Tailoring delivery to service users' needs and strengths

HM Inspectorate of Probation

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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.

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Executive summary

Context

A primary goal for probation services is to support those under supervision in a way which will reduce the likelihood that they will commit further crime. According to a range of theories, this can be achieved by addressing criminogenic factors, as well as enhancing strengths and protective factors. The focus in this bulletin is upon the extent to which the delivery of probation services in England and Wales is being tailored to both needs and strengths.

Approach

The findings presented in this bulletin are based on the full round of probation inspections conducted between June 2018 and June 2019, covering both the National Probation Service (NPS) and all Community Rehabilitation Companies (CRCs). Within each inspection, we examined the volume, range and quality of services in place and assessed individual cases (n= 3,308 cases). In each case, our inspectors considered key questions linked to service users' individual needs and strengths, recording the reasons for their judgements alongside notable instances of good or poor practice.

3,308
case assessments

June 2018

June 2019

2,474 CRC   **834** NPS
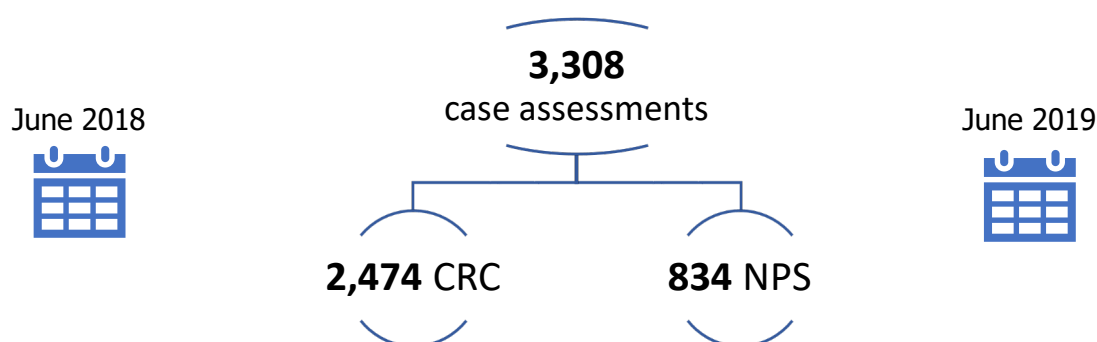
Key findings and implications

- In nearly half of the inspected cases, it was judged that the service user had four or more needs, highlighting how often careful attention needs to be paid to the sequencing and alignment of interventions. The need most frequently identified by inspectors was thinking and behaviour, recorded in over four-fifths of the cases. The strongest relationship was between drug misuse and lifestyle – both were present in a third of the cases.

- For many of the needs, prevalence rates were notably higher in the cases managed by the NPS compared to the cases managed by CRCs. Other significant sub-group differences included: lower levels of alcohol and drug misuse among some of the minority ethnic groups; higher levels of education, training and employment (ETE) need for the younger service users; and increases in alcohol misuse with age.

- The strengths/protective factors most frequently identified were family and relationships (40% of cases) and motivation to change (36%). Conversely to the

picture for needs, the mean number of strengths decreased as the service user's likelihood of reoffending or risk of serious harm increased.

- For six out of the eight needs, delivery was deemed sufficient in less than half of the relevant cases. The sufficiency of delivery in building upon individual strengths ranged from 61% for family and relationships to 75% for motivation to change.

- A number of general enablers and barriers were identified. Enablers included: (i) initial assessments and plans utilising all possible sources of information, with the service user having a clear voice; (ii) paying attention to the engagement of the service user, particularly when motivation appeared to be diminishing or lacking; (iii) utilising protective factors wherever possible; and (iv) establishing good liaison with relevant agencies, supporting the integration of services and more seamless pathways of delivery.

- There were clear differences between cases managed by the NPS and CRCs in the sufficiency of delivery in addressing needs and building upon strengths. Across a number of CRCs, service user assessments failed to provide a sufficient analysis from which to commission services and interventions. A full suite of interventions and accredited programmes was not always available, waiting lists for programmes were often lengthy, and in some areas, there was a lack of trained staff available to deliver the required interventions. More positively, the availability of community hubs within some CRCs provided a multi-agency approach in accessible locations – careful attention should thus be given to the potential benefits of hub-based delivery within the new probation delivery model.

- The sufficiency of delivery also differed significantly according to the service user's likelihood of reoffending, with services more likely to be judged sufficient – both in terms of supporting desistance and building upon strengths – for those with a low likelihood of reoffending. Looking at specific needs and strengths, there were some differences by age and gender. For both drug misuse and alcohol misuse, sufficient services were less likely to have been delivered for younger servicer users compared to older service users. For both family/relationships and alcohol misuse, sufficient services were less likely to have been delivered for men compared to women. Further attention needs to be given to the sufficiency of delivery for specific sub-groups, ensuring that there are appropriate options in place to cater for those with often chaotic and unstable circumstances and for more vulnerable groups.

1. Introduction

Probation services across England and Wales can make a big difference to those receiving them and to wider society, with around 260,000 adults supervised annually. This bulletin focuses on the extent to which the delivery of probation services is tailored to individual service user's needs and strengths. Within the 'What Works' literature, the risk, needs and responsivity (RNR) principles emphasise the importance of ensuring that both needs and strengths are addressed to facilitate a reduction in reoffending (Bonta and Andrews, 2017). The needs principle states that relevant criminogenic needs should be the focus of targeted interventions, rather than those which are not related to offending behaviour. In addition, responding effectively at an individual level requires interventions to be tailored, among other things, to the service user's strengths.

Within this literature, the 'central eight' risk/need factors are set out as follows (all but the first of which are dynamic in nature):

- criminal history
- pro-criminal attitudes
- pro-criminal associates
- anti-social personality pattern
- family/marital
- school/work
- substance abuse
- leisure/recreation

To assist with effective case supervision, the Offender Assessment System (OASys) was developed in 2001, building upon the existing 'What Works' evidence base. OASys provides a standardised assessment of the needs and risks of service users which, once identified, can be used to develop and deliver effective sentence plans. Within OASys, the following eight factors are scored as criminogenic needs: accommodation; ETE; relationships; lifestyle; drugs misuse; alcohol misuse; thinking and behaviour; and attitudes[1]. These align closely to the 'central eight' factors outlined above.

However, risk assessment tools have been criticised for placing too much emphasis on individuals' deficiencies, with not enough attention being given to the strengths that individuals may possess (McNeill and Weaver, 2010; Ward and Brown, 2004). Arguments have been made for a shift towards a 'strengths-based' approach (Maruna and Le Bel, 2003) with more focus on 'desistance-related' factors (Farrall, 2002). This also links with the good lives model (GLM) (Ward and Brown, 2004) which places a focus on positive, strengths-based and restorative models of rehabilitation, and hypothesises that enhancing a sense of fulfilment with one's life will naturally lead to reductions in criminogenic needs.

Maruna and Mann (2019) have helpfully summarised the development of the 'desistance' and 'what works' research literatures, noting that while there are differences between the two areas of work, the continual development of 'evidence-based practice' will be best supported through a recognition that both approaches are valuable and that they can be

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[1] Emotional wellbeing and financial management are assessed but not scored within OASys.

highly complementary. The need for case supervision which reflects both approaches is also recognised in the European Probation Rules (Canton, 2019). The commentary to these rules (Council of Europe, 2010) states that 'it is important to take account of strengths as well as risks. A rounded assessment must recognise the individual's abilities and potential and not be preoccupied only with their offending behaviour'.

Much of the data in this report is based on inspectors' judgements as to the quality of supervision in individual cases. This is based on the ASPIRE model (National Offender Management Service (NOMS), 2006), set out in Figure 1 below.

