



Her Majesty's
Inspectorate of
Probation

Impact of organisational inputs upon the quality of delivery (probation services)

HM Inspectorate of Probation

Research & Analysis Bulletin 2020/01

FEBRUARY 2020

HMI Probation is committed to reviewing, developing and promoting the evidence base for high-quality probation and youth offending services. Our *Research & Analysis Bulletins* are aimed at all those with an interest in the quality of these services, presenting key findings to assist with informed debate and help drive improvement where it is required. The findings are used within HMI Probation to develop our inspection programmes, guidance and position statements.

This bulletin was prepared by Oliver Kenton (Research Officer) and Dr Robin Moore (Head of Research), HMI Probation.

We would like to thank all those who participated in any way in our inspections. Without their help and cooperation, the collation of inspection data would not have been possible.

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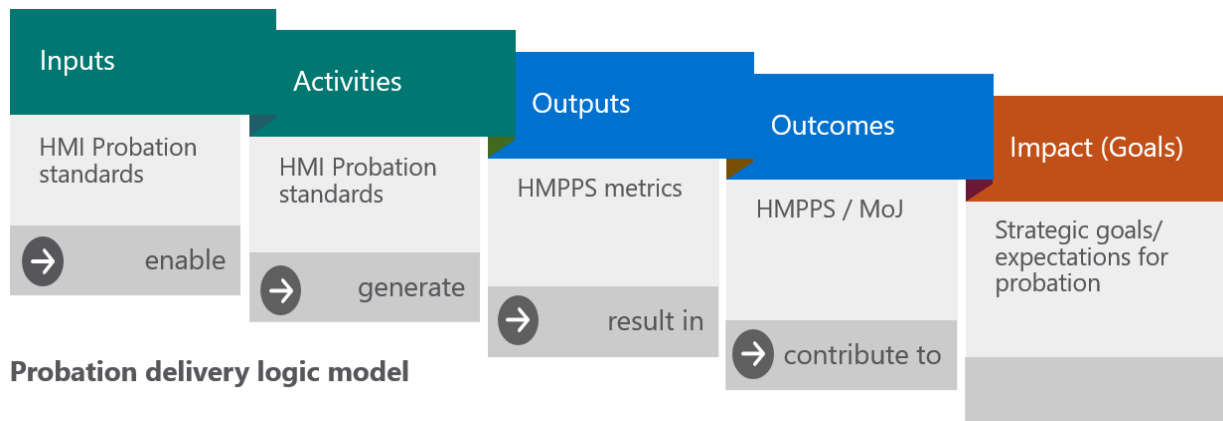
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Executive summary

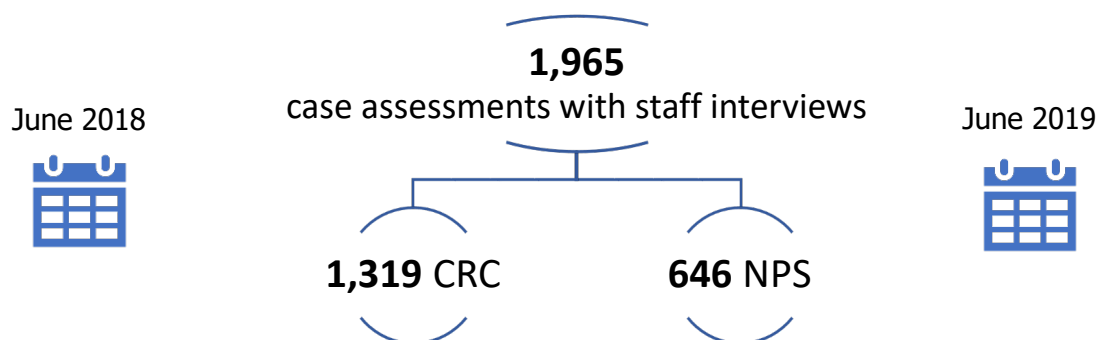
Context

Within our standards framework for inspecting probation services, we focus upon (i) the quality of delivery in individual cases and (ii) organisational-level factors such as caseloads, staff skills and multi-agency working. This bulletin focuses upon the relationship between these provider inputs and activities – the rationale being that organisational-level inputs support case-level activities which ultimately contribute to the strategic goals for probation.



Approach

The findings are based upon data collected from our inspections of probation providers completed between June 2018 and June 2019, covering all 21 Community Rehabilitation Companies (CRCs) and the seven National Probation Service (NPS) divisions. In each of these inspections, we assessed individual cases and interviewed responsible officers about these cases.



Key findings and implications

- The analysis revealed links between the quality of delivery in individual cases and our organisational-level standards on staffing (standard 1.2) and services (standard 1.3).
- There is a clear need for an increased focus upon workload manageability. Less than half (46 per cent) of the interviewed responsible officers felt that their workloads were manageable, and there was a notable drop in the quality of delivery, and the practitioners' views on manageability, when caseloads increased beyond 50 cases.

- The importance of practitioner skills was very evident, with marked reductions in the quality of delivery when responsible officers felt that they did not have the skills, ability and knowledge necessary to supervise their caseloads.
- There was a further significant association between responsible officers' views on the sufficiency of in-house training and our judgements regarding the effective implementation of the sentence. There was clear scope for improvement, with one in three responsible officers feeling that their organisation did not provide them with sufficient access to in-service training.
- Approximately four in five of the interviewed responsible officers felt that there were effective relationships with other agencies to (i) support desistance and (ii) manage risks of harm to others, which we found to be strongly associated with the quality of delivery.

1. Introduction

We commenced a new probation inspection programme in 2018 with the following features:

- an increase in the frequency of inspection
- the introduction of evidence-based inspection standards
- the introduction of ratings
- the change of unit of inspection to NPS division and CRC
- an increase in case sample sizes.

