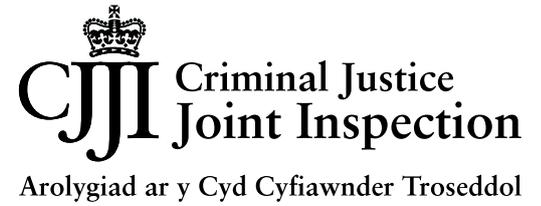
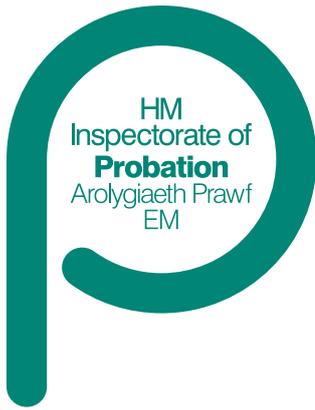


HM Inspectorate of Probation Annual Report 2012–13

Independent inspection of
adult & youth offending work



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FOREWORD

Liz Calderbank, HM Chief Inspector of Probation



I am now coming to the end of my tenure as Chief Inspector and will, in a few months' time, hand over to my successor when appointed. Looking back on my career, it has been characterised by change, both in the way probation services have been configured and delivered, and in working practices. The consistent theme throughout all these changes has been the relationship established with an individual to help them stop offending.

While, at the time of writing, the consultation on Transforming Youth Custody has still to be finalised, we have recently received the ministerial response to the consultation on Transforming Rehabilitation. The proposals will introduce far-reaching changes to the way in which work with adults who have offended will be conducted in the future. Some will undoubtedly bring improvements and we welcome the focus on reducing reoffending and the emphasis to be given to the key role played by the public sector in keeping people safe. The changes rely for their funding on the economies to be introduced by contracting out a large proportion of the work currently undertaken by Probation Trusts and are going to be implemented in a very short time, allowing little opportunity for the development of a shared working culture. Both the scale and the pace of the change is considerable and we are concerned, as an inspectorate, that it is taken forward and implemented without any drop in the quality of work already achieved.

While we have found evidence of much good practice, the findings from our inspections, all referred to in this report, highlight some of our concerns. We have already started to plan for how we inspect in this new environment and our new adult inspection programme has been specifically designed to take account of a range of different providers working with adults who offend. We will build on this work in the forthcoming year.

There will therefore be much for my successor to take forward as they take up post. I am, however, confident of their success as I know that they will be backed by colleagues across the inspectorate, both inspection and support staff, who are committed to their role and work unstintingly to produce the standard required.

In closing I would also like to pay tribute to those in the field who, despite the uncertainties of their situation, have continued to focus their efforts of working with those who offend and promote their rehabilitation.

Liz Calderbank

Liz Calderbank

HM Chief Inspector of Probation



No loading
at any time

Trafford

1

HMI PROBATION

HMI Probation

Statement of Purpose

1.1

HMI Probation is an independent inspectorate, funded by the Ministry of Justice and reporting directly to the Secretary of State. Our purpose is to:

- report to the Secretary of State on the effectiveness of work with adults, children and young people who have offended, or who are likely to offend, aimed at reducing offending and protecting the public, whoever undertakes this work
- report on the effectiveness of the arrangements for this work, working with other inspectorates as necessary
- contribute to improved performance by the organisations whose work we inspect
- contribute to sound policy and effective service delivery, especially in public protection, by providing advice and disseminating good practice, based on inspection findings, to Ministers, officials, managers and practitioners
- promote actively race equality and wider diversity issues, especially in the organisations whose work we inspect
- contribute to the overall effectiveness of the criminal justice system (CJS), particularly through joint work with other inspectorates.

Code of Practice

1.2

HMI Probation aims to achieve its purpose and to meet the principles for inspection in the public sector by:

- working in an honest, professional, fair and polite way
- reporting and publishing inspection findings and recommendations for improvement in good time and to a good standard
- promoting race equality and wider attention to diversity in all aspects of our work, including within our own employment practices and organisational processes
- carrying out inspections in an efficient and cost-effective way, both for HMI Probation and for the organisations whose work we are inspecting.

While carrying out our work we are mindful of Ministerial priorities and the ten principles of inspection published in 'Inspecting for improvement' in July 2003. We work closely with other Criminal Justice Inspectorates through the Criminal Justice Chief Inspectors' Group, and also with inspectorates involved in work with children and young people.

Overview

1.3

During the year 2012-13 we:

- completed one remaining Core Case Reinspection under our previous programme of Inspection of Youth Offending and started our new risk proportionate programme of Inspection of Youth Offending Work. Under this new programme we completed four Full Joint Inspections and 19 Short Quality Screenings (More information is in Chapter 4)
- completed the remaining five inspections under the Offender Management Inspection 2 (OMI2) programme. Development of the successor programme, Inspection of Adult Offending Work, has continued throughout the year, including four pilot inspections (More information is in Chapter 2)
- completed 22 inspections of offender management in prisons, jointly with HMI Prisons (More information is in Chapter 3)
- published four thematic reports, which were led by HMI Probation, on children and young people who sexually offend, Looked After Children, transitions from youth to adult services and a follow-up inspection of electronically monitored curfews. We also contributed to a further two published reports on disability hate crime led by HM Crown Prosecution Service Inspectorate and restorative justice led by HM Inspectorate of Constabulary (More information is in Chapter 5).

We continued to give a prominent focus to the issue of public safety, developing arrangements to improve the quality of practice in Public Protection and other work through benchmarking the quality of work.

Inspection work

1.4

Our purpose in carrying out our work is to:

- assure Ministers and the public that adult and youth offending work is being delivered effectively
- improve the quality and effectiveness of the work we inspect.

Our inspection methodology is based on the assessment of the quality and effectiveness of adult and youth offending work in a representative sample of particular cases of individuals who have offended. From examining the sample, we judge whether work is being done sufficiently well with the individual to achieve the required outcomes in each case.

We consider that inspection should be proportionate and focused on key aspects of work where direct inspection makes assessments that cannot readily be made by other means. Partly reflecting this, we give a prominent focus in our inspection work to the closely related issues of Public Protection and Child Protection.

Joint Inspection of the Criminal Justice System

1.5

HMI Probation has continued to work with the Criminal Justice Inspectorates on the plans for the Joint Inspection Programme for each year, including those for the Joint Inspection Programme for 2012-14 and 2013-15.

Departmental arrangements

1.6

HMI Probation continues to be hosted by the Ministry of Justice (MoJ) and, for organisational purposes, to be located in the Criminal Justice Group in the MoJ. A framework document which sets out the relationship between HMI Probation and the MoJ is available on our website.

Accountability and transparency

1.7

HMI Probation fully recognises and endorses the need for all public sector organisations to be clearly accountable in their financial dealings, particularly in respect of the payment of expenses. HMI Probation meets the MoJ requirements for transparency for 'arms length bodies'. In addition, the Chief Inspector's expenses are published on our website.

Complaints procedure

1.8

We remain firmly committed to ensuring that our inspection processes are carried out with integrity in a professional, fair and polite way, in line with our Code of Practice. However, our complaints procedure (available on our website) recognises that there may still be occasions where an organisation or individual involved in an inspection wishes to register a complaint. No such complaints were received in 2012-13.

Quality Assurance Strategy

1.9

As an independent inspectorate, our inspection processes need to be of the highest standard so that the work we inspect is scrutinised fairly and that we reach our judgements and findings through consistent and transparent processes. Our comprehensive Quality Assurance Strategy provides the structure for us to scrutinise our arrangements and processes, aiming to ensure that we provide consistent judgements and reliability both across and, where appropriate, between our inspection programmes.

Our strategy for 2012-15 includes ten elements that cover the main aspects of our work:

- Recruitment and development for those inspecting on behalf of HMI Probation.
- Diversity.
- Selection of case samples.
- Service user feedback from inspections.
- Assessment of cases.
- Inspection interviews and meetings.
- Data analysis.
- Report writing.
- Report editing.
- Report production.

These are applied across all of our main inspection programmes.

Public Safety

1.10

We place particular emphasis on work to protect both the public and children and young people from harm, since this cannot be easily measured by any means other than independent inspection. Accordingly it is a key example of where and how inspection uniquely adds value and its scrutiny forms an integral part of our inspection methodology.

This work encompasses a wide spectrum and covers both children, young people and vulnerable adults who are either at risk of harm from others or of self-harm and those individuals who pose a risk of harm to the community. Our approach to assessing the effectiveness of the work undertaken is based on two underlying principles:

- Risk, whether to the public or the individual can never be eliminated, but the public are entitled to expect the respective agencies concerned to do their job properly
- 'Doing one's job properly' means 'doing all that one reasonably could be expected to do' – this is a qualitative judgement, and one of reasonableness, not of perfection.

The issue of public safety forms an important thread running through all our work.

We have continued to take part in the Quality Assurance panel for Serious Further Offence reviews. Additionally, we have delivered training to members of this panel, who are representatives from the National Offender Management Service (NOMS) and senior managers drawn from Probation Trusts. We are also represented on the Responsible Authority National Steering Group.

Diversity

1.11

We aim to integrate the best principles of diversity and equality into our inspection practice, as well as into the management of our own staff. Our objectives to address diversity and equality issues are set out in our Equality Action Plan 2011-14 (available on our website).

We see it as very important to examine diversity issues in our inspection programmes. We have built into each of our main programmes key criteria to identify whether or not individuals who offend are being treated proportionately, with no difference by their diversity characteristics. In this connection we periodically analyse and publish inspection findings by diversity characteristics, so that any disproportionality in the quality of work with different groups of individuals (by race, gender, age, disability) can be identified.

We also aim to integrate the best principles of diversity within HMI Probation, in terms of how we organise ourselves and treat others, and to monitor how we do this. In this connection we routinely monitor the diversity characteristics of HMI Probation staff.

This information shows that at the end of March 2012, of the HMI Probation staff group in total:

- 52% were female, 48% male
- 6% were from a minority ethnic group, 94% white
- 7% considered that they had a disability within the meaning of disability discrimination legislation
- 6% were lesbian, gay or bisexual, 94% heterosexual
- 28% had caring responsibilities for children/other
- 18% were aged under 35, 14% aged 35-44, 32% aged 45-54 and 38% were aged 55 or over.

We continue to work to our Welsh Language Scheme, revised in 2011-12, agreed by the Welsh Language Board. We maintain a Welsh language page on our website on Welsh language matters and ensure that our Associate Inspector panel includes Welsh speakers.

We carry out diversity impact assessments for the main processes contained within all of our regular inspection programmes.

Disclosure and Barring Service (DBS) checks

1.12

Our staff involved in inspections of youth offending work may have direct contact with children and young people. For this reason all relevant staff have an enhanced DBS check, in line with the expectation that we have when inspecting the work of a Youth Offending Team (YOT).

Staffing

1.13

During 2012-13, 11 staff left the Inspectorate and nine staff joined. The majority of the staff who left did so because they had reached the end of their secondment with us, although this group also included one of our Assistant Chief Inspectors, Peter Ramell, who retired after forty years in the Civil Service. Our staff group as at 31 March 2013 is shown in Appendix B.

Our staff group possess a variety of skills and come from different backgrounds and we are committed to maintaining and extending this level of diversity. We have been helped in this by the many Probation Trusts, YOTs and other organisations who have seconded their staff to us. We are grateful for their continuing willingness to do so.

We continue to maintain a panel of Associate Inspectors. Recruited to the same rigorous standards as our salaried inspection staff, Associate Inspectors work on a sessional, fee-paid basis alongside our salaried staff.

A black and white photograph of two men in business attire sitting at a table. The man on the left is wearing a patterned jacket and glasses, looking down at a document. The man on the right is wearing a light-colored shirt, a striped tie, and glasses, also looking at the document. There is a coffee cup on the table in front of them. The background shows a window with blinds and a desk with a keyboard.

2

INSPECTING ADULT OFFENDING WORK IN THE COMMUNITY

Inspecting Adult Offending Work in the Community

Overview

2.1

The three-year OMI 2 programme, which started in September 2009, proceeded to schedule, with the publication of the final report in November 2012.

Delivery of OMI 2

2.2

During the last year we have carried out inspections in five Trusts, from the Yorkshire and Humberside region and Wales.

The emphasis of our methodology has remained on the assessment of between 100-220 individual cases, depending on the size of the Trust. In Wales, our sample consisted of 330 cases. The work with each individual is examined in detail through an interview with the offender manager and inspection of the supporting case records. We make judgements about the quality of practice under three key headings: assessment and sentence planning; implementation of interventions; and achieving and sustaining planned outcomes. Our findings are supported by commentary, which is drawn from discussion with senior managers and from our interviews with offender managers about how their practice is supported and developed by the organisation. We have also obtained the views of sentenced individuals, victims and sentencers through questionnaires which we have included in our reports.