Figure 1: ASPIRE model
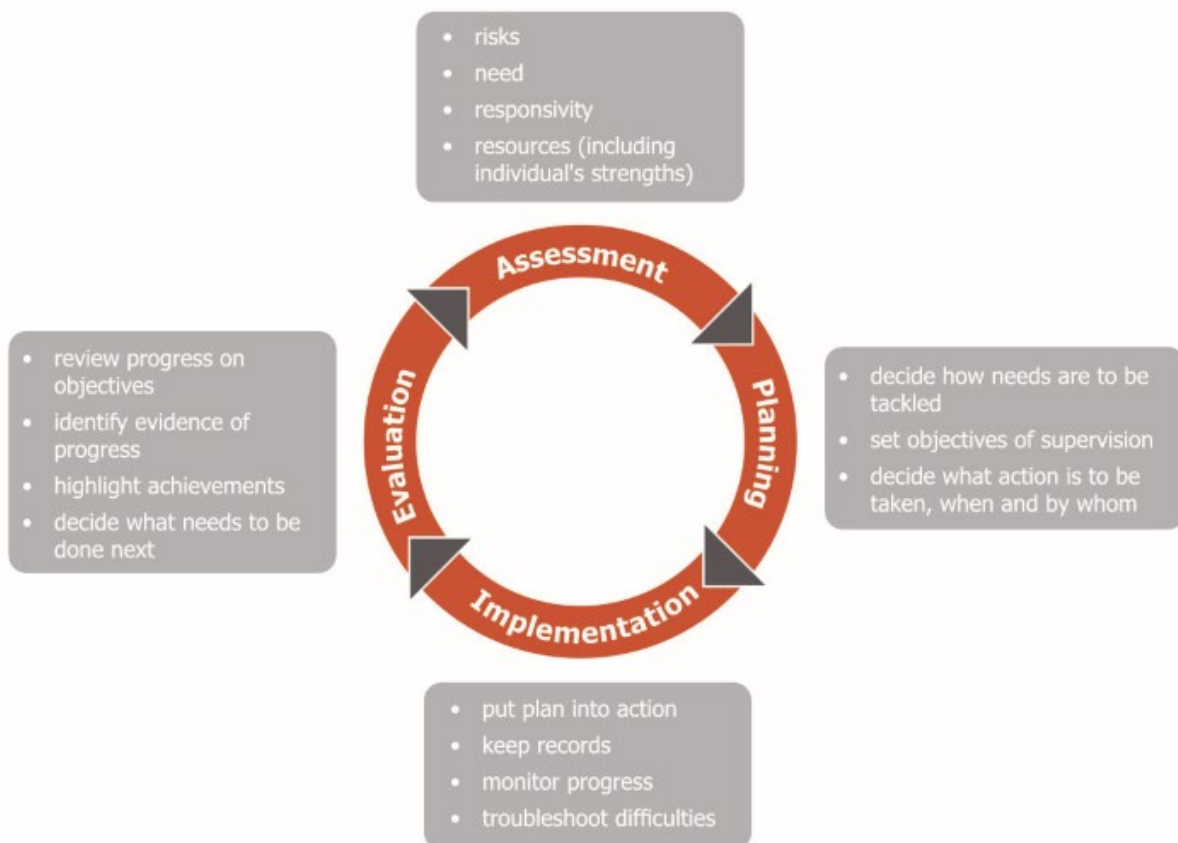
In order to ensure that delivery is tailored to individual service users, their needs and strengths need to be correctly identified in a sufficiently thorough assessment and planned for accordingly. In addition, when delivering services, sequencing and alignment are important to ensure that the most immediate needs are addressed first, for only after some stability has been established can work be effectively undertaken on additional needs.

In the annual report of the previous Chief inspector (HMI Probation, 2019a), Dame Glenys Stacey stated that many service users were not being well assessed, and that probation work was not being planned or delivered consistently or to a good overall standard. The report also highlighted marked differences between providers, with higher quality work

generally being found in NPS divisions compared to CRCs.[2] This was further highlighted in the summary report by the current Chief Inspector, Justin Russell, (HMI Probation, 2019b) with significant differences noted in the levels of delivery between NPS and CRC cases – sufficient services were delivered in at least half of the NPS cases across seven of the eight needs, with the CRC cases reaching this mark for just two of the needs.

Inspection standards

The inspections of probation services undertaken by HMI Probation are underpinned by standards which are grounded in evidence, learning and experience. In developing the standards, the Inspectorate worked constructively with providers and others to build a common view of high-quality probation services and what should be expected.

The standards framework 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.

The first domain within the standards framework examines organisational inputs, with a specific standard on services, considering whether 'a comprehensive range of high-quality services is in place, supporting a tailored and responsive service for all service users'. Domain two focuses upon case supervision activities, looking at the quality of work in individual cases and how well individuals are being supervised.

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2. Findings

Many of the findings presented in this bulletin (sections 2.2 and 2.3) are based upon the domain two case assessment data from our full round of probation inspections completed between June 2018 and June 2019. We inspected 3,308 cases, broken down as follows:

- 2,474 (75%) CRC and 834 (25%) NPS cases
- 472 (14%) cases involving female service users
- 1,499 (45%) post-release custody cases
- 931 (29%) high or very high likelihood of reoffending cases
- 452 (14%) high or very high risk of serious harm cases.

Across all these cases, our inspectors considered key questions linked to the ASPIRE model. In this bulletin, judgements relating to the following questions are analysed:[3]

Assessment

- Does assessment identify and analyse offending-related factors?
- Does assessment identify the service user's strengths and protective factors?

Planning

- Does planning sufficiently reflect offending-related factors and prioritise those which are most critical?
- Does planning build on the service user's strengths and protective factors, utilising potential sources of support?

Implementation and delivery

- Are the delivered services those most likely to reduce reoffending and support desistence, with sufficient attention given to sequencing and the available timescales?
- Wherever possible, does the delivery of services build upon the service user's strengths and enhance protective factors?

The sample sizes across these questions vary due to their applicability in individual cases; for example, whether the need or strength was initially identified for the individual. Inspector judgements are presented for the samples as a whole (applicable cases) and, in some instances, broken down by the provider (CRC or NPS), service users' demographics (age, gender, and ethnicity), type of supervision (community sentence or post-custody), and risk levels (both likelihood of reoffending[4] and risk of serious harm). Logistic regression models were used to assess which sub-group differences were significant when accounting for the relationship between the variables.

Inspectors also recorded rationales for their judgements, alongside cases summaries and notable instances of good or poor practice. This information was analysed and used to produce the good and poor practice examples included in the bulletin.

In addition to these case-level findings, the bulletin also presents (section 2.1) our organisational-level judgements on the volume, range and quality of services in place.

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[3] The full standards framework can be found here: https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/.
[4] Based upon the Offender Group Reconviction Scale (OGRS) score.

Alongside the case assessment data, our inspectors considered evidence and information from a range of other sources.[5]

2.1 Services at an organisational level

At an organisational level, inspectors considered whether a comprehensive range of high quality services were in place to support a tailored and responsive approach for all service users – the 'services' standard within domain one of our standards framework. Across our 2018/2019 inspections, 12 of the 21 CRCs received a 'good' rating for this standard, seven received 'requires improvement', and two were rated as 'inadequate'. For the NPS, six out of the seven divisions were rated as 'good', with only one receiving a 'requires improvement' rating. These ratings indicate that the range and quality of services was generally deemed by inspectors to be of a higher standard in the NPS divisions than across the CRC areas.[6] This was despite the CRCs being responsible for contracting specialist services both for their own service users and those supervised by the NPS through a 'rate card' process.

Figure 1: Provider ratings for services

2.1.1 Analysis of service user profiles

In making their rating judgements, inspectors considered whether a sufficiently comprehensive and up to date analysis of the profile of service users had been used by the organisation to assist in the delivery of well-targeted services. In particular, they considered whether the analysis captured sufficiently the desistance and offending-related factors presented by service users.

Across the NPS divisions, there was generally found to be sufficient understanding of the needs of the caseloads, with the highest levels of need being identified. Service user profile analysis captured desistance and offending-related factors, with OASys being used to facilitate this. Some divisions were identified as having close working relationships with

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[5] See Annex A for further information about our inspection methodology.
[6] See Annex B for our published 'outstanding' rating characteristics for the services standard.

nationally-based analysts who helped inform an understanding of local offending-related needs. Other data which was used to inform the commissioning of services included that related to previous spending, feedback from local delivery units, information on the availability of alternative or free services, and feedback from staff.

A less positive picture was presented for the CRCs. One aspect which was especially problematic across a number of areas was the use of only basic, layer one OASys assessments – which do not include the sections covering the dynamic offending-related factors.[7] This was not deemed sufficient to provide a comprehensive assessment of current criminogenic needs from which to commission services and interventions. Where other supplementary information had been used, for example, service user surveys and national data, this was often not detailed enough. Even where analysis was being undertaken, it was not always clear how this would be used to inform service delivery and commissioning.

There was, however, some good practice across CRCs, with inspectors seeing incidences where a clear measure of the needs of the service user population was available. A few in-house assessment tools showed promise and some CRCs had made the decision to revert to using full OASys assessments to support an improved level of needs analysis. Others were utilising data from the HMPPS performance hub, and one area could access stratified reports from their quality and research team.

