Implementation of interventions Overall Score = 76%

In the vast majority of cases, interventions were delivered on time in relation to the *Risk of Harm to others* and Likelihood of Reoffending. More attention was needed, to sequence interventions to match the assessed level of *Risk of Harm to others* and Likelihood of Reoffending.

Overall, appropriate resources were allocated throughout the sentence to address the purposes of sentencing and the Likelihood of Reoffending.

We found that Multi-Agency Public Protection Arrangements were used effectively in the small number of the eligible cases inspected. This was an improvement on the previous inspection findings.

Although the Trust expressed the view that good working relationships between offender managers and offender supervisors and between the Trust and prison establishments, were good, we found many examples of insufficient communication between the offender manager and offender supervisor, and, in many cases, little evidence that the offender manager had actively contributed to sentence planning meetings in custody.

Constructive interventions encouraged and challenged offenders to take responsibility for their actions in the majority of cases, but in most cases insufficient arrangements were in place to reinforce new skills learning. More attention was needed to taking forward the learning objectives identified in post-programme reports.

Achieving and sustaining planned outcomes - Overall Score = 79%

The majority of sentences were delivered as intended by the sentencing court. Sentence plan objectives were at least partially met in most cases. Work to promote offender compliance with community orders and licences was good. When an offender failed to comply with their order, offender managers took appropriate enforcement action in most cases.

There was strong evidence that resources were used effectively to achieve the outcomes planned for the offender in over three-quarters of all cases. The vast majority of offender managers told us that they had sufficient resources to deliver offender management.

Although there was evidence of offender managers promoting community integration or reintegration during the course of their orders, more work was needed to prepare offenders for the end of their order and beyond.



Cheshire Probation Trust placed a high priority on the use of employment and learning and skills to reduce reoffending. A minority of offenders were screened ineffectively. The assessment of offenders' literacy and numeracy skills was insufficiently systematic. Staff promoted well the use of 20% of unpaid work orders for employment and learning and skills activities.

Unemployed offenders received good support at well organised work clubs. The small job brokerage scheme was very effective. The range of provision for offenders in approved premises was good. Teaching, training and assessment practices were good. Individual learning plans and guidance action plans were inadequately shared with offender managers. The Trust's development of their mentoring scheme was good. Offenders on community payback had good opportunities to develop vocational and employability skills and produced good standards of work. However the Trust did not ensure offenders had a record of the skills they had improved. The proportion of offenders achieving an accredited award was good. The Trust significantly exceeded its key performance targets.

The Trust worked proactively to sustain provision that benefited offenders. Its use of a strategy based on effective needs analysis was underdeveloped. Partnership working was strong. The Trust made good use of data to identify and improve the performance of different groups of learners. Supervisors' promotion of safe work practice on community payback projects was good. Internal quality assurance arrangements were good and resulted in improvements in the provision. The Trust's arrangements to gain assurance of the quality of the provision were underdeveloped.

RECOMMENDATIONS FOR IMPROVEMENT

Changes are necessary to ensure that, in a higher proportion of cases:

1. a good quality assessment of the individual's *Risk of Harm to others* is completed at the start, as appropriate to the specific case, and is reviewed at the required timescales and following any significant change
2. a good quality risk management plan is completed where one is needed
3. there is evidence in the file of regular quality assurance and effective involvement by managers, as appropriate to the specific case
4. there is good communication between offender managers and offender supervisors to ensure there is a continuity between work undertaken with the offender in the community and custody

Ofsted recommendations

1. Introduce a strategy, based on an analysis of offending behaviour and labour market opportunities, to establish local employment and learning and skills priorities.
2. Further support offenders' prospects for employment and progression by formal recognition of improvements in their employability skills and standards of work achieved.
3. Further develop the use of targets and measures to improve the quality of provision and develop strategies to gain assurance of the quality of the employment, learning and skills provision.

NEXT STEPS: An improvement plan addressing the recommendations above is needed four weeks after publication. Once finalised, the plan will be forwarded to the National Offender Management Service to monitor its implementation.

MAKING A DIFFERENCE

Here are some examples of work in Cheshire that impressed us.

Problem solving court:

OMI 2 Criterion:
1.1

The Problem Solving Court was a Community Safety Initiative which targeted offenders who were assessed as a medium or high risk of reoffending and who had more than two offending-related problems. Once sentenced, the supervising offender manager prepared progress reports and the offender was set new goals for the next five weeks. Nick appeared in Court for the offence of theft. He was assessed by a dedicated offender manager, a multi-agency meeting was held in advance of the hearing. The meeting looked at the factors linked to Nick's offending and put in place a plan to address the issues. This approach effectively held Nick to account and during six months of supervision he stopped using heroin and all other drugs after 22 years of dependency. The frequency of his offending also significantly reduced.

Frequency of contact:

OMI 2 Criterion:
2.1

Keith was a high *RoH* offender who was released on licence to approved premises in another Probation Trust almost 90 miles away. The offender manager made effective use of video-link conferencing backed up by visits to the approved premises when time allowed. This ensured ongoing contact with the offender and staff at the approved premises. The use of video conferences ensured that Keith and staff at the approved premises were actively involved sentence planning.

Constructive use of approved premises:

OMI 2 Criterion:
2.2

Wes had been sentenced to a short prison sentence for continued breach of an antisocial behaviour order, and was released on a three month licence. He had a lengthy history of violence and substance misuse and had shown himself to be obstructive and challenging towards previous offender managers. His new offender manager determined that approved premises would be the most appropriate way of managing his chaotic behaviour and transient lifestyle and motivated him to use this three months positively. Wes arrived at the approved premises and, against all expectations, engaged positively with both his supervising officer and key worker. They worked closely together to motivate and encourage him to change his attitudes and lifestyle. He was given every encouragement by staff. He complied with the approved premises programme and this led to him being offered move on accommodation. All professionals involved with him commented on his substantial progress, which was in part down to the consistently positive attitude of his workers and their reinforcement of the changes he was making.

Motivating offender:

**OMI 2 Criterion:
2.3**

Isaac had a lengthy record of serious violence prior to his latest prison sentence for grievous bodily harm and threats to kill. He refused to cooperate with probation in the preparation of a PSR and had previously demonstrated very negative and challenging attitudes towards staff. His new offender manager wrote to him after sentence to discuss his role and initial sentence planning. Isaac responded positively to this contact and a productive and regular correspondence was established. This contributed to a productive first meeting at the sentence planning board and continuing contact when he moved to a more distant prison. The offender manager had recognised that engaging well with Isaac was crucial to working with him and managing the *RoH* he presented.

Community engagement:

**OMI 2 Criterion:
3.3**

Arran was referred to ETE at the start of his sentence. An individual learning plan was developed which included appropriate goals – disclosure of previous convictions, completion of a first aid course, up-to-date CV, debt guidance and adult literacy course. He was also referred to *Train to Change* and undertook voluntary work. Within five months all but two targets had been achieved.

All names have been altered.

SERVICE USERS' PERSPECTIVE

Offenders

Sixty-eight offenders completed a questionnaire for the inspection.