OMI 2 Findings

2.3

In each OMI 2 inspection report we present 'headline scores' for the main elements of offender management work.

The scores indicate, for each type of work, the percentage of the work examined which we in HMI Probation judged to have met a sufficiently high level of quality.

Over the whole OMI 2 programme, the findings show aggregate 'headline' scores:

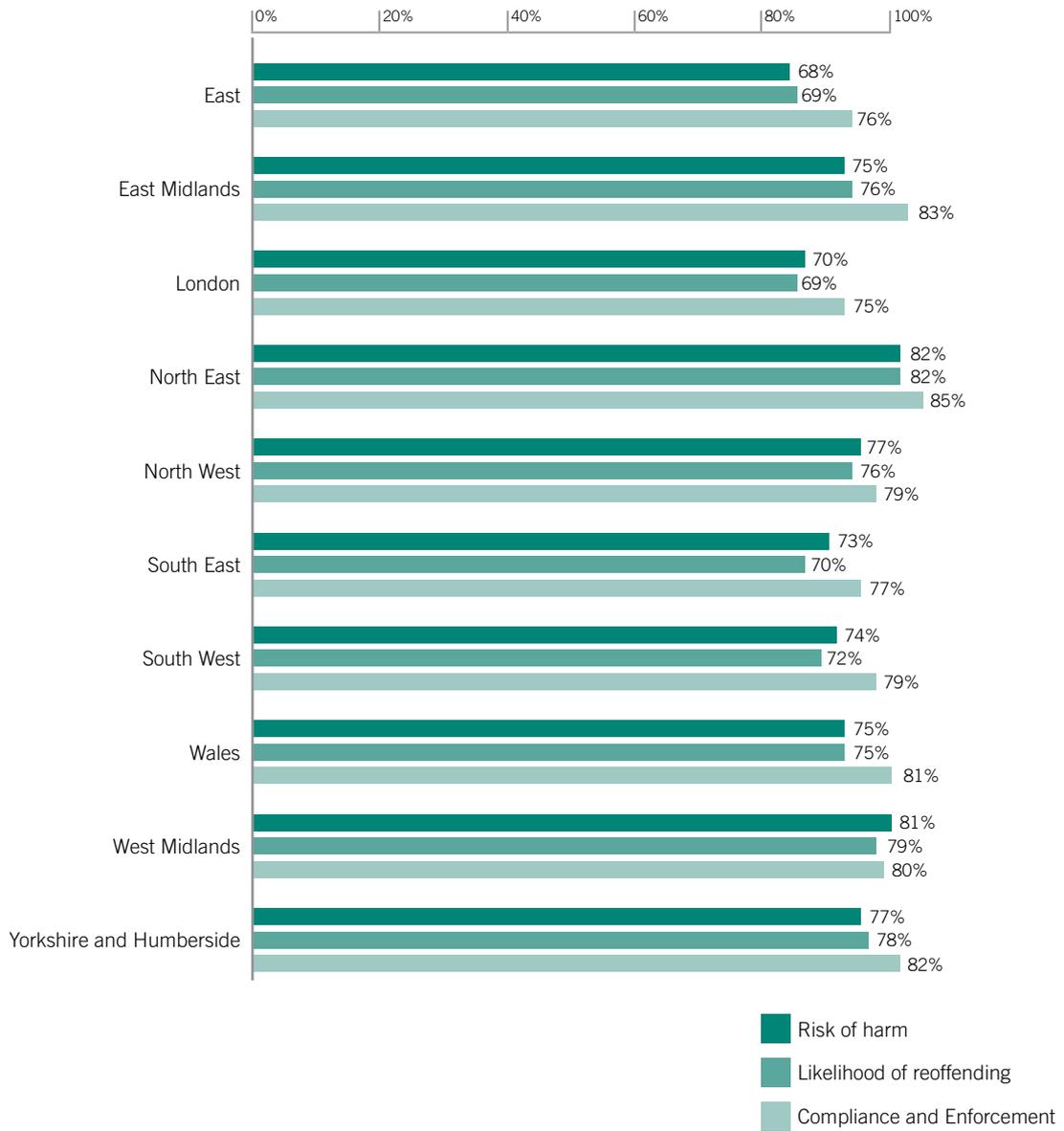
- 75% of the work undertaken by Probation Trusts was sufficient to keep the individual's risk of harm to a minimum
- 74% of the work undertaken by Probation Trusts was sufficient to make each individual less likely to reoffend
- 79% of the work undertaken by Probation Trusts was sufficient to support effective compliance and enforcement.

The 'headline' scores for each of the individual inspections of the OMI 2 programme are shown in the table below, in the order undertaken.

Probation Trust	Risk of harm	Likelihood of reoffending	Compliance and Enforcement
Overall	75%	74%	79%
Norfolk	67%	70%	79%
Bedfordshire	71%	76%	82%
Suffolk	71%	72%	76%
Essex	65%	64%	70%
Hertfordshire	65%	65%	72%
Cambridgeshire	72%	71%	79%
Surrey & Sussex	79%	75%	83%
Thames Valley	71%	69%	78%
Hampshire	73%	71%	77%
Kent	64%	62%	69%
Derbyshire	80%	77%	84%
Leicestershire & Rutland	78%	75%	83%
Lincolnshire	71%	78%	85%
Northamptonshire	74%	77%	82%
Nottinghamshire	74%	71%	79%
Gloucestershire	75%	71%	74%
Avon & Somerset	74%	71%	80%
Wiltshire	81%	78%	85%
Dorset	70%	67%	75%
Devon & Cornwall	69%	71%	79%
Cumbria	76%	73%	78%
Cheshire	76%	76%	79%
Greater Manchester	77%	75%	77%
Merseyside	79%	78%	82%
Lancashire	77%	77%	78%
London	70%	69%	75%
Durham Tees Valley	83%	82%	84%
Northumbria	81%	82%	86%
Warwickshire	84%	81%	82%
Staffordshire & West Midlands	78%	75%	78%
West Mercia	82%	81%	83%
Humberside*	78%	77%	82%
York & North Yorkshire*	72%	74%	79%
South Yorkshire*	81%	82%	84%
West Yorkshire*	76%	78%	83%
Wales*	75%	75%	81%

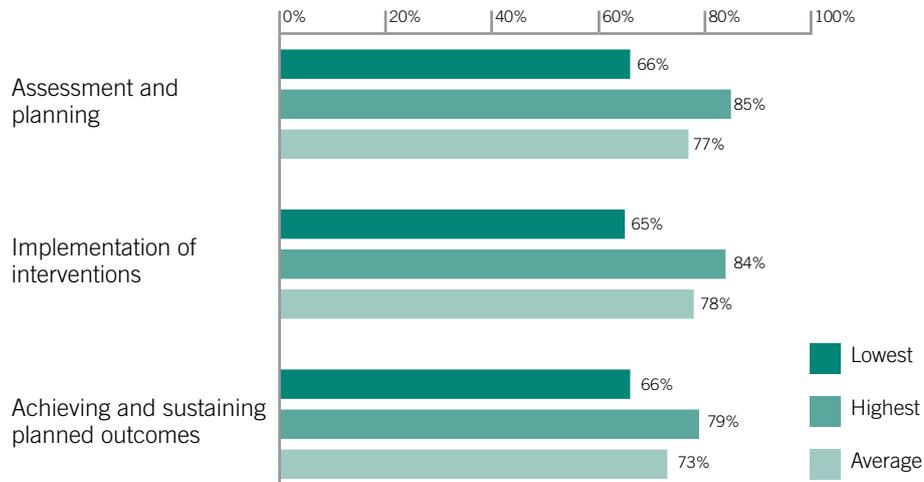
*Inspected during 2012-2013

Headline scores for the English regions and Wales



Case inspections are structured around HMI Probation’s published ‘general criteria’ which follow the work with individual cases.

Range of scores for general criteria for whole OMI 2 programme



Some other key findings from the OMI 2 inspections included the following:

- In 79% of high risk of harm cases all reasonable action was taken to keep risk of harm to others to a minimum.
- In 66% of all cases (but in 79% of high risk of harm cases), risk of harm to identifiable, or potentially identifiable, victims was effectively managed.
- In only 51% of all cases (but in 71% of high risk of harm cases) was there management involvement in child safeguarding issues.
- In 76% of all cases, constructive interventions encouraged and challenged the offender to take responsibility for their actions and decisions related to offending, while in the community.
- In 76% of all cases (and in 84% of high risk of harm cases), breach action or recall was instigated on all occasions when required.
- In general, the quality of work with cases assessed as high risk of harm was better than that for all cases as a whole.
- When analysed by diversity characteristics, there was no evidence of any major difference in quality of work by gender, ethnicity, or reported disability. However, in respect of age, we found that work undertaken with older offenders was better, in some aspects, with that undertaken with younger offenders.

Service user perspectives

2.4

Comment by person under supervision

“Probation has helped me to recognise the anger signs and coping mechanisms to control my anger issues in the past, they have helped me to complete various courses whilst in custody and worked on one 2 one issues upon my release”.

Individuals under supervision were invited to complete a survey on their views about probation. Between 2011 and 2013 this survey was completed electronically and during this period we received nearly 2,800 responses from four English regions and Wales.

- The vast majority said that they had a good working relationship with their offender manager.
- 84% said that they had felt involved in the process of drawing up their sentence plan and 87% said that they had discussed their progress with the offender manager.
- When we asked what help they had received during their supervision, the most frequent answers related to their offending; thinking skills; education, training and employment; emotional well-being; alcohol; relationships; lifestyle; drugs; and accommodation.
- 94% said that the work undertaken with them had made them think about their offending and how they might avoid it in the future.
- 91% had become more aware of the victims of crime.
- 84% believed that as a result of the work undertaken with them they were less likely to offend in the future.

Comment by person under supervision

“It has helped me to take a different attitude on the way that I was living my life, and since I have been on probation, I have gone from being homeless with no job, to having full-time work and a place to live”.

Comment by person under supervision

“I have a positive attitude and my drug use has got under control thanks to people in probation (staff). Probation is a good source of help only if you want to be helped. Think about the people that need help and others around you as it is not just about you.”

Comment by person under supervision

“My thoughts are more about other people, in particular victims I feel better about myself since my release I have a much better feeling of self confidence I do not feel isolated because of the skills that I have learnt”.

We sent questionnaires to victims in the cases we inspected where the offence required victim contact by probation. Over 400 responded during the OMI 2 programme; the vast majority had been offered a face-to-face meeting with probation, and had been given information about how long the individual concerned would be in prison, were kept up to date about key points in the sentence, and were given the chance to talk about their concerns about the individual's release. Of those who responded, 92% were completely or largely satisfied with the service provided to them by probation.

Although there were a small number of critical comments, the majority of these related to general criminal justice processes and not the work of the probation service. The overwhelming nature of the comments from victims is reflected in the examples highlighted in this chapter. A significant proportion paid moving tribute to individual members of staff.

Comment by victim

“I am really grateful for the way in which Diana, from the victim contact scheme in London Probation Trust, helped me. She was professional and of immense support to me throughout. I have been able to assess how I may now make the best out of what has occurred since. None of this would have been possible, I feel, without the support I’ve received from Diana, in conjunction with the medical and counselling help provided by the NHS. I think it would be hard to improve on the service I received!”

Comment by victim

“I received an excellent service from the Probation Service. I was more than happy with the help I received. My liaison officer was sensitive/sympathetic as well as keeping me up-to-date regularly with any developments. I felt she was highly trained and therefore I was reassured during a very difficult time. She combined professionalism with a genuine care and I will always be grateful for the service I received at that time”.

The majority of sentencers we surveyed were satisfied with the quality of pre-sentence reports and felt that liaison arrangements between sentencers and the Probation Trust were satisfactory. Most thought very highly of the skills of probation staff who work in court; although, one-third were concerned that staffing levels in court were not always sufficient to provide sentencers with appropriate information to aid decision-making.

Comment by victim

“The support I have received has been the key reason that I have come through this ordeal. Without the worker I wouldn’t have had the strength to see this through!”

Local Assessors

2.5

In each inspected Trust we trained a group of probation staff as Local Assessors to work with us for the duration of the inspection in their area. Their feedback suggests that they found the experience of working on the inspection rewarding, informative and motivational. The comments Local Assessors make about the cases they inspect typically mirror the findings of the HMI Probation team. We have encouraged Trusts to use the skills acquired by these members of their staff in post-inspection improvement activity.

Comment from Local Assessor on the training received

“Very useful, well delivered and I feel I gained a lot from it.”

Comment from Local Assessor on the training received

“It was a very useful, relaxed training event which facilitated my learning.”

