



Inspection of

Adult Offending Work

Arolygiad o Waith Troseddu Oedolion

An Inspection led by HMI Probation

Criteria

February 2013

CRITERIA for the INSPECTION of ADULT OFFENDING WORK

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3	REDUCING THE LIKELIHOOD OF REOFFENDING	3.1	Assessment to reduce the likelihood of reoffending	3.2	Delivery of interventions to reduce the likelihood of reoffending	3.3	Likelihood of reoffending is reduced	3.4	Leadership and management to reduce the likelihood of reoffending			
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CRITERIA for WORK with ADULTS who have OFFENDED

Full list of criteria with indicators

HEADLINE CRITERION

OUTCOME 1: ASSISTING SENTENCING

Pre-sentence reports and court liaison work enable sentencers to impose appropriate sentences and promote effective community disposals.

1.1 ASSESSMENT AND PLANNING TO INFORM SENTENCING

Reports assist courts in passing appropriate sentences.

1.1.a Reports are based on sufficient information.

- 1 There is a written copy of reports delivered orally.
- 2 Reports contain sufficient information for the court appearance, and are based on the required assessment of the likelihood of reoffending and risk of harm, contain relevant information about the offender's home and social environment, and other information as appropriate. Sources of information are indicated and verified where necessary.

1.1.b Written reports are of sufficient quality.

- 1 Written reports contain an analysis of the offence and its impact, reference to previous convictions and cautions, and other relevant behaviour, an accurate analysis of the likelihood of reoffending, and the risk of harm posed by the offender. Reports do not contain inaccurate, inappropriate or irrelevant information.
- 2 The language and style of written reports is clear and accessible. Reports are suitably concise and generally free from typographical and grammatical errors. They are clear in meaning and use appropriate language.

1.1.c Written reports assist courts in passing sentence. Where appropriate, they contain a clear proposal for a community sentence. A punitive element is included where appropriate.

- 1 Reports contain a clear proposal that follows logically from the main content of the report, is proportionate to the seriousness of the offence, appropriate to the nature of the offending, and the offender's circumstances. Where relevant reports include requirements aimed at keeping risk of harm to a minimum, and where appropriate include a punitive requirement (e.g. unpaid work or curfew).
- 2 Reports state the intended outcomes or objectives appropriate to the proposed sentence, and take full account of the assessed likelihood of reoffending and risk of harm.

- 3 Reports indicate the offender's motivation and capacity to comply with the proposed sentence.
The report states how any particular barriers to compliance and engagement will be addressed.

SUPPORTING FACTORS

1.4 LEADERSHIP AND MANAGEMENT TO SUPPORT SENTENCING

Management arrangements ensure the provision of appropriate information to assist sentencing, and support early engagement with offenders.

- 1.4.a Management arrangements ensure the provision of appropriate information to assist sentencing.
 - 1 Court staff have the required skills to undertake assessments and present them to sentencers.
Information is provided to sentencers giving details about available interventions.
 - 2 Management arrangements ensure the timely availability of required information (e.g. prosecution papers and victim impact statements), and facilitate access to defendants.
- 1.4.b Court arrangements facilitate contact with offenders.
 - 1 Court arrangements facilitate assessment to prepare pre-sentence reports, and enable necessary communication of information to the court and others.
 - 2 Arrangements facilitate contact at court to promote engagement with the offender and compliance with the sentence.
- 1.4.c Liaison arrangements promote sentencers' confidence in the use of community sentences.
 - 1 Information is provided to sentencers giving details about available interventions.
 - 2 Regular dialogue with sentencers maintains and improves the quality of court services.

HEADLINE CRITERION

OUTCOME 2: DELIVERING THE SENTENCE OF THE COURT

Offender management ensures the delivery and enforcement of sentences and increases the likelihood of positive outcomes. Effective engagement with offenders promotes compliance with their sentences.

2.1 ASSESSMENT AND SENTENCE PLANNING TO DELIVER THE SENTENCE

Arrangements for allocation and induction promote offender engagement. The initial sentence planning takes into account diversity factors, and is of sufficient quality to support the achievement of positive outcomes.