- Eight questionnaires were returned by offenders in custody. These respondents reported that they had received an induction that included a basic skills assessment. All respondents in custody felt that the induction covered everything they needed to know. All but one reported having an offender manager and said they were in contact with their offender manager. The same number had been visited and all had contact with an offender supervisor in prison. Only two offenders said they had been fully supported by their offender manager whilst in custody; a further five reported being partially supported, and one said they had received no support from their offender manager.
- Sixty offenders in the community responded to our questionnaire. All but two said that the rules covering their supervision had been fully or partly explained. A similar number said that their offender manager had discussed their supervision plan with them. All but eight said that they felt fully or partly involved in drawing up the plan.
- Almost two-thirds of the offenders had engaged with a service provided by someone other than the offender manager. All of them thought the parties had worked together well. Over half were also helped to make contact with other organisations for support. One offender said: *"ETE has helped me a lot and I respect Dave - he is a role model. I use probation as a point of contact as I am homeless. I feel happier and supported by probation"*.
- All offenders stated that they had a good working relationship with their offender manager, and that their offender manager listened to what they had to say. One offender told us *"I think that my offender manager and my alcohol worker Pam, have been very understanding, efficient and helpful"*.
- 95% of respondents said their offender manager had made them think about their offending and how they might avoid it in the future; 97% believed that they were less likely to offend as a result, and 93% said that work with the probation service made them more aware of the victims of crime. In the words of one offender, *"I have realised other peoples' points of views and that offending has got me nowhere, and I want to change and have a good life without offending"*.
- One offender told us, *"Since being on probation I have reduced my alcohol use greatly and have gained a construction safety certificate scheme (CSCS) card, and got advice and accommodation advice. I also have stayed out of trouble as a result of improving my behaviour"*.

Victims

Twenty-four questionnaires were completed by victims for the inspection.

- All but one of the twenty-four victims who completed the questionnaire were clear about why they had been contacted and that they had a choice about whether they participated in the process. In the cases where contact went ahead, their particular circumstances were taken into account in the arrangements.
- All victims in applicable cases said that they had been provided with sufficient information about the offender's sentence and when they were to be released. They had also had an opportunity to say what extra licence conditions they thought should be included. All but one victim were completely or largely satisfied with the service they had received. One respondent commented, "*The service I have received has been excellent. I have been dealt with professionally and sensitively*".

Courts

Twenty-two questionnaires were completed by sentencers for the inspection.

- All respondents were satisfied with the quality of FDRs and oral reports. All but three were satisfied with SDRs. One sentencer said they thought the quality of report writing could be better. All felt that probation had helped them in determining the type of report that was required. All but one stated that PSRs were made available in the timescale set by the court.
- The arrangements for enforcement worked well according to 18 respondents and three thought they worked well in parts. However, nine respondents were unaware of arrangements in place to fast track enforcement for cases that posed a high *RoH*, or that were priorities for other reasons.
- Liaison arrangements between probation and sentencers were described as effective by all but one respondent who expressed an opinion and all thought that probation's engagement with the Local Criminal Justice Board was effective. One respondent commented: "*Communication between probation and the bench is excellent*".
- All but one of the sentencers thought that staffing levels in court were sufficient and all thought that probation staff had sufficient knowledge and experience to work effectively in court. One said, "*We are fortunate in the quality and commitment of our probation staff*".
- Only four respondents knew that the Probation Trust monitored PSR proposals and outcomes against successful completions of orders and licences.

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 76%

| 1.1 General Criterion: PREPARING FOR SENTENCE <i>High quality reports are produced to inform sentencing.</i> | |
|---|--------------------------------------|
| Score: | Comment: |
| 87% | MINIMUM improvement required. |

Strengths:

- (a) A PSR was prepared in 82 of the cases inspected, comprising 52 SDRs, 17 FDRs and 13 oral reports. We considered that almost all reports (88%) were of the appropriate type.
- (b) The Trust had promoted the use of oral and FDR reports as an alternative to sentencing without a report. In all but two of the oral reports inspected there was a written record.
- (c) All but two reports were prepared within the required timescale, all except one using the nationally approved format. Reports were suitably concise and based on the required assessment of *RoH* and LoR in the great majority of cases.
- (d) Reports included an accurate analysis of *RoH* in 84% of cases, and of LoR in 89%, as distinct from a description of events.
- (e) Almost all PSRs contained a clear proposal which was proportionate to the seriousness of the offence. Requirements aimed at keeping the offender's *RoH* to a minimum were proposed in 82% of relevant cases.
- (f) A community sentence was proposed in 78% of reports and this was followed by the court in most cases.
- (g) Information about the vulnerability of offenders was clearly recorded in 29 of the 37 PSRs where this was a concern.

Area for Improvement:

- (a) We found evidence of reports containing an outline sentence plan in less than two-thirds of cases (63%). Of those reports that contained an outline plan, offender vulnerability was not addressed in over two-thirds of the relevant cases.

1.2 General Criterion: ASSESSMENT AND PLANNING TO MINIMISE RISK OF HARM TO OTHERS

RoH is assessed sufficiently well. Plans are made to keep to a minimum the individual's RoH.

| | |
|---------------|---------------------------------------|
| Score: | Comment: |
| 78% | MODERATE improvement required. |

Strengths:

- (a) In all but five cases an RoSH classification was completed at the start of the order; 90% of these classifications were assessed as correct. Of those that were incorrect, we judged that eight were too low and six too high.
- (b) An RoSH screening was done in 94% of cases, with 87% completed on time. However, only 76% were assessed as accurate.
- (c) A full *RoH* analysis was required in 117 cases; it was completed in 90%, and on time in 80%. The *RoH* analysis accurately reflected the risk to children (84% of cases); general public (79%); known adults (78%); staff (87%); and prisoners (100%).
- (d) An RMP had been undertaken in 96% of required cases; 85% were completed on time and all but seven used the appropriate format.
- (e) In 49 cases (44 licence and five community orders) there were additional restrictive conditions or requirements. In all licences and all but one of the community cases, these were judged to be proportionate to the assessed level of *RoH*. Restrictions were proportionate to the protection of victims in all but two licence cases and all but one of the community orders.
- (f) Of the 33 cases identified as falling within MAPPA, all but three had been managed at the appropriate level. Those three cases had been classed as MAPPA Level 1, although inspectors felt they should have been considered as Level 2. Despite these cases we found a good understanding among offender managers in relation to the MAPPA referral procedures.

Areas for Improvement:

- (a) In the cases where a full *RoH* analysis had been completed, 54% were assessed as being of insufficient quality. These had not taken into account previous relevant behaviour in 31% of cases, and failed to draw sufficiently on all available sources of information in 39%.
- (b) The offender manager had not communicated *RoH* issues to other staff in 31% of relevant cases. This was mainly due to cases that had been incorrectly classified or where there was an insufficient analysis of the *RoH* rather than a gap in the Trust's communications system.
- (c) Risk management plans were comprehensive in only 48% of cases. Whilst some were of good quality, others contained insufficient information about interventions, contingency arrangements and timescales.