Feedback from Offender Managers

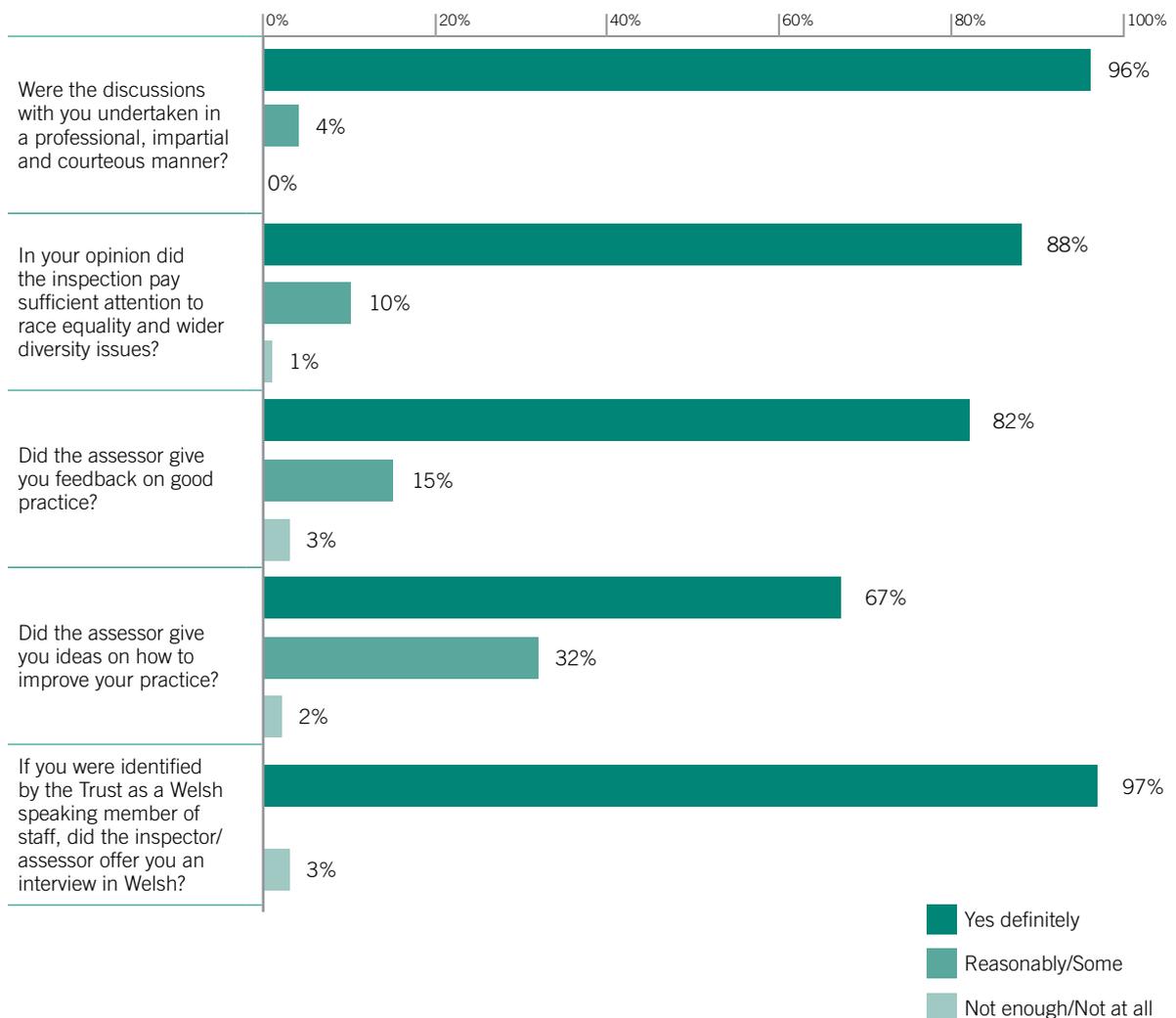
2.6

In the OMI 2 programme we invited feedback from offender managers interviewed in the inspection, and over 2,000 questionnaires were returned. The majority were positive about the experience of inspection.

What the offender manager said they would do differently post-inspection

“I will in future ask YOTS for an ASSET risk assessment when I have someone who comes from YOTS. I will think more carefully about vulnerability issues linked with diversity.”

Feedback from offender managers



* Please note that due to the rounding of percentages, not all questions add up to 100%.

Comment by offender manager

“The assessor said that it was good that I contact Police Intelligence to ensure there were no pending charges or suspicious behaviour that could imply increased risk before asking the Court to discharge early on grounds of good progress”.

We have also attempted to capture some evidence about the impact of inspection on practice. We asked offender managers to tell us about the work for which they had received praise and examples of these can be seen through this chapter.

We asked offender managers whether there were any factors that would get in the way of them changing their practice, or continuing with best practice. Unsurprisingly, many commented on high workloads, competing demands and staff shortages. Some noted the impact of organisational changes and IT problems. However, 63% saw no obstacles to changing their practice.

What the offender manager said they would do differently post-inspection

“I was given positive feedback in how to improve my practice from improving on my supervision plans, ensuring that I transfer changes in risk to my review plans, to ensure that I give more time in assessing appropriate risk, to ensure that I keep accurate contact logs.”

What the offender manager said they would do differently post-inspection

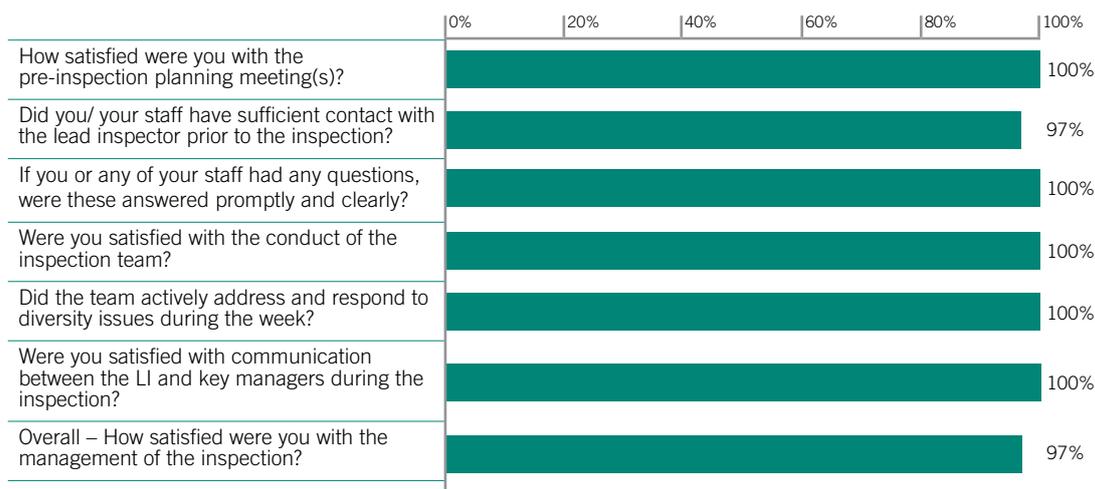
“Ensuring I record things to give evidence of practice, why some things have been decided etc. In the risk assessment section, ensure I have explicitly stated why certain assessment reached”.

Feedback from Probation Trusts

2.7

We asked for Chief Executive Officers of Probation Trusts to give us feedback about our overall management of the inspection. We received 31 responses. Most showed a high level of satisfaction with inspection arrangements.

Feedback from Probation Trust CEOs 2009-2012 % mostly or fully satisfied with inspection processes



N.B Some respondents did not answer all questions.

Work with the National Offender Management Service and Probation Trusts

2.8

As in previous years, we have delivered a small number of 'benchmarking workshops' at the request of Probation Trusts. These have been based on the detailed assessment of a case file and discussion of the judgements made about the quality of practice. The HMI Probation Case Assessment Guidance (CAG) is used as the basis for determining whether aspects of practice are of a sufficient standard. The OMI 2 CAG was available on our website, along with a Word version of our inspection tool. Some Trusts have obtained Microsoft InfoPath which is the programme we use to record and analyse our case assessments. Several Trusts have used this training as the basis for quality assurance work and local audits of practice.

We have also contributed to the development of the National Offender Management Service (NOMS) QA framework for Trusts and act as advisor to the QA panel.

Development of the new inspection programme

2.9

Work on the next inspection programme started in 2011 and has been developed to provide a framework for inspection of the quality of work with offenders, whoever delivers it – a principle that is supported by the consultation papers '*Punishment and Reform: Effective Probation Services*' and '*Transforming Rehabilitation*'. In developing this inspection programme, we were mindful of the need to capture the work of all providers and to be able to respond quickly to concerns by Ministers and other stakeholders. In practice this means that in future we will inspect the work of a range of providers, some of whom will be from the private and voluntary sectors, as well as work retained by the public sector probation service.

Inspection arrangements

In planning the new inspection programme, we have been mindful of the likely impact of the proposed changes under *Transforming Justice – A Strategy for Reform* on the organisation of work with offenders. We intend that, during the next four years, we will inspect work in all areas of the country; to achieve this, our inspections will be based on 'clusters of Local Delivery Units' (initially following the current structure of Probation Trusts).

Inspection focus

As in the Offender Management Inspection programmes, the new programme will continue to be based on the inspection of work with individuals who have offended. In each case we will follow the 'offender's journey' - that is, we firstly examine the quality of the assessment of the factors which need to be addressed to prevent offending; secondly the quality of work that is done with the offender to change their behaviour; thirdly the evidence of outcomes – that is, whether the work has been effective in preventing offending and protecting the public. This is a logical sequence which considers whether practice is well-targeted, effective and supports desistance.

The inspection will have a greater focus on the work done and in particular on the evidence of positive outcomes. This also includes the work to maximise compliance with the sentence as well as the actions taken to enforce the requirements. We have increased the focus on the quality of engagement with the individual and will also pay increased attention to the quality of work to assist sentencers, and to deliver effective work for victims. We will also look for evidence of the effectiveness of leadership and management in supporting practice.

We will report on the quality of work which contributes to reducing reoffending. Our inspection criteria are outcome focused and centre on:

- assisting sentencing
- delivering the sentence of the court
- reducing the likelihood of reoffending
- protecting the public
- delivering effective work for victims.

We recognise the importance of the views of service users, but equally do not wish to duplicate existing surveys. We have therefore agreed with NOMS that we can make use of the annual survey that is already conducted. We intend to continue our existing practice of asking local Victim Liaison Officers to send questionnaires to victims who are in contact with the probation trust.

Case inspection tool and guidance

A new inspection tool and guidance have been developed to support the *Inspection of Adult Offending Work* which is available on our website.



3

INSPECTING ADULT OFFENDING WORK IN PRISONS

Inspecting Adult Offending Work in Prisons

Overview

3.1

This year we have joined HMI Prisons on 22 of their inspections and have assessed the quality of work done with individual offenders by staff in Offender Management Units (OMUs), in liaison with the responsible offender managers in the community. Our findings contribute to the inspection report by HMI Prisons. In addition, where we have inspected a number of cases from one Probation Trust, we have sent our findings to that Trust. We have also sent briefing notes to each prison regarding our findings.

In July 2012 we published our second aggregate report on offender management in prisons based on the 11 prisons where we had inspected during the previous year. We noted that imprisonment should not only punish, contain and deter offenders, but should also play a part in reforming them by addressing and changing attitudes, behaviour and lifestyle. We were disappointed to find that, in general, prisons were failing to capitalise on the opportunity presented by a period of incarceration, which thus represented a waste of an expensive resource.

Comment from the report:

In nearly half of the cases we inspected, insufficient work had been undertaken to encourage the individual to take responsibility for their actions and decisions related to offending. In a similar proportion of cases, arrangements were in place to prepare prisoners thoroughly for interventions, and to reinforce the acquisition of new learning and/or skills after their delivery. Whilst these prisoners were thus being effectively contained during their imprisonment, the opportunity provided by a period in custody to focus on and change aberrant behaviour was thus, in a significant proportion of cases, being lost.

Comment from the report:

In the main, offender managers were not driving the work with the prisoner during the custodial sentence. It may be that the aspiration of the offender management model has been overtaken by increased demands on community based staff. The planned transfer of responsibility for assessment and planning to offender supervisors may be a pragmatic response to a reality – but it is one which needs to be matched by appropriate focus on the skills of offender supervisors and the resources available to them.

