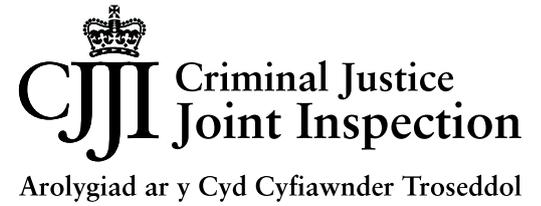
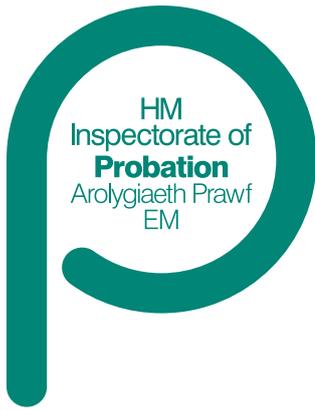


HM Inspectorate of Probation Annual Report 2011–12

Independent inspection of
adult & youth offending work



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SUMMARY

Summary

During 2011–12 HMI Probation:

- continued to make good progress, to schedule, on the longer-term regular inspections of youth and adult offending work:
 - completing the Core Case Inspection Programme of youth offending work, in which we have inspected key aspects of youth offending work in all (now) 158 Youth Offending Teams (YOTs) over the three-year period from April 2009.
 - completing a further 11 inspections under the inspection of adult offending work which is inspecting work in all NOMS Probation Trusts over a three-year period, and is due for completion in Autumn 2012. We also completed 21 inspections of offender management in prisons, jointly with HMI Prisons.
- on joint thematic inspections, published joint thematic reports led by HMI Probation on women in the Criminal Justice System (CJS) and on Multi-Agency Public Protection Arrangements (MAPPA). On youth offending we published a joint thematic report on interventions, and contributed substantially to the joint reports published on healthcare in the community for young people who offend, Local Safeguarding Children Boards in Wales, and on Appropriate Adults and Local Authority Accommodation under the Police and Criminal Evidence Act 1984.
- continued to give a prominent focus in our inspection programmes to the closely related issues of Public Protection and Child Protection (or ‘Safeguarding’) work.
- drew up plans for new inspection programmes to start following the ending of the current regular programmes. The focus of our work will continue to be with assessing the quality and effectiveness of work in a sample of individual cases, regardless of who delivers it. Other main aspects of the new programmes include an enhanced emphasis on outcomes, and on the delivery of interventions.

In her Foreword to the Annual Report, Liz Calderbank the Chief Inspector of Probation notes the proposed changes for probation and youth justice services, particularly those included in the probation review. The review could provide a platform for the work of the probation service in the future, but its success will depend on careful development and implementation of the proposals, particularly those in relation to the management of risk of harm to others, and the role of the offender manager. HMI Probation’s future inspection programmes will take the proposed changes into account. The Inspectorate will remain clear in its purpose to promote work which is purposeful and effective in changing behaviour, reducing reoffending and protecting the public.

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FOREWORD

Liz Calderbank, HM Chief Inspector of Probation



The past year has, for the probation, youth justice services and the Inspectorate alike been dominated by the prospect of change.

The beginning of the year was marked for those of us within the Inspectorate by the retirement of Andrew Bridges, then Chief Inspector. I am therefore very pleased to have the opportunity to pay tribute to his work in this, my first, Annual Report. During his seven-year period as Chief Inspector Andrew had skilfully set the direction for the Inspectorate, ensuring that a particular emphasis was placed on Public Protection.

For probation, much attention in the latter half of the year focused on the probation review published in late March 2012. The review raised a number of issues which are, at the time of writing, still subject to a widespread consultation exercise.

Overall, we welcome the focus given to reducing reoffending and the potential for new ways of working with those who have offended. We believe that the proposals within the review could provide a platform for the future work of the probation service. However, there is still much to determine with respect to implementation. The proposed changes could alter very substantially the future configuration of work with those who have offended and, once made, some aspects of the current service could be lost, possibly irretrievably. The review therefore places a heavy responsibility on us all to get it right.

As always, our focus remains on the protection of the public. It is, as we have said consistently over the years, impossible to eliminate risk altogether when working with those who have offended. A determined or deranged individual cannot always be prevented from committing a Serious Further Offence even if held in custody, but we expect those engaged in working with these individuals to do all that reasonably can be done to keep the risk of harm to others to a minimum.

An individual's risk of harm to others is always liable to change over time. We have some concerns that under the proposals in the review, the management of those who have offended and are assessed initially as being of medium risk of harm to others could be contracted out to a range of different providers. Medium-risk cases are responsible for the majority of Serious Further Offences. We know from our experience of inspection that, when things do go wrong, it is usually because someone has either not recognised factors which could indicate an increasing risk to others, or has not communicated these changes to other relevant workers. Such factors include, for example, the failure to take crucial medication, increased levels of drinking or the resumption of relationships with undesirable associates.

Our inspections have shown that, as the number of workers involved in a particular case increases, so does the potential for poor communication. The role of the offender manager in managing this process is crucial, and the proposals contained within the review will require considerable clarification and development if they are to work well.

The success of the review will rest on its implementation which, in our view, needs to be progressed carefully. It would be regrettable if it were to introduce the same level of fragmentation into work with those who have offended that recent initiatives have tried so hard to address. We are committed to working alongside other colleagues in both the

National Offender Management Service and Probation Trusts, using our experience drawn from inspections, to ensure that this does not happen.

Both the probation review and its sister paper, the review of community sentences, have considerable implications for our inspection processes. Our experience of inspecting, with our colleagues in HM Inspectorate of Prisons, offender management within the prisons has enabled us to highlight inconsistencies in the work of the prisons in reforming inmates. We will continue to pay attention to this important aspect of their work, applying the same expectations of offender management to the prisons as we do to probation services working in the community.

We will, in July 2012, with the inspection of Wales, complete our second programme of offender management inspection. We are currently developing its successor, which will run until 2017 and so will need to be sufficiently resilient to reflect the changes brought about following the probation review. It will cover work undertaken with adults who have offended, regardless of who delivers it, and is being designed to enable us to make comparisons between different providers. Each phase of the inspection will cover a particular area of work and, as always, will focus on the quality of practice. We do not see ourselves as acting in the role of regulators or as monitors of contract compliance, but we do believe that other providers should be subject to the same level of scrutiny as probation services have been in the past. Inspection is the only cost-effective way of providing specific examination of front-line practice. It is also a powerful tool for ensuring consistent quality of service.

Our inspection of work with children and young people who have offended has demonstrated how inspection can promote significant improvements in practice. We completed fieldwork on the Core Case Inspection programme, which covered all 158 Youth Offending Teams, in March 2012, and the final reports will be published in the summer. These inspections took place at a time when many Youth Offending Teams were facing significant reductions in their budgets, the impact of which has still to be realised. Although we concentrated primarily on the work undertaken by Youth Offending Teams to protect the public and reduce reoffending, we saw how changes in society and lack of hope for the future can affect the lives of children and young people; we also saw the importance of the work of other services, such as health and education, in addressing the balance.

We are picking up all of the above issues in our new inspection programmes, much of which will continue to be conducted, as before, jointly with colleagues from the other Criminal Justice and Social Care Inspectorates. In these fast-moving times, it is important that work undertaken with those who have offended is both purposeful and effective in changing behaviour, reducing reoffending and protecting the public. HM Inspectorate of Probation remains clear in its purpose to promote such work.



Liz Calderbank

HM Chief Inspector of Probation



1

THE HMI PROBATION YEAR

Overview

1.1

During the year 2011–12 we carried through all our planned inspection work successfully to schedule. In so doing we made good progress on our longer-term regular inspection programmes of youth and adult offending work:

- we completed inspections under our Core Case Inspection (CCI) of youth offending work - in which we have inspected key aspects of youth offending work in all (now) 158 Youth Offending Teams (YOTs) over the three-year period from April 2009 - carrying out 53 inspections and one reinspection in 2011–12. (More information is in Chapter 3.)
- under our inspection of adult offending work (OMI 2) - in which we are inspecting work in all NOMS Probation Trusts over a three-year period from September 2009 - we completed a further 11 inspections, to schedule. The programme is due to be completed in July 2012. We also completed 21 inspections of offender management in prisons, jointly with HMI Prisons. (More information is in Chapter 2.)

We also developed plans for successor inspection programmes, to start during 2012–13.

1.2

We continued to be strongly involved in thematic inspections, jointly with other Criminal Justice and other Inspectorates, in respect of both adult and youth offending work. On adult work, we published joint thematic reports led by HMI Probation on women in the CJS and on Multi-Agency Public Protection Arrangements (MAPPA). On youth offending we published a joint thematic report led by HMI Probation on interventions, and contributed substantially to the joint reports published on healthcare in the community for young people who offend, Local Safeguarding Children Boards in Wales, and on Appropriate Adults and Local Authority Accommodation under PACE. We will be publishing several further thematic reports early in 2012–13.

1.3

We continued to give a prominent focus in each of our inspection programmes to the closely related issues of Public Protection and Child Protection (or ‘Safeguarding’) work (see Chapter 6). Among other things, we developed further our arrangements to improve the quality of practice in Public Protection and other work through benchmarking the quality of work.

1.4

In total, during 2011–12 we participated in 93 inspections (most of which we led), and in publication of 67 inspection reports. Details of reports published are shown in Appendix D.

1.5

The following chapters set out in more detail our inspection work on each of the programmes referred to above. This chapter describes some main developments on our inspection work in general and the context in which we operate, including our joint work with other Inspectorates. It also refers to our role in providing advice and liaising with interested organisations. It then gives a brief account of some developments in the way we organise ourselves in order to carry out our business.

Chief Inspector of Probation

1.6

Andrew Bridges retired as Chief Inspector at the end of May 2011. Prior to his retirement he gave a valedictory lecture at the University of Oxford on 16 May entitled 'Probation and Youth Offending work: A Tribute to those who do it well'. It was a well-attended and very successful event, with a very thoughtful speech by Andrew reflecting his deep knowledge of probation and youth offending work. The speech is on our website.

1.7

In September 2011, Liz Calderbank was appointed as Chief Inspector on an interim basis.

Purpose of inspection

1.8

We intend that HMI Probation's work should have two main benefits:

- assurance to Ministers and the public that a regime of independent inspection is in place to establish whether or not adult and youth offending work is being delivered effectively
- improvement in the quality and effectiveness of the work we inspect. Inspection work provides the benefit of improvement as and when public services respond to inspection reports.

Core basis of inspection

1.9

The core of our inspection work continues to be 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 was being done sufficiently well with the individual to achieve the required outcomes in each case.

1.10

We also 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, as noted in para 1.3.

