

# **HM Inspectorate of Probation for England and Wales**

Independent inspection of adult and youth offending work

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## **Plan 2015 – 2016**

April 2015 – March 2016

## Our 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 on the effectiveness of work with adults and children who have offended. This is aimed at reducing reoffending, protecting the public, and improving the wellbeing of children at risk of reoffending, whoever undertakes this work. We inspect the quality and impact of services provided, and make recommendations designed to enable providers to continually improve the effectiveness of their services.

## Values

<i>Integrity</i>	We work in an independent, honest, open, professional, fair and polite way.
<i>Accountability</i>	We are reliable and stand by the evidenced conclusions we reach. We will always fully account for our actions.
<i>Effectiveness</i>	We report and publish inspection findings and recommendations for improvement, focused on service practice quality and impact, in good time and to a high standard. We check the impact of our inspections. We disseminate widely to enable improvement across England and Wales.
<i>Inclusion</i>	We promote attention to diversity in all aspects of our work, including within our own employment practices and organisational processes and are committed to pursuing equality of outcomes for all.

## 1. Introducing this plan:

During the 2015/2016 period we will deliver a programme of Inspection that will test the effectiveness of probation and youth justice work and aid the improvement of services. We will continue all the programmes of inspection that we are currently pursuing. Our current methodology for assessing the quality of practice will increasingly incorporate elements of our new methodology from late 2015, enabling us to take a system-wide view of delivery and evaluate the impact of services. This will ensure that Ministers and the public continue to receive fit-for-purpose assurance about the effectiveness of the work of probation and youth justice providers. Widespread dissemination from inspection and ongoing analysis of quality and impact data will help enable future improvements for probation and youth justice across England and Wales.

## 2. What are we trying to achieve?

- We seek to assure Ministers and the public that adult and youth offending work is being delivered effectively

- We will challenge poor practice and the barriers to positive impact wherever we find them
- We seek to contribute to the development of effective practice of the organisations whose work we inspect
- We will identify and disseminate widely what works in practice based on inspection findings in order to enable improvement in probation and youth justice
- We will contribute to the development of sound policy that enables and facilitates effective practice and avoids unnecessary duplication and bureaucracy
- We will contribute to the overall effectiveness of the Criminal Justice System, particularly through joint work with other inspectorates
- We will actively promote diversity, both within our own organisation, but also in the organisations whose work we inspect.

### **3. Our Mandate**

HM Chief Inspector of Probation's responsibilities are set out in Section 7 of the Criminal Justice and Court Services Act 2000, as amended by the Offender Management Act 2007, section 12(3)(a). This requires the Chief Inspector to inspect (section 1) and report to the Secretary of State (section 3) on the arrangements for the provision of probation services.

Under Section 7(6) of the Criminal Justice and Court Services Act 2000, HM Chief Inspector of Probation is also conferred to inspect and report on Youth Offending Teams, established under section 39 of the Crime and Disorder Act 1998, and bodies acting on their behalf.

We are the independent source of fair comment for Ministers and the public on the effectiveness of the work of probation and youth justice providers.

Based on our independence, expertise and experience we are able to uniquely focus on the identification of best and effective practice. We identify if success has been achieved, and how it has been achieved, but also why it has not.

We test the effectiveness of the provision and provide assurance. Critically we make recommendations designed to identify and disseminate best practice, challenge poor performance and encourage improvement. We provide evidence based intelligence for commissioners and providers, designed to play a key part in facilitating and encouraging improvement in effective service delivery.

### **4. The plan**

This plan describes the key areas of work that we expect to carry out between April 2015 and March 2016.

## **Key Work Area 1**

### **Inspecting youth offending work**

We are part way through our IYOW programme. In the next year, we plan to continue to undertake 32 Short Quality Screenings, six Full Joint Inspections and three Full Joint Reinspections.

## **Key Work Area 2**

### **Inspecting adult offending work in the community**

We will be undertaking 16 inspections looking at work undertaken with offenders in the first four months of supervision by both the National Probation Service and Community Rehabilitation Companies.