Key Findings

3.2

Key findings from the Adult Offending Work in Prisons inspections included:

- OMUs had been established in all of these prisons, but varied considerably in their role, importance and profile within the establishment.
- In some establishments, the role of the OMU was focused on the practical arrangements for release, rather than on matters of public protection and how the offender may best be managed in prison and in the community.
- Sentence planning boards were well used although in some prisons, sentence planning processes were duplicated, with staff in different departments contributing to different plans.
- Many prisons paid good attention to the resettlement needs of the prisoner, including education, health, and social circumstances. However, this was not underpinned by work to sustain changes in attitudes and behaviour.
- There were insufficient places across the prison estate on accredited programmes dealing with thoughts and behaviour. Some prisoners, including some sex offenders, were therefore unable to access the courses that they needed to change their behaviour or reduce their risk of harm to others. Access to interventions did not appear to be driven by the sentence plan.
- While most prisons were analysing the needs of their prisoner population, some analyses were out of date, and others were not used to inform the provision of interventions.
- Staff in OMUs were generally committed, but many felt that they had been inadequately trained for their role as offender supervisor.
- Offender supervisors continued to be deployed to other duties, which undermined the importance of their work in the OMU.
- The electronic case record, P-NOMIS, was not being used effectively to capture and communicate information about individual prisoners, including their progress towards achieving sentence plan objectives.

Comment from the report:

In too few cases, sentence plans were based on outcome focused objectives. There needed to be a shift from process driven targets (e.g. complete programme) to objectives formulated around the required changes in behaviour, attitudes and lifestyle (e.g. to control temper better). This change of approach would also help to put the OASys sentence plan at the core of the work with the prisoner, with the contributions of the various prison departments incorporated into a single, overarching plan.

Feedback on inspections

3.3

Eighteen prisons gave us feedback on their experience of the Prison Offender Management Inspection.

Feedback comment

“The link the POMI lead inspector made with the lead HMIP inspector for Offender Management/Resettlement was obvious and very beneficial, giving a very thorough approach to the area of work.”

Feedback comment

“Inspectors were very professional with the staff and put staff at ease.”

Feedback from heads of Offender Management Units in prisons % mostly or fully satisfied with inspection processes



Feedback comment

“The lead inspector for probation was approachable, knowledgeable and was easy to contact. I found the pre inspection information and contact particularly good considering it was an unannounced inspection.”

Feedback comment

“Discussion pre visit and on the first morning was very helpful. Inspectors kept to timetable and were very well organised which kept to a minimum any disruption to offender supervisors’ duties. Offender supervisors report that the interviews were conducted very well and that it felt like dialogue not an interrogation!”

Work with the National Offender Management Service and Prisons

3.4

In February and March 2013, in conjunction with NOMS, we offered four Offender Management Quality Workshops to staff in prisons which had been inspected during the previous year. The aim was to provide an opportunity similar to the benchmarking workshops run at the request of Probation Trusts. Around 20 staff attended, mostly managers responsible for resettlement and OMUs. In each workshop, a prison case was examined in depth, and judgements were made about the quality of practice using a benchmark set by HMI Probation. This provided an opportunity for staff from different prisons to come together to discuss and share their practice. Most participants fed back that it was a valuable event, with several commenting that it would be useful for offender supervisors to attend such an event.

Feedback comment

“Really interesting and practical knowledge gained about what we need to do to pass knowledge onto offender supervisors and to make them more competent.....not to just ‘do the process’. Really enjoyable – I will take a lot of learning from the two days; thank you.”

Feedback comment

“I have taken a lot from this workshop and will implement the CAG (Case Assessment Guidance) in case supervision. Thank you, really enjoyed the learning.”

Feedback comment

“I found the workshop helpful, interesting and informative not to mention thought provoking. It has given me ideas to take back to my establishment to try and implement in order to not only improve but manage the quality of all OM cases. Thank you.”

Development of Prison Offender Management Inspection programme

3.5

During 2013-14 we intend to continue to build on our development of the Prison Offender Management Inspection programme. The forthcoming changes under *Transforming Rehabilitation* will place greater emphasis on the importance of work to prepare prisoners for release, both in terms of their resettlement and changing their attitudes to offending. These changes will be reflected in our methodology. We will also continue to work closely with HMI Prisons to tailor our inspection tool more closely to the work of different types of establishment. We plan to accompany HMI Prisons on around half of their full inspections.

*Full Joint Inspection
with Offending Work
Warwickshire*

4

**INSPECTING YOUTH
OFFENDING WORK**

Inspection led by HMI Probation

Inspecting Youth Offending Work

Overview

4.1

This was the first year of the risk-proportionate inspection of Youth Offending Teams (YOTs). The programme consists of two main performance inspection elements – the Full Joint Inspection (FJI), mainly focusing on those YOTs performing less well, and Short Quality Screening (SQS). Each YOT can expect at least one FJI or SQS, or to be included in a thematic inspection, over a five year period. In contrast to the previous programme, the new inspections have a short notice period of just over two weeks. This gives the YOT sufficient time to set up the arrangements for the fieldwork without tying up valuable resources in planning for the inspection over a protracted period.

Both the FJI and SQS focus on practice. Each case is discussed in detail with the case manager (the person who coordinates the work with a particular child or young person). Depending on the workload of the YOT, the size of sample will vary slightly.

We inspect work across four themes:

- Reducing the likelihood of reoffending.
- Protecting the public.
- Protecting the child or young person.
- Ensuring that the sentence is served.

Short Quality Screenings

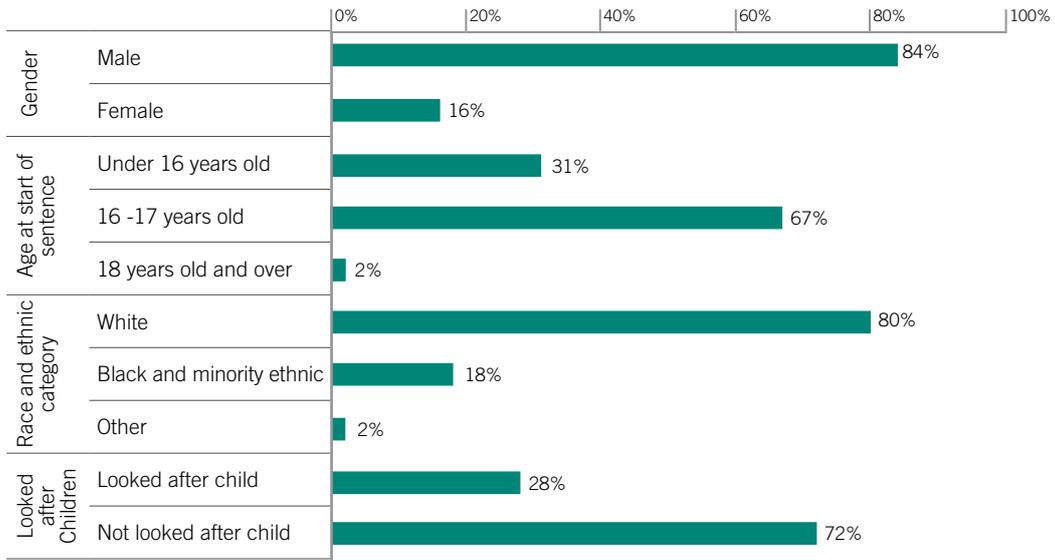
4.2

These inspections take place across all YOTs whatever their Youth Justice Outcome Indicators and involve a small team of inspectors onsite for two and a half days. We look at the first few weeks that the YOT had contact with the child or young person and establish how well they assess and plan the work with them across the four themes. In our experience, the first few weeks of contact often set the standard for the rest of the supervision period.

Our reports are short and focused (four to five pages), identify the key strengths and areas for improvement, and are addressed to the Chair of the YOT Management Board. Copies are placed on our website, sent to the Youth Justice Board (YJB), and our partner inspectorates.

The feedback both from those inspected and our own staff indicate that the SQSs are very helpful in providing an objective assessment of the YOT's work and can be used as a focus for improvement. By the end of March 2013 we had undertaken 20 SQSs, including the pilot at York, and examined 455 cases.

Diversity traits of cases inspected



Half the cases that we looked at were subject to a youth rehabilitation order; some with supervision only (19%) and some with requirements other than supervision only (27%) or Intensive Supervision and Surveillance Programme (6%). We also looked at detention and training orders (25%); referral orders (21%).

The most frequent offences encountered were violence against the person, including affray, violent disorder and abusive and threatening behaviour (36%); burglary (15%); theft and handling stolen goods (14%); and robbery (12%).

Case example

Sixteen year old Joanne was a Looked After Child, with a history of absconding from the children's home where she was living. While missing, she was visiting an adult female who was a known drug user, as well as coming into contact with an adult male who posed a potential risk to her. Joanne's reporting requirements to the YOT were increased and the police applied for a 'Harbouring Order' under the Child Abduction Act 1984. This was obtained and served on the adult female. As a result, this inappropriate association was stopped.

Key findings

Pre-sentence reports (PSRs)

Overall we considered nearly three-quarters of PSRs were of good quality, a welcome improvement since our thematic inspection of YOT's work in courts. Of those reports considered to be insufficient, many lacked analysis or failed to properly assess the level of risk or vulnerability.

Assessments

The standard of the assessment was satisfactory in about two-thirds of the cases we inspected. Too often the assessments, where insufficient, were either based on unclear evidence or had not been fully updated.

Planning

Whilst we were pleased to see that over three-quarters of children and young people and their parents/carers were involved in the planning processes, the arrangements for managing the risk of harm to others or the child or young person's safety was only good enough in just over half the cases we examined.

Reviews

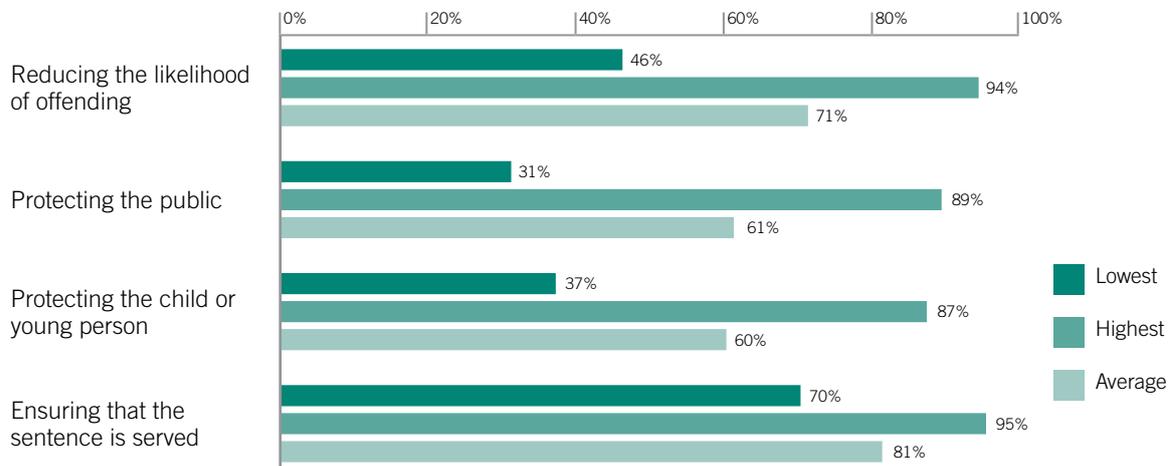
Because children and young people's lives can change so quickly, we expect to see periodic reviews to ensure that the work done adapts to the individual's situation. As above, this was done to a better quality in relation to offending than it was for risk of harm issues.

Engagement

We were very impressed by the level of engagement of both children and young people and of their parents/carers – particularly in assessments (87%) and pre-sentence reports (91%). YOTs considered diversity issues and the barriers to engagement in over three-quarters of the work we inspected and a similar proportion of children and young people complied with their sentence, although nearly one-third of those did have some initial difficulties.

The table below details the headline score performance of the 19 YOTs where SQSs have taken place. As can be seen, there is considerable variation between the lowest and the highest scores. This information will contribute to our information bank, i.e. our store of information which contributes to our decisions about where to focus our inspections in future.

Overall scores for Short Quality Screenings



Full Joint Inspections

4.3

This multi-inspectorate programme examines how those supervising children and young people help them to stop offending. Each FJI is conducted over a two week period with a week in between. During the first week, HMI Probation staff assess a number of cases with case managers (where they are available). The findings are then collated and explored during the second week by all of the inspectorates involved: HMI Constabulary, Ofsted, and the Care Quality Commission (in England); and the Care and Social Services Inspectorate Wales (CSSIW), Healthcare Inspectorate Wales (HIW), and Estyn (in Wales).

Up to two additional inspection modules can also be included. Throughout the first year of this programme we have undertaken a governance module, as our past experience suggests that governance and leadership can influence the quality of practice significantly. As this inspection focuses mainly on under performing YOTs, this is particularly important.

Practice example

Having met and shared experiences during a restorative justice meeting with the young man who vandalised his pub, a landlord offered him employment. The young man accepted and has worked there since, progressing to a position of responsibility within the team.