The standards framework is grounded in evidence, learning and experience and reflects the high-level expectations that government and the public have of probation services. It focuses upon those key 'inputs' and 'activities' which are the drivers of positive outcomes. Getting to the heart of current probation delivery through on-site inspection is where we believe we add most value – based on our independence and the expertise/experience of our inspectors, we can uniquely focus on the effectiveness of work with individual service users. Various outputs and outcomes are measured by the Ministry of Justice (MoJ) and HM Prison & Probation Service (HMPPS), and we see our work as complementary. Without high-quality inputs (such as professional staff and comprehensive services) and activities (such as case assessment and individual supervision), probation providers are less likely to meet the enduring aims for probation (notably reducing reoffending and protecting the public).

The standards framework has three domains, as summarised in Figure 1 below.¹

¹ The full standards framework can be found here: <https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>.

Figure 1: Standards across the three domains



The first two domains apply to all probation providers – CRCs and the NPS. Domain one focuses upon the organisational inputs, covering how well the organisation is led, managed and set up, while domain two focuses upon case supervision activities, looking at the quality of work in individual cases and how well individuals are being supervised. Domain three is modular and sector specific (CRCs or NPS) recognising that responsibility for some other areas of probation work rests just with the NPS (e.g. court work) or just with CRCs (e.g. unpaid work).

When designing the standards framework, we were mindful of our experience from previous inspection programmes that there can be a close relationship between good strategic and operational management and leadership, and the quality of probation services. Having now completed an annual inspection cycle, this bulletin further examines the links between organisational inputs and the quality of delivery in individual cases.

2. Findings

The findings presented in this bulletin are based upon the case assessment data from our 2018/2019 inspections of CRCs and NPS divisions completed between June 2018 and June 2019.² In relation to domain two of our standards framework, we inspected 3,308 cases. As part of these case assessments, we interviewed 1,965 responsible officers,³ and asked various questions linked to the four standards within domain one of our standards framework, as set out in Table 1.

Table 1: Responsible officer interview questions

Question	% yes
Leadership	
Does your service prioritise quality?	61%
Staff	
Do you think your workload is manageable?	46%
Do you think workloads in your team are actively managed?	54%
Do you have the skills, ability and knowledge necessary to supervise your caseload?	91%
Are you always allocated cases for which you have the appropriate training and experience?	78%
Do all other staff working in this case have clearly-defined roles which support the delivery of a high-quality service?	87%
Do you receive supervision that enhances and sustains good quality of work with service users?	78%
Does the organisation provide you with sufficient access to in-service training to support the delivery of a quality service?	67%
Does the organisation promote and value a culture of learning and continuous improvement?	69%
Do managers recognise and reward exceptional work?	64%
Is appropriate attention paid to staff safety and wellbeing?	59%
Services (questions linked to the inspected case)	
Do you have access to an appropriate range of services to meet the identified needs and risks?	78%
Were there effective relationships with other agencies to support desistance through access to mainstream services?	83%
Were there effective relationships with other agencies to manage the risk of harm to others?	80%
Information	
Are policies and guidance communicated effectively?	76%
Is there a clear policy about case recording that supports defensible decision making and effective communication?	83%

² See Annex A for further information about our case assessment approach.

³ 1,319 CRC staff and 646 NPS staff. Some responsible officers had responsibility for more than one of the inspected cases, but we only interviewed each practitioner after one specific case. The views of staff obtained through other routes (e.g. focus groups) are not included in the analysis in this bulletin.

Question	% yes
Do the case management, assessment and planning systems used by your organisation enable you to plan, deliver and record your work in a timely way, and to access information as required?	65%

Using the cases with accompanying responsible officer interviews, the bulletin focuses upon the associations between these organisational-level interview questions and the quality of delivery in individual cases, based upon the following domain two judgements made by our inspectors.

Table 2: Inspector judgements on the quality of delivery

Inspector judgement	n	% yes
Is the sentence/post-custody period implemented effectively with a focus on engaging the service user?	1,961	78%
Does the implementation and delivery of services effectively support the service user's desistance?	1,951	58%
Does the implementation and delivery of services effectively support the safety of other people?	1,642 ⁴	52%

All the responsible officer questions set out in Table 1 were entered into regression models,⁵ alongside variables covering the service user's demographics (age, gender and ethnicity), type of supervision (community sentence or post-custody), risk levels (both likelihood of reoffending⁶ and risk of serious harm), and the responsible officer's grade and current caseload (full-time equivalent). Regression models (set out in Annex B) were used to examine which of the practitioner responses on organisational inputs were associated with the quality of delivery when controlling for the other variables and the relationships between them.

The responsible officers were also asked to explain their responses, resulting in the quotes included in the bulletin.

2.1 Workload

Within our organisational-level standard on staffing (standard 1.2), we consider whether practitioners have manageable workloads. Manageability is complex to determine and can vary by the type and complexity of cases, the practitioner's skill and experience, the support they receive and the range of other activities they may be responsible for delivering. Workload is thus much broader than a measurement of caseload numbers, and it needs to be assessed in a holistic way, helping to ensure that staff are not overloaded. Critically, only if workloads are reasonable can individual members of staff achieve their best practice –

⁴ This sample is smaller as it excludes cases in which there were no indicators of risk of harm.

⁵ See Annex A for further information about the analysis.