2.1.2 Volume, range and quality of services

Inspectors formed a judgement as to whether the organisation provided the volume, range and quality of services to meet service users' needs and whether building strengths and enhancing protective factors was central to the delivery of services. Individual responsible officers were asked for their views in relation to specific cases, and nearly eight out of ten (78%; n=1,912) responded positively, stating that the organisation provided the services to meet the identified needs of the individual service user in the case being inspected.[8]

Our inspectors identified both strengths and challenges in relation to the delivery of tailored and appropriate services. As part of *Transforming Rehabilitation*, CRCs became responsible for contracting specialist services both for those under their own supervision, as well as those supervised by the NPS through a 'rate card'. In some NPS areas, there was a reluctance among staff to use the rate card services. Reasons included feeling that they could provide some of these services themselves, rather than "*spending tax payers' money*" as well as concerns regarding reduced rapport with the service users through delegating interventions to another provider. Some of these CRC services were also not designed for individuals who posed a high risk of serious harm, all of whom were supervised by the NPS.

Within the NPS and in some CRC areas, a number of staff were not clear what services were available. A full suite of interventions and accredited programmes was not always in place, and within some CRC areas, there were notable gaps or inconsistencies in the availability of service provision. Waiting lists for accredited programmes were often lengthy, and in some areas, there was a lack of trained staff available to deliver the required interventions. Where these were not readily available, staff did not always consider identifying or taking up other

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[7] OASys layer one assessments include a screening for risk of serious harm and calculate a likelihood of reoffending rating based upon static risk factors.
[8] See HMI Probation (2020a) for further findings from the responsible officer interviews and the associations with the quality of delivery in individual cases.

relevant services. In some areas, few programmes operated in evenings or at the weekend for those in full-time work. Providing services in rural areas often proved more problematic.

In a few areas, however, the CRC had collaborated with the NPS to ensure that appropriate services were available and in others, care had been taken to ensure that services met diversity needs. Good work was seen with the availability of community hubs within some CRC areas, which offered a multi-agency approach in accessible locations. Strengths have been found in this style of working, especially in engaging hard to reach service users or those with more chaotic lifestyles. Hub-based delivery has the potential to address service users' needs, develop and rebuild community and family relationships, and potentially support sustained behaviour change (HMI Probation, 2020b).

For both the NPS divisions and CRC areas, securing suitable accommodation was seen as a major challenge. However, examples of positive work were found across both the NPS and CRCs including:

- The use of a housing advice worker in London NPS as a single point of contact, offering direct support to individuals.
- A project to facilitate prisoners entering secure accommodation on release in North East NPS.
- In Derbyshire, Leicestershire, Nottinghamshire and Rutland (DLNR) CRC, considerable finances were committed specifically to address the accommodation difficulties faced by service users.

ETE provision varied between locations. In some areas, low levels of job availability made this more challenging. However, there was good work taking place across a number of areas, including impressive and outcome-focused ETE provision in Kent, Surrey and Sussex CRC. Having housing or ETE specialist advisors on site facilitated access to provision.

In terms of strengths and protective factors, inspectors noted that across the Interserve group of CRCs, an Interchange Model was in operation which focused on developing and delivering services which are built on strengths, encouraging individual responsibility and active citizenship. A key part of this model is a shift away from placing a focus on service users' problems or barriers to rehabilitation and towards supporting individuals to identify and accomplish goals for a more positive future. The model utilised in Durham Tees Valley, owned by Achieving Real Change in Communities (ARCC), was also seen by inspectors as one which encouraged a focus on service users' strengths.

2.2 Service users' needs and strengths

2.2.1 Needs

In each individual case, inspectors identified those factors which were most important in terms of links to offending. The factors considered were:[9]

- accommodation
- ETE
- family and relationships
- lifestyle (including friends and associates)
- alcohol misuse
- drug misuse
- thinking and behaviour
- attitudes to offending.

The need most frequently identified by inspectors was thinking and behaviour, recorded in over four-fifths (84%) of the inspected cases. Lifestyle was the next most frequently identified need; just over half (53%) of the cases. The need least frequently identified was ETE; 11% of the inspected cases.

In nearly half (47%) of the cases, it was judged that the service user had four or more needs, highlighting how often careful attention needs to be paid to sequencing and alignment of interventions. The strongest relationship was between drug misuse and lifestyle – both were present in a third (33%) of the cases.

Figure 2 compares the levels of need between the NPS and CRC cases. As shown, for many of the needs, prevalence rates were notably higher in the NPS cases, resulting in an average of 4.1 needs compared to 3.4 for the CRC cases.

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[9] These factors were considered due to the strong evidence on their links with the likelihood of reoffending (see section 1 of this bulletin).

Figure 2: Prevalence of needs by provider (NPS vs CRC)
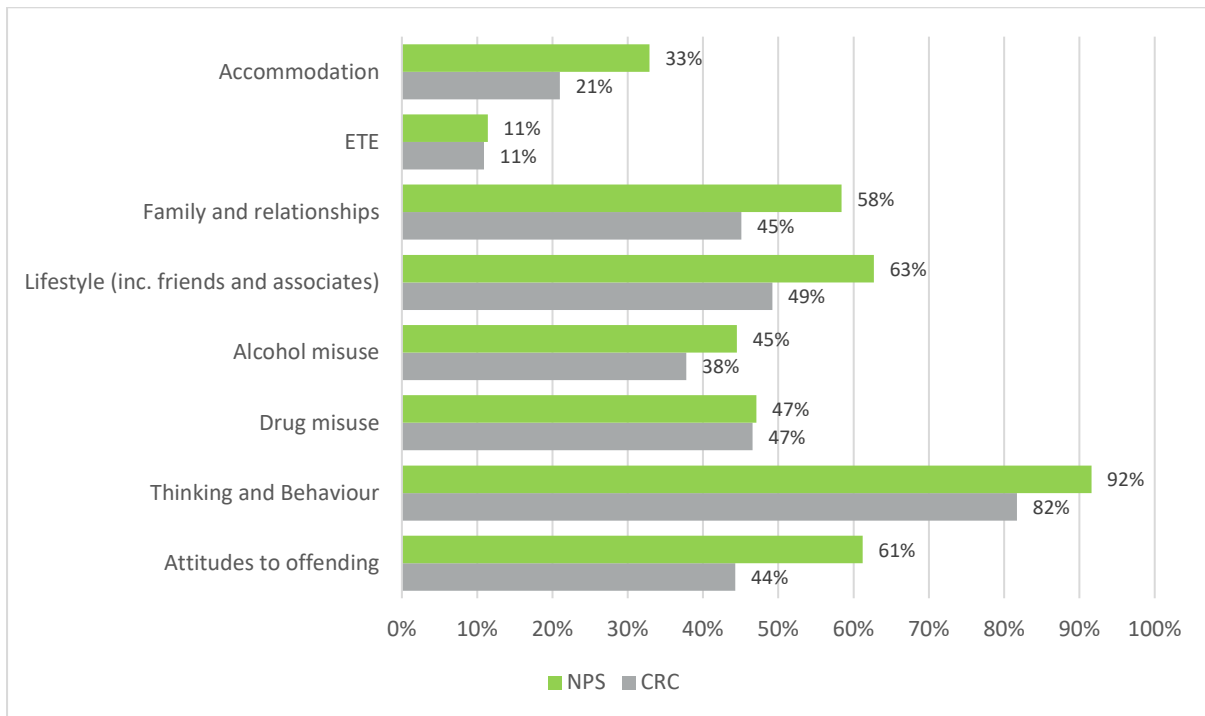
The prevalence rates for other sub-groups are set out in Annex C (see Table C1). Unsurprisingly, there were some clear differences according to both likelihood of reoffending and risk of serious harm. For example:

- The drug misuse prevalence rate increased from one in four (25%) for those with a low likelihood of reoffending to about three in four (74%) for those with a high/very high likelihood.
- The level of family/relationships need increased from 26% for those presenting a low risk of serious harm to 66% for those presenting a high/very high risk.

Figure 3 sets out how the average number of needs increased across the risk levels.