1.11

In line with the above approaches, both of the main area inspection programmes include 'headline' scores representing, for key aspects of work, the proportion of the work in the sample which we rated to have been done sufficiently well. For both OMI 2 and CCI, headline scores are produced both for work to minimise risk of harm to others, and work to reduce the likelihood of reoffending. For OMI 2 a headline score for compliance and enforcement is also produced, and for CCI a headline score for Safeguarding (Child Protection) work. We plan that similar 'headline scores' will also be included in our new inspection programmes.

Joint Inspection of the Criminal Justice System

1.12

HMI Probation has continued to play a strong part in work between 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 (available on our website). The large majority of our inspection work in 2011–12 continued to be joint inspection work of one kind or another, working with partner inspectorates in different combinations. During the year we also led work, with HM Crown Prosecution Service Inspectorate, to establish a criminal justice joint inspection website, holding joint thematic inspection reports.

New inspection programmes

1.13

We are drawing up plans for new inspection programmes to start following the ending of CCI and OMI 2 (see also the specific sections below). The focus of our work will continue to be with assessing the quality and effectiveness of work in a sample of individual cases, regardless of who delivers it, and this will be particularly important in the likely future environment of multiple providers. Other main aspects of the new programmes include an enhanced emphasis on outcomes, and on the delivery of interventions. Also, while focusing on practice in individual cases we will also look at whether management, leadership, partnership and commissioning arrangements contribute to good practice.

1.14

In planning for our new inspection programmes, we are also taking into account, and keeping closely in touch with, a number of important developments, particularly in the Government's plans for probation work. These include the development of commissioning arrangements, both locally and nationally; payment by results; the Offender Engagement Programme; the probation review; and the general plans for Transforming Justice.

Communication of our inspection results

1.15

We aim to ensure that our inspection findings are clear and readily accessible. The main means for doing this are our published reports. In this connection we are aware that our published reports may not always have been as clear and accessible as they might be. We are aiming to address this for the new inspection programmes, considering both the content and the format of our reports, to ensure that findings are presented and explained clearly.

1.16

Another means of communicating our findings is through our website. During 2011–12 our site was revised by the Ministry of Justice (MoJ) as part of a general reimplementation of the Justice website, following the structure and navigation arrangements used for the Justice site as a whole. We sought to ensure that the material on the HMI Probation site was clear and accessible.

Budget reductions

1.17

In common with most parts of the public sector, HMI Probation is needing to take its fair share of budget reductions. We are working to a reduced budget in 2012–13 and subsequent years.

Evaluation of inspections by organisations whose work we inspect

1.18

HMI Probation is concerned to keep to a minimum the amount of extra work for the organisations whose work we inspect, arising as a result of the inspection process. In this connection, for each CCI and OMI 2 inspection, the YOT Manager or Probation Chief Executive involved is invited, after the inspection, to complete a short questionnaire for their organisation, with their evaluation of the inspection process.

1.19

Of a total of 48 returns for CCI and OMI 2 (together) available for inspections in 2011–12:

- 96% of the organisations were fully or mainly clear what they needed to do to plan for the inspection
- 98% were, overall, fully or mainly satisfied with the pre-inspection planning arrangements with HMI Probation
- 91% were fully or mainly satisfied with the conduct of the inspection team
- 98% were fully or mainly satisfied that any requests made by inspection staff during the inspection were reasonable
- 94% were, overall, fully or mainly satisfied with the management of the inspection.

Departmental arrangements

1.20

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

Advising and Liaising

1.21

While our main purpose is independent inspection, we also have a significant role in providing advice to Ministers, officials and others. We have continued during 2011–12 to liaise with, and to provide advice to, other bodies with an involvement in Public Protection and Safeguarding work, particularly NOMS, the Youth Justice Board (YJB) and Ofsted. Among other things we are working closely with Ofsted in the development of the joint inspection of Child Protection in England, commencing in 2013, which they will lead.

1.22

We have also worked with the NOMS Agency and the YJB to seek to develop practice improvement through a systematic regime of properly benchmarked self-assessment (making use of HMI Probation's inspection methodology), coupled with independent inspection. We consider that there is a good case for such regimes, particularly in respect of Public Protection. We have also worked directly with Trusts and YOTs to help improve practice on Public Protection and other work, running several practice improvement events.

1.23

As in previous years, we agreed with NOMS that in 2011–12 some of our key results from offender management inspections would be incorporated into the Probation Trust Rating System (PTRS) – the main performance mechanism for Probation Trusts used by NOMS during that year – in order to produce a comprehensive picture of performance across Probation Trusts. We also contributed to some discussion with NOMS of its plans for changes to and rationalisation of the content of PTRS for future years.

1.24

We have continued to participate in the NOMS Audit and Inspection Group, chaired by the NOMS Audit and Corporate Assurance Unit, and comprising other organisations undertaking audit or inspection work involving prisons or Probation Trusts, including the Audit Commission and National Audit Office. Such liaison is helpful in sharing information, and in undertaking joint planning in order to avoid duplication of work, and to help minimise the impact of inspection and audit activity on Probation Trusts.

1.25

As part of our role in providing advice, we have spoken at several conferences on youth offending issues. Julie Fox spoke at the 'Inside Government' event *Children's Services: Inspection and Assessment Forum* on 26 January 2012, and Liz Calderbank spoke at the "Inside Government" conference on *Youth Offending: Early Intervention, Effective Rehabilitation* on 23 February and at the Capita conference 'Future of Youth Justice National Convention' on 28 March.

1.26

Also as part of our role in providing advice, we made a submission, in October 2011 to the Justice Select Committee's inquiry on the future of the Youth Justice Board and Youth Offending Teams. This is available on our website.

1.27

During 2011–12, we continued our involvement in international activity to promote effective probation work. As in previous years, several members of HMI Probation undertook pieces of work in other countries to assist in the development of their probation services. Alan MacDonald is on secondment as a residential twinning advisor leading a European Union funded project to develop the probation service in Albania, supported periodically by other staff from the Inspectorate. Sally Lester made five visits to Albania and has worked with Albanian colleagues to develop a system for assessing adults who have offended. This has involved training staff in the practice of assessment, developing an assessment tool and a training package, and training Albanian staff as trainers. Mark Boother made a visit to Albania, and also undertook a Fulbright Scholarship at the University of Minnesota. Liz Calderbank made two visits to Jamaica as part of a project to assist the Jamaican Government in the review and development of work with children and young people who have offended.

1.28

We also maintained our links with, and continued support for, the European Probation Conference (the CEP).

Accountability and transparency

1.29

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.

Statement of Purpose and Code of Practice

1.30

We consider it important to have a clear and publicly available Statement of Purpose and Code of Practice. These are at Appendix A, and are also available on our website.

Complaints Procedure

1.31

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 (also available on the website) recognises that there may still be occasions where an organisation or individual involved in an inspection wishes to register a complaint. On a number of occasions during 2011–12 concerns and questions about methodology and the wording of reports were raised by organisations involved in the CCI inspection process. HMI Probation discussed the issues in detail with those raising them, and provided explanations of our approach to inspection.

Quality Assurance Strategy

1.32

As an independent Inspectorate, we need to offer assurance that the work we do is carried out to the highest standard, 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.

1.33

Our Strategy for 2012–15 includes ten elements, covering 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 each of our main inspection programmes, and will similarly apply to our new programmes starting in 2012–13. We will continue with this work to ensure the highest quality of our inspection processes.

Diversity

1.34

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 2011–2014. This and other key documents are on our website.

1.35

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, and these are similarly being built into the new programmes. In this connection we 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-group, etc.) can be identified. Aggregate findings from the CCI and OMI 2 programmes to date analysed by diversity characteristics were published in March 2011, and we plan to publish further analyses from CCI and OMI 2 during 2012.

1.36

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 end-2011, of the HMI Probation staff group in total*:

- 47% were female, 53% male
- 3% were from a minority ethnic group, 97% white
- 2% considered that they had a disability within the meaning of disability discrimination legislation, 98% did not
- 9% were lesbian, gay or bisexual, 91% heterosexual
- 20% were aged under 35, 17% aged 35–44, 27% aged 45-54 and 36% were aged 55 or over.

** These proportions exclude respondents who preferred not to answer in respect of a particular characteristic.*

1.37

We continue to work to our Welsh Language Scheme. During 2011–12 we issued a revised version, following agreement by the Welsh Language Board. In this connection we continue to maintain a Welsh language page on our website on Welsh language matters, and to ensure that our Associate Inspector panel includes three Welsh speakers.

1.38

We also carry out diversity impact assessments for the main processes in our regular inspection programmes.

Criminal Records Bureau checks

1.39

Our staff involved in inspections of youth offending work may well have direct contact with children and young people, or at least with records containing personal details on them. For this reason, it is important that all our staff involved – support service staff as well as inspection staff – have an enhanced Criminal Records Bureau (CRB) check. We also consider that the check should relate to contact with vulnerable adults as well as with children and young people. We make arrangements for this accordingly, adhering to the CRB Code of Practice in the way we do this. Our approach is in line with the expectation that we have when inspecting the work of a YOT.

IT facilities

1.40

HMI Probation uses the MoJ IT system. This does not fully meet our requirements while out on inspection fieldwork, and during the year we have discussed with MoJ ways in which the system can be improved.

Staffing

1.41

During 2011–12, five staff joined us and eight left. These changes were mainly in Practice Assessor staff seconded to HMI Probation for a defined period, and also included three retirements.

1.42

We continue to maintain and develop our panel of Associate Inspectors. These people, recruited to the same rigorous standards as our salaried inspection staff, work for HMI Probation on a sessional, fee-paid basis alongside our salaried staff. During 2012–13, two people who had previously been part of our staff group joined the panel.

1.43

HMI Probation is already diverse both in skills and background, and we are committed to maintaining and extending this. This has been helped by Probation Trusts, YOTs and other organisations seconding their staff to us, and we are very grateful for their continuing willingness to do so.

1.44

Our staff group at 31 March 2012 – including also the panel of fee-paid Inspectors – is shown in Appendix C.

Planning Inspection Work and Use of Resources

1.45

In order to monitor clearly how our resources are used to achieve our plans we create a 'budget' of deployable 'inspection hours' and monitor the use of these hours during the year. The HMI Probation Plan for 2011–12 set out specific plans for each of our main types of inspection, including the number of 'inspection hours' to be allocated to each type. As noted earlier, the large majority of our inspection work in 2011–12 – as in the previous three years – continued to be joint inspection work of one kind or another, working with partner Inspectorates in different combinations.

1.46

In reviewing the position at the end of the year, we are pleased to report that we have carried out successfully our planned work for 2011–12, including contributing fully to the CJS Inspectorates' Joint Inspection Programme.