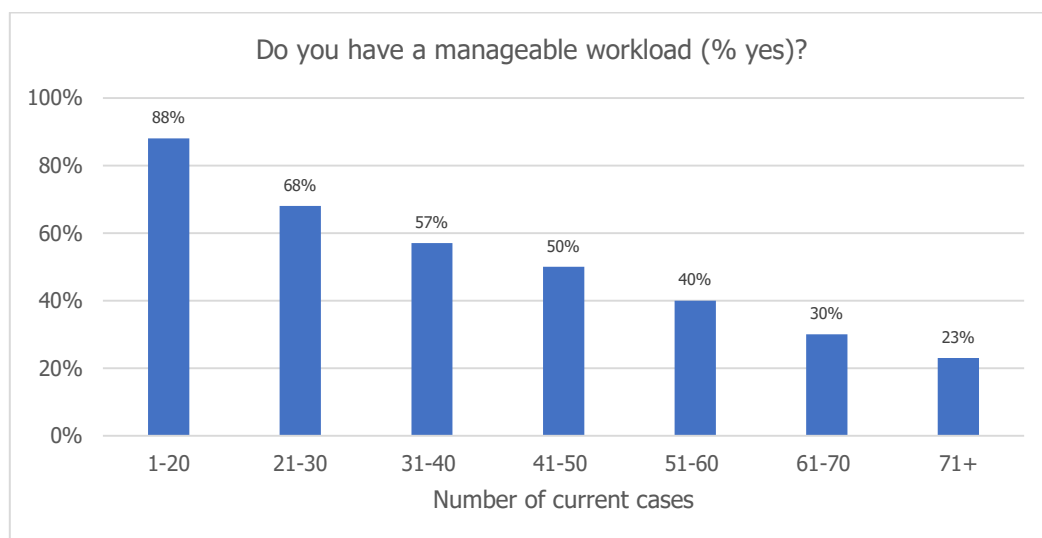
⁶ Based upon the Offender Group Reconviction Scale (OGRS) score.

staff under unreasonable levels of stress work less effectively and make less effective decisions. Furthermore, excessive pressure at work can have a significant adverse effect on employee health and wellbeing. Rule 29 within the European Probation Rules (Council of Europe, 2010) states as follows:

'Probation staff shall be sufficiently numerous to carry out their work effectively. Individual staff members shall have a caseload which allows them to supervise, guide and assist offenders effectively and humanely and, where appropriate, to work with their families and, where applicable, victims. Where demand is excessive, it is the responsibility of management to seek solutions and to instruct staff about which tasks are to take priority.'

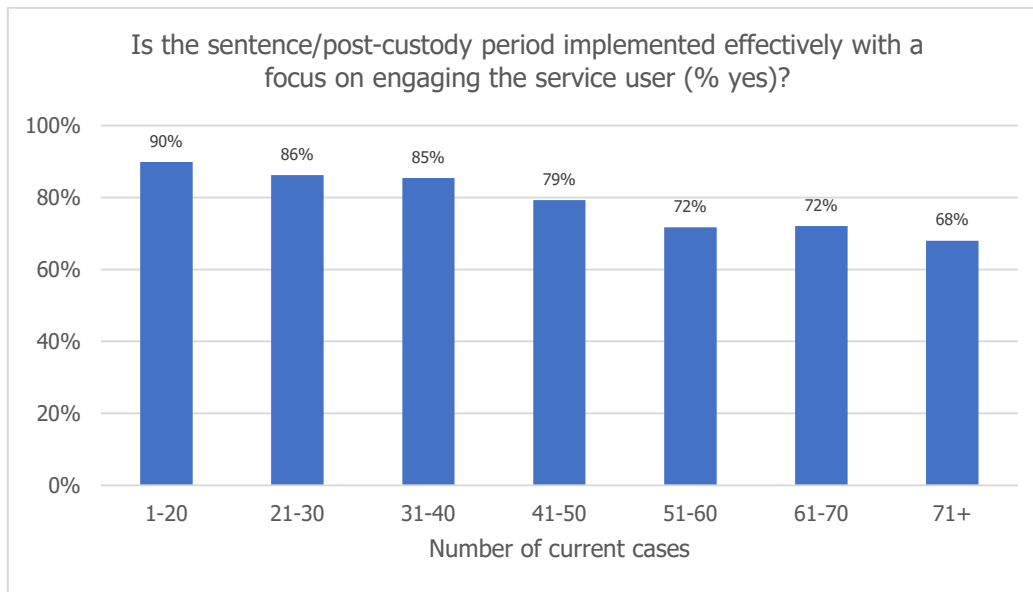
Less than half (46 per cent) of the interviewed responsible officers felt that their workloads were manageable, taking into account the profile of their cases and the range of work they were required to undertake. Unsurprisingly, there was a strong correlation between caseload and the practitioners' views on whether their workloads were manageable. As shown by Figure 2, responsible officers were more likely to respond positively than negatively when their caseloads did not exceed 50 cases. Overall, CRC caseloads were much higher than NPS caseloads; only a small minority (five per cent) of NPS staff had a caseload in excess of 50, compared to two in three (67 per cent) CRC staff. While the NPS manages all those who present a high or very high risk of serious harm, seven in ten of the CRC service users presented a medium risk of serious harm. The CRC and NPS service users were also very similar in terms of their likelihood of reoffending, with many individuals having multiple needs.

Figure 2: Responsible officer views on manageability of workload by number of current cases



When controlling for other factors, we found an association between caseload numbers and our inspectors' judgements regarding the effective implementation of the sentence. As shown by Figure 3, for those with more than 50 cases, our inspectors judged that the sentence had been implemented effectively in about seven in ten cases, notably below the rates for those with smaller caseloads.

Figure 3: Inspector judgements on effective implementation of sentence by number of current cases



We further found that the responsible officers' views on their workload manageability was associated with our inspectors' judgements regarding implementation/delivery effectively supporting the service users' desistance. The inspector judgement was positive in nearly two-thirds (64 per cent) of those cases where the practitioner perceived their workload to be manageable, compared to just over half (53 per cent) of those cases where it was not perceived to be manageable.