## **Key Work Area 3**

### **Inspecting adult offending work in custody**

During 2015-16 we will join HMI Prisons in the inspection of 41 prison establishments, as part of their wider inspection programme. Our specific focus is to examine the effectiveness of Offender Management arrangements in prisons to help the successful rehabilitation of offenders once they are released from custody.

## **Key Work Area 4**

### **Thematic inspections**

We will continue to carry out thematic inspection of work undertaken with adults and children and young people who offend, jointly with other inspectorates, to consider cross-cutting issues appertaining to all sectors, and as a single inspectorate on areas to examine elements of practice in which we have a particular interest.

All our joint thematic inspections are included in the Joint Plan for the four CJS Inspectorates as a whole (published separately).

In 2015-16 we will publish reports on:

- The Youth Justice Board's community safeguarding and public protection incidents procedures
- The follow-up inspection on Multi Agency Public Protection Arrangements
- How desistance theory informs the work of Youth Offending Teams
- The transition from youth offending service to adult services following *Transforming Rehabilitation*
- Unpaid work

## Key Work Area 5

### Joint targeted area inspections

We have maintained our commitment to the Joint Targeted Area Inspections on child protection led by Ofsted, of which we will be undertaking six inspections in 2015-16.

## Key Work Area 6

### Implementation of our new methodology

We are continuing to consult on and pilot our new inspection methodology, which will assume functional value later in the year. The methodology will judge system-wide effectiveness of services in a local area by evaluating both practice quality and impact, and review the enablers and barriers to positive impact. Widespread dissemination of "what works in practice" for positive impact discovered through this new inspection methodology will help drive improvement in probation and youth justice.

## 5. Resources

For 2015/2016 the Inspectorate has received a budget of £3,800,000 from the Ministry of Justice. This represents an increase of 11% on our 2014/2015 budget. A projected breakdown of our pay and non-pay costs are given at Appendix A.

This budget settlement will allow us to take forward all our planned commitments as set out in the six key work areas given above. The allocation of resources to these work areas is based on a system of 'deployable' hours. These are inspection hours which are allocated to individual pieces of work. We have created a budget of 30,000 deployable 'inspection hours' for 2015-16 (an increase of 2,600 inspection hours on last year's programme). Appendix A shows the total number of deployable hours available based on a budget of £3,800,000 and how these hours are allocated across the key work activities.

## 6. Conclusion

We welcome the new policy and operational focus on rehabilitation and reduction in re-offending rates, and we believe this must be reflected throughout our future inspection programmes. We have been allocated a small increase in budget to resource development of a new inspection model which will be piloted in the first half of 2015/2016 and assume functional value later in the year. This will provide "fit for purpose" independent and impartial scrutiny, which is more important than ever before. The changes being brought about by the introduction of new providers into direct work with offenders in the community creates, in the short-term at least, increased organisational risk where the public assurance provided by an independent inspectorate will play a critical role.

We fully support the ambition to achieve improved reducing reoffending impact. Our inspections will ensure that the effectiveness of work with adults and children who have offended, whoever undertakes that work, will receive independent scrutiny. Our methodology will allow us to challenge poor practice and the barriers to positive impact wherever we see them. We will also prioritise

the widespread dissemination of what works in practice, based on inspection findings and ongoing analysis of data. In doing so, we underline our key role in enabling improvement in the effectiveness of probation and youth justice services across England and Wales.

Through that work our independent inspections will continue to provide 'unique added value', fulfilling a role that no one else can.

## Financial Annex to HMI Probation Plan 2015/2016: Summary of Activities

The first box below divides our work into six key work areas. Each work area has an allocation of 'Deployable hours'.