2

INSPECTING ADULT OFFENDING WORK: OFFENDER MANAGEMENT INSPECTION PROGRAMME

Overview

2.1

The three-year Offender Management Inspection (OMI 2) programme, which started in September 2009, has proceeded to schedule. In addition we have continued to work as part of HMI Prisons inspection teams on all their announced inspections of establishments. This year we have extended the scope of our Prison Offender Management Inspection (POMI) programme, which now includes interviews with offender supervisors about their work with individual prisoners.

Delivery of OMI 2

2.2

During the last year we have carried out inspections in 11 Trusts over 17 weeks, spanning the North-West, London, the North-East, and West of Midlands regions.

2.3

As with the previous inspection programme, the emphasis of our methodology has remained on the assessment of individual cases. In most Trusts we have inspected between 100 and 220 cases depending on the size of the Trust. In London our sample consisted of 440 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; achieving and sustaining planned outcomes.

2.4

Prior to April 2011 our reports also included a section on Leadership and Strategic Management, which was based on documentary evidence and interviews with managers, staff and partners from other key agencies. With effect from the North West region we have no longer routinely inspected against the criteria relating to leadership and management. This has substantially reduced the time Trusts spent preparing for an inspection and has enabled us to focus more of our time on the quality of practice. However, we have continued to comment on organisational issues where these appear to support or explain our findings about practice. Our evidence for this commentary is drawn from our in-depth interviews with offender managers about individual cases and how their practice is supported and developed by the organisation.

2.5

At the same time, we revised the section of our inspection tool which examines the achievement of outcomes. We believe that the changes we made have resulted in a more robust methodology and that the results reflect more accurately the practice we have inspected. Our focus is on whether the three key purposes of supervision of sentenced individuals have been achieved – namely:

- to ensure that they comply with the requirements of their sentence
- to reduce their likelihood of reoffending
- to minimise their risk of harm to others.

We have also obtained the views of sentenced individuals, victims and sentencers through questionnaires, but have discontinued our practice of interviewing these groups.

OMI 2 Findings

2.6

In each OMI 2 inspection report we present ‘headline scores’ for the following main elements of offender management work:

- **work to keep to a minimum each individual’s risk of harm to others.** Action to protect the public – the ‘Control’ purpose
- **work to make each individual less likely to reoffend** – the ‘Help’ and ‘Change’ purposes
- **compliance and enforcement work:** work aimed at ensuring the individual serves his/her sentence – the ‘Punish’ purpose

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.

2.7

In assessing these main elements of work as above, cases are assessed on HMI Probation’s defined and published criteria, which are structured into the following three main sections:

- assessment and sentence planning
- implementation of interventions
- achieving and sustaining planned outcomes

We also produce scores for each of these ‘general criteria’.

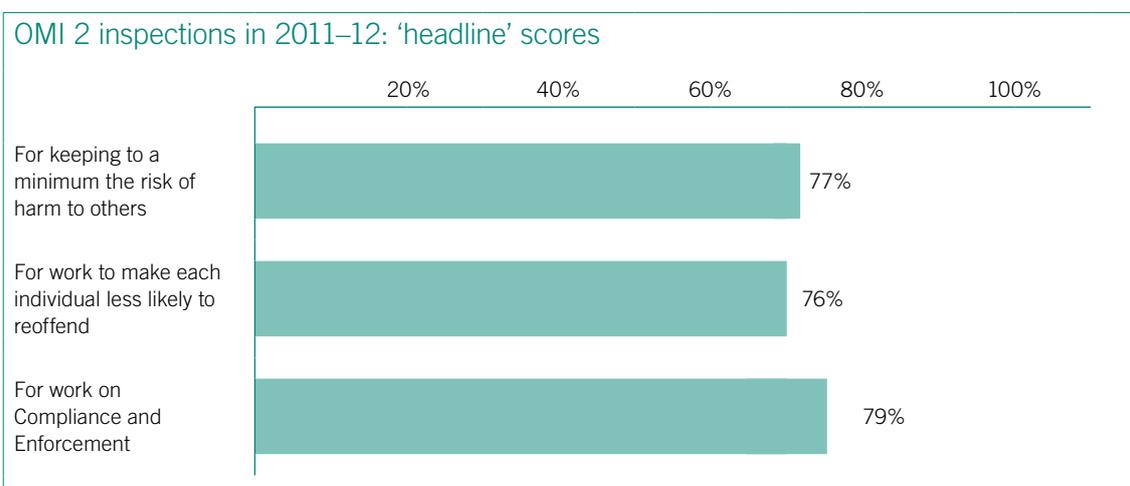
2.8

We have now completed inspections of the Trusts in eight of the English regions. For all inspections in the OMI 2 programme to date, the findings show aggregate ‘headline’ scores:

- for keeping to a minimum the risk of harm to others, of 74%
- for work to make each individual less likely to reoffend, of 73%
- for work on Compliance and Enforcement, of 79%

For OMI 2 inspections in 2011–12 the corresponding figures are:

- for keeping to a minimum the risk of harm to others, of 77%
- for work to make each individual less likely to reoffend, of 76%
- for work on Compliance and Enforcement, of 79%



The ‘headline’ scores for each of the individual inspections in 2011–12 are shown in the table at the end of this chapter.

2.9

The findings for inspections in 2011–12 also show aggregate scores for assessment and sentence planning, implementation of interventions, and achieving and sustaining planned outcomes, of 79%, 78% and 70%, respectively. The figures for the past year have shown an improvement on the previous year, particularly in relation to outcomes.



2.10

Some other key findings for inspections in 2011–12 included the following:

- An accurate OASys risk of harm screening was completed in 79% of cases. Where a full analysis of the risk of harm was required, these were of sufficient quality in 57% of cases. Where they were not good enough, this was commonly because they did not draw sufficiently on all the available sources of information, or failed to consider and take into account previous relevant behaviour.
- Risk management plans were sufficiently thorough in half of the relevant cases we inspected and MAPPA were used effectively in 84% of cases.
- Managers were not effectively involved in assessment and planning to manage the risk of harm in 40% of relevant cases, and in 54% of cases where there were Child Protection issues.
- Interventions were delivered in line with the requirements of the sentence in 82% of cases and in accordance with the sentence plan in 72% of cases.
- The frequency of contact with individuals who had offended met or exceeded the national standard in 92% of cases and in a similar proportion was sufficient to deliver the sentence of the court and to support work to promote the reduction of reoffending.
- For those in custody, offender managers arranged to contribute to sentence planning boards in 71% of cases. There was good communication between offender managers and offender supervisors in 60% of cases.
- Where cases were recalled to prison, 78% were given clear explanations as to the reasons for their recall. In 70% of cases, efforts were made to re-engage the individual with their sentence plan.
- Potential or actual changes in the risk of harm to others were anticipated and identified swiftly in 72% of cases, and acted on appropriately in 66%.
- Where licences and orders contained restrictive conditions, these were monitored fully in 87% and 80% of cases respectively. Approved premises were used effectively to manage the risk of harm in virtually all relevant cases.
- The majority of the victims of cases in our sample were offered the opportunity to provide views on proposed licence conditions and were informed of relevant conditions of release. Where there were relevant events during the individual's sentence, 83% of victims were informed.
- In 83% of cases, offender managers worked to ensure that the individual who had offended retained and developed community ties and relationships during their sentence. In 76% of cases, individuals were assisted in overcoming practical obstacles to community integration and promoting and achieving key life skills.
- In 85% of cases, there was evidence that the offender manager was committed to their work with the individual, motivated and supported them throughout their sentence, and reinforced positive behaviour.
- Arrangements for interventions took account of any diversity factors affecting the individual in three-quarters of cases.
- In 96% of cases, the individual had either complied with the order or licence, or it had been properly enforced.
- In 74% of cases all reasonable action had been taken to keep the risk of harm to a minimum.
- Sentence plan objectives had been fully or partially achieved in 73% of cases.

2.11

Individuals under supervision visiting probation offices shortly before the inspection were invited to complete a survey on their views about supervision.

- the vast majority said that they had a good working relationship with their offender manager.
- 86% said that, when the sentence plan was drawn up, they had felt involved in the process and a similar proportion said that they had discussed their progress with the offender manager.
- when we asked what problems they had been helped with during their supervision, the most frequent answers were accommodation (25% of responses), education/ training/employment (19%), relationships (11%), followed by attitudes to offending (6%) and drug and alcohol use (5% each).
- the work of the probation service had made 96% think about their offending and how they might avoid it in the future.
- 94% had become more aware of the victims of crime and 86% felt less likely to offend in the future.

2.12

The majority of those who gave comments were very positive about the experience of supervision:

"I am aware that I have got capability for a better lifestyle. I can do things without the use of drugs. The link between agencies has given me a positive charge to reach that goal".

"Being on tag has kept me away from town and out of trouble. Realised that I don't need to drink as much to have a good night; looked at ways to drink less when out with friends".

"Better understanding of me and the way I act towards other people! Stepping back and looking at things in general before acting".

"There has been a massive improvement and insight to the ways of domestic violence and the way to deal with these issues and the ways of dealing with my anger issues and a better understanding of how to treat my partner with more respect".

"I now realise that a lot of the things I have done wrong in the past were wrong and will better my self".

2.13

We sent questionnaires to victims of cases who were supervised by the Probation Trusts we inspected, and whose offence required victim contact by probation. 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.

2.14

We also surveyed sentencers, the majority of whom were satisfied with the quality of pre-sentence reports and felt that liaison arrangements between sentencers and the Probation Trust were satisfactory. Most thought highly of the skills of probation staff who work in court, although 20% were concerned that staffing levels in court were not always sufficient.

Local Assessors

2.15

In each inspected Trust we have trained a group of Local Assessors – probation staff who work with us for the duration of the inspection in their area. Feedback about the training was overwhelmingly positive.

2.16

Some typical comments from Local Assessors included:

“Overall excellent training and found it very worthwhile for myself in being clear of benchmark, which I can take back to team to influence practice”.

“All modules delivered were useful and informative. It brought home the importance of gathering relevant information and applying the assessment tool and Case Assessment Guidance associated with this”.

“Well delivered training, good pace and enthusiasm of inspectors was catching - ready to get on with the task now”.

2.17

Feedback from the Local Assessors invariably 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 their skills in post-inspection improvement activity.

Working with other Inspectorates

2.18

Ofsted has continued to play a significant part in the offender management inspections. It has been directly involved in each area inspection, through the observation of Employment, Training and Education (ETE) practice and interviews with the individuals who have offended, staff and managers. We have incorporated Ofsted findings on offender learning and skills into our reports.

Prison OMI

2.19

This year we have joined HMI Prisons on 21 of their announced inspections and have assessed the quality of work being done under Phases II and III of the NOMS Offender Management Model. We have increased the resourcing of these inspections, which has allowed us to extend our methodology to include interviews with offender supervisors about their work with individual prisoners, as well as examining the supporting prison records.

