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Opening Words

I am pleased again to issue this regular newsletter to those whose work we inspect and other interested parties, to keep you informed of progress in our inspection work.

Inspection programmes

We are continuing to make good progress on our main inspection programmes, with arrangements on each running to schedule. The core of our inspection work continues to be the assessment of the quality and effectiveness of adult and youth offending work. We judge how often work was done sufficiently well with each individual in a representative sample of cases.

Under our Core Case Inspection (CCI) of youth offending work - in which we are inspecting key aspects of youth offending work in all 157 YOTs over a three year period from April 2009 - we have completed inspections in the first five English regions and in Wales. Under our inspection of adult offending work - OMI 2, under which we are inspecting work in all NOMS Probation Trusts over a three year period from September 2009 - we have completed inspections in the first three English regions.

During March 2011 we will be publishing on our website aggregate findings from the CCI, including important analyses by diversity, and plan to publish shortly similar aggregate findings from the OMI 2 programme. Also in March 2011 we are publishing aggregate findings from our Prison Offender Management Inspections (POMI) which we run jointly with HMI Prisons.

We continue to be strongly involved with thematic inspections, jointly with other inspectorates, in respect of both adult and youth offending work. On adult offending work, during the latter half of 2010-11 we have led joint inspections on women in the CJS and on Multi-Agency Public Protection Arrangements (MAPPA). As Chair to the Criminal Justice Chief Inspectors Group I have taken forward discussions with the other criminal justice inspectorates on plans for joint inspection in 2011-12, including a consultation event with interested parties in October. On youth offending, we continue to lead the overall programme of thematics, and contributed substantially to the joint report on prevention published in September 2010.

We continue to give a prominent focus in our inspection programmes to the closely related issues of public protection and child protection (or 'safeguarding') work (see section below which indicates the definition of 'child protection' to which we work). In this connection, in October 2010 we published the findings of a second set of case inspections of public protection work in London, commissioned as a result of concerns

arising from the Dano Sonnex case. These findings showed a considerable improvement on the disappointing findings in the earlier set of case inspections.

As well as these improved findings in public protection work in London, during autumn 2010 we also published the findings of two reinspections of YOT work - in Rochdale and Sefton - where our original inspections indicated that performance was of serious concern. The reinspections showed marked improvement in the work of both of these YOTs.

We are very glad to be able to report the significant improvements above. While the credit for the improvements belongs to the staff of the organisations concerned, the improvements are fully in line with one of HMI Probation's key purposes in promoting improvement in adult and youth offending work.

More details on all our programmes are set out in this newsletter.

Plans for 2010-11

More information about our work and approach for the current year is set out in our Plan for 2010-11 on our website, as link [here](#).

The Criminal Justice Inspection Business Plan for 2010-12 is also available on our website as link [here](#). This Plan was agreed by the CJS Inspectorates in April 2010 for the year ahead, following earlier consultation with a range of interested parties. It is subject to review in the light of developments. More specific plans for joint inspection work in 2011-12 are being drawn up and will be set out in an updated Joint Plan in April 2011.

More generally, information on all our work is set out on our website:

<http://www.justice.gov.uk/inspectorates/hmi-probation/>

The current financial climate

We are strongly aware of the effect of budget reductions and related uncertainties on the organisations whose work we inspect – particularly Probation Trusts and Youth Offending Teams. As an organisation we are of course not immune to this. We will be taking our fair share of budget reductions in 2011-12 and subsequent years. We have made adjustments to allow for this, and should be able to maintain our core inspection work though with some amendments.

Green Paper – Breaking the Cycle

The Government published the Green Paper 'Breaking the Cycle' on 7 December, setting out for consultation proposals to break the destructive cycle of crime and protect the public, through more effectively punishing and rehabilitating offenders and reforming the sentencing framework. We have responded to the consultation, and in particular indicated why we consider that key aspects of youth offending work – public protection and child protection – should continue to be inspected in every locality. Our response is published on our website [here](#).

Purposes and outcomes of supervision

In recent months I have referred on several occasions to the important issue of the assessment of outcomes of supervision, on which there has been considerable discussion. I have linked this to the model of performance management which I published earlier, which sets out three purposes of supervision -

- ensuring offenders comply with the requirements of their sentence
- reducing offenders' likelihood of reoffending
- minimising offenders' Risk of Harm to others

The text of two of the speeches I have given on these subjects – to an OMI 2 end of region briefing, and at a meeting of the Policy Exchange think tank – are [here](#) and [here](#)

The changes (as section in newsletter below) which we are making to the assessment of outcomes in OMI 2 - and for the future, CCI - are in line with the approach outlined in these speeches.