(d) In 41% of risk management plans there was an accurate description of how the objectives in the sentence plan would address *RoH* issues and protect victims. We found no evidence that RMPs had been shared with relevant others in 37% of cases.

(e) There was effective management involvement in *RoH* assessment and planning in 20 (59%) of 34 high *RoH* cases and in 9 (36%) of 35 cases with child protection concerns.

1.3 General Criterion: ASSESSMENT AND PLANNING TO REDUCE THE LIKELIHOOD OF REOFFENDING

The LoR is assessed sufficiently well. Plans address offending related factors needs to reduce the LoR.

Score:

77%

Comment:

MODERATE improvement required.

Strengths:

(a) All except eight cases had been allocated to the correct tier at the start of sentence or release on licence. All except six had been allocated to an offender manager within the required timescale.

(b) An LoR assessment was completed in 97% of the cases where one was required; it was on time in 81% and of a sufficient standard in 70%.

(c) An ISP was completed at the start of sentence or licence (94%), was timely (82%), informed by relevant assessments (78%) and appropriate to the purposes of sentencing (86%). Almost all sentence plans contained objectives to manage *RoH* and address LoR.

Areas for Improvement:

(a) Only 59% of plans contained outcome-focused objectives, 57% included a logical sequencing of objectives and 56% described levels of contact.

(b) Objectives to manage child protection concerns were not present in 11 of the 21 relevant cases.

(c) Only 4 of the 12 offenders identified as PPOs had ISPs requiring intensive levels of contact and interventions.

| | |
|--|---|
| 1.4 General Criterion: ASSESSMENT AND PLANNING FOR OFFENDER ENGAGEMENT <i>Individual diversity needs are taken fully into account at the earliest opportunity. Plans are put in place to minimise the impact of potential obstacles to engagement.</i> | |
| Score: 61% | Comment: SUBSTANTIAL improvement required. |

Strength: (a) Sentence planning took account of the offender’s level of motivation in 83% of cases and capacity to change in 81%.

Areas for Improvement:

(a) In 36% of cases insufficient attention was paid to the methods most likely to be effective with the offender.

(b) Offenders had been actively and meaningfully engaged in the sentence planning process in 55% of cases. The contribution required from the offender to achieve sentence plan objectives was clear in 67% of cases.

(c) Notwithstanding the findings of the Ofsted inspectors; of the cases we inspected we found that, although there was an expectation that a Skills for Life screening should have been undertaken at the PSR stage, there was evidence that it had been completed in only 64% of cases. A full and timely assessment had taken place in only 27% of relevant cases and a learning plan was available in only 11% of cases where a need had been identified.

Ofsted inspectors also reported *“When learning needs were identified, offenders were referred to an adviser for an initial assessment, at which an appropriate information, advice and guidance action plan was completed. These plans were not shared effectively with offender managers. The assessment of offenders’ literacy and numeracy skills was insufficiently systematic. Partners placed insufficient emphasis on identifying this need”*.

(d) There was an assessment of potential diversity issues, discriminatory/disadvantaging factors and any other individual needs in only 55% of cases. In addition, planning documents did not include actions to take account of individual needs, where identified, in 30% of cases.

COMMENTARY on Assessment and sentence planning as a whole:

The Trust had carried out an analysis of sentencing of women and black and minority offenders following the national drive to increase in the number of FDRs and oral reports. Subsequently, they undertook an audit of PSRs and court sentencing. This looked at SDR proposals and FDR outcomes. The Trust reported that following the increase in FDRs (as opposed to women being sentenced either with no report or an oral report) there was a 30% reduction in women going into custody. An audit of PSRs produced for black and minority ethnic offenders showed that offenders sentenced with reports that contained ‘no proposal’ were going into custody

disproportionately, especially if subject to deportation. The Trust used this data to target its diversity training and the quality assuring of its reports. It was recognised that more attention still needed to be paid to the quality of FDRs.

The Trust has carried out ongoing analysis of the offending-related needs of offenders in the Halton area. OASys data had shown that offenders in Halton had consistently high needs. This research had tied in to the development of the Halton Problem Solving Court. Sixteen local agencies were working with the court and five magistrates' benches had been trained and regularly sat in it. Although the numbers of offenders going through the court have been low (19 currently), initial outcomes indicate a 70% reduction in custodial sentences. The Court was based on the Merseyside Community Court model.

Since the 2006 Offender Management Inspection, Cheshire Probation Area, (and now Trust) had focused on improving the quality of ISPs; the inspection showed that the work had resulted in some improvement. However, the use of planning as a key element of effective practice had not improved. Planning was being done in a timely manner, but was not of sufficient quality to engage the offender or drive the work forward. Sentence plans were too often seen as a process with little involvement from the offender.

Learning styles questionnaires had recently been introduced into some teams, in order to improve offender engagement. This was a positive development, and was working well in many cases; however, the use of the questionnaires was not fully embedded into practice across the Trust.

Although the vast majority of offender managers interviewed said that the quality of supervision with their line manager promoted improvement in their practice, less than half reported that they had sufficient opportunities to formally discuss practice issues with their colleagues – either in team meetings or other offender manager events. The vast majority of staff we interviewed said their line managers had the skills to assess their work and had actively supported them in developing their practice. However, only just over half of staff said they had experienced active line management in respect of countersigning their work.

2. IMPLEMENTATION OF INTERVENTIONS

OVERALL SCORE: 78%

| 2.1 General Criterion: DELIVERING THE SENTENCE PLAN (INCLUDING THE PUNISH PURPOSE) <i>Interventions are delivered sufficiently well.</i> | |
|---|---------------------------------------|
| <i>Score:</i> | <i>Comment:</i> |
| 79% | MODERATE improvement required. |

Strengths:

- (a) Interventions were delivered according to the requirements of the sentence in 83% of cases and in-line with sentence plan objectives in 73%. They were delivered on time in relation to *RoH* and LoR in 73% and 79% of cases respectively.
- (b) Offenders had been offered a full and timely induction following sentence to a community order or after release from custody on licence, in 92% of cases. In the vast majority of cases the induction had specifically set out expectations regarding their behaviour throughout the sentence, as well as their responsibilities and rights.
- (c) The frequency of contact met or exceeded national standards in 90% of cases and was consistent with the requirements of the sentence in 89% of cases. We assessed that the level of contact took full account of the level of *RoH* and LoR in 91% and 89% of cases respectively, and promoted the achievement of the sentence plan in a similar number.
- (d) Appropriate resources were allocated throughout the sentence to address the purpose of sentencing in 89% of cases, *RoH* in 82% and LOR in 83%. In 73% of cases sufficient resources were allocated to meet diversity needs.
- (e) Offender managers had coordinated the input of all workers in 81% of cases, and ensured all elements of the sentence plan were delivered in 76%.
- (f) There was good communication between the offender manager and other workers in 86% of cases, and good communication between all workers and the offender in 95%.
- (g) Offender managers monitored offender attendance across all interventions in 94% of cases, and took effective action to secure compliance with all interventions in 90%.
- (h) Judgements about the acceptability of absence and other offender behaviour were appropriate and consistent in 95% of cases. These judgements were clearly recorded in all but seven cases.
- (i) There were 34 cases where breach or recall was required; action

was instigated in 27 cases. The action was taken in line with the required timescale in 82% of cases, and the action was resolved within the required timescale in 71%.