2.20

Our findings about the quality of offender management contribute to the inspection report prepared by HMI Prisons. In addition, where we have inspected a number of cases from one Probation Trust, we have sent our findings separately to the Trust. We have also sent briefing notes to the prison regarding our findings.

2.21

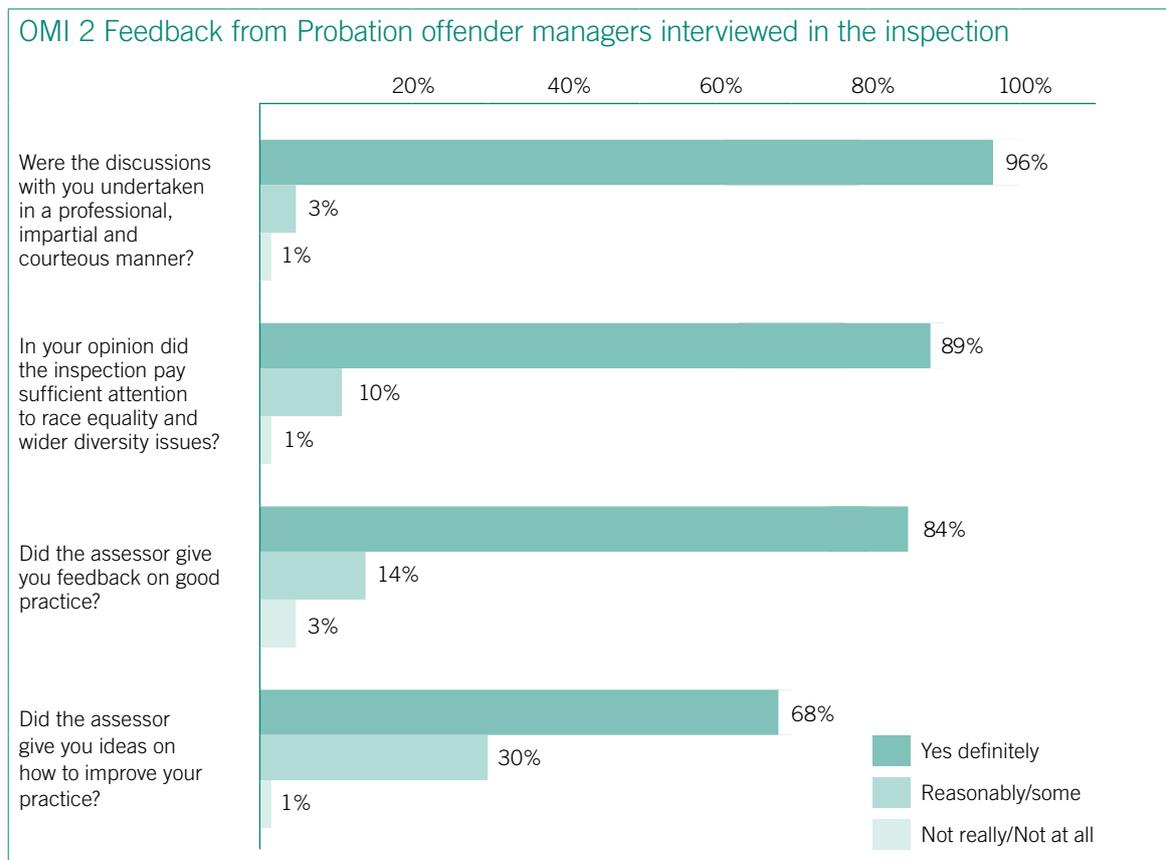
We plan to publish an aggregate report on our findings from 13 Prison Offender Management Inspections early in 2012–13.

How OMI 2 was received by those whose work was inspected

2.22

In the OMI 2 programme we have invited feedback from offender managers interviewed in the inspection. The feedback from those inspections for which information was available at the time this report was prepared was as follows and is positive:

- 749 questionnaires were completed by offender managers involved with the inspections.
- The vast majority of respondents felt that discussions with HMI Probation assessors were *definitely* undertaken in a professional, impartial and courteous manner.
- The inspection *definitely* paid sufficient attention to race equality and wider diversity issues according to 89% of respondents; a further 10% reported that *reasonable* attention was paid to these matters.



2.23

We have also attempted to capture some evidence about the impact of inspection on practice. In 84% of responses the offender manager noted that the assessor *definitely* gave them feedback on good practice; a further 14% reported that they were given *some* feedback on good practice.

2.24

We asked about the work for which they had received praise during the inspection. These included:

“The Sentence Plan objectives were updated to take account of changes in circumstances”.

“Detailed contact logs identifying interventions undertaken”.

“I had thought of different ways of trying to engage with the offender, and persisted with this difficult and complex case”.

In 68% of responses the offender manager said that the assessor had *definitely* given them ideas on how to improve their practice; a further 30% said that they had been given *some* ideas on improvement.

2.25

We asked the offender managers to tell us what they would do differently following the inspection. Their comments included:

“RMP- clearly identify triggers and motivators and ensure these are actively reviewed when reviewing the whole plan”.

“I will pay more attention to incorporating information from interventions into my assessment, for example psychometric scoring and information from programmes such as NSOG to measure thinking and attitudes”.

“Breaking objectives down in sentence planning further to increase focus and improve engagement”.

“I will use other methods of delivery of offence focused work”.

2.26

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. Overall, 34% reported such obstacles. Unsurprisingly, many commented on high workloads, competing demands and staff shortages. Some noted the impact of organisational changes and IT problems.

Work with NOMS and Probation Trusts

2.27

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 NOMS and senior managers drawn from Probation Trusts. We have also contributed to the development of the NOMS QA framework for Trusts.

2.28

Several Probation Trusts have approached us for help in delivering 'benchmarking workshops', usually for senior practitioners or managers. Whilst we have not been able to resource all such requests, we have undertaken three workshops for 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 CAG is 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 undertaken local OMI studies using the guidance and analysis tool available on our website. Further advice is available from HMI Probation.

The Year Ahead

2.29

During 2012–13 we plan to carry out OMI 2 inspections in the remaining five Trusts in Yorkshire & Humberside and in Wales, so completing the OMI 2 programme. In the Metropolitan Trust of West Yorkshire the inspection will take place over a two week period and in Wales we will be inspecting over three weeks; other inspections take place over one week. The final OMI 2 report will be published in autumn 2012. We will also publish further aggregate data from OMI 2, including analyses by diversity characteristics.

2.30

We are developing the new inspection programme on adult offending work which will take account of any changes in the way probation work is delivered following the review of the work of the probation service. The new inspection programme will start in January 2013 and consultation events on the inspection methodology will be held during 2012–13.

OMI 2: 'headline' scores for individual inspections in 2011–12

Trust	Work to keep to a minimum each individual's risk of harm to others	Work to make each individual less likely to reoffend	Compliance and enforcement work
Cumbria	76%	73%	78%
Cheshire	76%	76%	79%
Greater Manchester	77%	75%	77%
Merseyside	79%	78%	82%
Lancashire	77%	78%	78%
London	70%	69%	75%
Durham Tees Valley	83%	82%	84%
Northumbria	81%	82%	86%
Warwickshire	84%	81%	82%
Staffordshire and West Midlands	78%	75%	78%
West Mercia	82%	81%	83%



3

**INSPECTING YOUTH
OFFENDING WORK: CORE
CASE INSPECTIONS**

Overview

3.1

The Core Case Inspection (CCI) programme began in April 2009 and in the year from 01 April 2011 until 31 March 2012 we conducted 53 inspections in the remaining areas in the South-East (5), London (30), East of England (10) and the East Midlands (8) regions. During this period we assessed a total of 2,461 cases, of which 681 (28%) were inspected by Local Assessors.

Characteristics of this total sample:

- 15% were girls and young women
- 85% were boys and young men
- 34% of the children and young people were of black and minority ethnic origin
- 21% of the sample had an identified disability
- 21% of the cases were Looked After Children.

3.2

The CCI programme, part of our wider Inspection of Youth Offending (IYO) work, inspects key aspects of the work of all 158 Youth Offending Teams (YOTs) over a three-year period. The programme focuses on where inspection most ‘adds value’ principally on Public Protection (risk of harm to others and the likelihood of reoffending) and Safeguarding. Our focus is on what happens with individual cases. We assess these cases by examining the written records and interviewing the case manager, talking to them in detail about how work with this child or young person has been conducted.

3.3

For each CCI, we produce headline scores for how well Public Protection and Safeguarding work has been carried out.

Headline Scores for the CCIs

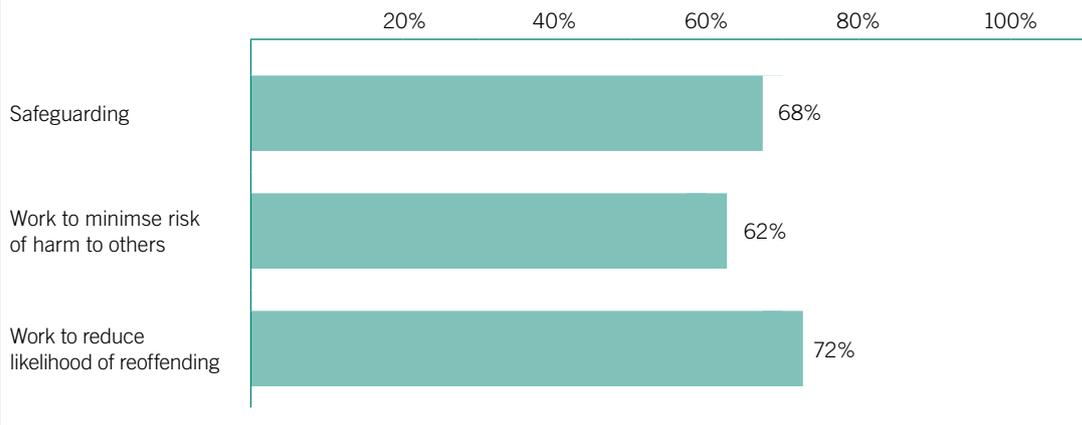
3.4

The following table shows the headline scores across all the CCIs in 2011–12 in aggregate, and also the lowest and highest for individual CCIs (*numbers in brackets are for 2010–11*).

	2011–12 aggregate	Lowest	Highest
Safeguarding Score: the percentage of Safeguarding work that HMI Probation judged to have met a sufficiently high level of quality	68% (71%)	44% (37%)	90% (91%)
Public Protection – risk of harm Score: the percentage of risk of harm work that HMI Probation judged to have met a sufficiently high level of quality	62% (64%)	42% (36%)	86% (81%)
Public Protection – likelihood of reoffending Score: the percentage of likelihood of reoffending work that HMI Probation judged to have met a sufficiently high level of quality	72% (73%)	52% (43%)	88% (87%)

These findings – and particularly those for the risk of harm score – indicate that considerable improvement is still needed by some YOTs.