Sir Graham Smith Award 2010 Lecture Event

We were very pleased to attend this event on 16 February. The Award was established in memory of Sir Graham Smith, one of my predecessors as Chief Inspector of Probation, and we are very pleased that the Probation Association and Probation Chiefs Association organised the event. Priscilla Roberts from Greater Manchester Probation Trust and Will Hughes from Hertfordshire Probation Trust were joint winners of the 2010 Sir Graham Smith Award, and as a result each carried out a piece of effective practice research which they presented at the event. We congratulate them on winning the Award and on their very interesting presentations.

Staffing changes

We are very pleased to welcome:

- Amanda Drewery and Vivienne Clarke, who previously worked for HM Inspectorate of Court Administration. They have joined us for several months as 'MoJ secondees', and are participating in our inspection work.
- Stephen Hunt, Siobhan Fallous, and Penny Rickards to our support service staff group.
- Rose Burgess and Helen Boocock, who were both HM Inspectors prior to their retirements from HMI Probation, who have joined our Panel of Associate Inspectors.

We are very sorry to bid farewell to Sandra Fieldhouse as HM Inspector, and to Alex Walker from our support service staff group. We are grateful to these colleagues for their substantial contribution to our work, and wish them well for the future.

A further development on staffing is that Krystyna Findley, Assistant Chief Inspector, has returned from a year's secondment as Chief Probation Officer in the New Zealand Department of Corrections, and we are glad to welcome her back.

At the same time, another of our Assistant Chief Inspectors, Alan MacDonald, has gone on a 2 year secondment to Albania to support the development of the Albanian probation service, under the auspices of the EU. We wish him very well for this work.

My retirement

At the end of May 2011 I will be retiring as Chief Inspector of Probation. This is therefore the last newsletter I will be issuing. My retirement marks the end of my 7 years as Chief Inspector and also my 38 years of involvement with the Probation and Youth Offending worlds. During this time I have valued greatly the dedication and commitment of staff with whom I worked. As I retire, I would want to emphasise the value and importance of Probation and Youth Offending work to the public when it is done well. I will be commenting further on these matters in a valedictory lecture, entitled 'Probation and Youth Offending work: a Tribute to those Who Do It Well', which I will be giving at the University of Oxford on 16 May.

The appointment of my successor will be announced by MoJ in due course.

I have valued greatly the opportunity to work with the probation and youth offending worlds. I know my successor, and my colleagues in HMI Probation, will look forward to continuing to work with you.

Andrew Bridges CBE
HM Chief Inspector of Probation
March 2011

Offender Management Inspections of Adult Offending work

The current Offender Management Inspection programme - OMI 2 - which is visiting all NOMS Trusts over a 3 year period from September 2009 - is progressing well, to schedule, and has now completed inspections in the first three English regions.

The OMI 2 reports we have published in the last six months are:

Gloucestershire	01/03/2011
Nottinghamshire	15/02/2011
Northamptonshire	18/01/2011
Lincolnshire	07/12/2010
Leicestershire & Rutland	12/10/2010
Derbyshire	28/09/2010

The published reports can be found on the OMI 2 reports page of our website [here](#) .

We have also completed the OMI 2 inspections in Avon & Somerset, Wiltshire, Dorset and Devon & Cornwall. The reports on each of these will be published in the Spring of 2011.

From the NW region we are making certain changes to the section of OMI 2 (section 3) which assesses outcomes, in order, in the light of experience, to give as clear a picture as possible of the extent of achievement of outcomes at the stage at which we inspect cases.

We are also reducing considerably the section of OMI 2 which has dealt with management matters, so as to maximise the focus of the inspection on the assessment of practice in a representative sample of cases, which is the main "added value" our inspections provide.

OMI 2 inspections due to take place during the period March 2011 to July 2011 are:

Cumbria	04/04/2011
Cheshire	09/05/2011
Greater Manchester (2 weeks)	06/06/2011
Merseyside (2 weeks)	27/06/2011
Lancashire	18/07/2011

We plan to publish analyses of aggregate findings from the first three regions of OMI 2, including analyses by diversity, in the spring of 2011.

In addition to the inspection of offender management in each NOMS Trust area (as above), we also work with HMI Prisons on the inspection of offender management in individual prison establishments. We contribute to the HMI Prisons report on the establishment. We will also be publishing in March 2011 a composite report on all the inspections of offender management in individual establishments during September 2009 to February 2010.