- (j) Offenders were appropriately matched to unpaid work projects in 92% of the cases in the sample. Placements took account of offenders' levels of *RoH* in all but one case. We found that work was sufficiently demanding and of benefit to the local community in all cases.
- (k) Sentence plans were reviewed in line with the required timescales in 84% of cases.
- (l) Thirteen cases in the sample had been transferred, either between offices in Cheshire, or between Probation Trusts. All but two transfers involved provision of up to date assessments and sentence plans, and first appointments in the new area within five days. All except one involved provision of an up to date risk management plan where it was required.
- (m) Almost all case records were well organised and over three-quarters contained all relevant documents. Recording of information was timely in all except seven cases, and the great majority of case records were clear and reflected the work that had been carried out.

Areas for Improvement:

- (a) Interventions were not sequenced in a way that was appropriate to the *RoH* and *LoR* in 33% and 27% of relevant cases.
- (b) Interventions in custody were delivered in preparation for release in 9 of 18 relevant cases.
- (c) We inspected 42 cases in which the offenders were required to attend an accredited programme. Of the nine cases which involved a community based general offending behaviour programme, seven offenders had not started the programme within six weeks as required. There was a high level of demand for places on community domestic violence programmes and this had also resulted in some delays. The Trust was aware of these issues and had put in place plans to increase the number of programmes.
- (d) In only six of the 22 custody cases inspected was there evidence that the offender had received a full and timely induction following sentence to custody.
- (e) Appropriate arrangements were made for the offender manager to attend sentence planning boards in 13 of 21 custody cases.
- (f) Good communication between the offender manager and offender supervisor was evident 7 out of 20 relevant custody cases, and between the offender supervisor and other workers in the prison in only nine cases. We also found little evidence of good communication between all workers and the offender in just under half of these cases.
- (g) Unpaid work placements did not facilitate the skill development or educational attainment of the offender in 11 out of 17 relevant cases.

- (h) The *RoH* and LoR were reviewed in line with the required timescales in 56% and 60% of cases respectively. They were reviewed following a significant change in the circumstances of the case in only 41% and 40% respectively.
- (i) Where there were significant changes, sentence plans were reviewed in 41% of cases.
- (j) Reviews of *RoH* were used to inform sentence plan reviews in 52% of cases and to prioritise objectives appropriately in 48%. The corresponding figures for reviews of LoR showed that 61% informed sentence plan reviews and objectives were prioritised appropriately in 52%.
- (k) Offenders were insufficiently involved in the review of supervision plans in 58% of cases.

| 2.2 General Criterion: DELIVERING RESTRICTIVE INTERVENTIONS (THE CONTROL PURPOSE OF THE SENTENCE PLAN) <i>All reasonable action is taken to keep to a minimum the individual's RoH.</i> | |
|--|---------------------------------------|
| Score: | Comment: |
| 76% | MODERATE improvement required. |

Strengths:

- (a) MAPPAs were used effectively in all three relevant cases. Input by other agencies into MAPPAs was assessed as effective in all of the cases. Decisions taken in MAPPAs were clearly recorded and were followed through, acted upon and reviewed. Probation staff had contributed effectively to MAPPAs on each occasion.
- (b) Multi-agency child protection procedures had been operated effectively in all 11 cases. Recording was clear and decisions taken had been followed through in all but two cases, and reviewed appropriately in all but three. Overall, we judged that probation staff had contributed effectively to multi-agency child protection procedures in 73% of cases.
- (c) There were enhanced contact levels in all but 2 of the 13 PPO cases and appropriate restrictive interventions in all but three of them.
- (d) There were six community cases that included a restrictive requirement to manage the offender's high level of *RoH*. In all of these cases we found evidence that the offender manager was fully monitoring the requirements as part of their risk management.
- (e) Contact with the VLO was offered in all except four cases and within national timescales in all but five. Regular and accurate information was shared between the VLO and offender managers in all but 3 of the 18 cases where the victim had taken up the offer of contact. All had been given the opportunity to provide views on proposed licence conditions and were informed of any relevant events during

the offender's sentence and the conditions that would apply to the offender on release. Victims were also offered sight of those parts of reports that were of relevance to them in all cases. In almost all cases victims were informed of any relevant event during the offender's sentence.

- (f) An initial and purposeful home visit had been carried out in 24 out of 26 high or very high RoSH cases, and was repeated as part of a regime to manage *RoH* in 85% of cases. However, this still left two high RoSH cases where an initial home visit had not been carried out. In other cases, where there was not a high or very high RoSH, we saw some good use of home visits; in 90% of such cases, home visits were used appropriately.
- (g) In all applicable cases, the approved premises were used effectively as a restrictive intervention to manage *RoH*.
- (h) Of the eight cases where we judged the offender needed to be recalled for *RoH* reasons, recall had taken place in every case and was prompt in all but one. The reason for recall was clearly explained to the offender in six of the cases.
- (i) Five community orders were enforced for reasons of *RoH*; four of these were enforced promptly. All offenders were given clear reasons for the breach, and attempts were made to re-engage the offender with the sentence plan.

Areas for Improvement:

- (a) Potential and actual changes in *RoH* factors were not anticipated in one-third of cases. Changes were not identified swiftly, nor acted upon appropriately in similar numbers.
- (b) There was insufficient evidence that restrictive licence conditions had been fully monitored in 10 out of 44 licence cases.
- (c) Appropriate priority was accorded to victim safety in 70% of relevant cases. That left 23 cases where the safety of the victim was not addressed by the offender manager. Victim safety needed to be given greater priority in risk management and sentence plans.
- (d) Initial and purposeful home visits were not carried out in 51% of cases where child protection was a concern; nor were visits repeated to monitor child protection concerns in two out of eight cases.
- (e) Although there had been structured management involvement in all but two high or very high RoSH cases where we considered it was required, it was less than effective in seven. There had been effective structured management involvement in 8 of 26 cases involving child protection where we considered it was required. There had been management involvement, but ineffective, in a further eight.

2.3 General Criterion: DELIVERING CONSTRUCTIVE INTERVENTIONS (THE HELP AND CHANGE PURPOSES)
Interventions are delivered that address criminogenic needs and the reduction of LoR.

| | |
|---------------|---------------------------------------|
| Score: | Comment: |
| 70% | MODERATE improvement required. |

Strengths:

- (a) Following sentencing, offender managers identified supportive factors in the lives of 85% of offenders. In 89 out of 105 relevant cases they ensured that the offender was sufficiently supported in retaining or developing community ties and relationships throughout their sentence. This work was less well established with offenders in custody (see areas for improvement (a) below).
- (b) In the small number of cases in the sample (20) where an ETE intervention was delivered, it was seen to be proportionate to the offender’s need and relevant to their abilities and aspirations in all cases. The intervention was delivered in line with sentence plan objectives in all but four cases.
- (c) In 79% of cases, sufficient work was directed at overcoming practical obstacles to community integration and promoting key life skills.
- (d) Constructive interventions encouraged and challenged offenders to take responsibility for their offending behaviour in 80% of relevant community cases. There was less evidence of this positive work being undertaken in custody.
- (e) Arrangements to prepare offenders thoroughly for interventions had been made in 81% of cases. We saw examples of joint work being undertaken by programme workers and offender managers to prepare offenders for accredited programmes.
- (f) Twelve offenders among the cases inspected were resident in the area’s approved premises. All but one had undertaken constructive interventions. Unfortunately in only one case was the intervention included in the sentence plan.
- (g) Over three-quarters of staff said there was a positive learning culture in the organisation and 85% felt that their training and skills development needs had been met. A similar number of staff reported that they had access to sufficient resources to deliver offender management.
- (h) Overall we judged that the commissioning and delivery of services contributed to positive outcomes in offender management in 82% of cases.