CCI inspections in 2011–12: 'headline' scores



3.5

Headline scores for each of the individual inspections in 2011–12 are shown in the table at the end of the chapter.

Detailed findings

3.6

As well as producing headline scores for Safeguarding and Public Protection work we also produce scores for the quality of assessment & planning, interventions and outcomes. This is the structure we use when assessing an individual case. The data produced from the cases are aggregated for the individual YOT. For this annual report, the scores across the CCIs during 2011–12 are:

Assessment and Planning

Risk of harm to others – assessment and planning – 67%

Likelihood of reoffending – assessment and planning – 67%

Safeguarding – assessment and planning – 66%

Assessment and planning overall – 67%

Interventions

Protecting the Public by minimising risk of harm to others – 61%

Reducing the likelihood of reoffending – 78%

Safeguarding the child or young person – 74%

Interventions overall – 72%

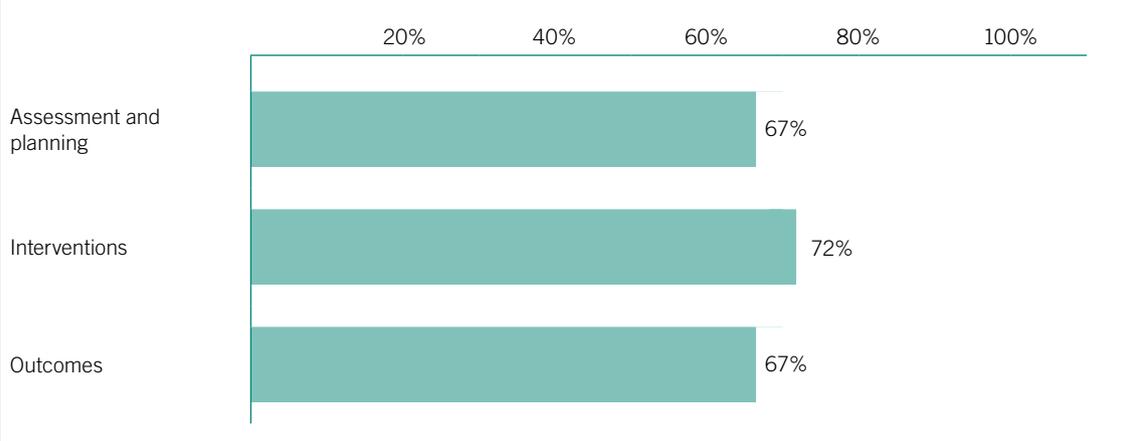
Outcomes

Achievement of outcomes – 62%

Sustaining outcomes – 78%

Outcomes overall – 67%

CCI inspections in 2011–12: general criteria scores



These findings and those in para 3.4 are a little lower than for 2010–11 – largely as a result of lower scores across the London region, although this was also the region with the highest performing YOT. The last two regions have performed very well, but given this is the end of the three-year programme we would have expected to see some improvements over the three-year period.

Main recommendations from CCI reports

3.7

As the results above suggest, a significant area which continues to be important to get right is the assessment. Assessments of young people look at the whole of their lives to identify what has influenced them to commit an offence at this time. It should include the young person undertaking their own self-assessment to identify for themselves what has been going wrong. Many young people are very good at doing this and have considerable insight into what is happening, but sometimes young people are invited to complete this work but it is then ignored in the overall analysis. All this information helps to determine what work is needed to reduce future offending. If the assessment is not right then the work done is less likely to have the desired effect. We have seen some good assessments but sometimes they do not consider all the information known about that child. Subsequently, plans of work may not include the right interventions. The position is similar to a doctor making a diagnosis – if that assessment is not correct then the treatment that follows may not be effective.

3.8

We expect to see that work is reviewed – this is important to check if what is being done is working; are the desired results being achieved? The results we want to see include the completion of the court order, reducing the risk of harm to others (i.e. whether that young person is likely to harm someone else), and/or reducing the likelihood of reoffending. Often we find that reviews either don't take place or are not frequent enough. It is important for both the young person and the worker to pause and see what is working and what isn't – and if necessary to change course.

3.9

We have sometimes seen assessments that have not fully taken account of an individual's risk of harm to others. This has happened especially in London where there are in particular some serious offences and complex young lives. Often this also links to considerable vulnerability – but this may not have been recognised. Some of the plans to manage the risk of harm posed by the young person and to reduce their vulnerability have not been of sufficient quality.

3.10

Another area of work where performance could be better is *effective* management oversight. We are seeing managers looking at the work being undertaken and in some cases asking staff to fill gaps, but sometimes that is as far as it goes. The term 'effective' is very important – is management oversight having an impact on improving the *quality* of work being undertaken with that young person? If it isn't then in our view it isn't effective.

Service User Perspectives

3.11

During 2011–12, 2,189 questionnaires were completed by children and young people involved with YOTs, on their views about YOT supervision.

- 87% of children and young people felt that they were less likely to reoffend as a result of their work with the YOT.
- 62% of children and young people felt that their life had got better because of their work with the YOT.
- 96% of the children and young people stated that the YOT worker had made it easy for them to understand how they could be helped.

Victims' Perspectives

3.12

It is always more difficult to capture victim perspectives, and in particular to obtain a sufficient return to make reliable judgements. During 2011–12, 529 questionnaires were completed by those who had been victims of offending and were involved with YOTs.

- 86% of respondents recorded that they were satisfied with the service they had received from the YOT.
- 92% reported that they had been given an opportunity by the YOT to talk about their concerns about the offence and/or the child or young person who committed the offence.
- 89% said the YOT had paid attention to their safety.

3.13

Some of the comments made by victims included:

"...the restorative justice officer, who liaised with us, ensured that the process was clearly explained and communicated to all parties. She took our needs into account and kept us fully informed throughout"

"I am a little bit worried as I have seen the young person who committed the offence. I am also worried because I think the offender may want to take revenge if he recognises me."

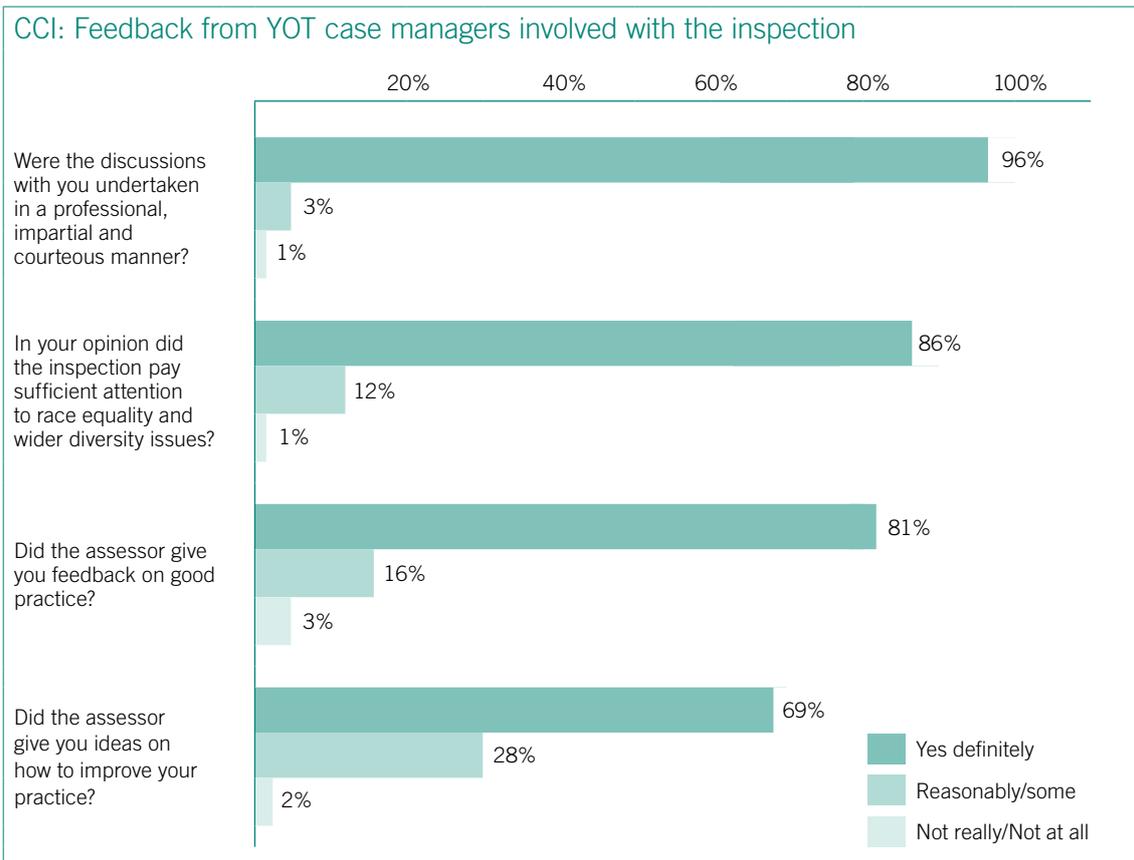
"Communication was very good at all times, extremely happy with service. I think the service should be publicised a lot better on what it can do for the community. The YP did recognise that his actions were wrong"

YOT Case Manager feedback on the inspection

3.14

During 2011–12, 1,008 questionnaires were completed by YOT case managers involved with our inspections.

- 96% of respondents felt that discussions with HMI Probation assessors were undertaken in a professional, impartial and courteous manner.
- 98% of respondents felt that the assessor gave them feedback on good practice.
- 97% reported that they had been advised on how to improve their practice.



3.15

Case managers have commented that they found the inspection interviews helpful for reflecting on and improving their future practice:

“The Inspector raised a number of pertinent issues in relation to risk and vulnerability, which, while detailed/evidenced elsewhere in places, should have been included in the initial assessment”

“How to help practitioners to explore with young people their diversity. For example to explore where they were born, when did they come to live in England, what did they remember about their country of birth and so on”

“To make more use of the plan task goals within the intervention screen”

Role of Local Assessors

3.16

Local Assessors are drawn from the staff of the YOTs in the region in which CCIs are being undertaken. They work alongside HMI Probation staff in the inspection teams but are not involved in inspecting the work of their own YOT. We are grateful for the help we receive from Local Assessors as we could not have inspected such a large sample of cases without their assistance. High quality training has been provided by HMI Probation staff to help assessors understand how to inspect cases - this has given YOTs a valuable resource in developing their own internal quality assurance arrangements. Local Assessors have learnt how to apply our inspection criteria and know the standards expected for work to be judged as sufficient. As with Local Assessors on the OMI 2 programme, the feedback from Local Assessors on CCI has continued to be very positive both about the training they receive and the work they undertake. Many see it as a helpful individual and team development.