As in the last few years, we have agreed with the NOMS Agency that in 2010-11 some of our key results from offender management inspections will be incorporated into the Probation Trust Ratings System – the main performance mechanism for probation areas currently used by the NOMS Agency – in order to produce a comprehensive picture of performance across areas.

Core Case Inspections of Youth Offending work

The Core Case Inspection (CCI) programme which started in April 2009 is progressing well, to schedule, and has completed inspections in the first five English regions and in Wales.

CCI reports published in the last 6 months are listed below:

Stoke on Trent	23/02/2011
East Riding of Yorkshire	16/02/2011
Bradford	02/02/2011
Kirklees	02/02/2011
North Yorkshire	26/01/2011
North Lincolnshire	26/01/2011
North East Lincolnshire	19/01/2011
Leeds	12/01/2011
Barnsley	12/01/2011
Rotherham	15/12/2010
Wakefield	15/12/2010
Sefton reinspection	01/12/2010
Calderdale	01/12/2010
Kingston-upon-Hull	03/11/2010
Vale of Glamorgan	27/10/2010
Rochdale reinspection	20/10/2010
Sheffield	20/10/2010
York	13/10/2010
Pembrokeshire	13/10/2010
Carmarthenshire	13/10/2010
Doncaster	06/10/2010
Swansea	06/10/2010
Monmouthshire & Torfaen	06/10/2010
Flintshire	15/09/2010
Cardiff	15/09/2010
Blaenau Gwent and Caerphilly	08/09/2010

The reports can be found on the CCI reports page on our website [here](#).

As indicated these include the reinspections in Rochdale and Sefton to which the Chief Inspector refers above.

We have also completed the CCI inspections in Sandwell, Walsall, Coventry, Dudley, Staffordshire, Warwickshire, Worcestershire & Herefordshire, Shropshire, Telford & Wrekin, Solihull, Birmingham, Wolverhampton, Milton Keynes, Medway, Slough, Oxford and Windsor & Maidenhead, and the reinspections in Hartlepool, Gateshead and Bournemouth & Poole. The reports on each of these will be published during spring 2011.

CCI inspections due to take place during March 2011 to September 2011 are:

Buckinghamshire	07/03/2011
West Berkshire	21/03/2011
West Sussex	21/03/2011
East Sussex	21/03/2011
Brighton & Hove	28/03/2011
Surrey	28/03/2011

Reading	28/03/2011
Wokingham	09/05/2011
Wessex	23/05/2011
Havering	06/06/2011
Merton	13/06/2011
Hounslow	20/06/2011
Islington	20/06/2011
Enfield	27/06/2011
Tower Hamlets & City of London	04/07/2011
Barking & Dagenham	18/07/2011
Lambeth	25/07/2011
Hillingdon	25/07/2011
Brent	05/09/2011
Kingston upon Thames	05/09/2011
Harrow	19/09/2011
Barnet	26/09/2011

In March 2011 we will be publishing on our website aggregate findings from the CCI in the first four English regions and Wales. Analyses across a number of regions are helpful in providing a clear picture as to what comprises good quality work on key aspects of practice. They are also important in allowing for more conclusive analysis by ethnicity and other diversity characteristics of offenders and young people than we usually consider in reports in respect of individual areas in view of the small number of cases often involved. Such analysis makes it possible to identify whether or not offenders or young people are being treated proportionately at each step of the processes we inspect, irrespective of their diversity characteristics.

Joint Thematic Inspections

All our current thematic inspection work is carried out jointly with other CJ and other inspectorates, and accordingly is also contained in the CJ Joint Inspection Business Programme. Some of this work focuses just on adult offending work, some of it solely on youth offending work, and some on both.

On adult offending work, during the latter half of 2010-11 we have led joint inspections on women in the CJS (with support from HMI Prisons and HM Crown Prosecution Service Inspectorate) and on Multi-Agency Public Protection Arrangements (with support from HMI Prisons and HMI Constabulary). The reports of these inspections are planned to be published in the summer, and autumn, of 2011, respectively.

On youth offending work, HMI Probation leads the overall programme of joint thematic inspections on youth offending work, and contributes to each inspection. The report of the joint inspection of prevention work (led by HMI Constabulary) was published in September 2010 and is available [here](#). The report of the joint inspection of court work and reports (led by HMI Probation) is due to be published in March 2011.

Fieldwork for the joint inspection of interventions (led by HMI Probation) took place during Autumn 2010 and the report is planned to be published in early summer 2011. Work is also underway on the joint inspections of Local Safeguarding Children Boards in Wales (fieldwork January to March 2011), of Appropriate Adults and Local Authority Accommodation under PACE¹ (fieldwork March to June 2011), and of the transition between youth and adult criminal justice arrangements (Autumn 2011). It is planned to publish the reports of these three inspections during the course of 2011-12.