The first inspection was in Warwickshire, a well performing YOT as detailed by the Youth Justice Outcome Indicators. Our inspection supported this view, finding a staff group who were committed to providing good quality services and achieving positive outcomes. This provided us with a benchmark for quality and an opportunity to disseminate the good practice we found there.

We then undertook FJIs in Sefton and Blackpool and finally Powys. The latter was a well performing YOT in Wales, as judged by the Youth Justice Outcome Indicators; however, whilst we found some very good practice there, there were also opportunities for Powys to improve.

Case example

James was subject to a YRO with a number of requirements. He had been subject to a Statement of Special Educational Needs while in statutory education and had significant learning difficulties. He found it difficult to build up relationships with professionals and was self-conscious about his learning difficulties. The case manager built a positive relationship with this young man over a period of time and accessed a copy of his Statement in order to fully understand his needs. Appointments were given at the same time of day and when the young person was re-sentenced to an Intensive Supervision and Surveillance requirement the case manager ensured that the timetable was colour coded. This enabled James to comply with his order because he easily understood where his appointments were taking place (by colour) as he had difficulties reading the standard timetables.

As these are targeted inspections and not universal, and include well performing YOTs, it is not possible to present the data as generalised across the YOTs inspected as these are not necessarily typical of all YOTs. However, we can provide some broad themes to illustrate some of the issues we found.

Key Findings

Assessment and planning

Broadly, the findings here reflected similar issues to those found on the SQSs. Information held by others was missed in several cases; assessment of emotional and mental health, and learning styles was frequently insufficient.

With the exception of custody cases, where links between the custodial and community elements of the sentence needed to improve, planning was done well in nearly three-quarters of the work on offending.

Delivering interventions

Overall, we found that the resources were available for interventions, that three-quarters were delivered according to the principles of effective practice and that in nearly three-fifths of cases there was a reduction in either the frequency or the seriousness of offending over the initial period of the contact.

Management oversight

Initial findings from the inspections so far indicate that greater emphasis needs to be given by managers to overseeing practice.

Victims and restorative justice

Risk of harm to victims was not sufficiently managed in just under half the cases we inspected. Similarly restorative justice was not given sufficient attention in two-fifths of cases. Given the positive view of victims to most restorative justice interventions, it would be a pity if this was not maximised as youth justice sentences have often led the way in this work.

Engagement and diversity

We were pleased to see that the high proportion (80% or more) of engagement with parents/carers and children and young people was also evident in the FJIs as it was in the SQSs. This followed through from the pre-sentence report, the assessment, planning, and the delivery and requirements of the sentence.

Headline scores for FJIs in 2012-13

Headline	Average	Warwickshire	Sefton	Blackpool	Powys
Reducing the likelihood of offending	67%	74% ***	59% **	63% **	73% ***
Protecting the public	60%	69% ***	45% *	62% **	59% **
Protecting the child or young person	63%	80% ***	52% **	57% **	53% **
Ensuring that the sentence is served	80%	88% ****	78% ***	73% ***	83% ****
Governance	N/A	***	**	**	**

**** very good

*** good

** unsatisfactory

* poor

FJI reports include recommendations for improvement and are presented as electronic reports, with the main findings also available in poster format for display in offices for service users and staff. We have tried hard to improve both the content and the presentation of our reports in order to make them more accessible to a range of people, trying to avoid jargon. Submissions on FJI reports are sent to the Secretary of State in the Ministry of Justice and to other Ministers along with press notices. Once published, the YOT Manager submits an improvement plan which, once agreed, is monitored by the YJB, with periodic reports back to HMI Probation.

With both the SQS and FJI programmes we have collated the data from the last 12 months and split them on the basis of gender, ethnicity, disability, looked after status and custody/community. While there are some issues that we wish to evaluate in more detail when we have more data (as there are some emerging, yet small differences) we do not, as yet, have evidence that there are any statistically significant differences between these groups.

Local Assessors

4.4

As in the adult inspection programme, we are joined by experienced members of staff from YOTs, who work with us as part of our inspection team on both SQSs and FJIs in assessing cases. We have been very pleased with the uptake from YOTs of this opportunity, as it not only assists us with the inspection but also provides them with an opportunity to learn about our benchmarking processes. We provide two and a half days training with refresher input nearer the time of the inspection, and have recently introduced a certificate confirming attendance. Feedback from the inspected bodies is provided to local assessors where case managers complete the feedback forms.

Comment from Local Assessor

“The opportunity to discuss benchmarking in an open forum with peers from other youth offending services was very beneficial and useful in terms of improving practice within my own YOS.”

Comment from Local Assessor

“It is good that we are able to take our learning back into our own organisations to help us learn further and develop our own YOT for future inspections.”

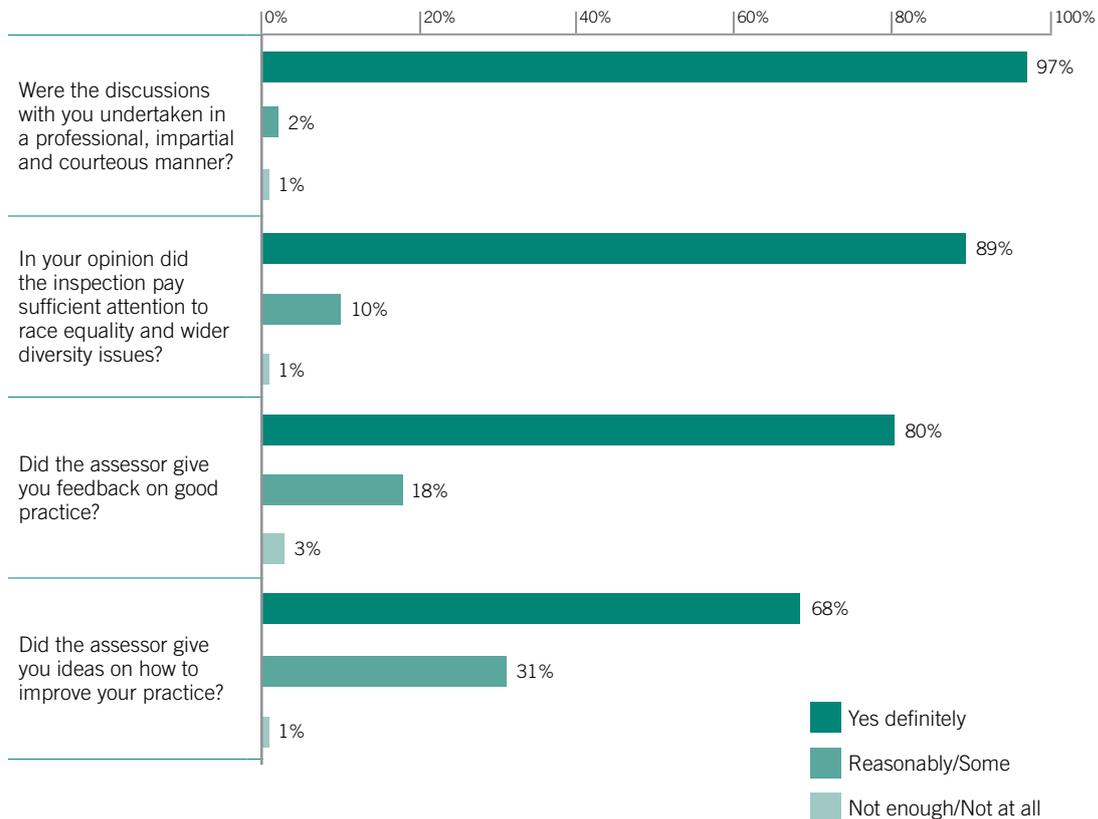
We particularly value this input from experienced practitioners and would like to take this opportunity to thank YOTs who have released their staff for this activity.

Feedback on inspections

4.5

We ask YOTs to provide us with feedback in two ways. The first is via an electronic individual feedback form to all case managers who are interviewed for the inspection. The second form goes to the Chair of the YOT Management Board, to ask about the arrangements for the inspection, both before and during the inspection, and what worked well or not.

Feedback from case managers



* Please note that due to the rounding of percentages, not all questions add up to 100%.

Work with the Youth Justice Board and Youth Offending Teams

4.6

In addition to a number of meetings, mainly related to our thematic inspections, we meet regularly with representatives from the YJB to look at the Youth Justice Outcome Indicators and other topics of joint interest. We use these quarterly meetings to examine the data which forms the main part of our information bank; this helps us to determine where to focus our FJIs. We have been grateful to the YJB for giving us access to the national data sets as this enables us to consider trends of performance over time.

Periodically, we attend meetings with YOT Heads of Service and sometimes local Young Offender Institution Governors across a region to enable us to disseminate findings from youth justice thematic inspections, updates on developments in the main programmes and to have an opportunity to hear from YOTs how work is developing for them. These meetings are invaluable and we are pleased that YOTs are willing to host our visits.

Although our resources do not allow for additional work outside of the inspection process, whenever possible we are willing to deliver workshops to YOTs, which detail how we assess cases. A number of these were offered to YOTs in London and elsewhere. The purpose of these events is to help middle managers or senior practitioners to understand our benchmark of quality and thus aid improvement.

Service user perspectives

4.7

We have recently recruited university students, who are undertaking relevant degrees, to engage children and young people, parents/carers and victims and ask them about their views of a particular YOT when subject to an FJI. Feedback is then given to staff, managers and local leaders with both themes and individual views included in the report.

Comment from parent/carer

"They really helped to resolve the problems that we were having and supported my son. A few months ago I never thought this would have been possible".

Comment from victim

"I felt justice had been done and my experience as a victim mattered to someone... it felt good to have my say because I was angry, but after I wasn't."

We also collate feedback from children and young people involved with YOTs nationally, through a bespoke electronic survey. This feedback is used to inform our inspection findings.

Comment from child or young person

"It's made a massive difference to me, most because I've learnt about the dangers of drinking and taking all sorts of stuff and that. They've sat me down and got me to understand that it's not funny what I did, I could have hurt someone."

Comment from a parent/carer

"It's not just them doing the sentence; it's the family... I'd be absolutely lost without YOT helping me; they've been an enormous help... they've given him plenty of chances, they've helped him with alcohol and drug issues, his offending, I can see this attitude changing, he was so happy when they got him involved with the Prince's Trust, and so excited when they got him his first ever interview at the council".

Comment from child or young person

"I have stopped drinking since going here... I used to drink every couple of days, sometimes two bottles of vodka".



5

INSPECTING OFFENDING WORK: JOINT THEMATIC INSPECTIONS

Inspecting Offending Work: Joint Thematic Inspections

Overview

5.1

Throughout this year we have worked with criminal justice and other inspectorates across England and Wales on a range of thematic inspections covering both adult and youth offending.

For each inspection we looked at a specific area of work and made a detailed examination of practice as well as the strategic leadership and partnership arrangements that support such work. Every inspection report contained recommendations for improvement, and formed part of the Criminal Justice *Joint Inspection Business Plan 2012-14*.

Over the year we have sought to ensure that our inspection recommendations lead to improved outcomes. To this end we have worked with staff in NOMS, the YJB and other organisations to make sure that the recommendations in our thematic reports are understood, implemented and followed-up. It has been pleasing, therefore, that the YJB and NOMS have both produced action plans in response to our thematic inspection report recommendations, with an aim of improving practice. A notable example of this approach was the development of a detailed plan drawn up by the Offender Management & Public Protection Group in NOMS in response to the inspection recommendations in our report, published last year, on the Multi-Agency Child Protection Arrangements.

The YJB have helpfully taken forward recommendations from our thematic reports to produce a self-assessment for YOTs to help them improve their performance.

We have also been active in promoting the findings of our thematic inspection reports to a wider audience. This has included delivering speeches and presentations at national and regional conferences and training events, as well as ensuring that the national media are aware of the contents of our inspection reports.

We now publish all of our thematic reports as electronic documents, but we also produce a four page summary document for each inspection in a paper version, which is designed to help ensure that our thematic inspection reports are widely available and accessible to all of our stakeholders.

Thematic Inspections 2012-13

5.2

During 2012-13 we published:

- a follow-up report on electronically monitored curfews, *It's Complicated: The Management of Electronically Monitored Curfews*
- a report on the transition arrangements between youth and adult services in the criminal justice system, *Transitions: An inspection of the transitions arrangements from youth to adult services in the criminal justice system*
- a report on Looked After Children accommodated away from home and supervised by youth offending services, *Looked After Children: An inspection of the work of Youth Offending Teams with children and young people who are looked after and placed away from home*
- a report on the way agencies deal with children and young people who have sexually offended, *Examining Multi-Agency Responses to Children and Young People who sexually offend: A joint inspection of the effectiveness of multi-agency work with children and young people in England and Wales who have committed sexual offences and were supervised in the community.*

We have also led inspections on the management of life sentence prisoners before and after release and the first part of an inspection about how people with learning disabilities and difficulties are dealt with by the criminal justice system (the process from arrest to conviction). In addition, we have joined with HM Inspectorate of Prisons to support an inspection looking at the effectiveness of the resettlement arrangements for adults released from prison. These reports will be published in 2013.