Areas for

- (a) Sufficient information, advice and guidance was provided to only 46% of those offenders who needed it to address their learning or

Improvement:

skills development. Arrangements for an appropriate intervention to be delivered were made in 42% of cases and it was actually delivered in only 29% of cases where a learning need was identified.

- (b) Immediate action had been taken to identify and preserve employment, housing and family ties in only 10 out of 18 custody cases where it was required.
- (c) Given the gaps in relation to victim awareness work at sentence planning, it was not surprising to find that such work was not undertaken in 38% of relevant cases.
- (d) Arrangements were in place to reinforce an offender's newly learnt skills in 66% of relevant cases. More attention was needed to take forward further learning objectives identified in post-programme reports.

2.4 General Criterion: MANAGING DIVERSITY AND MAXIMISING OFFENDER ENGAGEMENT

The management of offenders' diversity needs facilitates effective engagement with the sentence.

Score:

83%

Comment:

MODERATE improvement required.

Strengths:

- (a) Arrangements for interventions took account of offenders' diversity issues in over three-quarters of applicable cases, and the approved premises regime met the diverse needs of all residents in the sample. We saw evidence that the information was shared with other staff in 81% of cases.
- (b) There was evidence of the offender manager showing commitment to the offender in 85% of cases, supporting them throughout the order in 84% of cases and reinforcing positive behaviour in 82% of cases.

Other workers involved with the offender showed commitment, and supported and motivated them throughout the order in 96% of cases, and provided reinforcement of positive behaviour in 92%.

Offender supervisor commitment was not so well evidenced in custody (see area for improvement (a) below).
- (c) There was evidence that the offender manager and other staff had developed a positive and productive working relationship with the offender in almost all cases.
- (d) Where issues of vulnerability had been identified these had been communicated to all staff involved in 41 out of 55 (75%) relevant cases; and arrangements had been put in place to support and, where necessary, protect the offender in 85% of cases.

Area for Improvement:

- (a) There was evidence in the 20 relevant custody cases that offender supervisors showed commitment to offenders and supported them throughout the order in only half of cases, and reinforced positive behaviour in 47% of cases.

There was also insufficient evidence that the offender supervisor had a positive and productive relationship with the offender in 38% of cases.

COMMENTARY on Implementation of interventions as a whole:

We saw a good use of the Trust's approved premises in the resettlement of high *RoH* offenders. Offenders in the approved premises were engaged in constructive interventions. There was good communication between the offender manager and all staff in the community including the approved premises. It was therefore disappointing that there was little coordination between offender managers' sentence planning and the delivery of interventions in the approved premises.

Offender managers benefited from attending high risk panel meetings. These meetings assisted the offender manager in their judgements and risk management, and we saw a number of examples where decisions made at the panel had contributed to an improvement in the risk management of the case. We found that, CRAMS needs to better reflect the actions agreed and outcomes achieved as a result of involvement with the panel.

We inspected 14 cases involving women offenders. With the exception of unpaid work, we saw very little evidence of their diversity needs being taken into account when delivering interventions. Unpaid work offered women offenders the opportunity of working with other women and being supervised by a woman supervisor.

Joint work between offender managers and offender supervisors was insufficient in the majority of Phase II custody cases inspected. Levels of contact were often the bare minimum, and contact tended to be via video-link. However, we found evidence that some offender managers also kept in contact with offenders in custody by letter and phone calls.

We also saw several high *RoH* custody cases with no sentence planning board actions and outcomes recorded on CRAMS or in paper files. Evidence of information exchange with the offender supervisor, including information regarding progress with programme attendance for example, was also very limited.

3. ACHIEVING AND SUSTAINING PLANNED OUTCOMES

OVERALL SCORE: 72%

Our inspections include findings about initial outcomes, as set out in this section. In principle, this is the key section that specifies what supervision is achieving, but in practice this is by necessity just a snapshot of what has been achieved in only the first 6-9 months of supervision, and for which the evidence is sometimes only provisional.

We have made some changes to this section, with effect from the North West inspections. The scores reported here are therefore not comparable with Section 3 results from previous inspections.

3.1 General Criterion: THE SENTENCE HAS BEEN SERVED (THE PUNISH PURPOSE)

The individual under supervision has either complied sufficiently well, or the sentence has been enforced sufficiently well.

Score:

78%

Comment:

MODERATE improvement required.

- (a) In all but 9 of the 140 cases inspected we judged that appointments arranged with the offender were sufficient for the purpose of carrying out the sentence of the court.
- (b) In 98% of cases, either the offender had complied appropriately with their orders or licence, or their sentences had been properly enforced.
- (c) In 58% of cases, offenders had abided by the requirements of their order or licence without the need for the offender manager to take further action.

Where the offender had initially failed to comply, in 59% of cases the offender manager had taken appropriate action to promote compliance and had been successful in re-engaging the offender.

In a further 27%, attempts to re-engage the offender had not been successful.

There were four cases where we felt that there should have been further attempts to promote compliance.

Where offenders failed to comply, the order or licence was enforced as required in 89% of cases.

- (d) Where there had been good progress, the offender manager had applied for early termination of the order in seven cases. There was a further case where we felt that there could have been an application for early termination and no cases where we believed that the application for early termination was not appropriate.

- (e) Since being sentenced, 17% of offenders in the case sample had been convicted of a further offence. Only two offenders (1%) had been cautioned for an offence committed since the start of the sentence, and only three had received any other type of disposal relating to their behaviour – SOPO, restraining order, penalty notice or prison adjudication. Fifteen offenders (11%) had been charged with an offence committed since the start of their sentence.

3.2 General Criterion: *RISK OF HARM TO OTHERS HAS BEEN MINIMISED (THE CONTROL PURPOSE)*

All reasonable action has been taken to keep to a minimum the individual's RoH.

Score:

68%

Comment:

MODERATE improvement required.

- (a) All reasonable action to keep *RoH* to a minimum had been taken in 70% of cases.
- (b) In 20 out of 55 cases with a history of domestic abuse there had been no police call-outs. However, in a further 27 cases there was no record of the offender manager checking with the police regarding reports of further issues.
- (c) Where there was an identifiable victim or potential victim there was evidence that the *Risk of Harm* to them was effectively managed in 66% of cases.