We are developing plans, with the other criminal justice inspectorates, for the joint inspection programme in future years. The Plans will take into account comments made at very useful consultation events on 28 and 29 October 2010, to which parties likely to have an interest were invited.

¹ Police and Criminal Evidence Act 1984

Public Protection and Child Protection

We continue to give a prominent focus to Public Protection and Child Protection (or 'Safeguarding') work, the definition of Child Protection for this purpose being the ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of the child or young person coming to harm, either from themselves or from others (i.e. vulnerability).

These two closely related areas of work - which on occasions attract considerable and very understandable public concern - are not readily measured by any means other than inspection. Accordingly they are key examples of where and how inspection uniquely adds value.

We continue to focus on these subjects in our main area inspection programmes. The CCI inspections provide, as headline scores in the reports, the proportions of both *Public Protection* and of *Safeguarding* work which have been done 'sufficiently well'. And the OMI 2 inspections provide, as headline scores, the proportion of *Public Protection* work done 'sufficiently well'.

On occasions, at the request of Ministers, we carry out a specific inquiry. In October 2010 we published the report (available [here](#)) of the findings of a second set of special case inspections of *Risk of Harm* work in London, commissioned originally because of concerns arising from the NOMS review of the Sonnex case. This followed our publication in November 2009 of the findings of a first set of special case inspections (available [here](#)). The second set of findings showed a marked improvement compared to the first set.

In February 2011 two training events on Risk of Harm practice were delivered jointly by HMI Probation and NOMS to staff from Trusts in the East of England, using the case assessment form used by HMI Probation in OMI 2 inspections. The events were designed to provide an opportunity for staff in Trusts to be able to compare their own practice to a nationally established benchmark of Risk of Harm practice, as part of a quality assurance strategy within individual Trusts or the region. The case assessment form and supporting guidance are available on the HMI Probation website and can be used by Trusts to assess the quality of their Offender Management and Risk of Harm work.

As Trusts increasingly consider ways to evidence the outcomes of work with offenders, the use of HMI Probation methodology for benchmarking the quality of work is one option, as noted in a recent paper by the Probation Association and Probation Chiefs' Association. (Further information or advice about using the HMI Probation case assessment form and the supporting guidance, or about future benchmarking events can be obtained from Sally Lester, Assistant Chief Inspector (sally.lester@hmiprobation.gsi.gov.uk; Tel: 07917084763) or Krystyna Findley, Assistant Chief Inspector (krystyna.findley@hmiprobation.gsi.gov.uk; Tel: 07715989413).

A position paper which sets out in more detail our stance on *Public Protection* and *Child Protection* is available on our website [here](#). Further information on our work on these issues is on our website [here](#).

Diversity

Our overall aim continues to be "***Working to remove improper discrimination in the Criminal Justice System.***" To this end we aim to integrate best Diversity practice into our inspection methodology and into our own staffing practices. Our Diversity Action Plan for 2010-11 is [here](#).

Our inspection programmes continue to place high importance on diversity issues. Among other things they enable us to analyse key findings by diversity characteristics, and so to identify whether or not offenders or young people are being treated proportionately at each step of the processes we inspect, irrespective of those diversity characteristics. Accordingly, we publish regularly aggregate analyses from our main programmes by diversity. As indicated, analyses from the CCI programme for the first four English regions

and Wales will be published in March; and similar analyses from the OMI 2 programme will also be published shortly.

We continue to work to our Welsh Language Scheme, which has been approved by the Welsh Language Board. This is available in Welsh [here](#) and in English [here](#). We have recently reviewed the Scheme and plan to issue a revised version, following agreement by the Welsh Language Board, in 2011.

Further information on our approach to diversity is on our website [here](#).

QA Strategy

We recognise that an independent Inspectorate needs to offer assurance that the work it does is carried out to the highest standards, to ensure that the work we inspect is scrutinised fairly, and inspection findings reached through a consistent and transparent process.

We therefore have in place a Quality Assurance Strategy to examine a range of elements of our inspection process, to ensure that they reach consistently high standards, particularly in our judgements and our data production.

We have in place a Strategy to cover the period 2009-12. It is accompanied by an annual Quality Assurance Action Plan, and annual Quality Management Action Plan. We are currently working to the 2010-11 Action Plan.