Finally, we have carried out an inspection prompted by a report from the Victim's Commissioner on the effectiveness of the victim contact arrangements delivered by staff in Probation Trusts. This report will be published in summer 2013.

It's Complicated: The Management of Electronically Monitored Curfews – A follow-up inspection: June 2012

5.3

In 2008 HMI Probation published the report, *A Complicated Business: A joint inspection of electronically monitored curfew requirements, order and licences*, on an inspection of electronically monitored curfew requirements in community orders and licences. This follow-up inspection fulfilled the commitment to assess progress made against the published recommendations of the earlier report. For this inspection we looked at 121 cases drawn from four Probation Trust areas.

The findings were disappointing. The inspection showed that curfews applied in recent years have only rarely been used to the best effect. In the vast majority of cases the curfew was unrelated to the circumstances of the offence. We saw very few instances where it had been imposed specifically to stop the individual from doing something, or was part of a strategy to address their behaviour. As in our earlier inspection, we remained concerned at the enforcement thresholds. We recognised that more rigorous thresholds could increase the numbers of minor offenders sent to custody for breach but a greater emphasis on compliance and the proposed introduction of other non-custodial options for breach would mitigate such an undesirable outcome.

Case example

Mr. F was shown to be absent on eight occasions from the curfew address for periods of between five and 35 minutes. When the Accumulated Time Violation exceeded the two hour threshold, he was told that his offender manager would be informed with a view to enforcement action. The offender manager had not previously been informed of any of the minor violations as they had been accumulating (this is in accordance with the contract). However, the offender manager duly interviewed Mr F who told him that as it appeared that there were no consequences to the first seven minor violations (including the 35 minute one), he, Mr F, had chosen to believe that further minor violations would also be without consequence. Had the thresholds been more transparent, the need for enforcement action may have been averted.

The inspection also exposed continuing inaccuracies in information conveyed by courts to the probation service or the electronic monitoring provider. These inaccuracies were sufficiently serious to undermine the efficient management of cases.

Case example

Mr E was made subject to a community order with a single curfew requirement on June 20th. The electronic monitoring company received the notification the next day and attempted to fit the equipment. They were unsuccessful as the address on the notification form was incorrect. The company were then contacted by the offender who clarified his address. The supplier attempted to obtain the correct legal documentation required to install the equipment, and made several unsuccessful attempts to contact the court. The court sent out a new notification form on the 27th June with the correct address, indicating that Mr E was also subject to supervision by an offender manager (which was incorrect). The equipment was fitted that night, seven days after the order was made.

The report contained the following recommendations to address our concerns:

The MoJ and NOMS should:

- develop tighter and more transparent thresholds for enforcement, but permit the use of more discretion in individual cases.

HM Courts and Tribunals Service should:

- ensure that sufficient information about the proposed curfew address (including information as to the attitude of persons likely to be affected by the enforced presence of the offender) is available to courts when considering a curfew requirement
- improve communication of key information about each case to the relevant electronic monitoring company by providing a set of clear, easy to use national forms, supported by clear instructions on their use and by training for the relevant staff
- ensure that greater oversight is exercised over court administrative procedures so that the orders issued by the court accurately and clearly reflect the sentence passed by the court.

Probation Trusts should:

- ensure that staff communicate effectively with electronic monitoring providers:
 - at the commencement of any order with a curfew requirement
 - where matters pertaining to any significant risk of harm arise
 - in response to all notifications relating to the need for enforcement action
- ensure effective offender management by the integration of curfews into sentence planning where they act as the responsible officer.

The electronic monitoring companies should:

- ensure that all information and enquiries from offender managers are logged appropriately on their information systems and acted upon.

Transitions: An inspection of the transitions arrangements between youth to adult services in the criminal justice system: October 2012

5.4

We conducted this inspection with the support of the Care Quality Commission, Estyn, Healthcare Inspectorate Wales, HM Inspectorate of Prisons and Ofsted.

We looked at the work that takes place to help young people as they moved from working with youth-based to adult-based services. We wanted to find out what front line practitioners were doing to promote an effective transition between the various services, and how it could be improved.

Although we found examples of individual good practice, work to promote effective transition of young people from youth-based to adult-based services did not always receive sufficient attention. In the community, some young people were not identified as eligible for transfer and, in those cases that were identified, transfer was often undertaken as a procedural task. Young people were not as informed or involved as they should have been. The situation was similar in custody, where insufficient forward planning and communication led to a hiatus in sentence planning and delivery of interventions after young people had transferred to an over-18 Young Offenders Institution/prison.

Case example

Richard was sentenced to a YRO, with supervision and a six day Activity Requirement (knife crime programme). After the initial notification of transfer a probation offender manager was quickly identified to take over the case and the two practitioners spoke prior to the transfer so that the YOT case manager could explain the content and approach of the knife crime programme. A case transfer meeting was arranged and focused on what Richard had learnt whilst at the YOT and the areas of work that needed to be continued. The probation offender manager planned sessions to consolidate the learning from the knife crime programme using a relapse prevention approach.

On a more positive note, we found examples of local written arrangements for transition in the community although they needed to be better understood and used by practitioners. However, we saw little evidence of information sharing between education, training and employment staff in YOTs and their counterparts in Probation Trusts. Although health staff had not been heavily involved in transfers of young people between YOTs and Probation Trusts there were indications that local policies encouraging greater attention to the transition of young people were starting to have a positive impact on practice.

Case example

The YOS Substance Misuse policy in Leicester specifically mentioned transfers and covered the role of community services, adult services and probation. The policy involved the completion of an exit pack and a reply slip to ensure that the follow-on worker had received the referral, together with the expectation of a handover meeting to ensure a seamless service. There were also protocols for the provision of mental health services from Leicestershire Partnership Trust – and these included specific information about transitions to adult services as well as YOS referrals being potentially extended to age 19.

In Wakefield there were some good examples of protocols between health services (particularly substance misuse services) and the YOT, but also including secure settings and probation. In addition, Forensic CAMHS, co-located with the YOT, had developed their own transitions protocol and agencies felt that risks had been better managed as a consequence.

The report contained the following recommendations:

YOT Management Boards, Probation Trusts and custodial establishments, in conjunction with education, training and employment, health and other providers of interventions, should ensure that:

- the effectiveness of local arrangements for the transfer of young people from youth-based to adult-based services, and retention of young adults in youth-based services, is monitored and kept under review,
- sentence plans in YOTs and the young person's secure estate take account of future transfer to adult services where appropriate, and plans in Probation Trusts and the adult custodial estate take account of information from youth-based services, to ensure that outstanding interventions are implemented,
- decisions to transfer young people to adult services or to retain young adults in youth-based services are recorded in the case record and take into account the views of young people and what work needs to be undertaken to meet the aims of the sentence, to address likelihood of reoffending and risk of harm to others, and to manage vulnerability,
- young people are thoroughly prepared for transfer to adult services,
- notifications of transfer, and all essential advance information, are sent to Probation Trusts and adult establishments in sufficient time to ensure continuity of delivery of interventions,
- all intervention providers (including health and education, training and employment providers) are informed of transfers to Probation Trusts and adult establishments in advance and involved appropriately in case transfer meetings to ensure continuity of delivery,
- parents/carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to aid the young person's progress and engagement,
- staff in youth-based and adult-based services receive sufficient information and training about the work of each other's services to enable them to prepare young people for transfer to adult services and to work effectively with transferred cases.

Looked After Children: An inspection of the work of Youth Offending Teams with children who are looked after and placed away from home: December 2012

5.5

Working with Estyn and Ofsted, we carried out an inspection to assess the effectiveness of YOT work with this very vulnerable group of children and young people, in promoting their rehabilitation and maintaining their links with their family and home area and to identify barriers to effective YOT work. Concerns had been raised about these children and young people by many of the YOTs we visited during our regular inspection programme of YOT work, particularly those located in areas with a high number of children's homes.

Case example

Halton and Warrington YOT had linked a case manager to particular residential units to improve joint working and the YOT court manager attended an accommodation providers' forum in Halton which most of the private providers also attended. Their reparation worker had also offered restorative justice training to one of the units in the area which had been positively received.

We visited six areas where we asked the YOT to identify, where possible, ten cases, five of which they were supervising on behalf of other local authorities and five of their own cases being supervised by other YOTs. We then assessed the quality of joint work carried out by the agencies involved.

This inspection clearly revealed the fragmentation of these children and young people's lives and how the fact of being looked after could escalate a child or young person into the criminal justice system. It also showed how the two factors - being in care and offending - exacerbated each other. Many of the children and young people whose cases we examined during the course of our inspection had been placed in a succession of children's homes.

Case example

Neil was taken into care when he was six years old. At 14 years old he lost his placement through offending within the children's home. Over the next three years he was moved 20 times; sometimes back to placements he had been in previously. At 17 years old, he was the father of a child and had already been convicted of one violent offence against his partner. He was using cocaine and owed money to drug dealers. He was living in independent, supported accommodation which also housed other drug users. He had no friends and was isolated and lonely.

It was evident that the children and young people were amongst the most damaged and difficult to place. We found a significant number had been subjected to abuse - sexual, physical and emotional and/or neglect. Many had witnessed, or been the victims of domestic violence. A high number had emotional or mental health problems. Nevertheless, it was not apparent in many cases how the needs of the child or young person were being promoted or safeguarded by a placement so far away from their home area. A significant number were still in contact with their families and continued to drift back to them, whether or not children's social care services promoted or even allowed contact.

Case example

Stan was Welsh and had been in care since he was four years old as both parents had long term heroin addiction. He had spent most of his time in care, in Wales, living near enough to his mother to enable him to have a relationship with her which he valued. When he was moved to England and too far away for this to continue, he was reported missing on 37 occasions in a four month period.

In most cases, the breakdown in family relationships was further exacerbated by the frequency of changes in the professional relationships the child or young person was required to make, through social workers moving on, placements changing, disrupted education and different specialist agencies being called in.

Case examples

Mia, a 15 year old girl, had lost touch with all her family and friends within a few months of being taken into care. The only relationships she had were with professionals. She was so distressed when she was moved from one children's home to another that she attempted to walk back to the first which was over two hours away.

One young woman told us she had counted 27 workers in her life. Another told us:

"I have lost all my connections with people. I have been moved to three different schools and lost my friends. We don't know what to talk about as they have different things happening."

We made a number of recommendations to promote improvement:

The Department for Education should ensure that:

- the regulations governing a child or young person's placement outside their local authority area are strengthened so that:
 - each placement of a child or young person outside the local authority area is authorised by a named senior person, and the reasons for the placement clearly recorded in the case record;
 - where such placements take place, relevant agencies in the receiving area are consulted and informed about the likely placement in advance of placement wherever possible.

Local authorities should ensure that:

- Independent Reviewing Officers ensure that all agencies work together to improve safeguarding outcomes for children and young people and share appropriate information, take account of each other's assessments, align plans for their long-term future and develop contingency arrangements where necessary;
- they satisfy themselves that specialist therapeutic interventions provided by residential placements are of good quality and suitable for the needs of children and young people.

Local Safeguarding Children Boards should ensure that:

- data is collated, scrutinised and agencies held to account for improving safeguarding outcomes for children and young people who are looked after and placed outside their home area.

YOT Managers should ensure that:

- accurate information about children and young people who are looked after and placed outside their home area is sent promptly to the YOT in the new area;
- assessments, intervention plans and reviews on children and young people take full account of the impact of being looked after;
- the enforcement processes for court orders and post-custodial licences are sensitive to, and take account of, the circumstances of children and young people who are looked after;
- action is taken, where appropriate, to increase the number of children and young people who are dealt with through restorative justice measures when they offend within the residential setting.

Examining Multi-Agency Responses to Children and Young People who sexually offend: A joint inspection of the effectiveness of multi-agency work with children and young people in England and Wales who have committed sexual offences and were supervised in the community: February 2013

5.6

We were joined by the Care and Social Services Inspectorate Wales, Care Quality Commission, Estyn, Health Inspectorate Wales, HM Inspectorate of Constabulary, HM Inspectorate of Prisons and Ofsted for this complex inspection that examined how effectively the agencies involved worked with children and young people who had sexually offended.