- 2.1.a Cases are assigned to an appropriate level of service, and contact started promptly.
 - 1 Cases are allocated in accordance with the National Offender Management Service's guidance at the start of sentence or release on licence or transfer into the area.
A valid reason is recorded for any departure from the National Offender Management Service's guidance.

- 2 An appointment is arranged for the offender to meet the allocated responsible officer/offender manager within a reasonable timescale after sentence or release on licence.
- 2.1.b Induction promotes offender engagement and compliance. Diversity factors and potential barriers to future engagement are assessed.
- 1 A full, timely and individualised induction is provided to the offender following sentence or after release from custody on licence.
 - 2 The commitments, obligations, opportunities and rights of their order or licence are explained in a clear and accessible way.
 - 3 There is sufficient assessment of individual needs, including offender vulnerability, and actual and potential barriers to offender engagement are taken into account.
- 2.1.c Sentence planning involves offenders in an active and meaningful way.
- 1 The offender is actively and meaningfully involved in the sentence planning process.
Planned outcomes for the sentence are jointly agreed wherever possible.
- 2.1.d Sentence planning is informed by an assessment of the likelihood of reoffending and risk of harm to others.
- 1 A timely and informed sentence plan is completed at the start of sentence or release from custody on licence or transfer into the area.
Completion of the plan is timely,
and is informed by an assessment of the likelihood of reoffending
and risk of harm to others,
and any other relevant assessments.
- 2.1.e Sentence planning supports community integration.
- 1 There is sufficient assessment of the offender's social networks,
and sources of support within the family and community.
 - 2 There is also sufficient assessment of other factors likely to improve community integration, including education,
employability,
accommodation needs,
and access to primary health services.
 - 3 Where necessary, sufficient action is taken or planned to improve community integration.
Where required, the offender is signposted to the appropriate service.
- 2.1.f Sentence planning promotes offender engagement and compliance. Diversity factors and potential barriers to future engagement are taken into account.
- 1 Sentence planning pays sufficient attention to factors which may promote engagement and compliance,
and the offender's personal strengths and aptitudes,
including the methods likely to be most effective with the offender,
their level of motivation and readiness to change,
and their capacity to change.

- 2 Actions to minimise actual and potential barriers to offender engagement, and any other individual needs, including offender vulnerability, are taken or included in relevant planning documents.

2.1.g Sentence planning sets objectives, the pattern of contact, and the timescale for reviewing progress.

- 1 Sentence planning with the offender sets objectives that are appropriate to the purposes of sentencing, address the likelihood of reoffending and risk of harm to others, and to manage child protection.
- 2 Planning specifies outcome-focused objectives that are clearly and simply framed in achievable steps.
- 3 Sentence planning makes it clear what the offender has to do to achieve the objectives.
- 4 The planned level and pattern of contact is recorded and is appropriate to the case.
- 5 There is a clear indication as to when work with the offender will be reviewed, including a record of any changes that would prompt an unscheduled review.
- 6 The planned review period is appropriate to the characteristics of the case.

2.1.h Sentence planning sets out the contribution to be made by all those involved with the offender.

- 1 There is a clear record of the contribution to be made by all workers involved in the case to achieve sentence planning objectives.
- 2 The relevant parts of sentence planning are clearly communicated to all others involved in the case.

2.2 DELIVERY AND REVIEW OF THE SENTENCE PLAN AND MAXIMISING OFFENDER ENGAGEMENT

Sentence plans are delivered and progress reviewed. Offender engagement, motivation and community integration is maximised to promote positive outcomes.

2.2.a Interventions are delivered according to the requirements of the sentence and the sentence plan.

- 1 Interventions are delivered according to the requirements of the sentence and in line with planned objectives.
- 2 The delivery of interventions takes account of any risk of harm to others posed by the offender.

2.2.b Positive outcomes for offenders are promoted by work to improve community integration.