Our findings on heavy caseloads are not new. In our last inspection programme (inspections completed between March 2016 and December 2017), we found that practitioners tended to have a strong work ethic but were struggling to maintain high standards due to the sheer volume of their workloads. Terms used to describe their workloads included: "manic", "demanding", "high", "intense", or "relentless". The consequences included increased stress and sick leave, leading to even higher workload pressure for remaining staff.

During the interviews we conducted for our 2018/2019 inspections, the pressures felt by many individual responsible officers remained very evident, as illustrated below:

"Caseloads are far too high. I had over 80 cases until recently, it's just too much. We don't have any clerical staff so I have to do all the administration and instruction for that too. Everyone else is overworked too so there is nowhere for cases to be reallocated to if you are struggling."

"I am at over 150 per cent on the workload management tool and its generally been that way for around two years. It feels relentlessness. Cases are being moved around and I don't feel I ever get the chance to do what I need to do with cases. It's frustrating."

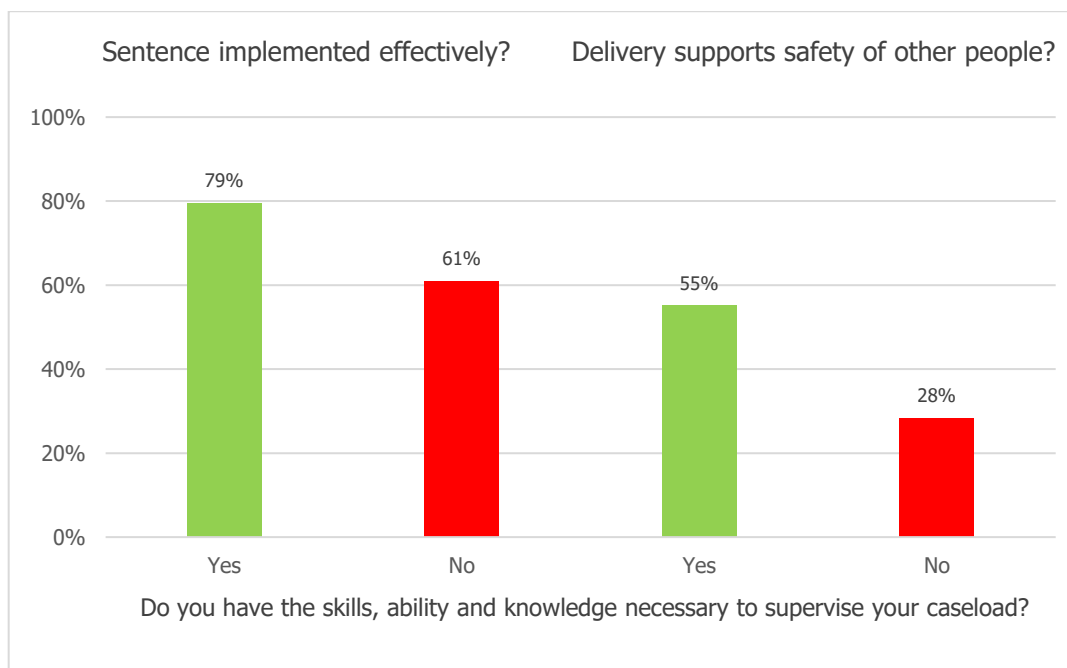
"I am playing catch-up continually and am extremely stressed and completely burnt out... I am overworked, tired and deflated. I love probation and am committed to it but the changes have made me not want to do it anymore. A supportive great team keeps me here."

2.2 Practitioner skills

Within our standard on staffing (standard 1.2), we also consider whether the skills and profile of staff support the delivery of a high-quality service for all service users. Key skills required for working within probation include excellent communication and people skills, the ability to handle challenging behaviour, an understanding of offending behaviour and how to motivate people, as well as organisational and time management skills, and the ability to manage stressful situations.⁷ We consider whether the skills and diversity of the workforce meet the changing demands and caseload profiles, whether cases are allocated to staff who are appropriately qualified and/or experienced, and whether all staff have clearly-defined roles.

Nine in ten (91 per cent) of the interviewed responsible officers felt that they had the skills, ability and knowledge necessary to supervise their caseload. As shown by Figure 4, we found an association between this practitioner response and our inspectors' judgements regarding (i) the effective implementation of the sentence and (ii) the delivery supporting the safety of other people.

Figure 4: Inspector judgements on the quality of delivery by responsible officers' views on their skills, ability and knowledge



⁷ Within the 'Core Correctional Practices' literature, emphasis is placed on the need for both 'relationship' skills and 'structuring' skills (Bonta and Andrews, 2017, p.177).

"In my area there is constant communication regarding training events and encouragement by managers to attend them. There is some training online involving workbooks and tests and some that is interactive classroom based training. I learn by doing but prefer to have the theory first. I feel that training generally meets my learning style preference."

"I feel that I have some skills and have learned a lot during my work as a receptionist such as communication and interpersonal skills. However, I feel I lack assessment and intervention skills due to a lack of training. I did not have an induction on becoming a PSO [Probation Service Officer]. Since appointment I have had basic ISP [Initial Sentence Plan] training cascaded by a colleague and recent 'trauma training'. I have received adult safeguarding training but no training of safeguarding children."

"I have had no domestic violence training at all but have had domestic violence cases. We tend to get harassment cases where there is no violence or low risk domestic violence where the relationship is over. Someone gave me work packs on domestic violence to use but I've not had training. Administrators now allocate cases and they don't understand risk. New PSOs would not necessarily know the risks."

We consider whether staff understand their roles and how they relate to the roles of others in delivering services. Almost nine in ten (87 per cent) of the interviewed responsible officers felt that other staff working in the individual case had clearly defined roles. We found a further significant association between this response, and our inspectors' judgements regarding the effective implementation of the sentence. The inspector judgement was positive in four out of five (80 per cent) of those cases where the responsible officer perceived other staff to have clearly defined roles, compared to just over three in five (63 per cent) of those cases where it was felt that other staff did not have clearly defined roles.