3.3 General Criterion: *LIKELIHOOD OF REOFFENDING HAS BEEN REDUCED (THE HELP AND CHANGE PURPOSES)*

There is a measurable reduction in the individual's likelihood of reoffending (LoR)

Score:

70%

Comment:

MODERATE improvement required.

- (a) Sentence plan objectives had been fully met in 23% of cases and partially met in 51%.
- (b) 77% of cases had been managed by either one or two offender managers, including the PSR author. Where there had been a change of offender manager, delivery of the sentence plan had been maintained in 87%.

79% of offender managers interviewed told us that sufficient plans were in place to manage planned absences and 65% were positive that unplanned absences were also managed appropriately. This involved the use of duty officers and pairing up of offender managers.

- (c) During the inspection we identified factors that made the individual offender more likely to reoffend. We also judged the extent to which, at this point in the sentence, sufficient progress had been made against the relevant factors.

| | Number of cases in which this was identified as a factor associated with LoR at the start of sentence/release | % of relevant cases in which sufficient progress had been made (at this point in the sentence) |
|--------------------------|---|--|
| Accommodation | 19 | 42% |
| ETE | 31 | 35% |
| Financial | 20 | 30% |
| Relationships | 55 | 18% |
| Lifestyle and associates | 55 | 35% |
| Drug misuse | 41 | 56% |
| Alcohol misuse | 61 | 51% |
| Emotional well-being | 46 | 28% |
| Thinking and behaviour | 99 | 46% |
| Attitudes | 67 | 24% |
| N/A – Unpaid work | 23 | |

- (d) OASys had been rescored in two-thirds of cases. In 54% of cases, sufficient overall progress had been made in relation to the factors identified as making the offender more likely to reoffend.

- (e) There was evidence of progress regarding the offender's learning and skills development in 25 out of 77 relevant cases. Ten offenders had gained some qualification related to learning and skill development.

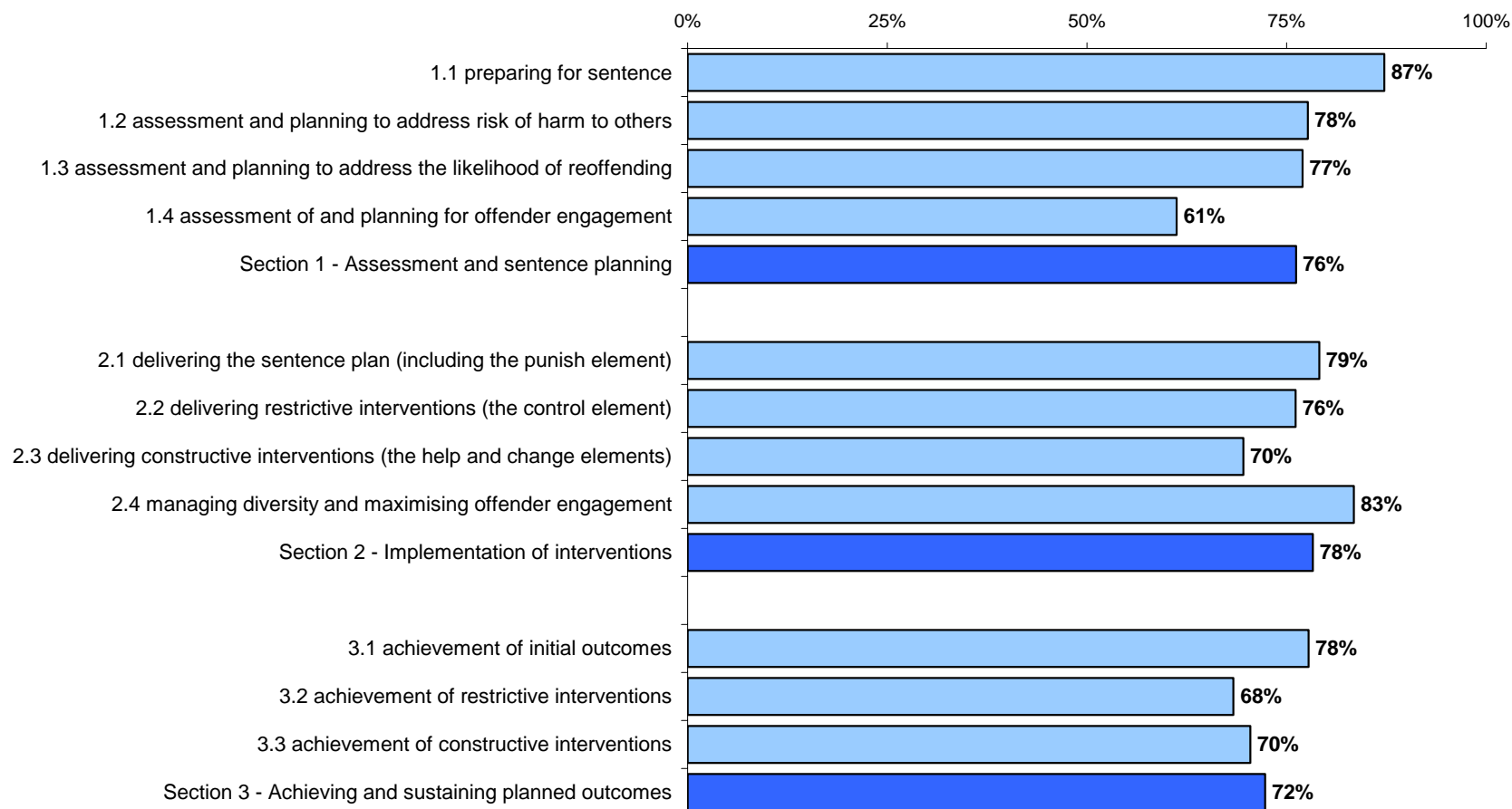
Forty-two offenders secured employment during the course of their sentence. Of these, 20 sustained employment for 16 weeks or more.

- (f) Resources were used effectively to achieve the outcomes planned for the offender in 78% of cases.

- (g) Although there was evidence of offender managers promoting community integration or reintegration during the course of the order, in 38% of relevant cases there was no clear exit strategy in place to cover the end of the sentence and beyond.

APPENDIX 1 Scoring summary of sections 1-3

OMI 2 Cheshire: General Criterion Scores - May 2011



APPENDIX 2 CHESHIRE: Contextual Information

| | |
|---|-------|
| Total caseload at December 2010 | 3649 |
| % white* | 96.7% |
| % minority ethnic* | 3.3% |
| % Male | 89% |
| % Female | 11% |
| * excluding cases for which information on ethnicity is not available | |

APPENDIX 3 Inspection arrangements

Model

The Offender Management Inspection 2 (OMI 2) Programme entails visits to all NOMS Areas and Trusts over a three-year period from September 2009. Its primary purpose is to assess the quality of offender management both in custody and the community, against HMI Probation's published criteria, in relation to assessment, interventions and outcomes. We inspect work in the community and in custodial establishments.