- 1 The offender receives sufficient assistance to improve their social networks and sources of support within the family and community.
 - 2 There is also sufficient assistance to help with the offender's education, employability, accommodation needs, and access to primary health services.
- 2.2.c Work with offenders maximises their motivation, and enables them to engage fully with the sentence.
- 1 Motivational work is undertaken to help and encourage the offender to engage fully with the work undertaken during their sentence.
 - 2 Diversity factors are taken into account in the delivery of services.
 - 3 Sufficient action is taken to overcome barriers to engagement.
- 2.2.d The level of contact with offenders is sufficient to promote positive outcomes.
- 1 There is a sufficient level of contact with the offender, to facilitate the delivery of the sentence, deliver sentence plan objectives, and monitor changes in dynamic risk factors. It takes full account of the likelihood of reoffending, the assessed level of risk of harm, and promotes the achievement of sentence plan objectives.
 - 2 The level of contact with offenders in custody is sufficient to contribute to the post-release planning and case management.
- 2.2.e Resources are used appropriately to promote positive outcomes.
- 1 An appropriate level of resource is allocated throughout the sentence to address the likelihood of reoffending and the risk of harm, the purpose of the sentence, and any relevant diversity needs.
- 2.2.f The responsible officer/offender manager is responsible for, and takes a leading role in, the management of the sentence.
- 1 The responsible officer/offender manager takes a leading role in the management of the sentence in relation to other workers.
- 2.2.g Actions are taken to secure compliance and enforce sentences, and re-engage offenders following breach or recall.
- 1 The responsible officer/offender manager monitors offender attendance across all parts of the order or licence, and takes a timely and investigative approach to instances of non-compliance.
 - 2 Where necessary, effective action is taken by other workers/agencies to secure compliance with all interventions, and to engage with the offender to increase motivation and promote future engagement and compliance.

- 3 Judgements about acceptability of absence and other offender behaviour are appropriate, consistent, and clearly recorded.
- 4 Where necessary, breach or recall is used appropriately in response to absence or other offender behaviour.
Breach or recall is instigated promptly and a clear explanation is given to the offender.
- 5 Following breach or recall, efforts are made to re-engage the offender with their sentence plan, and encourage their commitment to continued engagement.

2.2.h Work with the offender is reviewed and informed by reviews of the assessment of likelihood of reoffending and risk of harm.

- 1 There is a sufficient review of the sentence plan in line with the timescale stated in the initial plan, and/or within a reasonable interval after the initial sentence plan or last review, and promptly following any significant change.
It is informed, as required, by a review assessment of the likelihood of reoffending and risk of harm to others, any other relevant assessments, and progress reports from others involved with the offender.
It is used to record progress against objectives, prioritise objectives appropriately, and allocate additional resources if required.
- 2 The review of the sentence plan is used to promote compliance and support desistance.
The offender is enabled to participate fully in reviews, and these are used as an opportunity to reinforce and increase their commitment to the sentence and the work being undertaken.
Reviews are used as an opportunity to celebrate and reinforce progress.
- 3 Where required, reviews of the sentence plan focus on future work with the offender.
They restate/reframe the objectives and actions and/or incorporate new objectives/actions, and describe the ongoing level and pattern of contact.
Reviews indicate when the sentence plan would be next reviewed, including a record of any changes that would prompt an unscheduled review, and set a period for further reviews appropriate to the case.
- 4 If required, in the light of any review, there is an appropriate reallocation to a different level of service.

2.2.i Transfer of cases is managed in a way which ensures the integrity of the sentence and the protection of the public. Information is exchanged to enable continuity of sentence planning and delivery.

- 1 Transfers from the originating organisation are handled appropriately.
They involve provision of an up to date likelihood of reoffending assessment and sentence plan relating to the current sentence, an up to date risk of harm assessment and risk management plan relating to the

current sentence, where required,
and any other key documents.