3.17

Local Assessors said of the training:

“Excellent two days”

“Overall, very good and helpful training”

“Thanks for the effective training and well presented material... really well paced and challenging”

“Made to feel really welcome and appreciated”

Working with other Inspectorates and the Youth Justice Board

3.18

Throughout 2011–12 we have worked closely with the Youth Justice Board (YJB) and have participated in the Youth Justice Convention and other youth justice conferences.

3.19

As part of the CCI programme, we have established an understanding with the Care Quality Commission (CQC) and work closely with them as they sample a number of YOTs in each of the regions we have inspected. Both our findings are then presented to each region shortly after the end of the last inspection in that region.

Reinspections

3.20

Where we consider the findings of an inspection to be of concern, we reinspect approximately 12 months after the publication of the original report. One such reinspection took place in 2011–12, in North Lincolnshire. The YOT demonstrated considerable improvements in the results of the reinspection.

	Original inspection	Reinspection
Safeguarding Score	37%	84%
Risk of harm Score	36%	81%
Likelihood of reoffending Score	43%	83%

This is excellent improvement in performance in the time between the two inspections.

3.21

In order to support poorer performing YOTs we have delivered an adapted version of our Local Assessor event to those who might most benefit from such work, in order to improve their practice. This has been targeted at managers and senior practitioners as they are the ones who can have most impact on improving the quality of the work. We have delivered five such events this year. We have also worked closely with the YJB who have been able to offer resources to assist those YOTs who have not performed well.

The Year Ahead

3.22

We are currently developing our next inspection programme. This will be risk-proportionate, with decisions about where to go based initially on the national youth justice outcome measures – namely first time entrants, reoffending and custody rates – supplemented by additional information from a variety of sources. From this we will undertake Full Joint Inspections (FJI) in six areas per year and a number of Short Quality Screening visits (SQS).

3.23

Working with Ofsted and the CQC in England, and the Care and Social Services Inspectorate Wales (CSSIW), Estyn and Healthcare Inspectorate Wales (HIW) in Wales, we will undertake joint inspections, based on case assessments but also inspecting elements of management, leadership and partnership work. Each inspection will be bespoke, depending on the issues identified. At least one of the Full Joint Inspections will focus on a high performing area in order to benchmark positive performance, but the others will look primarily at those who are underperforming. Short Quality Screening visits will be to a range of areas and will supplement the information for the determination of FJI visits. We are hoping to retain the involvement of Local Assessors in both. We will continue with our joint thematic inspection programme, but will include a focus on those young people sentenced to custody. In addition, we are participating in a joint inspection led by Ofsted, on Child Protection, planned to start in June 2013.

3.24

We will also publish an aggregate report on the CCI programme as a whole, including analyses by diversity characteristics.

CCI: 'headline' scores for individual inspections in 2011–12

Area	Safeguarding	Public Protection – risk of harm score	Public Protection – likelihood of reoffending score
Bracknell Forest	79%	73%	74%
Kent	59%	53%	68%
Wokingham	82%	72%	79%
Wessex	55%	56%	64%
Isle of Wight	68%	79%	68%
Havering	58%	54%	69%
Merton	53%	46%	62%
Hounslow	51%	47%	66%
Islington	47%	53%	55%
Enfield	75%	66%	73%
Tower Hamlets and City of London	64%	49%	71%
Barking and Dagenham	75%	65%	86%
Hillingdon	52%	47%	63%
Brent	65%	59%	62%
Kingston Upon Thames	71%	75%	73%
Harrow	45%	43%	53%
Barnet	54%	52%	63%
Bexley	64%	51%	66%
Ealing	64%	59%	67%
Greenwich	44%	42%	56%
Hackney	47%	43%	58%
Redbridge	80%	69%	83%
Newham	55%	46%	60%
Richmond-upon-Thames	78%	69%	75%
Camden	90%	86%	84%
Bromley	81%	75%	82%
Lambeth	50%	42%	52%
Lewisham	75%	68%	80%
Wandsworth	58%	47%	64%
Southwark	66%	64%	69%
Croydon	65%	56%	72%
Haringey	62%	57%	61%

West London	77%	61%	74%
Waltham Forest	68%	62%	73%
Sutton	80%	76%	82%
Thurrock	75%	67%	76%
Hertfordshire	60%	49%	67%
Cambridgeshire	83%	73%	85%
Suffolk	83%	79%	83%
Peterborough	83%	77%	86%
Bedfordshire	77%	63%	76%
Luton	75%	73%	78%
Norfolk	70%	62%	75%
Essex	73%	68%	77%
Southend	85%	73%	88%
Leicestershire	69%	63%	71%
Northamptonshire	80%	68%	76%
Derbyshire	78%	72%	79%
Nottingham City	81%	72%	78%
Leicester City	62%	49%	68%
Lincolnshire	79%	72%	85%
Derby City	65%	62%	69%
Nottinghamshire	78%	73%	80%



4

INSPECTING OFFENDING WORK: JOINT THEMATIC INSPECTIONS

Overview

4.1

We have worked throughout this year with Criminal Justice and other Inspectorates across England and Wales on a range of thematic inspections. Some of this inspection work focuses on just adult offending work, some of it solely on youth offending work, and some on both.

4.2

These inspections have enabled us to look specifically at identified areas of work and involved detailed examination of practice as well as the strategic leadership and partnership arrangements that support such work. All contained recommendations for improvement, and formed part of the Criminal Justice Joint Inspection Business Plan 2010–12.

Thematic inspections 2011–12

4.3

As part of the youth offending thematic inspection programme we published our report on interventions in YOTs, *To get the best results*. We led inspections examining the work of YOTs with children who are looked after by the local authority and are accommodated away from their home area and on the transition of young people from YOTs to adult services. Reports on these inspections will be published later this calendar year.

4.4

We also supported inspections on: Appropriate Adults and the availability of accommodation under the Police and Criminal Evidence Act 1984, Restorative Justice and the effectiveness of the Local Safeguarding Children Boards in Wales. With the exception of the report on Restorative Justice all these reports were published in 2011–12. In addition, we published an aggregated findings report with the Care Quality Commission (CQC) on healthcare provision in YOTs.

4.5

With regard to the joint thematic programme on adult offending work, we published the reports on our inspection of work with women offenders, *Equal but different?* and on Multi-Agency Public Protection Arrangements (MAPPA), *Putting the pieces together*. We also led inspections on Electronic Monitoring and supported inspections on issues related to disability hate crime and on work aimed at improving the efficiency of the Criminal Justice System, all of which are to be published in 2012–13.

The IYO Thematic Inspection Programme

To get the best results: A joint inspection of Offending Behaviour, Health and Education, Training & Employment Interventions in Youth Offending work in England and Wales.

4.6

We conducted this inspection jointly with the CQC, Estyn, Healthcare Inspectorate Wales and Ofsted. We visited six YOTs in England and Wales and examined individual cases where thinking and behaviour or attitudes to offending, health and education, training & employment issues had been identified as being linked to offending. We spoke with young people about their experiences of the services they had received and also with practitioners and managers, along with representatives from partner agencies.

4.7

We found that strategically, both nationally and locally, not enough attention was being given to the planning, delivery and evaluation of interventions that tackle offending behaviour. YOTs needed to access and make more use of information about 'What Works' in making interventions more effective. We found that although YOTs sometimes achieved some success in practice they were often not clear themselves how they had achieved this. Better understanding of the information and research would enable them to achieve better results in future.

4.8

The report was published in June 2011 and contained the following recommendations:

The Department for Education, the Department of Health, the Welsh Assembly Government, the Ministry of Justice and the Youth Justice Board should ensure that:

- YOTs have adequate information to support local decision-making on implementing, delivering and evaluating effective offending behaviour, health and education, training & employment interventions.

Youth Offending Team Management Boards should ensure that:

- their YOT analyses how much of each intervention is needed locally, and delivers those interventions
- capacity planning and implementation arrangements support interventions delivery
- they specify the outcome measures used to quantify progress made through their offending behaviour, health and education, training & employment interventions
- interventions are evaluated, and the results are used to inform improvements in service developments.

Youth Offending Team Managers, provider trusts, health managers and Local Authorities should ensure that:

- YOT staff have relevant training and support to enable them to deliver interventions in the ways in which they were intended
- intervention planning, where appropriate, integrates offending behaviour, health and education, training & employment issues.

Re:Actions: A third review of healthcare in the community for young people who offend

4.9

This review led by the CQC with support from HMI Probation (as part of the main core inspection programme of youth offending work) was designed to find out what had changed in the provision of healthcare services in the community for children and young people who have offended or are likely to offend, since the last review, published in *Actions Speak Louder* (2009). For this review, information was drawn from the CQC inspections and questionnaires over five of the nine English regions.

4.10

The report was published in July 2011 and concluded that considerable progress has been made since the last review to effectively identify and address health needs for children and young people who have offended, or are likely to offend. Almost all YOTs now have relevant service level agreements which usefully underpin the joint work with health services, and most had been reviewed and updated. In addition, the average contribution by health to YOT budgets had increased.

4.11

Improvement was not apparent everywhere and the review concluded that in order to enable better health outcomes for young people who offend or who are likely to offend, YOTs, primary care trusts (or their future equivalent) and other relevant agencies or organisations involved with this group of young people should ensure that:

- the resourcing of health provision in YOTs is better planned, targeted and allocated.
- improvements to health provision in the YOT are based on high-quality health information that is gathered from different sources.
- each young person has an appropriate assessment of their physical health needs.
- health and offending behaviour intervention plans are well integrated.
- there is a greater use of family-based work and home visits by health workers.
- health practitioners and YOT case managers share relevant information in relation to both custody and community settings.
- YOT case managers' and health practitioners' joint outcome measures include the impact of health contributions on offending behaviour.

Joint Inspection of Local Safeguarding Children Boards in Wales

4.12

In 2008, the Care and Social Services Inspectorate Wales, Estyn, Healthcare Inspectorate Wales, HMI Probation, and HM Inspectorate of Constabulary all gave a clear commitment to resource a joint national inspection of LSCBs to reinforce the multi-agency nature of Safeguarding and Child Protection. A significant programme of work followed across the inspectorates to develop a shared inspection framework for LSCBs. The inspection, commissioned by CSSIW, initially evaluated the effectiveness of the 19 LSCBs in Wales using a framework of self-assessment and an improvement tool. This was followed up by joint fieldwork in seven local authority areas (a pilot plus six).

4.13

The report was published in October 2011 and concluded that statutory agencies, organisations, managers and professionals were working hard individually and collectively to do what is the very demanding, complex and difficult work of Safeguarding and protecting children. Despite this, generally LSCBs were not effectively fulfilling their responsibilities as set out in Section 31(1) of the Children Act 2004. Fundamentally, they had difficulty in demonstrating how they were improving outcomes for children. There was no single or simple explanation for this situation as there were many factors which contribute to the success or failure of LSCBs.