2.3 Learning and development

Within our standard on staffing (standard 1.2), we consider whether the arrangements for learning and development are comprehensive and responsive. Evaluations have identified the positive impact of staff training (e.g. interpersonal skills training) upon effective practice and outcomes for service users. Learning and development opportunities should be provided to enable employees to achieve their full potential, considering their differing tasks and responsibilities, and their stages of career development. In the highest performing organisations, employees are encouraged to develop and utilise their skills. They must know what support is available and how and when to access it, and be given opportunities to learn from identified good practices.

Within our rating characteristics, we set out the following as 'outstanding':⁸

⁸ Our rating characteristics can be found within the domain one rules and guidance: <https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/documentation-area/probation-inspection/>

'Continuous learning is embedded within the culture of the organisation. All staff feel deeply involved in their own professional development, and are encouraged and proactively supported to undertake self-evaluation, reflect on and debate their practice, acquire new skills and disseminate best practice, creating an open dialogue throughout the organisation. There is a comprehensive training plan, preparing staff to work with a diverse range of service users and to take account of their distinctive needs. Attention is given to equality of access to training, with appropriate flexibility and the use of innovative solutions to meet learning and development needs. Internal and external secondments for staff development purposes are actively supported.'

Two in three (67 per cent) of the interviewed responsible officers felt that their organisation provided them with sufficient access to in-service training to support the delivery of a quality service. There was a significant association between this practitioner response and our inspectors' judgements regarding the effective implementation of the sentence. The inspector judgement was positive in about eight out of ten (81 per cent) of those cases where the responsible officer felt that training provision was sufficient, compared to about seven in ten (72 per cent) of those cases where the practitioner felt it was not sufficient.

"There are online courses which staff are required to undertake annually. I feel that this is OK for some training but not for all. I have not had face-to-face training recently and I prefer this, as I learn from discussion and peer support. My team members and I are encouraged to access training on child safeguarding which is delivered by colleagues. There is an opportunity for me, as a PO grade, to develop professionally and I have recently applied for the OMiC role [Offender Management in Custody]. I am not aware of specific training that may be available for those who are aspiring managers."

"I feel that the organisation promotes continual professional development via the PQiP [Professional Qualification in Probation] route, but in the past I feel that, as a PSO, there have been restrictions on my development needs. I have a degree in sociology and psychology which I attained 20 years ago. Although I have worked as a PSO in various teams for the past decade and a half, I feel that this experience is not considered in terms of its value when I have wanted to apply for the PQiP prior to this intake – there was more of a focus on my degree and this not being the 'right kind of degree' to enable me to develop professionally."

2.4 Relationships with other agencies

Within our organisational-level standard on services (standard 1.3), we consider whether relationships with other providers and agencies are established, maintained and used effectively, recognising that a comprehensive range of services requires a diverse range of professional skills and expertise. There is evidence highlighting the potential benefits from joint working at a local level, involving, for instance, the police, the voluntary sector, health services and local authorities. Notably, some service users pose significant risks to the public and these risks are most effectively managed by agencies using their skills and knowledge in a complementary way. Multi-agency working can also play an important part in addressing

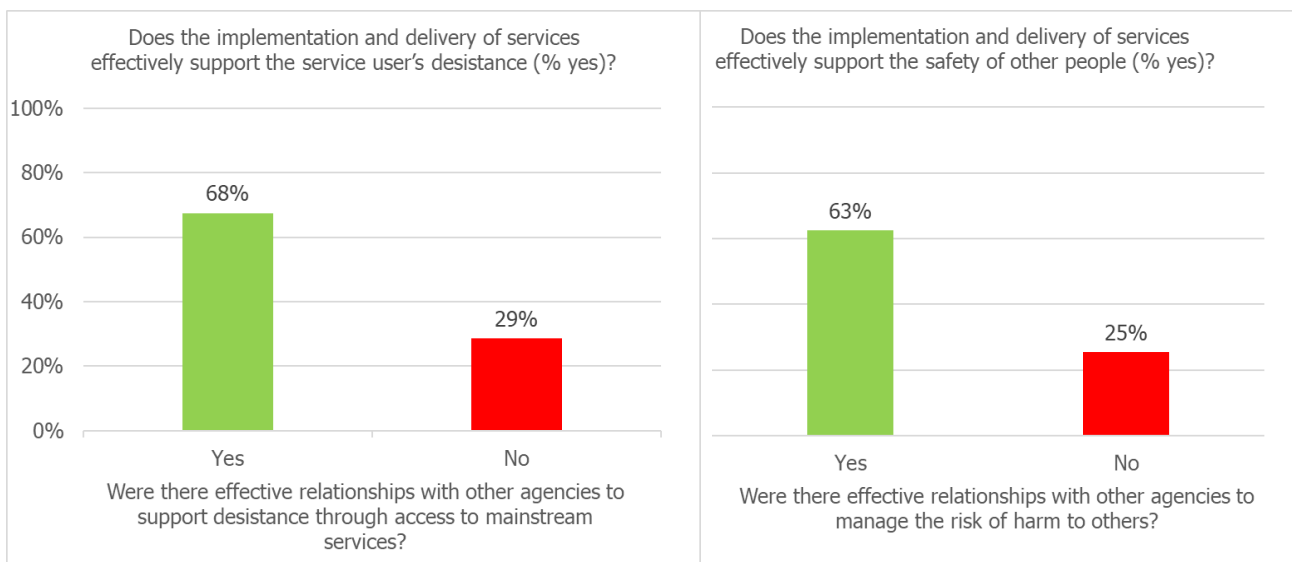
the complex needs of offenders and supporting desistance. Social inclusion facilitates long-term desistance and is a key component of social justice. Probation providers should thus encourage and support community agencies to undertake their responsibilities to probation service users as members of society.