- 2 Transfers into the receiving organisation are handled appropriately. They involve updating the likelihood of reoffending assessment and sentence plan,
and the risk of harm assessment and risk management plan within a reasonable period of time.
- 3 Where transfers also involve the offender moving geographical area, transfer into the receiving organisation involves making an appointment with the offender in the new area as soon as possible.
A home visit to the offender's new address is undertaken as soon as possible following notification of them living in the area, in high or very high risk of harm cases.
- 4 At any point in the transfer process there is clarity about who is managing the case.

2.2.j Offender records support the management of the case, and relevant information is accessible or communicated to all those involved.

- 1 The case record contains sufficient information to support the overall management of the case.
It is well organised
and contains all relevant documents.
The recording of information is clear,
timely,
and reflects the work carried out.
- 2 Relevant case information is accessible by - or communicated to - all those involved in the management of the offender, including third parties.

CASE OUTCOMES

2.3 INITIAL OUTCOMES ARE ACHIEVED

The sentence is delivered and sentence plan objectives are achieved.

2.3.a The sentence is delivered as intended by the court, including any punitive requirements. Offender compliance is promoted. Where appropriate, the sentence is enforced.

- 1 The requirements of the sentence are delivered as intended.
- 2 The reporting instructions given (appointments arranged) are sufficient for the purpose of carrying out the sentence of the court.
- 3 Where necessary, action is taken to promote compliance with the requirements of the sentence, including any punitive requirements.
- 4 Breach or recall is used on all occasions when required.

2.3.b There is no further offending during the period of supervision. Where appropriate, early revocation is applied for.

- 1 There is no further offending during the period of supervision.
- 2 Where appropriate, orders are terminated early for good progress.

- 2.3.c Sentence planning objectives are achieved as intended.
- 1 The planned objectives of the sentence are achieved.
 - 2 The delivery of the sentence plan is maintained where there is a change of responsible officer/offender manager.

SUPPORTING FACTORS

2.4 LEADERSHIP AND MANAGEMENT TO DELIVER THE SENTENCE AND ACHIEVE INITIAL OUTCOMES

Resources are in place to ensure the delivery of sentences. Staff supervision and development support practice and achievement of initial outcomes.

- 2.4.a The deployment of resources supports the delivery of work with offenders and victims, and services to courts.
- 1 Workloads are actively monitored, and managed in a fair and transparent way.
 - 2 Planned and unplanned staff absences are managed to minimise the impact on the continuity of offender management.
- 2.4.b Professional oversight and supervision supports practitioners in the delivery of sentences and the achievement of initial outcomes.
- 1 Any staff diversity needs are reasonably met by the organisation.
 - 2 Staff with professional line management oversight have the skills to assess the quality of work, assist staff to develop, and support them in their work.
 - 3 Staff with professional line management oversight are actively involved in helping practitioners to improve the quality of their work.
 - 4 Routine countersigning/management oversight is an active process.
 - 5 Practitioners receive regular professional supervision.
 - 6 The supervisory skills of staff with professional line management oversight are supported and developed.
- 2.4.c Learning and development opportunities promote and support good quality practice.
- 1 Professional practice is promoted through reflective supervision and other activities.
 - 2 Practitioners hold or are working towards appropriate professional qualifications.
 - 3 Arrangements for continuing staff development and training equip practitioners in their current role, and where appropriate prepare them for different roles in the future.
 - 4 Staff are able to identify and work with relevant diversity factors,

including language and communication,
culture and ethnicity,
issues relating to women offenders,
learning needs,
alcohol misuse,
drug misuse,
and mental health problems.

- 5 Staff are able to identify and work with child protection and safeguarding issues.
 - 6 Learning from positive and adverse outcomes is shared throughout the organisation and used to improve practice.
 - 7 The organisation promotes a culture of learning and development, and related activity is routinely planned, costed and reviewed.
 - 8 Poor performance is effectively addressed when required.
- 2.4.d Relevant offender information is accessible or communicated to all those involved.
- 1 Protocols are in place to enable the sharing of offender information between relevant parties.
- 2.4.e Strategic management supports improvement in the delivery of services to promote more effective outcomes.
- 1 Work with the offender takes account of current evidence about effective approaches.
 - 2 Recommendations from HMI Probation thematic inspections are implemented.