During the course of the inspection we visited six YOTs and examined 24 cases in depth. The behaviour of this small number of children and young people can be extremely damaging, often involving other children and young people as victims. The evidence was that these children and young people did respond to intervention and could be rehabilitated before developing entrenched patterns of behaviour. We were, therefore, concerned to find that a sizeable number of them had been referred on previous occasions to children's social care services but the significance of their sexual behaviour was either not recognised or dismissed.

Case example

Concern had been expressed about Bradley's sexually inappropriate behaviour since he was eight years old. He had been referred to both children's social care services and the police several times and on one occasion charged with an offence, which was subsequently discontinued. There was no evidence of any strategy discussions or meetings until Bradley was eventually convicted of an offence at the age of 16.

Once these children and young people had been identified and picked up by the justice system, their chances for rehabilitation dramatically improved. Many displayed a range of problems and clearly benefited from the additional attention given to their various needs and from the close working relationship they developed with the multi-disciplinary group of staff who make up YOTs. However, the process was disturbingly slow, with cases taking on average eight months between disclosure and sentence.

Case example

Daniel was 11 years old when information came to light that he and three other children and young people had sexually assaulted other pupils at his school. The disclosures were made in June 2010 and Daniel was eventually sentenced to a youth rehabilitation order for 12 months in September 2011. The school worked with Daniel and his parents to put a risk management plan in place to both protect Daniel and other potential victims. The plan was comprehensive and dealt with all aspects of the school day, after school and holiday activities. It included an arrangement for the family to bring Daniel to school, monitoring during breaks as well as library and computer sessions. The Assistant Head maintained contact with Daniel and his family prior to sentence and the arrangements were closely monitored. It was evident that careful thought had been given about what information needed to be shared with staff in the school and the situation was handled sensitively.

Although we saw many examples of good practice in direct work with young people, we found that too often the case management process supporting that work was characterised by poor communication between the relevant agencies, with inadequate assessment and joint planning.

Our recommendations in the report were as follow:

All agencies should:

- from disclosure to the end of sentence, actively contribute to timely information sharing and assessments to both inform decision making and, where appropriate, deliver interventions so that further incidents of sexually harmful behaviour/offending can be prevented at the earliest possible stage.

The YJB should:

- regularly disseminate (and where possible commission) information about current research to YOTs so that YOT practitioners undertake assessments and deliver interventions which are underpinned by a clear evidence base
- help other sectors understand the specific risk issues relating to children and young people who commit sexual offences against other children and young people
- identify the appropriate risk assessment tools to be used by the Police/YOTs in such cases.

NOMS– Multi-Agency Public Protection Arrangements should:

- promote greater consistency and improvements in work with children and young people who pose a serious risk of harm to the public by ensuring that Multi-Agency Public Protection Agency Chairs and coordinators recognise the importance of seeking specialist knowledge and advice about the potential risk of harm factors of children and young people who commit sexual offences.

Local Safeguarding Children Boards should:

- promote effective joint work with children and young people who display, or are likely to develop, sexually harmful behaviour by:
 - ensuring that in the Early Help Strategy the needs of children and young people who display, or are likely to develop, sexually harmful behaviour are identified and recognised, and that they are provided with help and intervention at the earliest possible opportunity
 - monitoring the effectiveness of the multi-agency response to such children and young people in their area, particularly including the identification of such cases, joint assessments and the interventions to them and their families and, where appropriate, their victims
 - developing and implementing strategies to address apparent deficits
 - establishing open channels of communication with the local Multi-Agency Public Protection Arrangements Chair and coordinator in cases where there is a shared interest.

YOT Management Boards should:

- seek assurance that timely specialist multi-disciplinary assessments of sexually harmful behaviour are undertaken and shared with relevant agencies
- ensure that appropriately targeted, evidence based interventions informed by a full assessment of needs of the child or young person are available
- ensure that Youth Offending Team case managers are familiar with the Multi-Agency Public Protection Arrangements guidance so that they understand the role of Multi-Agency Public Protection Arrangements, the requirements for Multi-Agency Public Protection Arrangements registration and the thresholds for referral into Level 2/3 for children and young people convicted of sexual offences
- ensure that YOT case managers take a lead role in working with police offender managers to improve communication links and to develop, with others, joint public protection management plans for children and young people who have offended
- confirm that appropriate services to victims are offered at the earliest possible stage.

Health representatives on YOT Management Boards should:

- ensure that comprehensive health assessments including cognitive assessments are completed consistently on these cases so that relevant information is shared, needs are met and the delivery of effective interventions is coordinated and evaluated.

Police services should:

- ensure the effective use of police officers to support the full range of YOT responsibilities including routine information sharing, risk assessment and management
- ensure police offender managers work closely with YOT case managers to improve communication links and to develop, with others, joint public protection management plans for children and young people who have offended and, where key actions are identified, these are assigned to the appropriate agency.

During the year, three other reports were published on inspections we had supported. These covered: efficiency in the criminal justice system, the use of restorative justice and disability hate crimes.

Improving the criminal justice system – lessons from local change projects: May 2012

5.7

In 2011, the three criminal inspectorates and the National Audit Office decided to carry out a piece of joint work identifying lessons emerging from local criminal justice improvement projects.

This report identified good practice lessons from three projects. The projects examined were:

- a court listings project in Kent set up to improve the administration of justice in Crown Court trials
- a survivors project for the victims of domestic violence in Northumbria and
- the development of a Justice Centre in Leamington Spa, designed to improve efficiency through the co-location of criminal justice agencies.

The projects were chosen because they had achieved some combination of cost reductions, improvements in efficiency and overall performance and a better service for witnesses and victims of crime.

The inspection did not attempt to be an exhaustive evaluation of each project. However the report concluded that while few projects could claim to be completely successful in every regard, those examined had achieved some considerable success. They did so because of the enthusiasm of the project teams, who demonstrated:

- a structured and well-planned approach
- strong leadership
- a willingness to engage with all relevant stakeholders.

Facing up to offending: Use of restorative justice in the criminal justice system: September 2012

5.8

This inspection was led by HM Inspectorate of Constabulary with support from HM Crown Prosecution Service Inspectorate, HM Inspectorate of Prisons and HM Inspectorate of Probation. The inspection sought to identify the benefits of restorative justice processes in the criminal justice system, defined as:

‘Processes which bring those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward.’

The inspection focused on restorative justice at different points in the criminal justice system – for example as an alternative to prosecution - or as part of a post conviction disposal.

The inspectors found many good examples of restorative justice used in a range of settings but that take-up varied. Despite the clear benefits of restorative justice for both victims and offenders, the way in which the restorative process was used differed both within and between areas; more could be done to involve victims and communities in restorative justice schemes.

The report contained a number of recommendations to address these concerns. These included the need for a national strategy in relation to the use of restorative justice both in custody and the community, a consistent approach by police services to delivering restorative justice, the need to take full account of victims' views and the desirability of raising awareness about the potential of restorative justice not only amongst staff in criminal justice agencies, but also amongst the general public.

Living in a Different World: Joint Review of Disability Hate Crime: March 2013

5.9

This inspection, led by HM Crown Prosecution Service Inspectorate with support from HM Inspectorate of Constabulary and HM Inspectorate of Probation, was prompted by widespread concern about the poor handling of cases involving the targeting of those with disabilities and a number of cases where victims had died.

One of the key findings was the lack of clarity and understanding as to what constitutes a disability hate crime and confusion between policy definitions and the statutory sentencing provision. This causes difficulties not only for practitioners in the identification and recording of disability hate crime but also for members of the public, including victims who are disabled.

Inspectors found that under-reporting of disability hate crime remains a significant concern and needs to be addressed as a priority. Steps needed to be taken to improve the confidence of disabled people to report matters to the police and a variety of effective reporting mechanisms were required.

Of particular significance was that the quality of Crown Prosecution Service and police information supplied to Probation Trusts was limited and insufficient for the preparation of a pre-sentence report and there was an over-reliance on information provided by the offender. This lack of provision of key information also impacted on offender managers carrying out the role effectively and resulted in a culture of accepting the offender's account, rather than placing the focus on the victim.

Recommendations in the report were aimed at improving practice by: agencies adopting a clear definition of disability hate crime, increasing the reporting of disability hate crime; improving the accuracy and quality of information and data recorded and exchanged between agencies and ensuring that staff in relevant agencies receive good quality hate crime training.



6

THE YEAR AHEAD

The Year Ahead

Programme for 2013-14

6.1

Our underlying approach for 2013-14 will continue, as in recent years, to be the assessment of the quality and effectiveness of adult and youth offending work in a representative sample of cases. By examining a representative sample of cases, we determine whether the work being undertaken will achieve the required outcomes in each case.

We continue to reference our work against the ten Principles for Inspection (2003). These are set out in Appendix A along with the statement as to how in specific terms we meet them.

Over the next 12 months we will continue to explore the role of the probation inspectorate in the new environment arising from the implementation of the *Transforming Rehabilitation* and *Transforming Youth Custody* proposals. We see the forthcoming year as providing us with both the opportunity to test out the viability of our inspection framework in this changing environment and ensuring that all providers are, as expected, by the public, held to account from the outset for the quality of their service delivery by a rigorous programme of external scrutiny.

Our inspection programme for 2013-14 has the following main elements:

Inspecting adult offending work in the community

Details of the new adult inspection programme are given at paragraph 2.9. This new programme, started in April 2013, will inspect 12 Trusts based on a topic which will change every six months.

Inspecting adult offending work in prison

Our work in prison, detailed in Chapter 3, will continue with us accompanying HMI Prisons on 24 of their full inspections to establishments which we have either not previously visited or where we have not previously conducted a full case assessment.

Inspecting youth offending work

Our ongoing inspection of youth offending work will continue as outlined in Chapter 4 and will include six FJIs and up to 30 SQSs.

Thematic Inspections

In the first part of 2013-14 we will publish reports on life sentence prisoners, victim contact arrangements and the first part of our inspection about people with learning difficulties and disabilities in the criminal justice system up to the point of conviction.

Collaborative work with other inspectorates will continue and we will lead inspections on Integrated Offender Management, the second part of our inspection on work with people who have learning difficulties and disabilities (post-conviction) and on the effectiveness of youth justice services' engagement with the Troubled Families initiative. In addition, we will complete scoping studies to examine the options for inspecting how girls and young women are dealt with in the criminal justice system and on the effectiveness of resettlement provision for children and young people released from custody.

We will also support other joint inspections including the completion of the adult resettlement inspection and a scoping study looking at drug use and offending.

We are also considering offering a number of short-term placements of three months duration over a 12 month period to colleagues working in the field with experience relevant to particular thematic inspections. We intend to pilot these arrangements during 2013-14 and hope that they will provide us with a valuable source of additional expertise while, at the same time, offering an opportunity to others to learn about the inspection process, develop inspection skills and acquire a greater understanding of the inspection subject area.

We will also work to identify possible future subjects for inspection in subsequent years. This is likely to include Unpaid Work and a follow-up inspection to assess the progress made in how far the recommendations of our report on Looked After Children accommodated away from home and supervised by youth offending services have had an impact.

Details of these inspections and of the Criminal Justice Joint Inspection Programme are given in our Plan 2013-14 and the Joint Inspection Plan 2013-15 both available on our website.

Public safety work

Specific initiatives focus on our increasing concern about the identification and assessment of children and young people at risk of harm, highlighted in a number of our recent inspection reports, and the quality of any subsequent joint interventions to address these issues.

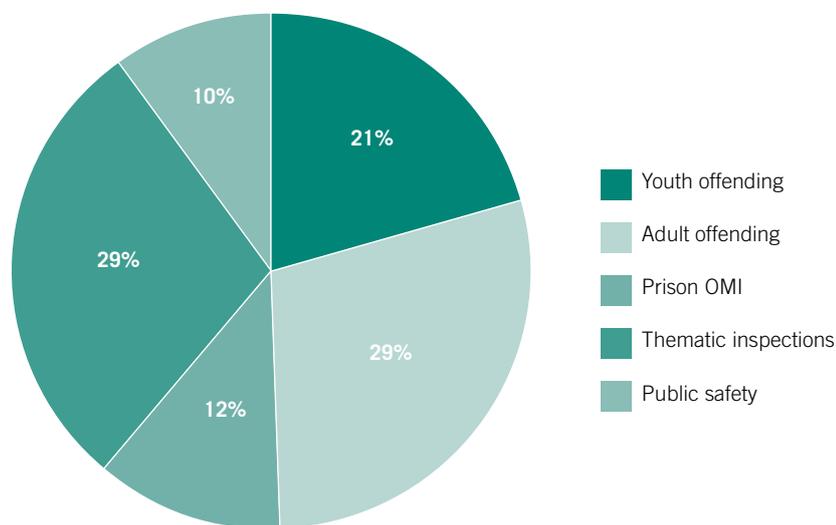
At the time of writing, the development of the Multi-agency Child Protection inspection programme, led by Ofsted, has been put on hold and we await further information as to how it may be taken forward. We have, therefore, decided to undertake a thematic inspection focusing on the role of Probation Trusts and YOTs in promoting effective child protection arrangements, to be undertaken in 2013-14. The findings from this inspection would then inform our work with Ofsted, and also inform our ongoing work with the Welsh inspectorates to promote child safety.