The Strategy is applied to each of our inspection programmes. It is made up of the following parts, designed to cover each of the main aspects of our work and processes:

- diversity
- selection of case samples
- feedback from inspections
- training of local assessors
- assessment of cases
- data analysis
- report writing
- report editing
- report production.

Subject and Link Responsibilities

HMI Probation operates a system of subject and link responsibilities under which HM Inspectors each have responsibility for a particular subject and/or for a link with a region or Wales. These responsibilities relate to both adult and youth offending work. The aim of the subject responsibilities is to keep HMI Probation in touch with developments on that subject, particularly in relation to implications for the way we inspect the relevant work. The aim of the links with regions and with Wales is to enable appropriate links with the organisations whose work we inspect at the level of regions or Wales. The current list of responsibilities is as follows:

Subject Responsibilities

SUBJECT RESPONSIBILITY	INSPECTOR
Approved premises	Les Smith <i>07798 607828</i>
Core practitioner training	Nigel Scarff <i>07766 422290</i>

SUBJECT RESPONSIBILITY	INSPECTOR
Courts and reports	Jane Attwood <i>07973 614573</i>
Diversity	Yvonne McGuckian <i>07973 295475</i>
Employment, Training & Education	Bobbie Jones <i>07771 942675</i>
Enforcement	Mark Boother <i>07771 527326</i>
External HR (Probation/ YOS)	Nigel Scarff <i>07766 422290</i>
External Information (Probation/ YOS, etc.)	Kevin Ball <i>0161 869 1300</i>
Hate crime	Andy Smith <i>07771 527327</i>
Information & IT	Tony Rolley <i>07792 631866</i>
Mental health	Steve Woodgate <i>07789 943088</i>
Offender accommodation	Les Smith <i>07798 607828</i>
Offending Behaviour Programmes	Joe Simpson <i>07973 264975</i>
Prolific and other Priority Offenders (PPOs)	Mark Boother <i>07771 527326</i>
Research	Kevin Ball <i>0161 869 1300</i>
Resettlement - through and after custody	Helen Rinaldi <i>07717 361639</i>
Restorative Justice	Ian Menary <i>07917 183197</i>
Risk of Harm to others (includes domestic violence/abuse)	Richard Pearce <i>07879 115213</i> Anne Proctor <i>07768 033301</i>
Child Protection (Safeguarding)	Helen Davies <i>07919 490420</i>
Stakeholder views (Probation/ YOS)	Kevin Ball <i>0161 869 1300</i>
Structured assessment tools	Andy Smith <i>07771 527327</i>
Substance misuse	Anne Proctor

SUBJECT RESPONSIBILITY	INSPECTOR
	<i>07768 033301</i>
Unpaid work	Steve Woodgate <i>07789 943088</i>
Victims	Tony Rolley <i>07792 631866</i>
Welsh Language Scheme	Helen Davies <i>07919 490420</i>

Link Responsibilities for Regions and Wales

(covering both adult and youth offending)

LINK RESPONSIBILITY	INSPECTOR
North East	Ian Menary <i>07917 183197</i>
North West	tba
Yorkshire & Humberside	Steve Woodgate <i>07789 943088</i>
East Midlands	Helen Davies <i>07919 490420</i>
West Midlands	Richard Pearce <i>07879 115213</i>
Wales	Joseph Simpson <i>07973 264975</i>
East of England	Les Smith <i>07798 607828</i>
London	Andy Smith <i>07771 527327</i>
South East	Nigel Scarff <i>07766 422290</i>
South West	Tony Rolley <i>07792 631866</i>

HM INSPECTORATE OF PROBATION: STATEMENT OF PURPOSE AND CODE OF PRACTICE

Statement of Purpose

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 individual offenders, children and young people aimed at reducing reoffending and protecting the public, whoever undertakes this work under the auspices of the National Offender Management Service or the Youth Justice Board
- 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, particularly through joint work with other Inspectorates.

Code of Practice

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
- for the organisations whose work we are inspecting, keeping to a minimum the amount of extra work arising as a result of the inspection process.

While carrying out our work we are mindful of Ministerial priorities. We work closely with other Criminal Justice Inspectorates through the Criminal Justice Chief Inspectors' Group, and also with Inspectorates involved with work with young people.

The way HMI Probation works

- We seek to be an independent and authoritative source of fair comment on both adult and youth offending work, and on what can be expected of that work
- We focus on work where independent inspection adds value
- Our main core methodology is to examine a representative sample of offender cases and to assess whether each aspect of work was done sufficiently well.
- Among other things, we give an emphasis to assessing the effectiveness of work to keep to a minimum Risk of Harm to the public and to children.

STAFF CONTACT

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