HEADLINE CRITERION

OUTCOME 3: REDUCING THE LIKELIHOOD OF REOFFENDING

The likelihood of reoffending is reduced through accurate assessment and effective planning, and the delivery of appropriate interventions.

3.1 ASSESSMENT TO REDUCE THE LIKELIHOOD OF REOFFENDING

The likelihood of reoffending is accurately assessed.

- 3.1.a There is a sufficient assessment of the likelihood of reoffending at the start of sentence or release from custody.
- 1 At the start of sentence or release from custody on licence or transfer into the area, an assessment of the likelihood of reoffending is completed where required. Completion of the assessment is timely, draws fully on all available sources of information, including relevant information from the offender's home and social environment. Offending-related factors are identified, and relevant previous behaviour is taken into account.
 - 2 The offender is actively and meaningfully involved in the assessment of their likelihood of reoffending.

3.2 DELIVERY OF INTERVENTIONS TO REDUCE THE LIKELIHOOD OF REOFFENDING

Interventions are delivered to address offending-related factors and reduce the

likelihood of reoffending.

- 3.2.a Interventions are delivered to encourage and challenge offenders to accept responsibility for their offending behaviour.
- 1 Constructive interventions encourage and challenge the offender to take responsibility for their actions and decisions related to offending.
 - 2 Direct work with the offender maintains a focus on the behavioural changes required to reduce the likelihood of reoffending.
 - 3 The timing of accredited programmes is consistent with the sentence plan.
 - 4 Approved premises offer constructive interventions in line with offender need and sentence plan objectives.
 - 5 Specified Activity Requirements make the intended contribution to the planned work with the offender.
- 3.2.b Contact with the offender reinforces the impact of interventions and facilitates community integration to sustain positive outcomes.
- 1 Work with the offender helps them to prepare for interventions delivered throughout the order or licence.
 - 2 The responsible officer/offender manager routinely reviews, with the offender, the work undertaken in other parts of the order or licence, to promote and reinforce learning.
 - 3 The offender is informed of local services to support and sustain desistance from offending, and rehabilitation in relation to offending-related factors. Where appropriate, they are helped to access such services.
 - 4 Sufficient attention is paid to helping gang members/serious group offenders to leave their group and reintegrate into the wider community.
- 3.2.c Assessments of likelihood of reoffending are reviewed thoroughly when required.
- 1 There is a sufficient review of the likelihood of reoffending assessment within a reasonable interval after the initial sentence plan or previous review, and promptly, following any significant change. It takes account of changes in relevant factors, and is informed by information sought from others involved with the offender. The planned period for further reviews is appropriate to the characteristics of the case.

CASE OUTCOMES

3.3 LIKELIHOOD OF REOFFENDING IS REDUCED

There is evidence of a reduction in the likelihood of reoffending and/ or the achievement of other outcomes known to be associated with the reduction of likelihood of reoffending.

- 3.3.a Interventions and services are available and delivered. There are improvements in factors associated with the likelihood of reoffending.
- 1 There is a record of the degree of progress made by the offender.

- 2 Sufficient services and interventions are available to support offender management in reducing the likelihood of reoffending.
 - 3 Interventions have been delivered to address the factors identified as making the offender more likely to reoffend.
 - 4 The factors identified as making the offender more likely to reoffend have been effectively addressed.
 - 5 Sufficient overall progress has been made in relation to the factors identified as making the offender more likely to reoffend.
- 3.3.b Interventions and resources are used to reduce factors associated with the likelihood of reoffending.
- 1 Resources have been used efficiently to help the offender achieve the planned outcomes.
- 3.3.c Improved community integration sustains positive outcomes.
- 1 The offender's integration into the community is improved.
 - 2 Action is taken or plans are in place to ensure that positive outcomes are sustainable beyond the end of the sentence.