4.14

The report set out a number of ways in which LSCBs could be improved including the way they are led, governed and resourced and how they hold the relevant agencies to account.

Joint inspectorates' review of inter-agency arrangements and practice to safeguard and protect children in Pembrokeshire

4.15

During the CSSIW and Estyn joint investigation into the handling and management of allegations of professional abuse and the arrangements for Safeguarding and protecting children in education services in Pembrokeshire County Council in June 2011, concerns emerged about the effectiveness of inter-agency Child Protection practice. As a result a decision was taken to undertake a joint review of inter-agency Child Protection practice by the Inspectorates which had been involved in the review of LSCBs in Wales. The involvement of HMI Probation was limited to providing some background information.

4.16

Published in November 2011, the review made a number of recommendations about how the management of allegations of professional abuse could be improved. A follow-up inspection is planned.

Who's looking out for the children? A joint inspection of Appropriate Adult provision and children in detention after charge

4.17

This inspection was led by HM Inspectorate of Constabulary with support from HMI Probation, the Care Quality Commission, the Healthcare Inspectorate Wales and the Care and Social Services Inspectorate Wales. Ofsted provided advice and consultancy. The inspection sought to assess the quality of service provided by Appropriate Adults and the extent to which children and young people were transferred to local authority accommodation rather than being detained in police cells after charge.

4.18

The inspection found that the procedure did not always consider the needs of the children and young people. It was apparent that the role of the Appropriate Adult had evolved over time to become increasingly focussed on process, rather than safeguarding the interests of the child and promoting their welfare. Overall, the lack of clarity about both the role of the Appropriate Adult and the arrangements whereby a child or young person could be transferred to local authority accommodation meant that children and young people were spending longer in an unsuitable and potentially detrimental environment than was needed. The system put in place to protect their interests was not working.

4.19

The report was published in December 2011 and contained a number of recommendations to improve the situation. These included the need to improve information flows and the quality of Appropriate Adult provision. There was also an acknowledgement of the need to develop effective strategic partnerships amongst agencies working with children and young people. Of particular relevance was the position of 17 year olds because under all other United Kingdom law and United Nations Conventions, a child or young person is considered to be up to 18 years old. However, in a police station, a 17 year old is an adult.

Joint Thematic Inspections on Adult Offending Work

Equal but different? An inspection of the use of alternatives to custody for women offenders

4.20

We conducted this inspection with HM Crown Prosecution Service Inspectorate and HMI Prisons. Its purpose was: to consider the extent to which non custodial options were put forward and taken up in respect of women offenders.

4.21

The inspection was based on fieldwork undertaken in six Probation Trusts and involved the examination of 107 case files on women who had offended and a number of pre-sentence reports.

4.22

We found much to praise during the inspection. Probation Trusts had developed a sound strategic framework for working with women who had offended. Funding had been made available to support the work undertaken and develop new initiatives. The women's community centres, in particular, offered a great resource for women likely to offend or reoffend. Despite these efforts, in our view the size of the female prison population was still a matter of concern. Too many women are still serving short prison sentences, often for breach of community orders imposed for offences which would not normally of themselves have attracted a custodial sentence. Although, during the course of the inspection, we saw excellent examples of work with women who have offended, we were disappointed by some offender managers' approach; too often, they allowed process and performance measures to dominate their thinking and lacked the awareness and underpinning knowledge to work with women effectively.

4.23

The report, published in October 2011, set out the following recommendations to address the deficiencies in practice:

Probation Trusts should:

- continue to maintain an additional focus on women in order to embed strategic developments in operational delivery through the development of effective outcome measures supported by monitoring, evaluation and managerial oversight
- enter into a dialogue with their Local Criminal Justice Boards (or equivalent) and the Police and Crime Commissioners, when established, to ensure that the nature and extent of women's involvement in the criminal justice system locally is recognised through the collection and examination of appropriate gender-related data
- work with Local Criminal Justice Boards, Community Safety Partnerships, the new Health and Wellbeing Boards and the Police and Crime Commissioners, when established, to engage with providers and coordinate a joint local approach to reducing reoffending by women
- discuss with women's community centres their respective roles to establish clear referral criteria and effective channels of communication and make best use of the facilities available to bring about a reduction in offending by women
- explore the opportunities to establish viable women-specific provision for both unpaid work and offending behaviour programmes, working across Trusts where appropriate
- expedite training for practitioners and other relevant staff on working with women who have offended, paying particular attention to developing their staff's professional judgement in relation to compliance and enforcement.

Women's community centres should:

- demonstrate the tangible benefits for women in attending the centre through the collection of appropriate supporting data.

Putting the pieces together: An inspection of Multi-Agency Public Protection Arrangements

4.24

Together with HMI Constabulary we visited six areas and looked at a sample of 54 cases managed through MAPPA. We examined the referral process and the plans to manage these offenders in the community drawn up at the MAPPA meetings. We then assessed the extent to which the agencies involved with those who had offended took action and coordinated activity in response to the decisions made at the meetings. We also carried out a separate audit of the Violent and Sexual Offender Register (VISOR), the database that contains information about most MAPPA eligible offenders.

4.25

During the inspection we found numerous examples of information exchange between agencies, the effective control and restriction of individuals who had offended and a commendable commitment to work with difficult and intractable individuals. Despite this, we took the view that the MAPPA needed to evolve and change. Greater clarity was required in identifying the role of the lead agency in each case, along with more sophistication in risk management planning and improved recording of actions. The most fundamental change required, however, was for Public Protection activity to move from being primarily centred on the exchange of information about an individual who had offended to the *active* management of that individual through the multi-agency framework. When the arrangements worked, it was because all the agencies had put the pieces of information together, assessed the level of risk and managed the individual collaboratively.

4.26

The report published in November 2011 outlined the following recommendations to improve the quality of MAPPA:

The Strategic Management Board should ensure that:

- organisations working within MAPPA are held to account through the MAPPA chair for their actions regarding offenders subject to MAPPA.

Chairs of level 2 and 3 MAPPA meetings should ensure that:

- a lead agency is clearly identified for every case and takes primary responsibility for managing the case
- a comprehensive risk management plan, specifying how the agencies involved will work together to manage the risk of harm presented by the individual, is drawn up in every case and reviewed where necessary
- strategies are drawn up to minimise the risk of harm presented by the individual in the longer term when no longer subject to MAPPA
- minutes of all MAPPA meetings are timely, clear and provide an accurate record of decisions and actions agreed.

The Year Ahead

4.27

In the first part of 2012–13 we are publishing the reports of inspections we led on electronic monitoring, the transition of cases between YOTs and adult services, and on work with Looked After Children who are accommodated away from their home area.

4.28

We will continue to work collaboratively with other Inspectorates and are planning to lead a number of thematic inspections in 2012–13. These include inspections on sexual offending by children and young people and on children and young people sentenced to custody. We are also planning to lead inspections on work with life sentence prisoners, with high demand families, and with individuals who have offended and who have been diagnosed with learning disabilities or difficulties. In addition, we have agreed to undertake an inspection of probation victim contact arrangements and we will undertake a scoping study to identify options for the inspection of Integrated Offender Management arrangements.

4.29

We will also support other joint inspections examining resettlement (including of both adults and young people), disability hate crime, value for money and efficiency in the CJS, the Victim experience, and a scoping study on arrangements to support local accountability.

4.30

During the year we will also work to identify possible subjects for inspection in subsequent years and this is likely to include inspections examining the offending behaviour of girls and how effectively young people who have committed violent crime are managed.

4.31

Details of joint inspections and of the Criminal Justice Joint Inspection Programme are given in the Joint Inspection Plan 2012–14 available on our website.



5

PUBLIC SAFETY

Overview

5.1

The inspection of Public Protection and Safeguarding work continues to have a particular focus in our core inspection programmes (offender management and youth offending). By looking at the quality and timeliness of all the individual tasks which go to make up good Public Protection work, we assess whether staff are doing all that they reasonably can to keep to a minimum each individual's risk of harm to the public. We place particular emphasis on work to protect the public and children and young people from harm since these two closely related aspects of work – which on occasions attract considerable public concern – cannot be easily measured by any means other than independent inspection.

Headline scores in core case inspection programmes

5.2

Reflecting our focus on Public Protection and Safeguarding work, both the Offender Management Inspection 2 (OMI 2) and CCI core programmes include (as noted elsewhere in this report) 'headline' scores representing the proportion of risk of harm work in the sample which we rated to have been done sufficiently well. The CCI also similarly includes a headline score for Safeguarding work. In the OMI 2 programme, our emphasis is on the risk of harm to others: hence, in relevant cases, our focus is on Child Protection, rather than on the broader aspects of child Safeguarding.

Practice Improvement and other work

5.3

During 2011–12 we have worked with several Trusts and YOTs to help improve practice on Public Protection and other work, by providing an opportunity for staff to be able to compare their own practice to a nationally established benchmark. We have also continued to work with NOMS and with the YJB to establish a shared understanding about what makes for good Public Protection work. As noted in Chapter 2, we have also continued to work with NOMS through participation in the Quality Assurance panel for Serious Further Offence reviews.

The Year Ahead

5.4

We will continue our emphasis on public safety issues in the new programmes, both on adult and youth offending. Among other things the new programmes will continue to include high level scores for public safety work.

5.5

Specific pieces of work in 2012–13 will be our involvement in the joint inspection of child protection in England, led by Ofsted, to be developed during 2012–13 and implemented from mid-2013, and our continuing work with the Welsh inspectorates to promote child safety in Wales (see paras 4.12–4.16), which includes our participation in a follow-up inspection.

HM
Inspectorate of
Probation
Arolygiaeth Prawf
EM

HM Inspectorate of Probation

Independent inspection of adult and youth offending work

Plan 2012 – 2013

April 2012 – March 2013

6

LOOKING AHEAD

Our General Approach

6.1

Our underlying general approach for 2012–13 will continue, as in previous recent years, to be the assessment of the quality and effectiveness of adult and youth offending work in a representative sample of particular cases. We will continue to judge how often particular aspects of work were done sufficiently well with each individual in a representative sample of cases.

6.2

We will continue to adopt this approach across all our inspections, both those solely-owned and those jointly-owned with other Inspectorates.

6.3

We continue to reference our work against the ten Principles for Inspection (2003), though we continue to apply them with particular care in the specific Criminal Justice System context. These are set out in Appendix B along with the statement as to how in specific terms we meet them.

Work programme for 2012–13

6.4

Our inspection work programme for 2012–13 has the following main elements (described in more detail in earlier chapters):

Inspecting adult offending work

- Five inspections under the Offender Management Inspection (OMI 2) programme, to complete the programme in Autumn 2012. We will also work jointly with HMI Prisons to inspect the quality of offender management work inside each of the prison establishments where HMI Prisons undertake a full inspection in 2012–13.
- development of and consultation on the new inspection programme of adult offending work.