Figure 3: Mean number of needs by risk levels – likelihood of reoffending and risk of serious harm
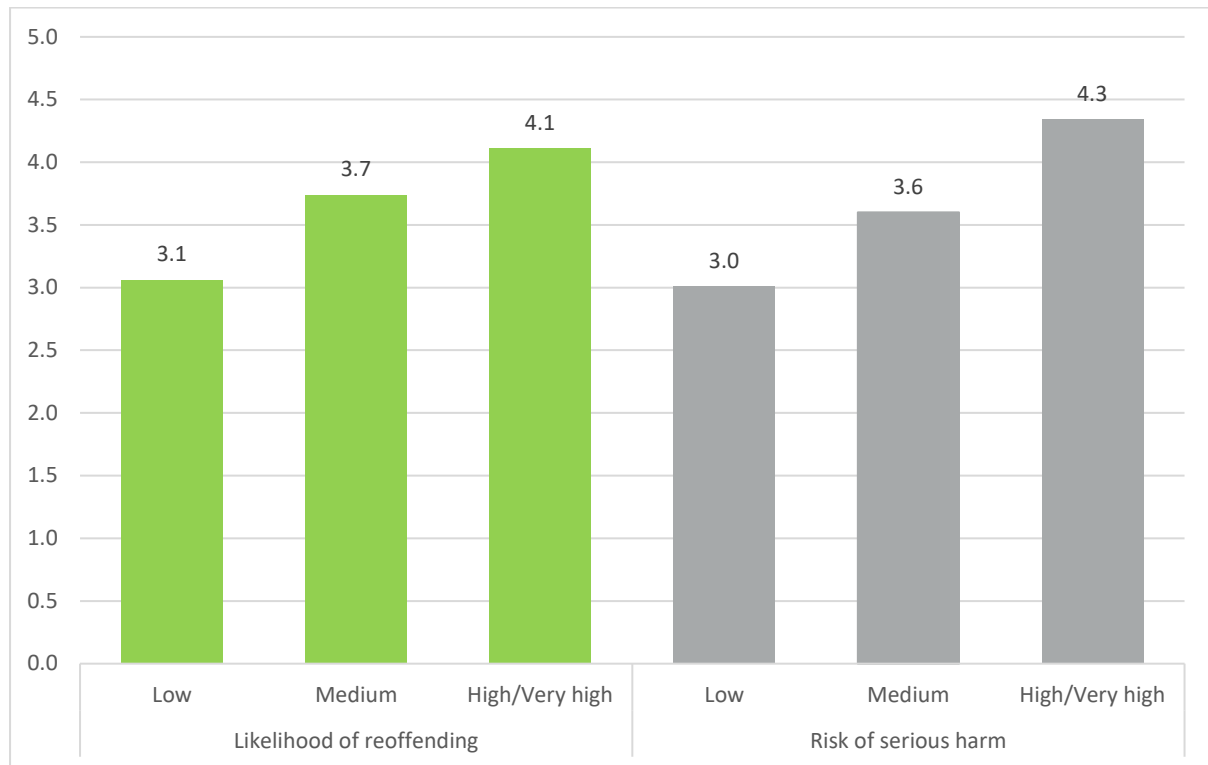
Other notable sub-group differences included:

(i)   lower levels of alcohol and drug misuse among some of the minority ethnic groups
(ii) higher levels of ETE need for the younger service users
(iii) increases in alcohol misuse with age.

2.2.2 Strengths

Inspectors were also asked to identify the most important strengths and protective factors for each individual service user. The factors considered (NOMS and Maruna, 2010) were:

- family and relationships
- having a place within a social group
- motivation to change
- employment
- having a non-criminal identity.

The strengths/protective factors most frequently identified were family and relationships (40% of cases) and motivation to change (36%). Having a place within a (non-criminal) social group was relatively rarely identified – just six percent of cases. In just over a quarter (27%) of cases, no strengths were identified. Four in ten (40%) had one strength identified, while only a third (33%) had two or more strengths identified.

Figure 4 below compares the NPS and CRC cases in terms of the prevalence rates for the differing strengths/protective factors. It is a more mixed picture compared to the levels of need, although strengths/protective factors were more likely to be identified in the NPS

cases in relation to family and relationships (46% NPS; 38% CRC) and motivation to change (40% NPS; 34% CRC).

Figure 4: Prevalence of strengths by provider (NPS vs CRC)
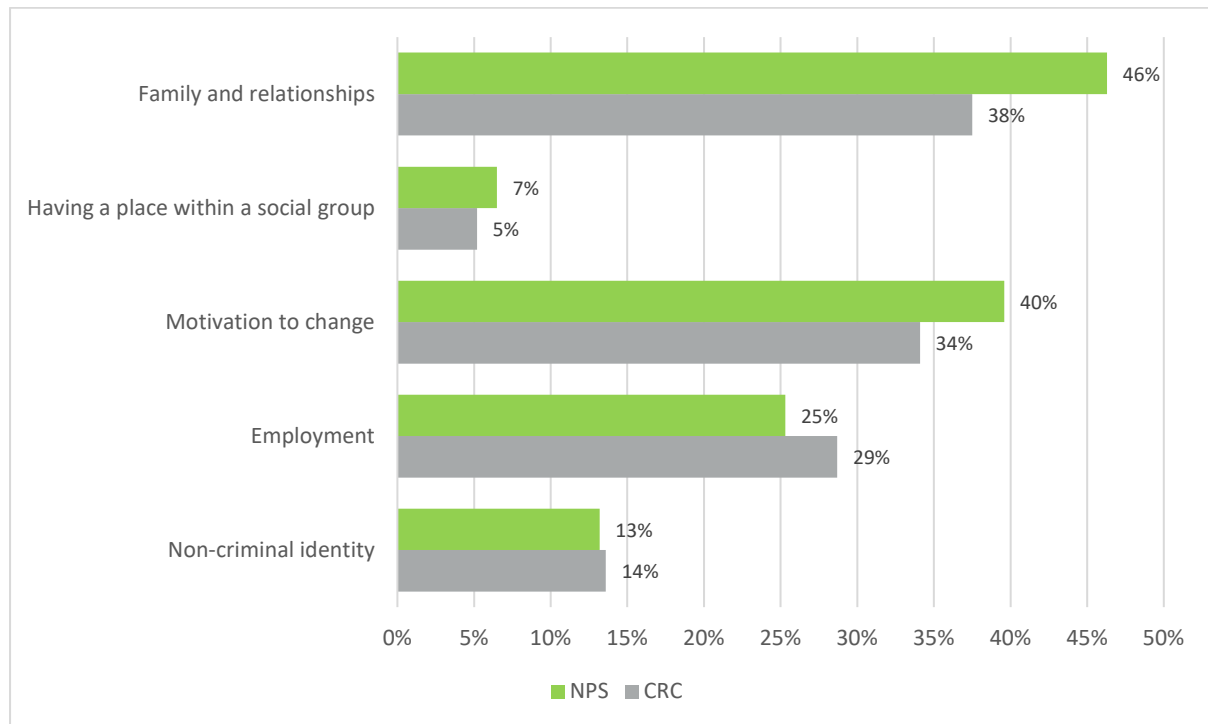
The prevalence rates for other sub-groups are set out in Annex C (see Table C2). Conversely to the picture for needs, the mean number of strengths decreased as the likelihood of reoffending and risk of serious harm levels increased (see Figure 5). Most markedly, the protective factor of a non-criminal identity fell from 25% for those with a low likelihood of reoffending to 4% for those with a high/very high likelihood, and from 20% for those who presented a low risk of serious harm to 9% for those who presented a high/very high risk.

It can also be seen in Annex C that Asian service users were more likely to have most of the strengths/protective factors.