Allocation of Resources

6.2

We have created a budget of 26,300 deployable 'inspection hours' for 2013-14 and have allocated them as follows:

Youth offending	5,400
Adult offending	7,700
Prison OMI	3,200
Thematic inspections	7,500
Public Safety	2,500
Total	26,300



HMI Probation Costs

6.3

Our projected cost per deployable inspection hour for 2013-14 will be £124.

APPENDICES

Appendix A

Policy on Inspection in the Public Service (2003)

We took note of the ten principles of inspection, published in *Inspecting for Improvement* in July 2003. These place certain broad expectations on inspection providers and on the departments sponsoring them. As indicated we have also built them into our Code of Practice. We give account of our approach to implementing these ten principles as below:

1. **The purpose of improvement.** *There should be an explicit concern on the part of inspectors to contribute to the improvement of the service being inspected. This should guide the focus, method, reporting and follow-up of inspection. In framing recommendations, an inspector should recognise good performance and address any failure appropriately. Inspection should aim to generate data and intelligence that enable departments more quickly to calibrate the progress of reform in their sectors and make appropriate adjustments.*

We aim to achieve this, not only by measuring fairly against open criteria, but also by our commitment to behaviour that ‘maximises the likelihood’ that respondents will come with us on the path to continually improving their performance.

2. **A focus on outcomes,** *which means considering service delivery to the end users of the services rather than concentrating on internal management arrangements.*

Our mainstream inspection methodology focuses on what has actually been delivered to the adult or young person who has offended. Our new inspection programmes include an enhanced emphasis on outcomes and on the delivery of interventions.

3. **A user perspective.** *Inspection should be delivered with a clear focus on the experience of those for whom the service is provided, as well as on internal management arrangements. Inspection should encourage innovation and diversity and not be solely compliance-based.*

A significant element within our methodology is to listen to the perspective of individuals who have offended, and of victims and parents/carers. The user perspective is an important element in CJS inspection, but it does not necessarily provide on its own the basis for an inspection finding (e.g. an individual might particularly dislike something done to him or her by a Probation or YOT practitioner, but it might have been precisely the right thing for that officer to have done).

4. **Proportionate to risk.** *Over time, inspectors should modify the extent of future inspection according to the quality of performance by the service provider. For example, good performers should undergo less inspection, so that resources are concentrated on areas of greatest risk.*

We have reservations about the idea of offering ‘inspection holidays’ as a way of implementing this principle, but we strongly support the idea of varying intensity of inspection according to identified need. Hence we focus inspection on where inspection methodology specifically adds value – hence our focus in particular on Public Protection and Safeguarding work – and we conduct reinspections only where an inspection reveals significant concerns.

5. *Inspectors should encourage rigorous **self-assessment** by managers. Inspectors should challenge the outcomes of managers' self-assessments, take them into account in the inspection process, and provide a comparative benchmark.*

The criteria and guidance published on our website enable any practitioner or manager to assess his or her own practice at any time. Furthermore, in a long-planned development, we aim to work with NOMS and the YJB to promote regimes combining self-assessment with independent inspection and benchmarking.

6. *Inspectors should use **impartial evidence**. Evidence, whether quantitative or qualitative, should be validated and credible.*

Evidence has to consist of more than hearsay, and our Guidance provides a framework for making judgements to enable similar evidence to be interpreted consistently, for example by different inspection staff in different locations.

7. *Inspectors should disclose the **criteria** they use to form judgements.*

Our inspection criteria are published on our website.

8. *Inspectors should be **open** about their processes, willing to take any complaints seriously, and able to demonstrate a robust quality assurance process.*

Our behaviour is such that we are able to explain at the time the reasoning for the scores we have awarded, and respond to questions to that effect. Thus we have responded to questions and concerns that have been put to us in the last year. We also take the initiative, through our Quality Assurance Strategy, in actively reviewing aspects of our methodology, so that we can be as confident as possible that our judgements are both fair and accurate.

9. *Inspection should have regard to **value for money**, their own included:*

- Inspection looks to see that there are arrangements in place to deliver the service efficiently and effectively.
- Inspection itself should be able to demonstrate it delivers benefits commensurate with its cost, including the cost to those inspected.
- Inspectorates should ensure that they have the capacity to work together on cross-cutting issues, in the interests of greater cost effectiveness and reducing the burden on those inspected.

We assess whether the interventions with each person who has offended are proportionate both to cost and to that person's individual need. We recognise that our methodology is relatively labour intensive, but this is appropriate in order to assess the quality of front-line practice which could not be assessed by other means. The costs to the inspected bodies is small. We not only undertake joint inspections with other Criminal Justice Inspectorates, but we also coordinate our other work to avoid, for example, rapidly successive visits by ourselves and another scrutiny body whenever possible. For these purposes we cooperate closely with Ofsted because of our youth offending inspection work, and also with Audit bodies when planning our visits to Probation Trusts.

10. *Inspectors should **continually learn** from experience, in order to become increasingly effective. This can be done by assessing their own impact on the service provider's ability to improve and by sharing best practice with other inspectors.*

We seek feedback on our individual interviews with the staff of inspected bodies, which we use to review and renew both our corporate and individual skills and methods. By these and other means we monitor our own impact on our inspected bodies, and keep our own practice under regular review, both as part of our normal programme, but also in joint work with other Inspectorates.

Appendix B

HMI Probation staff as at 31 March 2013

HM Chief Inspector

Liz Calderbank

HM Assistant Chief Inspectors

Julie Fox

Sally Lester

Alan MacDonald

Andy Smith

HM Inspectors

Jane Attwood

Mark Boothe

Vivienne Clarke

Helen Davies

Bobbie Jones

Yvonne McGuckian

Ian Menary

Joy Neary

Caroline Nicklin

Helen Rinaldi

Tony Rolley

Nigel Scarff

Joseph Simpson

Les Smith

Steve Woodgate

Practice Assessors

Lisa Gordon

Mike Lane

Greg Maguire

Helen Morton

Beverley Reid

Gary Smallman

Associate Inspectors (fee-paid)

Helen Boocock

Sheila Booth

Rose Burgess

Paddy Doyle

Krystyna Findley

Martyn Griffiths

Keith Humphreys

John Llewellyn-Thomas

Iolo Madoc-Jones

Ian Simpkins

Dorothy Smith

Rory Worthington

Associate Practice Assessor (fee-paid)

Christine Simpson

Support Services

Head of Support Services

Andy Bonny

Deputy Head of Support Services (Corporate, Finance and Publications)

Penny Rickards

Corporate Services

Grace Gibson (Manager)

Finance Team

Charles Luis (Manager)

Siobhan Fallous

PA to Chief Inspector

Olivia Broom

Publications and Communications Team

Alex Pentecost (Manager)

Christopher Reeves

Deputy Head of Support Services (Information and Operations)

Kevin Ball

Inspection Support Team

Pippa Bennett (Manager)

Robert Turner (Manager)

Joanna Hewitt

Stephen Hunt

Lynne Osborn

Jane Regan

Assistant Research Officer

Oliver Kenton

Press and Media Relations Manager (shared with HMI Prisons)

Jane Parsons

Appendix C

Reports of inspections published in 2012-13

Note: all HMI Probation reports are available on our website
<http://www.justice.gov.uk/about/hmi-probation>

Offender Management Inspection 2 (OMI 2) reports:	Date Published
Northumbria	April 2012
Warwickshire	May 2012
Staffordshire and the West Midlands	June 2012
West Mercia	July 2012
Humberside	July 2012
York and North Yorkshire	July 2012
South Yorkshire	August 2012
West Yorkshire	September 2012
Wales	November 2012

Prisoner Offender Management Inspection 2 (POMI 2) reports:	Date Published
Second Aggregate Report	July 2012

Inspection of Youth Offending: Core Case Inspection (CCI) reports	Date Published
West London	April 2012
Haringey	April 2012
Sutton	April 2012
Waltham Forest	April 2012
Hertfordshire	May 2012
Thurrock	May 2012
Cambridgeshire	May 2012
North Lincolnshire Reinspection	May 2012
Peterborough	May 2012
Suffolk	May 2012
Bedfordshire	May 2012
Luton	May 2012
Essex	May 2012
Norfolk	May 2012
Southend	May 2012

Leicestershire and Rutland	June 2012
Derbyshire	June 2012
Northamptonshire	June 2012
Nottingham City	June 2012
Derby City	July 2012
Lincolnshire	July 2012
Nottinghamshire	July 2012
Leicester City	July 2012
Bournemouth & Poole Reinspection	August 2012
London Aggregate	December 2012

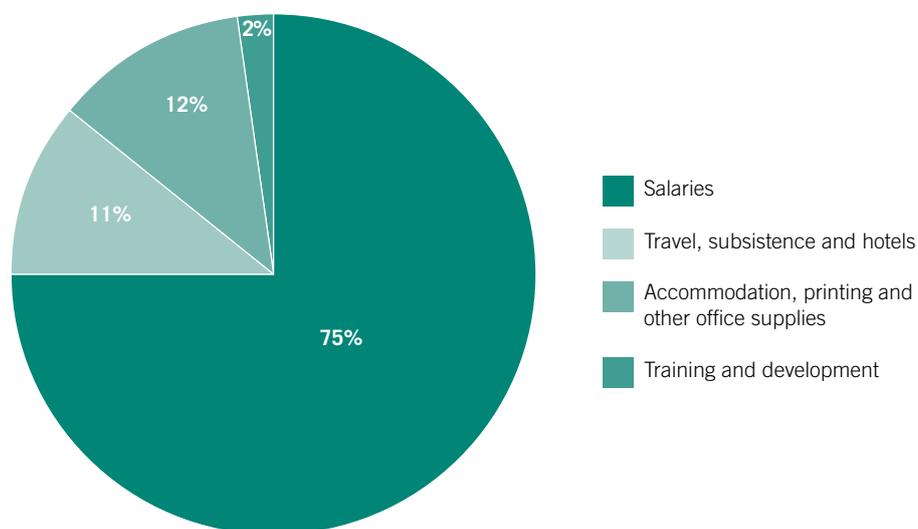
Inspection of Youth Offending: Full Joint Inspection (FJI) reports	Date Published
Warwickshire	January 2013
Sefton	February 2013

Inspection of Youth Offending: Short Quality Screenings (SQS)	Date Published
Brighton & Hove	November 2012
Hounslow	November 2012
Rotherham	December 2012
Darlington	December 2012
North Somerset	December 2012
Bristol	January 2013
Surrey	January 2013
Lancashire	February 2013
South Tees	February 2013
Walsall	February 2013
Southampton	March 2013
Gloucestershire	March 2013
Salford	March 2013
Dorset	March 2013
East Riding of Yorkshire	March 2013

Joint Thematic Inspection reports:	Date Published
<i>It's Complicated: The Management of Electronically Monitored Curfews</i>	June 2012
<i>Facing up to offending: Use of restorative justice in the criminal justice system</i>	September 2012
<i>Transitions: An inspection of the transitions arrangements from youth to adult services in the criminal justice system</i>	October 2012
<i>Looked After Children: An inspection of the work of Youth Offending Teams with children and young people who are looked after and placed away from home</i>	December 2012
<i>Examining Multi-Agency Responses to Children and Young People who sexually offend: A joint inspection of the effectiveness of multi-agency work with children and young people in England and Wales who have committed sexual offences and were supervised in the community</i>	February 2013
<i>Living in a Different World: Joint Review of Disability Hate Crime</i>	March 2013

Appendix D

HMI Probation budget for 2012-13



	Total budget for year (£)
Staff salaries	2,605,000
Fee-paid staff	190,000
Travel, subsistence and hotels	400,000
Office accommodation	160,000
Training	50,000
Development costs	12,000
Printing and other office supplies	125,000
IT and telecommunications	170,000
Total budget	3,712,000

Email: hmip.enquiries@hmiprobation.gsi.gov.uk
Twitter: you can also follow us @HMIProbation
<http://www.justice.gov.uk/about/hmi-probation>
A Welsh language version of this Annual Report is also available from this website.

HMI Probation has offices in Manchester and London

Manchester office:

HM Inspectorate of Probation
6th Floor
South Wing
Trafford House
Chester Road
Stretford
Manchester M32 0RS

London office:

HM Inspectorate of Probation
Second Floor
Ashley House
2 Monck Street
London
SW1P 2BQ

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