Inspecting youth offending work

- The initial set of Full Joint Inspections and a series of Short Quality Screenings, starting from September 2012.

Thematic inspections

- Completion and publication, with other Inspectorates, of the joint thematic inspections coordinated by HMI Probation on:
 - electronic monitoring
 - the transitions of cases between youth offending and probation arrangements
 - restorative justice
 - work with Looked After Children who are accommodated away from their home area
 - work with children and young people convicted of sexual offences.
- Taking forward planned joint inspections, led by HMI Probation, on:
 - life sentenced prisoners
 - work with people who have offended and who have learning disabilities and difficulties
 - high demand families.

- scoping studies on:
 - a review of victim contact work
 - options for the inspection of Integrated Offender Management
 - an inspection of arrangements to support local accountability.
- Support to other joint inspections examining resettlement (both of adults and young people), disability hate crime, ‘Value for Money’ and efficiency in the CJS, and the Victim Experience.

‘Public safety’ work (ie. work to protect the public and to protect children)

- Working with Ofsted to develop plans for the inspection of Child Protection which they are leading, which will start in June 2013.
- Undertaking any specific reviews or inquiries requested by Ministers or others.

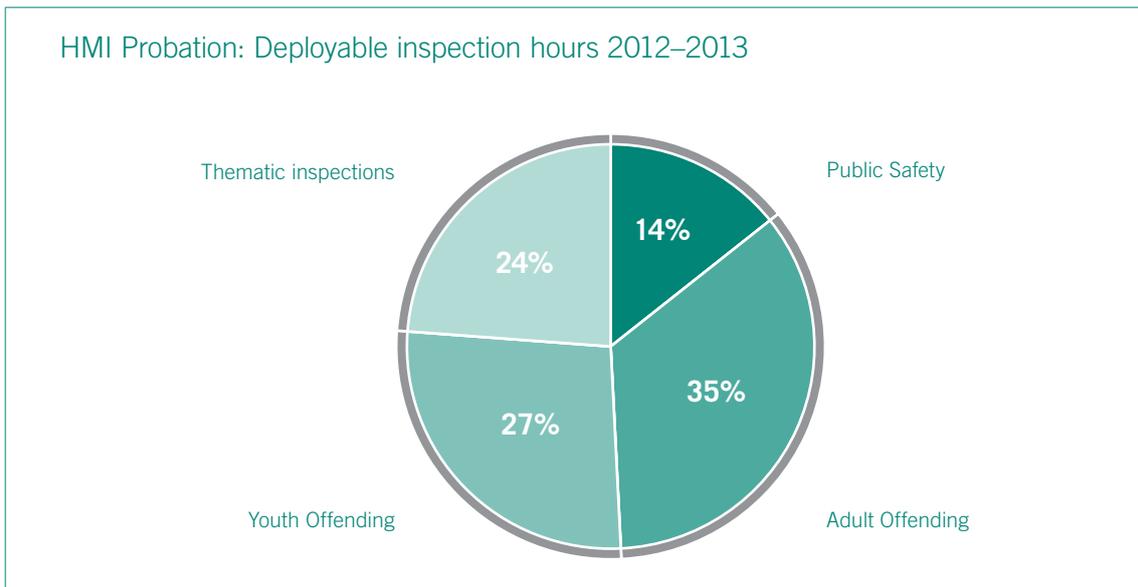
Allocation of Resources in the future

6.5

We have created a ‘budget’ of 31,500 deployable ‘inspection hours’ for 2012–13 and have allocated them as follows:

Adult offending	11,000
Youth offending	8,500
Thematic inspections	7,500
Public safety	4,500
Total	31,500

Accordingly, work on the adult offending programme will take 35% of our deployable hours, and work on the youth offending programme 27%.



The large majority of our inspection work in 2012–13 will continue to be joint inspection work of one kind or another, working with partner Inspectorates in different combinations.

HMI Probation costs

6.6

Our projected cost per deployable inspection hour for 2012–13 will be £118, the same as in 2011–12.

Summary

6.7

By the end of March 2013, we will have completed our schedule of inspections, including our contribution to the Joint Inspection Programme, on time, to budget and to a good standard.

In carrying out this work, we will have both provided assurance to Ministers and the public and contributed to the longer-term improvement in the quality and effectiveness of work with adults and young people who have offended.



Appendices

Communitree, Anon, HM Prison Cookham Wood,
Bronze Award for Oil or Acrylic 2011

APPENDIX A

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 adults, children and young people who have offended 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 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 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 with work with young people.

APPENDIX B

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 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, and we also take feedback at regional events. 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 C

HMI PROBATION STAFF AS AT 31 MARCH 2012

HM Chief Inspector

Liz Calderbank

HM Assistant Chief Inspectors

Julie Fox

Sally Lester

Peter Ramell

Andy Smith

HM Inspectors

Jane Attwood

Mark Boothe

Vivienne Clarke

Helen Davies

Bobbie Jones

Yvonne McGuckian

Ian Menary

Joy Neary

Caroline Nicklin

Richard Pearce

Anne Proctor

Helen Rinaldi

Tony Rolley

Nigel Scarff

Joseph Simpson

Les Smith

Steve Woodgate

Practice Assessors

Lise Bird

Ian Cavanagh

Helen Morton

Melanie Peace

Katie Ryan

Cliff Warke

Associate Inspectors (fee paid)

Helen Boocock

Sheila Booth

Rose Burgess

Paddy Doyle

Krystyna Findley

Martyn Griffiths

Keith Humphreys

Martin Jolly

John Llewellyn-Thomas

Iolo Madoc-Jones

Vivienne O'Neale

Eileen O'Sullivan

Ian Simpkins

Dorothy Smith

Rory Worthington

Support Services

Programme Manager

Andy Bonny

Head of Administration

Penny Rickards

Corporate Services

Pippa Bennett (Manager)

Jane Regan

Stephanie Olarewaju

Finance Team

Charles Luis (Manager)

Siobhan Fallous

Publications Team

Alex Pentecost (Manager)

Christopher Reeves

Head of Information and Operations

Kevin Ball

Inspection Support Team

Robert Turner (Manager)

Zoe Bailey

Andy Doyle

Robbie Piper

Information Team

Oliver Kenton (Manager)

Stephen Hunt

Press and Media Relations Manager (shared with HMI Prisons)

Jane Parsons

APPENDIX D

REPORTS OF INSPECTIONS OF PROBATION AND YOUTH OFFENDING WORK PUBLISHED IN 2011–12

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

Offender Management Inspection 2 (OMI 2) reports:	Date Published
Dorset	May 2011
Devon & Cornwall	May 2011
Cumbria	July 2011
Cheshire	August 2011
Greater Manchester	September 2011
Lancashire	October 2011
Merseyside	October 2011
London	February 2012
Durham Tees Valley	February 2012

Inspection of Youth Offending: Core Case Inspection (CCI) reports	Date Published
Shropshire, Telford & Wrekin	April 2011
Warwickshire	April 2011
Worcestershire & Herefordshire	April 2011
Birmingham	May 2011
Hartlepool Reinspection	May 2011
Solihull	May 2011
Wolverhampton	May 2011
Bournemouth & Poole Reinspection	June 2011
Medway	June 2011
Milton Keynes	June 2011
Slough	June 2011
Oxfordshire	June 2011
Windsor & Maidenhead	June 2011
Buckinghamshire	June 2011
East Sussex	June 2011
West Sussex	June 2011
Brighton & Hove	June 2011
Reading	June 2011
Surrey	June 2011
West Berkshire	July 2011

Bracknell Forest	July 2011
Kent	August 2011
Wokingham	August 2011
Isle of Wight	August 2011
Wessex	August 2011
Havering	August 2011
Merton	September 2011
Islington	September 2011
Enfield	September 2011
Hounslow	September 2011
Tower Hamlets & City of London	September 2011
Barking & Dagenham	October 2011
Hillingdon	November 2011
Brent	December 2011
Kingston-upon-Thames	December 2011
Harrow	December 2011
Barnet	January 2012
Bexley	January 2012
Ealing	January 2012
Greenwich	January 2012
Hackney	February 2012
Redbridge	February 2012
Richmond-upon-Thames	February 2012
Newham	February 2012
Bromley	March 2012
Camden	March 2012
Lambeth	March 2012
Lewisham	March 2012
Wandsworth	March 2012
Croydon	March 2012
Southwark	March 2012

Joint Thematic Inspection reports:	Date Published
<i>To get the best results:</i> A joint inspection of Offending Behaviour, Health and Education, Training & Employment Interventions in Youth Offending work in England and Wales	June 2011
A joint inspection: <i>ReActions</i> – A third review of healthcare in the community for young people who offend	July 2011
Joint Inspection of Local Safeguarding Children Boards in Wales	October 2011
<i>Equal but different?</i> An inspection of the use of alternatives to custody for women offenders	October 2011
<i>Putting the pieces together</i> - An inspection of Multi-Agency Public Protection Arrangements	November 2011
Joint inspectorates' review of inter-agency arrangements and practice to safeguard and protect children in Pembrokeshire	November 2011
<i>Who's looking out for the children?</i> A joint inspection of Appropriate Adult provision and children in detention after charge	December 2011

APPENDIX E

HMI PROBATION BUDGET FOR 2011–12

	Total budget for Year (£)
Staff salaries	2,851,000
Fee paid staff	230,000
Travel and subsistence	490,000
Manchester office accommodation	129,000
Training	45,000
Development costs	10,000
Printing and other office costs	145,000
IT and telecommunications	112,000
Total expenditure	4,012,000
Income	164,000
Net expenditure budget	3,848,000

Anyone who wishes to comment on an inspection, a report or any other matters affecting the Inspectorate, should write to:

HM Chief Inspector of Probation

6th Floor, Trafford House
Chester Road, Stretford, Manchester M32 0RS

Copies of all inspection reports are available on the HMI Probation website at www.justice.gov.uk/about/hmi-probation

A Welsh language version of this Annual Report is also available from this website.

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Dylai unrhyw un sydd am wneud sylwadau am arolygiad, adroddiad neu unrhyw fater arall sy'n effeithio ar yr Arolygiaeth, ysgrifennu at:

HM Chief Inspector of Probation

6th Floor, Trafford House
Chester Road, Stretford, Manchester M32 0RS

Mae copïau o bob adroddiad arolygu ar gael ar wefan Arolygiaeth Prawf EM yn www.justice.gov.uk/about/hmi-probation

Mae fersiwn Gymraeg o'r Adroddiad Blynyddol hwn argael o'r wefan hon hefyd.
h Hawlfraint y Goron

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