Figure 5: Mean number of strengths by risk levels – likelihood of reoffending and risk of serious harm
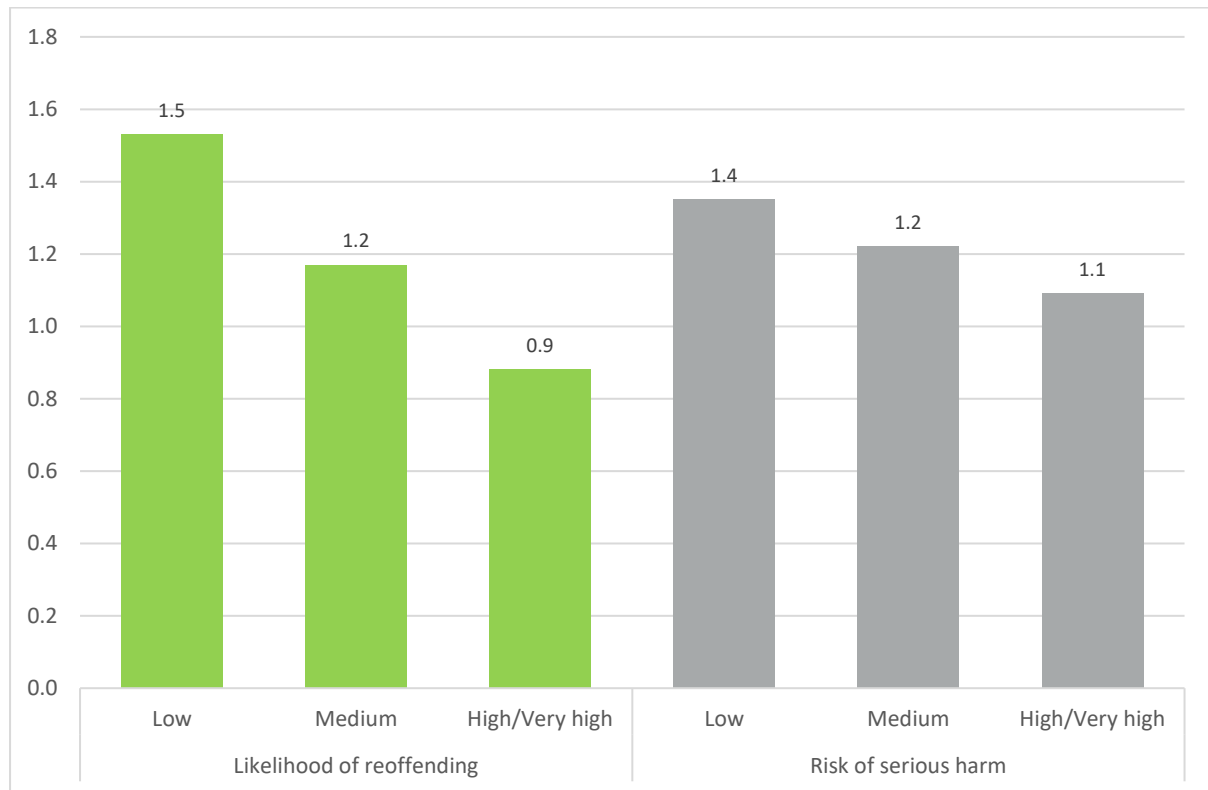
2.3 Case supervision

2.3.1 Tailoring of delivery

In order for probation delivery to be tailored to the individual service user, both assessment and planning must be undertaken to a good standard, with needs and strengths sufficiently identified and analysed. When delivering services, further attention needs to be given to the sequencing and alignment of interventions, considering how to maximise engagement and overcome any potential obstacles.

As shown by Figure 6, while the initial assessment of needs was more likely to be judged sufficient compared to the assessment of strengths (82% of cases compared to 74%), the delivery against needs was only judged to be sufficient in 56% of cases. Delivery was deemed to build sufficiently on strengths in about seven out of ten (69%) cases. This difference in delivery between needs and strengths is perhaps not surprising considering the greater volumes of need identified (see section 2.2).

Figure 6: Sufficiency of assessment, planning and delivery in addressing needs and building upon strengths
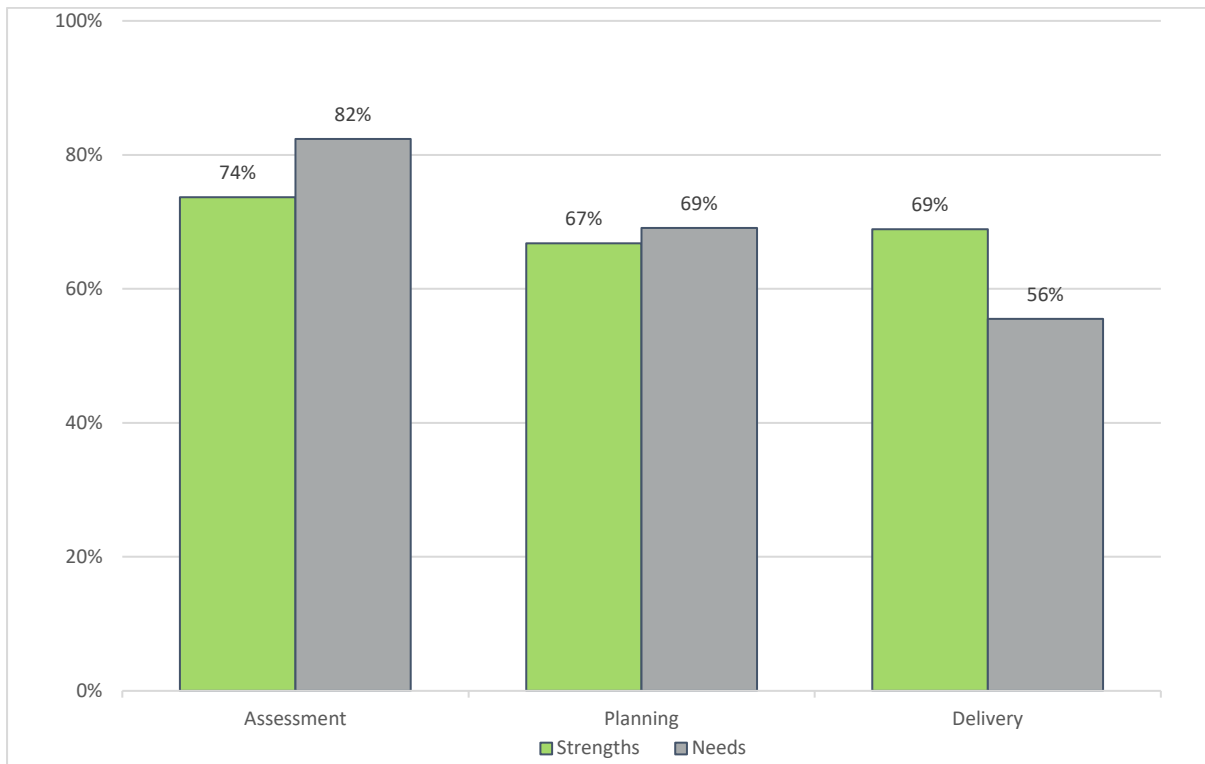
Looking at delivery against specific needs (rather than delivery in the round), the levels of sufficiency ranged from 40% for family and relationships to 59% for accommodation (see Figure 7).[10] Thinking and behaviour was by far the most frequently identified need, and delivery was deemed sufficient in 47% of those cases where it was present. For six out of the eight needs, delivery was deemed sufficient in less than half of the relevant cases.

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[10] We found similar levels of delivery when analysing the data from our previous 'Quality and Impact' inspection programme, with sufficient interventions having been delivered most frequently (62% of applicable cases) in relation to accommodation (HMI Probation, 2019c).

Figure 7: Sufficiency of delivery against identified needs
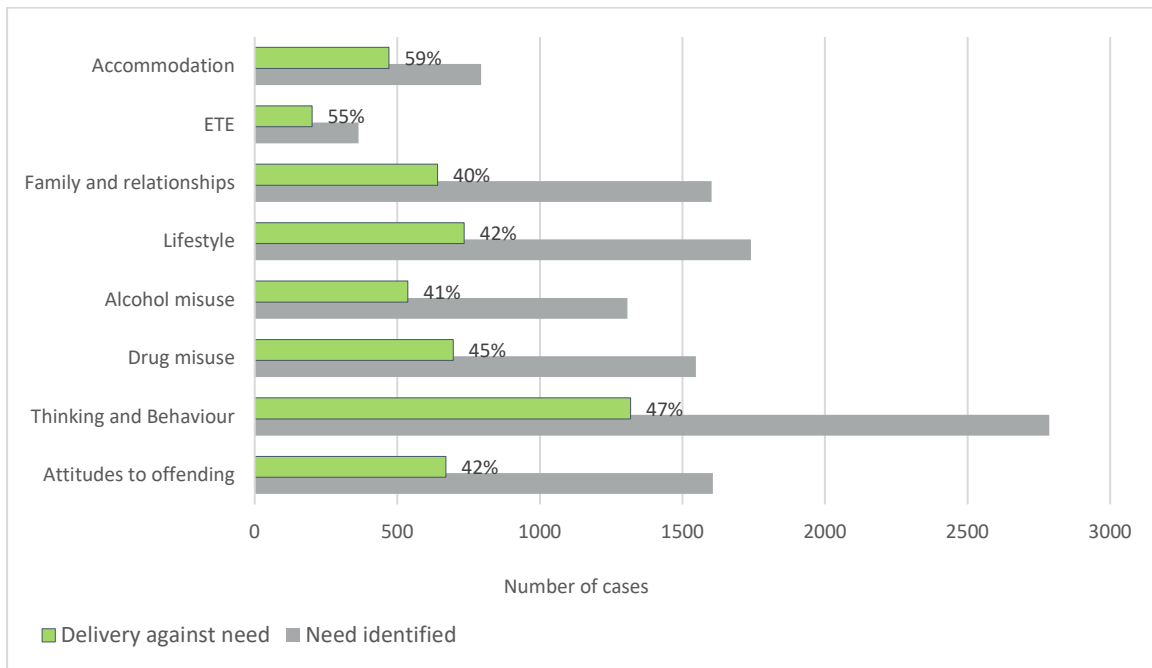
Looking at the sufficiency of delivery in building upon individual strengths, this ranged from 61% for family and relationships to 75% for motivation to change (see Figure 8).