	Key work area 1	Key work area 2	Key work area 3	Key work area 4	Key work area 5	Key work area 6	TOTAL
<b>Inputs:</b>							
Hours 'bought'	200	100	1,500	100	100	-	2,000
Hours Budget	6,300	6,400	2,500	7,150	650	5,000	28,000
Total hours	6,500	6,500	4,000	7,250	750	5,000	30,000

### HMI Probation Budget 2015/2016: Summary

Budget for 2015/2016 from Ministry of Justice

£3,800,000

### PROJECTED TOTAL HMI PROBATION BUDGET (income)

£3,800,000

### Salary costs

**Subtotal: (for c28k hrs)** £3,109,000 £3,109,000

### Other staffing costs:

Panel of Associate Inspectors (fees)	£100,000
Press Officer (share)	£12,000
Joint Secretariat and related costs (share)	£11,000
Short-term placements and Uservoice	£35,000

**Subtotal: (for c2k hrs)** £158,000 £158,000

### PROJECTED TOTAL HMI PROBATION PAY COSTS

£3,267,000

IT services	£55,000
Communications	£25,000
Other office costs	£13,000
Telecommunications	£25,000
Training and conference attendance	£15,000
Travel & Subsistence	£400,000

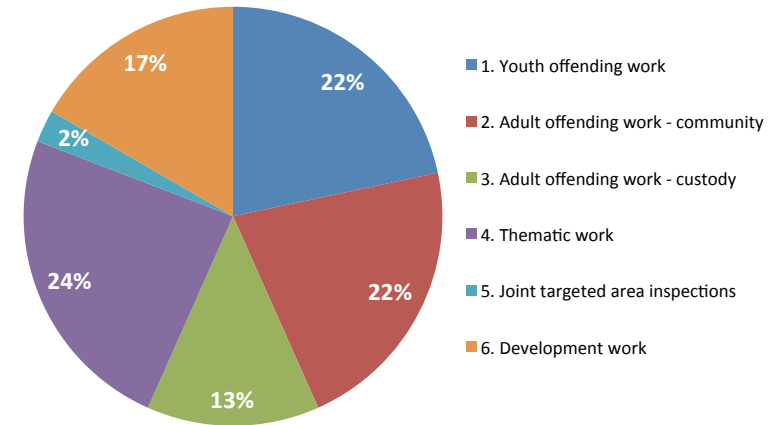
### PROJECTED TOTAL HMI PROBATION NON-PAY COSTS

£533,000 £533,000

### PROJECTED TOTAL EXPENDITURE

£3,800,000 £3,800,000

### Allocation of 'total deployable hours'



### Notes:

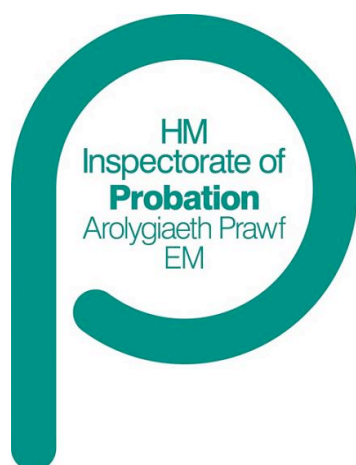
Inspection of youth offending work, using a total of 6,500 hours per year, constitute 22% of the total deployable hours. Inspection of adult offending work in the community, using 6,500 hours, constitute 22%. Inspection of adult offending work in prisons, using 4,000 hrs constitute 13%. Thematic inspections, using 7,250 hours, constitute 23%. Joint targeted area inspections, using 750 hours constitute 3%. Development work on a revised methodology for inspecting probation and youth offending services, using a total of 5,000 hours, constitute 17%.

### Unit costs:

HMI Probation uses the absorption method to calculate unit costs. Each deployable hour carries its share of the overheads for the Inspectorate as a whole. Hence the total cost per person-hour when inspecting can be calculated by dividing:

Total Planned Expenditure	3,800,000
Total deployable hours	30,000

**Total cost per 'inspection hour' per person of £126.67 per hour**



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Published: 12 June 2015

ISBN: 978-1-84099-703-3