Within our rating characteristics, we set out the following as 'outstanding':

'Collaboration with other providers, agencies and the local community is integral to how services are planned, ensuring that the services meet service user needs and allow for appropriate innovation. Opportunities to provide integrated services and pathways of delivery, particularly for service users with multiple and complex needs, are well-developed. The organisation promotes understanding of the needs of service users, and provides advice to help other agencies make sure that their services are relevant and readily accessible. There are clear and sound inter-agency protocols, including, for example, referral processes and transitional arrangements, supporting a seamless approach to accessing services. Information is exchanged in a spirit of partnership, while adhering to privacy and confidentiality requirements.'

Approximately four in five of the interviewed responsible officers felt that there were effective relationships with other agencies to (i) support desistance (83 per cent) and (ii) manage the risk of harm to others (80 per cent). As shown by Figure 5, inspectors were more likely to judge that implementation/delivery supported (i) the service user's desistance and (ii) the safety of other people when the relevant responsible officer response was positive.

Figure 5: Inspector judgements on the quality of delivery by responsible officers' views on the effectiveness of relationships with other agencies



"I have experienced effective working relationships with partners such as the police; my team has a staff member embedded with the police Integrated Offender Management team and we have good information sharing with them."

"The relationship with the local housing department was effective, they communicated the police callouts to the responsible officer, so the service user's negative behaviour was reported in a timely manner. The housing department wanted to help the service user keep their tenancy and were aware of the consequences if she was to become homeless."

Conclusion

Domain one of our standards framework for inspecting probation providers focuses upon organisational inputs, covering how well an organisation is led, managed and set up. There are specific standards on staffing (standard 1.2) and services (standard 1.3), and the data from our 2018/2019 inspections reveals links between these standards and the quality of delivery in individual cases (domain two). More specifically, the quality of delivery was associated with responsible officers' views on:

- their caseloads/workloads – there was a notable drop in the quality of delivery, and the responsible officers' views on manageability, when caseloads increased beyond 50 cases
- their skills, ability and knowledge
- the sufficiency of in-house training
- the effectiveness of relationships with other agencies.

With regard to the latter, the research literature indicates that desistance is more likely if interventions are integrated and combine holistically, addressing the needs of the whole person. This requires a strong mix of internal and external services, including those which are universal, targeted and specialist in nature. There needs to be sufficient flexibility and options to cater for those with often chaotic and unstable lives, as well as supportive interventions to address the needs of specific groups such as women, those with a disability, or those with mental health and/or substance misuse problems. This has been recognised by the Ministry of Justice in its 2018 consultation on the delivery of probation services:

'Rehabilitation and reintegration must be a collective enterprise, with a range of statutory and voluntary services having a role to play alongside probation in tackling the problems leading to offenders committing crime. By working more effectively with these partners, and by all public services meeting their obligations in respect of offenders, we can improve individual outcomes and protect victims and communities.'

The Ministry has also recognised the importance of investing in probation staff, stating as follows in its response to the consultation (2019):

'Ensuring the right number of staff with the right level of skills and expertise, is key to delivering a quality service and we want to ensure staff are provided with the support needed for their ongoing professional development. We want to ensure that the workforce is supported to be able to respond to ongoing changes in their caseloads and to adapt to changing technology and wider developments.'

There is a wealth of research highlighting the importance of the critical relationships between practitioners and service users, with individuals being influenced to change by those whose advice they respect and whose support they value. The associations set out in this bulletin indicate that investments in probation staff could, if well managed, have a significant positive effect on the quality of probation delivery. Practitioners need to be supported to deliver their best practice, and there is a clear need for an increased focus upon workload manageability and the sufficiency of training. Notably, less than half (46 per cent) of the interviewed responsible officers felt that their workloads were manageable, and

one in three felt that their organisation did not provide them with sufficient access to in-service training. Recognising these issues, our recent (January 2020) inspection report on the NPS central functions recommended that HMPPS should:

- review workforce requirements and recruit sufficiently skilled staff in the numbers that are required to meet current and anticipated future demand
- ensure that learning and development resources meet the needs of staff
- identify the learning needs of all staff and provide access to learning to ensure that all staff are sufficiently trained to carry out their tasks.

As the Ministry finalises the delivery model for probation services beyond 2020, it is vital that careful attention is given to the critical relationships between individual practitioners and service users, alongside ensuring a good range of high-quality interventions and strong local strategic partnerships. We will continue to pay careful attention to all these key requirements in our inspections, with our inspection standards making it very clear what is expected in terms of empowering staff and providing high-quality services. Operating alongside our inspection ratings and rating characteristics, these standards will demonstrate to providers where they need to focus, helping to drive improvement where it is required.

Alongside our inspections, we will seek to further develop the evidence base through research examining probation caseloads and workloads. We will also investigate the potential for matching our case assessment data with appropriate outputs/outcomes data, further validating the inputs → activities → outputs → outcomes logic model.

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Annex A: Methodology

Probation inspections

A full round of probation inspections was completed between June 2018 and June 2019 (first fieldwork weeks), with the reports being published between September 2018 and September 2019 (as set out in Table A1 below).