Figure 8: Sufficiency of delivery in building upon identified strengths
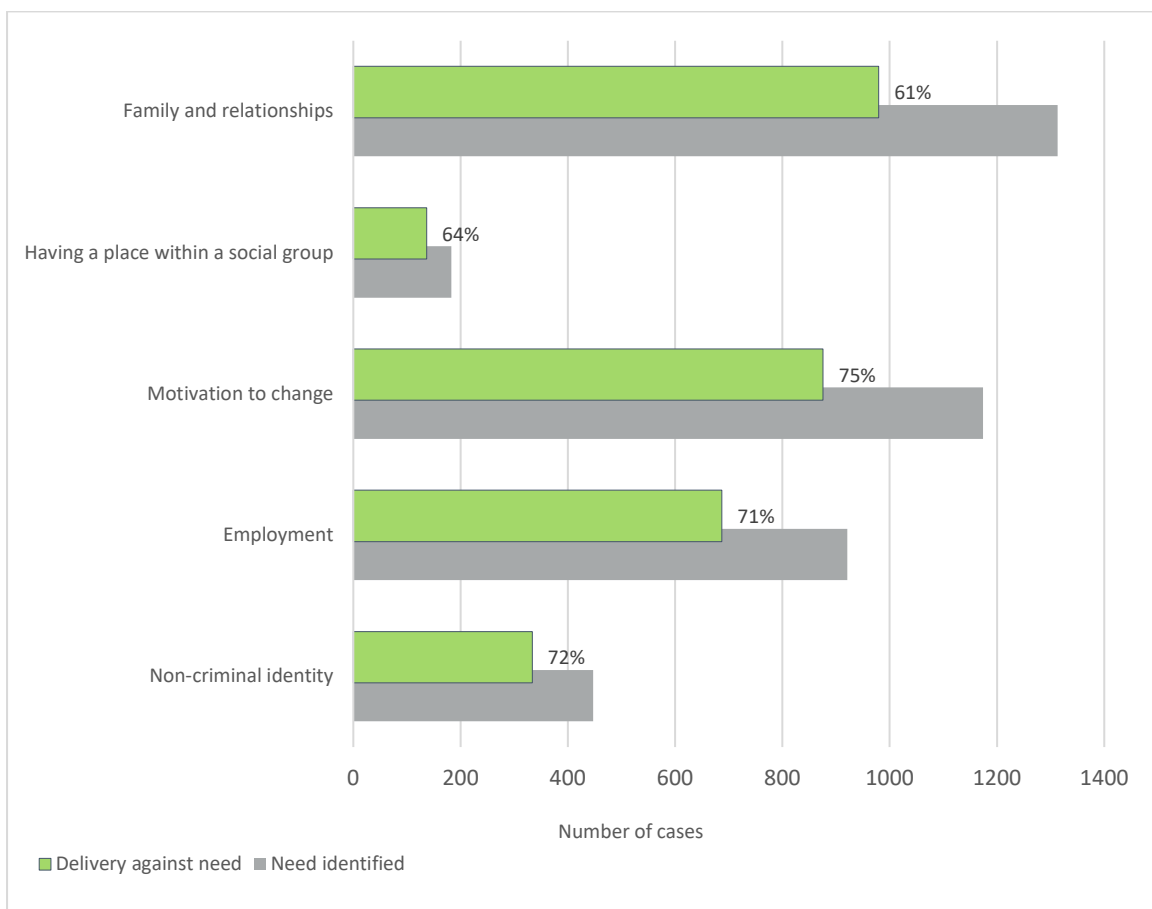
In each case, inspectors recorded rationales for their judgements. Analysis of this information revealed the following enablers and barriers to addressing needs and building upon strengths:

Enablers

- Initial assessments and plans utilised all possible sources of information, including details from other agencies, with the service user fully engaged and having a clear voice.
- Relevant referrals were made in a timely manner, with consideration given to the sequencing of interventions – interventions being provided in the most effective order.
- Identified protective factors were fully utilised to support the service user's desistance. This could include family members who were willing to offer accommodation or take an active part in discussions, placing a focus on regaining access to children when needs had been appropriately addressed, or ensuring interventions were provided at times which did not jeopardise a service user's employment.
- Good liaison with relevant agencies was well established, supporting the integration of services and more seamless pathways of delivery. Information about the service user was shared in order to monitor progress.
- Help was provided to the service user to remain engaged, particularly when lacking motivation or struggling with their desistance. This could involve increasing appointment frequency or duration, earlier work being revisited, challenging negative behaviour, and/or reinforcing positive responses.

Barriers

- Assessments and plans were sometimes based on dated information, and could be too descriptive rather than analytical. In some instances, service users had been insufficiently involved, and in other cases, their views had not been balanced against other sources of information.
- Sometimes urgent issues, such as a crisis in accommodation or substance misuse, limited the focus on more general desistance work. While these issues should be addressed, it is important that wider work to reduce reoffending is not overlooked.
- At times, responsible officers were not utilising protective factors to assist in supporting the service user.
- Too often, inspectors found that interventions were not being delivered within the key areas identified in assessment and planning stages. Reasons included referrals not being made, service users being unwilling to undertake the intervention, the intervention not being available in the area, or the service user remaining on a waiting list.
- Another barrier was not having clear communication with other agencies. Feedback regarding progress was often limited and at times the responsible officer was having to rely on the service user's account as to whether they attended or not.
- Lack of compliance or engagement from service users could make the delivery of some work difficult, but it was important for responsible officers to feel confident in challenging this.
- Lack of clear recording of delivery was evident, making it difficult to monitor progress and assess whether the most appropriate work was being undertaken.

Good practice examples

Andre, a 24-year-old male of mixed heritage, had received a five-year custodial sentence for an offence of grievous bodily harm with intent. This was his first conviction.

Very limited focused work had been carried out with Andre while he was in custody. Once he started his licence period, however, the responsible officer had maintained an excellent level of engagement with him, involving him in discussions and explaining the need to look at areas of his offence and risk which had been identified at the assessment stage. This was all despite Andre initially stating that he had no needs to be addressed. Appropriate and sustained professional curiosity was evident in this case.

The responsible officer made the most of opportunities in general discussion to address Andre's offending behaviours and triggers, as well as suggesting potentially helpful strategies and making referrals to appropriate services. Due to the responsible officer's work to motivate Andre and help him gain an understanding as to the importance of addressing certain needs, Andre attended the appointments which had been made and showed signs of progress.

The responsible officer also placed an emphasis on Andre's strengths and protective factors, including involving his mother in discussions around how well he was settling back into the community. Andre had gained full-time employment soon after release, and his supervision appointments were arranged not to interfere with this employment. Barriers to attendance at the Re-Think programme were openly discussed and Andre was able to gain the support of his employer to allow him to attend during working hours.

Andre had continued to comply with his licence conditions and had stated his desire to lead a crime-free life.

Jez, a 35-year-old white male, was given a six-year custodial sentence for a violent assault on an ex-colleague.

Pre-release planning was undertaken to understand Jez's priorities. This included a discussion regarding how he might feel about being placed in an Approved Premises (AP) for a short term on release to help him abstain from his alcohol use. After this placement, the responsible officer worked in a coordinated way with the AP keyworker to develop a greater understanding of Jez's behaviour and the degree of progress he had made. This allowed for work which had taken place in the AP to be built upon, and also helped to plan the sequencing of subsequent interventions, ensuring that more immediate needs were addressed first. A referral to a substance misuse charity was made promptly, but the responsible officer decided to delay Jez from starting this treatment until he had gained some more stability in his life, including securing safe and stable accommodation and working with him to disassociate from unhelpful associates.