SUPPORTING FACTORS

3.4 LEADERSHIP AND MANAGEMENT TO REDUCE THE LIKELIHOOD OF REOFFENDING

Arrangements ensure offenders have access to interventions to reduce the likelihood of reoffending. Outcomes are monitored to maintain and increase effectiveness.

- 3.4.a There is access to a sufficient range of interventions to reduce the likelihood of reoffending, based on an analysis of current and projected offending patterns and related factors.
- 1 There is a sufficient range of interventions to enable the delivery of sentence plans.
 - 2 Productive strategic relationships with external providers support the delivery of interventions to reduce offending.
 - 3 Information about interventions is available to responsible officers/offender managers including: summary details of their content; contact and referral arrangements; and the intended pattern, time and location for their delivery.
 - 4 An analysis of current and projected offending patterns and related factors determines the range of interventions available.
- 3.4.b Interventions to reduce the likelihood of reoffending are underpinned by effective practice. There are effective systems to monitor outcomes and support continuous improvement.
- 1 Available interventions are based on established principles of effective practice in reducing the likelihood of reoffending.

- 2 Systems are in place to monitor the outcomes from interventions, including impact and compliance, and are used to maintain and increase effectiveness.

3.4.c Effective partnership working supports work to reduce offending.

- 1 Productive strategic relationships with partner organisations support access to mainstream services that can contribute to a reduction in the likelihood of reoffending.
- 2 Productive strategic relationships with statutory partners support joint work to reduce the likelihood of reoffending.

HEADLINE CRITERION

OUTCOME 4:

PROTECTING THE PUBLIC by minimising the risk of harm to others

The risk of harm to the public and actual and potential victims is minimised through effective management and the delivery of appropriate interventions. Attention is paid to potential risks to partners, family members, children and young people and vulnerable people.

4.1 ASSESSMENT AND PLANNING TO MINIMISE RISK OF HARM TO OTHERS

Risk of harm is accurately assessed. Plans are made to minimise the individual's risk of harm.

4.1.a There is a sufficient assessment of the risk of harm to others at the start of the sentence or release from custody.

- 1 In all cases there is a timely and accurate risk of serious harm screening. The risk of serious harm classification is accurate.
- 2 In all cases, where required, a risk of harm analysis is completed within an appropriate timescale. The assessment draws fully on all available sources of information and relevant previous behaviour is taken into account. The analysis specifies who is at risk, and the nature and level of that risk.
- 3 Information is actively sought, as appropriate, from other relevant staff and agencies involved with the offender.
- 4 Attention is paid to child safeguarding, in relation to the offender's contact with any children and young people.

4.1.b The public is protected by the appropriate use of restrictive requirements.

- 1 Restrictive requirements in licences and community orders, electronic monitoring, restraining orders and sexual offences prevention orders are used appropriately. They are proportionate to the risk of harm and likelihood of reoffending posed by the offender, and minimise the risk to actual or potential victims.

4.1.c There is sufficient planning to manage the risk of harm to others at the start of sentence or release from custody in all relevant cases.

- 1 A sufficient plan to manage risk of harm is completed in all relevant cases within

an appropriate timescale.

The risk management plan addresses the factors identified in the risk of harm assessment.

The plan anticipates possible changes in risk of harm factors and includes relevant contingency planning and events that should prompt a review.

- 2 The risk management plan is focused on victims where applicable, addresses all relevant factors, the risks to any specific victims, and accurately describes how the objectives of the sentence plan and other activities address risk of harm issues and protect actual and potential victims.
- 3 The risk management plan sets out all necessary action. It is clear who will do what and when, communicated to all relevant staff and agencies, and clear about arrangements for sharing information.
- 4 Key risk of harm information is communicated between all relevant staff and agencies.
- 5 The offender is actively involved in plans and arrangements, as appropriate, to manage their own risk of harm, including constructive and restrictive interventions.

4.1.d An effective referral to MAPPAs is made in all cases where required.