Table A1: Probation inspections, June 2018 – June 2019

Provider	CRC or NPS	Month of report publication
Merseyside	CRC	September 2018
Essex	CRC	October 2018
West Yorkshire	CRC	October 2018
South West South Central	NPS	November 2018
Northumbria	CRC	November 2018
Thames Valley	CRC	November 2018
Midlands	NPS	December 2018
Staffordshire and West Midlands	CRC	December 2018
Derbyshire, Leicestershire, Nottinghamshire and Rutland	CRC	January 2019
Dorset, Devon and Cornwall	CRC	February 2019
Humberside, Lincolnshire and North Yorkshire	CRC	February 2019
North West	NPS	February 2019
Durham Tees Valley	CRC	March 2019
South Yorkshire	CRC	March 2019
Cheshire and Greater Manchester	CRC	April 2019
Wales	NPS	April 2019
Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire	CRC	May 2019
Hampshire & Isle of Wight	CRC	May 2019
London	NPS	May 2019
Cumbria and Lancashire	CRC	May 2019
Kent, Surrey and Sussex	CRC	June 2019
North East	NPS	June 2019
Wales	CRC	July 2019
Warwickshire & West Mercia	CRC	July 2019
London	CRC	August 2019
South East and Eastern	NPS	September 2019
Norfolk and Suffolk	CRC	September 2019
Bristol, Gloucestershire, Somerset and Wiltshire	CRC	September 2019

Case sample

The cases selected were those of individuals who had been under community supervision for approximately six to seven months (either through a community sentence or following release from custody). This enabled us to examine work in relation to assessing, planning, implementing and reviewing.

The overall sample size in each inspection was set to achieve a confidence level of 80 per cent (with a margin of error of five percentage points), and we ensured that the ratios in relation to gender, type of disposal and risk of serious harm level matched those in the eligible population.

All sampled cases were allocated to individual inspectors. They examined service users' files and interviewed responsible officers. Where necessary, interviews with other people closely involved in the case also took place. To support the reliability and validity of the inspectors' judgements against our standards framework, all cases were reviewed using standard case assessment forms, underpinned by rules and guidance.⁹

Analysis

In this bulletin, logistic regression has been used to analyse the case assessment and interview data, examining which sub-group differences were significant when accounting for the relationships between the variables. The independent variables were entered using a forward stepwise approach, incorporating the most significant variables in turn (statistical significance $<.05$) and then removing them at a later stage if necessary (significance >0.1). This approach was considered appropriate as the analysis was exploratory in nature and there was no clear evidence as to the relative importance of the various independent variables. Associations which were found to be statistically significant are highlighted in the bulletin, i.e. those unlikely to have occurred randomly or by chance.

⁹ The reliability and validity of judgements was further supported through training and quality assurance activities.

Annex B: Analysis outputs

Table B1: Inspector judgements on the quality of delivery by responsible officer interview responses

		Sentence implemented effectively?		Delivery supports service user's desistance		Delivery supports safety of other people	
		n	% yes	N	% yes	n	% yes
Leadership							
Does your service prioritise quality?	Yes	1,084	82.1%	1,080	63.6%	938	59.4%
	No	680	71.2%	678	50.6%	545	42.9%
Staff							
How many cases are you currently responsible for (FTE)?	1-20	109	89.9%	109	72.5%	104	66.3%
	21-30	145	86.2%	143	61.5%	137	61.3%
	31-40	357	85.4%	356	65.7%	327	61.5%
	41-50	406	79.3%	405	59.3%	353	53.8%
	51-60	350	71.7%	345	51.9%	286	44.8%
	61-70	308	72.1%	307	58.0%	232	46.6%
	71+	244	68.0%	244	45.5%	171	36.8%
Do you think your workload is manageable?	Yes	900	81.6%	897	63.7%	759	58.1%
	No	1,040	74.5%	1,034	53.3%	869	47.8%
Do you think workloads in your team are actively managed?	Yes	1,034	80.4%	1,029	61.9%	880	56.9%

		Sentence implemented effectively?		Delivery supports service user's desistance		Delivery supports safety of other people	
		n	% yes	N	% yes	n	% yes
	No	868	74.7%	865	53.5%	716	46.9%
Do you have the skills, ability and knowledge necessary to supervise your caseload?	Yes	1,757	79.5%	1,749	59.9%	1,481	55.1%
	No	182	61.0%	180	41.7%	145	28.3%
Are you always allocated cases for which you have the appropriate training and experience?	Yes	1,506	80.3%	1,499	61.2%	1,288	55.4%
	No	426	69.5%	423	47.8%	332	42.5%
Do all other staff working in this case have clearly-defined roles which support the delivery of a high-quality service?	Yes	1,631	79.9%	1,623	60.7%	1,361	55.9%
	No	236	63.1%	234	42.3%	198	33.3%
Do you receive supervision that enhances and sustains good quality of work with service users?	Yes	1,488	79.2%	1,481	61.1%	1,252	55.2%
	No	429	72.3%	427	47.5%	357	44.3%
Does the organisation provide you with sufficient access to in-service training to support the delivery of a quality service?	Yes	1,304	80.8%	1,298	61.9%	1,110	56.8%
	No	634	71.6%	630	50.5%	515	43.7%
Does the organisation promote and value a culture of learning and continuous improvement?	Yes	1,205	80.6%	1,200	62.2%	1,035	58.5%
	No	533	69.8%	531	49.9%	427	43.3%
Do managers recognise and reward exceptional work?	Yes	1,095	80.7%	1,090	62.8%	936	57.6%
	No	612	73.4%	609	52.4%	504	47.6%
Is appropriate attention paid to staff safety and wellbeing?	Yes	1,031	80.1%	1,026	63.3%	873	58.4%
	No	718	75.3%	714	52.8%	599	46.9%
Services (questions linked to individual case)							