The responsible officer worked hard to understand the factors in this case and also retained a healthy degree of scepticism towards any changes Jez appeared to be making. A good balance was achieved between challenging Jez's offending behaviour and thinking, while supporting his desistance. Effective use was made of supervision sessions where empathy and victim understanding were explored and encouraged.

Poor practice examples

Jonny, a 32-year-old white male, was subject to a 16-month licence for an offence of grievous bodily harm. Released on Home Detention Curfew, Jonny had licence conditions involving non-contact and an exclusion area.

Although alcohol had been identified as a critical area at the assessment stage, no work had been undertaken in relation to this. There appeared to be a reliance on Jonny's account that he was currently not drinking to excess, without the required professional curiosity around these concerns. Based on this self-assessment, Jonny did not meet the threshold for the alcohol misuse team. However, no other alternative in-house interventions or one-to-one work had been completed.

Jonny identified concerns around his mental health and seemed motivated to receive appropriate assistance. However, as this was not fully explored at the assessment stage, nothing was implemented to provide the required support.

Although there had been some discussions between Jonny and his responsible officer about his offence and triggers, these did not happen soon enough. Sessions also appeared to lack any structure which would support meaningful desistance work, and little attention had been paid to any strengths or potential protective factors.

Jacob, a 24-year-old white male, was on licence for 23 months for a violent offence. He had nineteen previous offences.

Jacob was a care leaver who presented with significant mental health and trauma-related issues, but this was not identified by any of the three responsible officers who had held the case.

Little liaison was made with crucial agencies to support Jacob's desistance, resulting in the NPS working very much in isolation. Despite Jacob being eligible for support by the Care Leaving Team, this was not instigated. In addition, despite Jacob having a key worker within his supported accommodation, the responsible officer did not make contact with them. As such, a holistic approach to supporting Jacob's desistance was not achieved.

There was no evidence of support from other key relevant agencies, including drug and alcohol services, and there was no focus on issues relating to safeguarding or domestic abuse.

2.3.1 Variations in the quality of delivery

There were significant differences between NPS and CRC cases (when controlling for other variables) in the sufficiency of assessment, planning and delivery in addressing needs. As shown by Figure 9, the delivered services were judged to be those most likely to reduce reoffending and support desistance in 63% of NPS cases compared to 53% of CRC cases.

In relation to specific needs, there was a significant difference in the sufficiency of delivery between the NPS and CRC cases for six out of the eight needs. For those service users with an identified accommodation need, sufficient services were delivered in 71% of NPS cases compared to 53% of CRC cases.[11]

Figure 9: Sufficiency of assessment, planning and delivery in addressing needs, by provider (CRC vs NPS)
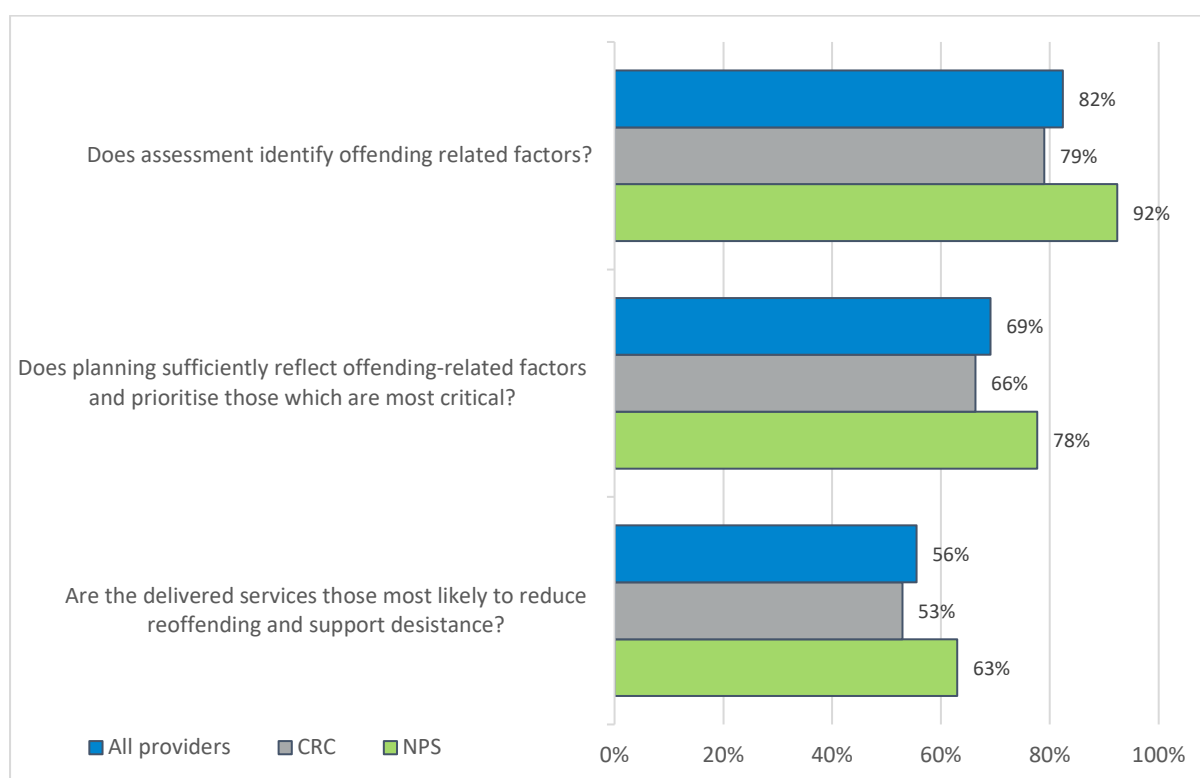
There were also differences between NPS and CRC cases in the sufficiency of assessment, planning and delivery in building upon strengths.[12] As shown by Figure 10, the delivered services were judged to build upon the service user's strengths and enhance protective factors in 79% of NPS cases compared to 65% of CRC cases.

In relation to specific strengths, there was a significant difference in the sufficiency of delivery between the NPS and CRC cases for four out of the five strengths. Family and

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[11] We found a similar difference for accommodation in our previous 'Quality and Impact' inspection programme; sufficient interventions were judged to have been delivered in 74% of NPS cases compared to 54% of CRC cases (HMI Probation, 2019c).
[12] We found similar differences in the quality of NPS and CRC service user assessments when analysing the data from our previous 'Quality and Impact' inspection programme (HMI Probation, 2018).

relationships was the most commonly identified strength, and this was being built upon in 76% of the relevant NPS cases compared to 54% of the CRC cases.

Figure 10: Sufficiency of assessment, planning and delivery in building upon strengths, by provider (CRC vs NPS)
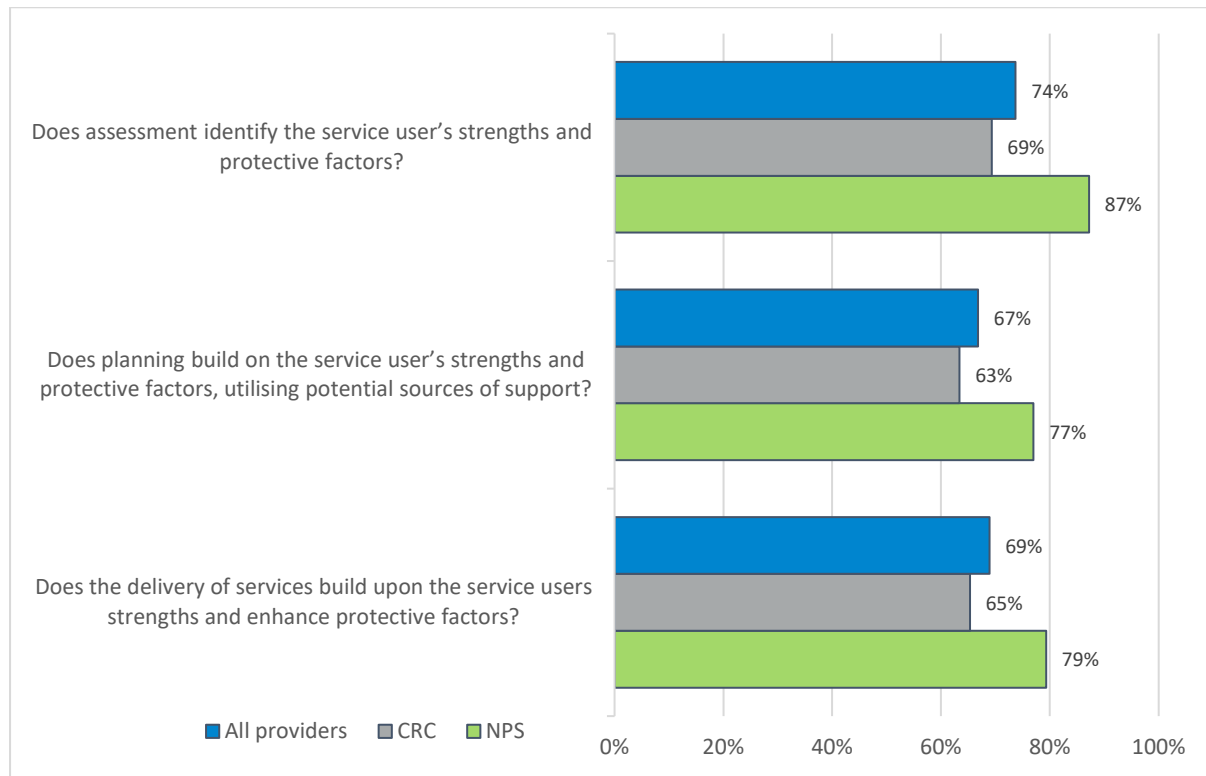
The sufficiency of delivery also differed significantly according to the service user's likelihood of reoffending. As shown by Figure 11, the delivered services were more likely to be judged sufficient – both in terms of supporting desistance and building upon strengths – for those with a low likelihood of reoffending. Similar differences were found when looking separately at the NPS cases and the CRC cases.