- 1 Cases are referred to MAPPAs where required, and allocated to the appropriate level of management.
- 2 MAPPAs referral processes are used effectively. Referrals are timely, and the details and category are accurate. Actions agreed by MAPPAs are incorporated into all planning documents and communicated to all relevant bodies.

4.2 DELIVERY OF INTERVENTIONS TO MINIMISE RISK OF HARM TO OTHERS

All reasonable action is taken to minimise individuals' risk of harm.

4.2.a The public is protected by the management of risk of harm and monitoring of restrictive requirements.

- 1 There is an appropriate response to changes in risk of harm. Changes are identified swiftly and acted on appropriately by all relevant staff. Where necessary, other agencies are notified of any increase in risk of harm.
- 2 Restrictive requirements in licences and community orders are monitored fully.
- 3 Approved premises are used effectively as a restrictive intervention to manage risk of harm.
- 4 An initial and purposeful home visit is carried out in a high/very high risk of serious harm case, child protection case, or other cases as appropriate.

- 5 Home visits are repeated as part of a risk management regime to monitor safeguarding issues, and in other cases as appropriate.
- 4.2.b Breach and recall are used in response to an increase in the offender's risk of harm.
- 1 Expedited breach or recall is used, where required, in response to an increase in the offender's risk of harm. Breach or recall is instigated promptly and a clear explanation is given to the offender.
 - 2 Following breach or recall, efforts are made to re-engage the offender with their sentence plan, and encourage their commitment to continued engagement.
- 4.2.c Multi-agency structures for protecting and safeguarding the public are used where required.
- 1 MAPPAs are operated effectively. Decisions taken within MAPPAs are clearly recorded, followed through and acted upon, and reviewed appropriately. All relevant staff working with the offender contribute effectively to MAPPAs.
 - 2 Multi-agency child protection procedures are used effectively. Decisions taken within multi-agency child protection procedures are clearly recorded, communicated, followed through and acted upon, and reviewed appropriately. All relevant staff working with the offender contribute effectively to multi-agency child protection procedures.
 - 3 ViSOR is used effectively where required.
- 4.2.d The safety of victims is given a high priority.
- 1 Victims' safety is accorded appropriate priority by the responsible officer/offender manager and other workers.
 - 2 Concerns expressed by victims, and the likely impact of the offender's behaviour on the victims, are taken into account in all work undertaken with the offender.
- 4.2.e Risk management plans are implemented, and assessments of risk of harm and risk management plans are reviewed, when required.
- 1 Actions set out in the risk management plan are carried out as required.
 - 2 There is a sufficient review of the risk of harm assessment within a reasonable interval after the initial assessment or last review, and promptly following any significant change. The review takes into account changes in relevant factors, is informed by information sought from others involved with the offender and by relevant information from multi-agency systems, and contains sufficient analysis of risk.

- 3 There is a sufficient review of the risk management plan within a reasonable interval after the initial risk management plan or last review, and promptly following any significant change. The review contains sufficient information, and anticipates possible changes in risk of harm factors and includes relevant contingency planning and events that should prompt a further review. The planned period for any further reviews is appropriate to the case.
- 4.2.f There is structured and effective management involvement, where required, in risk of harm and child protection cases.
- 1 There is structured management involvement in all cases classified as high/very high risk of serious harm, and in all child protection cases.

CASE OUTCOMES

4.3 RISK OF HARM TO OTHERS IS MINIMISED

All reasonable action is taken to minimise individuals' risk of harm to others.

- 4.3.a All reasonable action is taken to minimise risk of harm.
- 1 All reasonable action is taken to keep to a minimum the offender's risk of harm to others.
- 4.3.b Multi-agency work contributes effectively to the management of risk of harm.
- 1 Checks are made by the responsible officer/offender manager to ascertain if there have been any concerns or reports regarding the offender from the Police Domestic Abuse Unit and Children's Services.
 - 2 Appropriate action is taken by the responsible officer/offender manager in the light of this information.
 - 3 Multi-agency work contributes effectively to the management of risk of harm to others.
- 4.3.c The safety of victims and children and young people is promoted.
- 1 Where there is an identifiable victim or an identifiable potential victim, there is evidence that the risk of harm to them has been managed effectively.
 - 2 The safety of children and young people has been promoted.