		Sentence implemented effectively?		Delivery supports service user's desistance		Delivery supports safety of other people	
		n	% yes	N	% yes	n	% yes
Do you have access to an appropriate range of services to meet the identified needs and risks?	Yes	1,497	79.9%	1,489	62.1%	1,249	56.8%
	No	411	71.0%	411	44.8%	349	39.3%
Were there effective relationships with other agencies to support desistance through access to mainstream services?	Yes	1,302	84.7%	1,297	67.5%	1,138	60.9%
	No	267	56.9%	266	28.6%	225	26.7%
Were there effective relationships with other agencies to manage the risk of harm to others?	Yes	1,220	84.0%	1,215	66.0%	1,098	62.5%
	No	306	63.7%	304	35.5%	276	25.4%
Information							
Are policies and guidance communicated effectively?	Yes	1,457	79.7%	1,450	60.8%	1,235	55.1%
	No	454	70.7%	451	50.3%	366	44.8%
Is there a clear policy about case recording that supports defensible decision making and effective communication?	Yes	1,587	78.8%	1,580	59.1%	1,329	54.1%
	No	336	72.6%	334	53.6%	286	46.5%
Do the case management, assessment and planning systems used by your organisation enable you to plan, deliver and record your work in a timely way, and to access information as required?	Yes	1,231	79.0%	1,226	60.2%	1,050	55.2%
	No	652	76.1%	648	54.9%	531	48.2%

Table B2: Inspector judgements on the quality of delivery by case variables

		Sentence implemented effectively?		Delivery supports service user's desistance		Delivery supports safety of other people	
		n	% yes	n	% yes	n	% yes
Age group	18-24	282	51.4%	316	56.3%	282	51.4%
	25-29	297	50.5%	344	53.2%	297	50.5%
	30-39	579	51.6%	677	58.1%	579	51.6%
	40-59	429	54.3%	547	60.7%	429	54.3%
	60+	44	59.1%	53	71.7%	44	59.1%
Gender	Male	1,700	77.6%	1,691	58.5%	1,451	52.9%
	Female	251	76.5%	250	54.4%	184	48.9%
Ethnicity	White	1,569	77.2%	1,560	57.4%	1,318	53.3%
	Ethnic minority	335	80.0%	335	60.3%	277	48.4%
Likelihood of reoffending	Low	834	82.7%	831	63.7%	661	57.0%
	Medium	543	75.5%	540	55.2%	474	49.4%
	High/Very high	544	74.3%	541	53.8%	472	51.9%
RoSH level	Low	384	71.4%	384	50.5%	104	19.2%
	Medium	1,199	77.3%	1,190	57.9%	1,169	51.2%
	High/Very High	347	88.2%	347	68.0%	344	68.0%
Responsible officer grade	Probation Officer	955	79.7%	951	61.2%	910	57.0%
	Probation Service Officer	903	74.8%	897	54.2%	636	46.2%
	Other or not clear	94	84.0%	94	62.8%	89	51.7%

Table B3: Regression model for effective implementation of sentence

Variable	B (SE)	Odds ratio
OGRS Band (Low 0-49)		***
OGRS Band (Medium 50-74)	-0.65 (0.19)	0.53 ***
OGRS Band (High and Very High 75-99)	-0.80 (0.19)	0.45 ***
Risk of serious harm classification (High and Very High)		*
Risk of serious harm classification (Medium)	-0.63 (0.25)	0.53*
Risk of serious harm classification (Low)	-0.78 (0.30)	0.46**
Number of cases	-0.01 (0.00)	0.99 *
Do you have the skills, ability and knowledge necessary to supervise your caseload?	0.75 (0.25)	2.11 **
Do all other staff working in this case have clearly-defined roles which support the delivery of a high-quality service?	0.63 (0.23)	1.87 **
Does the organisation provide you with sufficient access to in-service training to support the delivery of a quality service?	0.52 (0.17)	1.68 **
<i>Constant</i>	<i>1.29 (0.42)</i>	

Key: * p<.05; ** p<.01; *** p<.001

Table B4: Regression model for delivery supporting the service user's desistance

Variable	B (SE)	Odds ratio
Offender Age Band (18-24)		*
Offender Age Band (25-29)	-0.02 (0.26)	0.98
Offender Age Band (30-39)	0.32 (0.23)	1.38
Offender Age Band (40-59)	0.65 (0.24)	1.91**
Offender Age Band (60+)	0.67 (0.52)	1.95
OGRS Band (Low 0-49)		*
OGRS Band (Medium 50-74)	-0.47 (0.19)	0.62*
OGRS Band (High and Very High 75-99)	-0.45 (0.19)	0.64*
Risk of serious harm classification (High and Very High)		*
Risk of serious harm classification (Medium)	-0.22 (0.19)	0.81
Risk of serious harm classification (Low)	-0.68 (0.25)	0.51 **
Do you think your workload is manageable?	0.37 (0.16)	1.41 *
Is appropriate attention paid to staff safety and well-being?	0.41 (0.17)	1.51 *
Were there effective relationships with other agencies to support desistance through access to mainstream services?	1.75 (0.22)	5.71 ***
<i>Constant</i>	<i>-1.13 (0.34)</i>	

Key: * p<.05; ** p<.01; *** p<.001

Table B5: Regression model for delivery supporting the safety of others

Variable	B (SE)	Odds ratio
OGRS Band (Low 0-49)		*
OGRS Band (Medium 50-74)	-0.44 (0.19)	0.65 *
OGRS Band (High and Very High 75-99)	-0.45 (0.20)	0.64 *
Risk of serious harm classification (High and Very High)		***
Risk of serious harm classification (Medium)	-0.65 (0.20)	0.524 ***
Risk of serious harm classification (Low)	-2.34 (0.43)	0.10 ***
Do you have the skills, ability and knowledge necessary to supervise your caseload?	1.08 (0.33)	2.93 **
Were there effective relationships with other agencies to manage the risk of harm to others?	1.90 (0.23)	6.65 ***
<i>Constant</i>	<i>-1.33 (1.30)</i>	

Key: * p<.05; ** p<.01; *** p<.001