Methodology

The focus of our inspection is the quality of work undertaken with offenders. We look at a representative sample of between 100 and over 200 individual offender cases approximately nine months old/ terminated, made up of licences, community orders and custody cases including a minimum number of the following types of cases: high/ very high *RoH*; PPOs; approved premises residents; statutory victim contact; and black and minority ethnic offenders. Cases are assessed by a team of inspectors and assessors (including staff from the Trust itself). They conduct interviews with offender managers who are invited to discuss the case in depth and are asked to explain their thinking and to show where to find supporting evidence in the record. Case assessments are the primary source of evidence for OMI2.

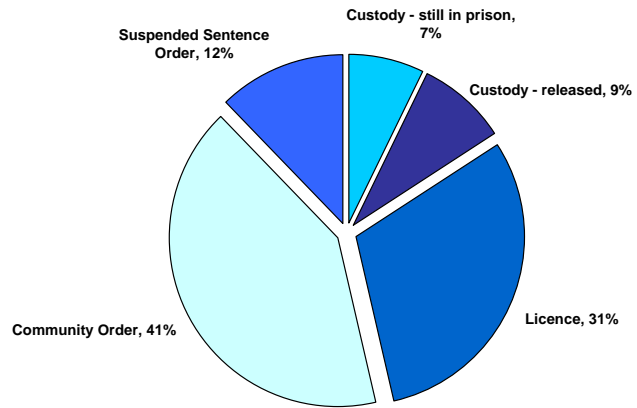
In addition we gather the views of users (victims, offenders and sentencers) by means of questionnaires.

Publication arrangements

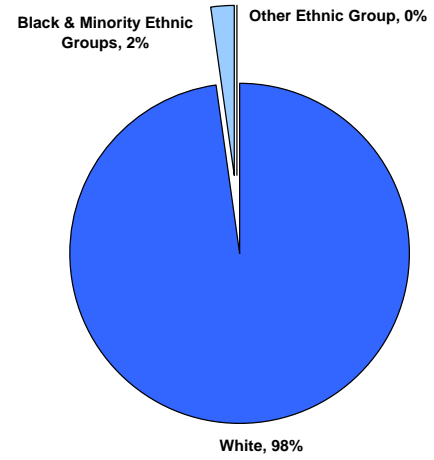
- Provisional findings are given to the Trust at the end of the inspection week.
- A draft report is sent to the Trust for comment four to six weeks later. Publication follows approximately 12 weeks after inspection. A copy is sent to NOMS, and copies are also made available to the press and placed on our website.
- Reports on offender management in Wales are published in both Welsh and English.

APPENDIX 4 Cheshire: characteristics of cases inspected

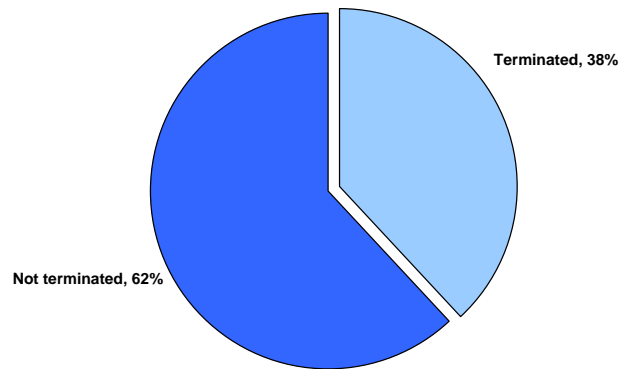
OMI 2 Cheshire: Case types



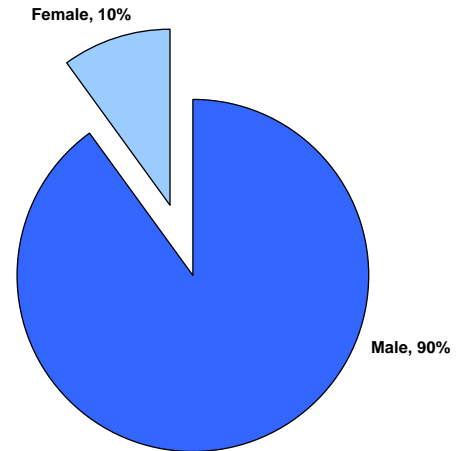
OMI 2 Cheshire: Race and ethnic origin



OMI 2 Cheshire: Terminations



OMI 2 Cheshire: Gender



APPENDIX 5 Scoring Approach

This describes the methodology for assigning the scores to each of the general criteria, to sections 1 to 3 and to the *RoH* and *LoR* and compliance & enforcement headline scores. A fuller detailed description is on HMI Probation's website at:

www.justice.gov.uk/inspectors/hmi-probation

For each of the **general criteria in sections 1 to 3** – i.e. those sections based on the scrutiny of the case sample – that is:

Section 1: Assessment and sentence planning

- 1.1 Preparing for sentence
- 1.2 Assessment and planning to minimise Risk of Harm to others
- 1.3 Assessment and planning to reduce the likelihood of reoffending
- 1.4 Assessment and planning for offender engagement

Section 2: Implementation of interventions

- 2.1 Delivering the sentence plan (including the *punish* purpose)
- 2.2 Delivering restrictive interventions (the *control* purpose of the sentence plan)
- 2.3 Delivering constructive interventions (the *Help and Change* purposes)
- 2.4 Managing diversity and maximising offender engagement

Section 3: Achieving and sustaining planned outcomes

- 3.1 The sentence has been served (including the *punish* purpose)
- 3.2 *Risk of Harm to others* has been minimised (the *control* purpose)
- 3.3 Likelihood of reoffending has been reduced (the *help and change* purposes)

The score is based on an average, across each of the questions in the Offender Management Tool for that criterion, of the proportion of relevant cases in the sample where the work assessed by that question was judged sufficient ('above the line'). Further details are given in the description on the website.

The **score for each of sections 1 to 3** is then calculated as the average of the scores for the component general criteria.

The **RoH headline score** is calculated as an average, over all the questions in the Offender Management Tool in sections 1 and 2 relating to *RoH*, of the proportion of relevant cases where work was judged 'above the line'.

The **Likelihood of Reoffending headline score** is calculated as an average, over all the questions in the Offender Management Tool in sections 1, 2 and 3 relating to *LoR*, of the proportion of relevant cases where work was judged 'above the line'.

The **Compliance and Enforcement headline score** is calculated as an average, over all the questions in the Offender Management Tool in sections 1,2, and 3 relating to compliance and enforcement, of the proportion of relevant cases where work was judged 'above the line'.