SUPPORTING FACTORS

4.4 LEADERSHIP AND MANAGEMENT TO MINIMISE RISK OF HARM TO OTHERS

Effective work with partner organisations minimises the risk of harm to others.

- 4.4.a An effective strategic contribution is made to public protection, and work to minimise risk of harm to others and protect victims has high priority.
- 1 Management arrangements support joint work with other organisations to minimise the risk of harm to others. Protocols with partner organisations ensure the exchange of relevant information to minimise the risk of harm to others.
 - 2 Strategic management supports effective contributions from practitioners to multi-

agency risk management forums.

4.4.b The management and operation of restrictive interventions minimises the risk of harm to others.

- 1 Productive strategic relationships support the effective use of restrictive interventions to minimise the risk of harm to others.

HEADLINE CRITERION

OUTCOME 5: DELIVERING EFFECTIVE WORK FOR VICTIMS

The risk of harm to actual and potential victims is minimised. Where appropriate, victims benefit from statutory victim contact and restorative justice interventions.

5.1 ASSESSMENT AND PLANNING TO MINIMISE RISK OF HARM TO VICTIMS

Risk of harm to victims is accurately assessed. Plans are made to minimise individuals' risk of harm.

5.1.a The safety of victims is given a high priority in assessment and planning.

- 1 Assessment and planning pay attention to actual and potential victims.

See also section 4.1.

5.2 DELIVERY OF INTERVENTIONS TO MINIMISE RISK OF HARM TO VICTIMS

The safety of victims is given a high priority.

5.2.d The safety of victims is given a high priority in the delivery of interventions.

- 1 Appropriate priority is accorded to victims' safety by the responsible officer/offender manager and other workers.

See also section 4.2.

CASE OUTCOMES

5.3 RISK OF HARM TO VICTIMS IS MINIMISED

All reasonable action is taken to minimise individuals' risk of harm to others.

5.3 The safety of victims is promoted.

- 1 Where there is an identifiable victim or an identifiable potential victim, there is evidence that the risk of harm to them has been managed effectively.

See also section 4.3.

SUPPORTING FACTORS

5.4 LEADERSHIP AND MANAGEMENT TO DELIVER EFFECTIVE WORK FOR VICTIMS

Effective work with partner organisations minimises the risk of harm to victims and supports arrangements for restorative justice.

5.4.a An effective strategic contribution is made to the protection of victims. Statutory victim contact work is given an appropriate priority. Strategic management supports arrangements for restorative justice interventions, to deliver satisfactory outcomes for victims.

- 1 Management arrangements support effective work to protect victims.

- 2 Statutory victim contact work is given an appropriate priority.
- 3 Strategic management supports arrangements for restorative justice.

See also section 4.4.

5.5 VICTIM CONTACT AND RESTORATIVE JUSTICE

Victims' safety is given a high priority, and restorative justice interventions are delivered for the benefit of victims.

- 5.5.a Victims' safety is given a high priority (also 4.2d). Statutory victim contact work is undertaken where required.
- 1 Where statutory victim contact is required, an offer of face to face contact with the VLO is made to the victim within 8 weeks of sentence.
 - 2 Where statutory victim contact proceeds, there is regular and accurate information exchange between the responsible officer/offender manager and the VLO, and the offender manager and prison staff. Victim(s) are offered an opportunity to provide views on proposed licence conditions, to see the relevant part of any appropriate report, and are informed of any relevant conditions of release, and any relevant events during the offenders sentence.
- 5.5.b Restorative justice interventions provide satisfactory outcomes for victims.
- 1 Where appropriate, the victim is offered the opportunity of a restorative justice intervention.
 - 2 Where appropriate, the offender is enabled to take part in restorative processes.
 - 3 There is a sufficient assessment of offender suitability and victims' safety.
 - 4 The outcome of restorative justice interventions for victims is satisfactory.

END