APPENDIX 6 Glossary

| | |
|--|--|
| <i>Accredited programme</i> | Structured courses for offenders which are designed to identify and reduce the factors related to their offending behaviour. Following evaluation, the design of the programmes has been accredited by a panel of experts. |
| <i>Approved premises</i> | Approved Premises provide controlled accommodation for offenders under supervision. |
| <i>CEO</i> | <i>Chief Executive Officer</i> of a probation Trust |
| <i>Child Protection</i> | Work to ensure that that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm |
| <i>CRAMS</i> | <i>Case Record Administration and Management System</i> : Electronic case record used in most probation Trusts |
| <i>CSP</i> | <i>Community Safety Partnership</i> : Multi-agency partnerships set up in each local authority in England to achieve a community-based approach to crime reduction and deliver the Community Safety Strategy. |
| <i>Dynamic factors</i> | As distinct from <i>static factors</i> . <i>Dynamic factors</i> are the factors in someone's circumstances and behaviour that can change over time. |
| <i>ETE</i> | <i>Education, Training and Employment</i> : Work to improve an individual's learning, and thereby to increase their employment prospects |
| <i>FDR</i> | <i>Fast delivery report</i> : Short format Pre-sentence report, as distinct from a Standard Delivery Report |
| <i>HMI Probation</i> | Her Majesty's Inspectorate of Probation |
| <i>IDAP</i> | <i>Integrated Domestic Abuse Programme</i> : An accredited programme which challenges the behaviour of male perpetrators of domestic abuse. The involvement of Women's Safety Workers is integral to the programme. |
| <i>Interventions; constructive and restrictive interventions</i> | <p>Work with an offender which is designed to change their offending behaviour and to support public protection.</p> <p>A <i>constructive intervention</i> is where the primary purpose is to reduce <i>Likelihood of Reoffending</i>. In the language of <i>offender management</i> this is work to achieve the 'help' and 'change' purposes, as distinct from the 'control' purpose. A <i>restrictive intervention</i> is where the primary purpose is to keep to a minimum the offender's <i>Risk of Harm to others</i>. In the language of <i>offender management</i> this is work to achieve the 'control' purpose as distinct from the 'help' and 'change' purposes.</p> <p>Example: with a sex offender, a <i>constructive intervention</i> might be to put them through an accredited sex offender programme; a <i>restrictive intervention</i> (to minimise their <i>RoH</i>) might be to monitor regularly and meticulously their accommodation, employment and the places they frequent, whilst imposing and enforcing clear restrictions as appropriate to each case.</p> <p>NB Both types of intervention are important</p> |
| <i>ISP</i> | <i>Initial Sentence Plan</i> : All cases should have a sentence plan. Usually this will be contained within the Offender Assessment System format |
| <i>LoR</i> | <i>Likelihood of Reoffending</i> : See <i>constructive</i> interventions |
| <i>LSCB</i> | <i>Local Safeguarding Children Board</i> : set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality |
| <i>MAPPA</i> | <i>Multi-Agency Public Protection Arrangements</i> : probation, police, prison and other agencies working together locally to manage offenders who are of a higher <i>Risk of Harm to others</i> |
| <i>MARAC</i> | <i>Multi-agency risk assessment conference</i> : part of a coordinated community response to domestic abuse, incorporating representatives from statutory, community and voluntary agencies working with victims/survivors, children and the alleged perpetrator |
| <i>NOMS</i> | <i>National Offender Management Service</i> : The single agency responsible for both Prisons and Probation Trusts |
| <i>OASys/eOASys</i> | <i>Offender Assessment System/electronic Offender Assessment System</i> : The nationally designed and prescribed framework for both Probation and Prisons to assess offenders, implemented in stages from April 2003. It makes use of both <i>static</i> and <i>dynamic factors</i> |
| <i>Offender management</i> | A core principle of <i>offender management</i> is that a single offender manager takes responsibility for managing an offender through the period of time they are serving their sentence, whether in custody or the community. Offenders are managed differently depending on their <i>RoH</i> and what <i>constructive</i> and <i>restrictive interventions</i> are required. Individual intervention programmes are designed and supported by the wider 'offender management team or network', which can be made up of the <i>offender manager</i> , offender supervisor, key workers and case administrators |

| | |
|--|---|
| Offender manager | In the language of <i>offender management</i> , this is the term for the officer with lead responsibility for managing a specific case from 'end to end' |
| Ofsted | <i>Office for Standards in Education, Children's services & Skills</i> : the Inspectorate for those services in England (not Wales, for which see Estyn) |
| OMI 2 | <i>Offender Management Inspection 2</i> |
| PPO | <i>Prolific and other priority offender</i> |
| PSR | <i>Pre-sentence report</i> : Includes both Standard Delivery Report and Fast Delivery Report |
| 'RoH', 'RoH work' or 'Risk of Harm work' | <i>Risk of Harm to others</i> : 'RoH work' is the term generally used by <i>HMI Probation</i> to describe work to protect the public. In the language of <i>offender management</i> , this is the work done to achieve the 'control' purpose, with the offender manager/supervisor using primarily <i>restrictive interventions</i> that keep to a minimum the offender's opportunity to behave in a way that is a <i>Risk of Harm to others</i> . <i>HMI Probation</i> uses the abbreviation 'RoH' to mean specifically <i>Risk of Harm to others</i> . We use it instead of Risk of Serious Harm in order to ensure that <i>RoH</i> issues being assessed and addressed by probation Trusts are not restricted to the definition given in <i>OASys</i> . The intention in doing this is to help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/ severity</i> of the event. The Risk of Serious Harm definition only incorporates 'serious' impact, whereas using 'RoH' enables the necessary attention to be given to those offenders for whom lower <i>impact/ severity</i> harmful behaviour is <i>probable</i> |
| RoSH (Risk of Serious Harm) | This is the label used for classifying levels of risk in <i>OASys</i> , where offenders are classified as either 'low', 'medium', 'high' or 'very high' <i>Risk of Serious Harm</i> , where serious harm is defined as "an event which is life-threatening and/ or traumatic, and from which recovery, whether physical or psychological, can be expected to be difficult or impossible." (Chapter 8 of the Offender Assessment System Manual, July 2006). In this report this term is used solely to refer to this process of <i>OASys</i> classification |
| Safeguarding | The ability to demonstrate that a child or young person's wellbeing has been 'safeguarded'. This includes – but can be broader than – <i>child protection</i> . |
| SDR | <i>Standard Delivery Report</i> : a 'full' Pre-sentence report, as distinct from a Fast Delivery Report |
| SFO | <i>Serious Further Offence</i> : when an offender is charged with an offence classified as an SFO (serious sexual or violent offences), the Probation Trust conducts an investigation and review of the management of the case. |
| SMB | <i>Strategic Management Board</i> : the duties and responsibilities of the MAPPA 'Responsible Authority' (police, probation and prison service) are discharged through the SMB. This consists of senior representatives of the agencies involved in MAPPA and lay advisors |
| SOPO | <i>Sex offender prevention order</i> . An order of the court that places a number of prohibitions on the offender. A breach of any of these prohibitions carries a maximum penalty of up to 5 years imprisonment. |
| SOTP | <i>Sex offender Treatment Programme</i> : there are several different accredited programmes for men convicted of sexual offences. |
| Static factors | As distinct from <i>dynamic</i> factors. <i>Static</i> factors are elements of someone's history that by definition can subsequently never change (i.e. the age at which they committed their first offence) |
| VLO | <i>Victim liaison officer</i> : responsible for delivering services to victims in accordance with the Trust's statutory responsibilities |
| WSW | <i>Women's Safety Workers</i> provide help, support and information to the victims of men on the IDAP programme |

APPENDIX 7 Role of HMI Probation and Code of Practice

Information on the Role of HMI Probation and code of practice can be found on our website:

www.justice.gov.uk/inspectors/hmi-probation

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

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Data charts in this report are available electronically upon request