Looking at specific needs and strengths, the sufficiency of delivery differed significantly according to the service user's likelihood of reoffending across six of the eight needs and four of the five strengths. For example, for those service users with an identified lifestyle need, sufficient services were delivered in over half (53%) of those cases where the service user had a low likelihood of reoffending, compared to about a third (35%) of those cases where the service user had a high/very high likelihood of reoffending.

Figure 11: Tailoring of delivery by service user's likelihood of reoffending
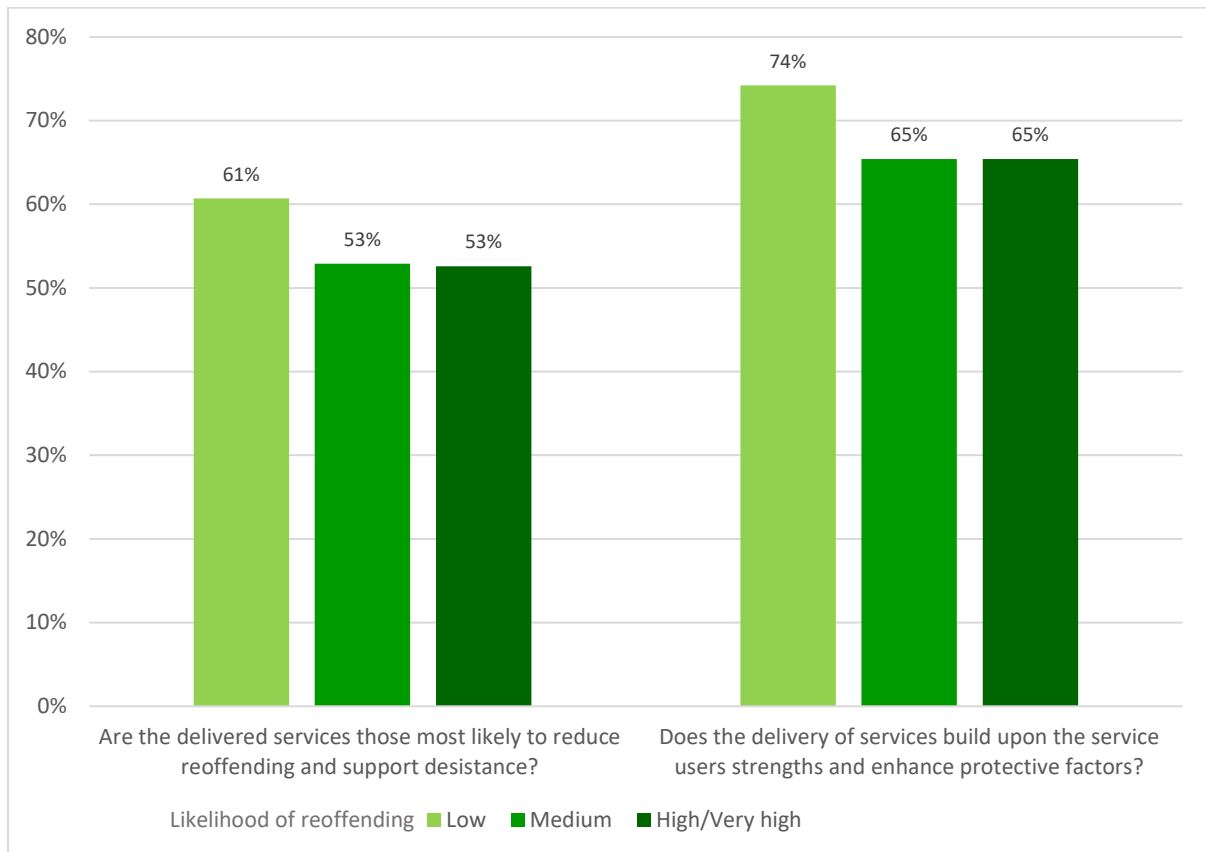
There were some further significant differences by age and gender.

- For both drug misuse and alcohol misuse, sufficient services were less likely to have been delivered for younger servicer users compared to older service users.
- For both family/relationships and alcohol misuse, sufficient services were less likely to have been delivered for men compared to women.

Further data on the quality of delivery for different sub-groups can be found in Annex C (see Tables C3 to C6).

3. Conclusion

To support the desistance of service users, probation delivery should be tailored to their individual needs and strengths. The requirement for a holistic and personalised approach is clearly demonstrated within this bulletin. There were marked differences between service user sub-groups; for example, lower levels of alcohol and drug misuse among some of the minority ethnic groups, higher levels of ETE need for the younger service users, and increases in alcohol misuse with age. In nearly half of the inspected cases, the service user was judged to have four or more needs, with the average number of needs increasing and the average number of strengths decreasing in line with increases in risk – both likelihood of reoffending and risk of serious harm. These findings highlight the importance of paying careful attention to the sequencing and alignment of interventions.

For six out of the eight needs assessed, delivery was deemed sufficient in less than half of the relevant cases. There was greater scope for improvement in the cases managed by CRCs than in the cases managed by the NPS – the latter including all those service users presenting a high/very high risk of serious harm. Well-informed, analytical and personalised assessment is the starting point for case supervision, and, across a number of CRCs, individual assessments failed to provide a sufficient analysis from which to commission services and interventions. Inspectors further reported that a full suite of interventions and programmes was not always available. More positively, the availability of community hubs within some CRCs provided a multi-agency approach in accessible locations.

The sufficiency of delivery also differed significantly according to the service user's likelihood of reoffending, with services more likely to be judged sufficient – both in terms of supporting desistance and building upon strengths – for those with a low likelihood of reoffending. Looking at specific needs and strengths, there were some differences by age and gender. For both drug misuse and alcohol misuse, sufficient services were less likely to have been delivered for younger servicer users compared to older service users. For both family/relationships and alcohol misuse, sufficient services were less likely to have been delivered for men compared to women. Further attention thus needs to be given to the sufficiency of delivery for specific sub-groups, ensuring that there are sufficient options in place to cater for those with often chaotic and unstable backgrounds and for more vulnerable groups.

A number of general enablers and barriers were identified. Enablers included: (i) initial assessments and plans utilising all possible sources of information, with the service having a clear voice; (ii) paying attention to the engagement of the service user, particularly when motivation appeared to be diminishing or lacking; (iii) utilising protective factors wherever possible; and (iv) establishing good liaison with relevant agencies, supporting the integration of services and more seamless pathways of delivery.

Looking forward, the importance of personalised services, with tailoring to individual needs and strengths, is recognised in the draft Target Operating Model (TOM) for the future delivery of probation services: '*In selecting interventions, we intend that risk, need and responsivity principles are followed. These will include both strengths-based, and trauma-informed approaches where relevant'*. The TOM further states:

'Rehabilitation is a primary function of probation. We seek to ensure that all individuals subject to probation services, irrespective of where they live, receive well-targeted, well-designed and well-delivered interventions that maximise their chances of leading crime-free lives'.

(HM Prison & Probation Services, 2020)

Within the Inspectorate, we will continue to pay careful attention to these key requirements in our inspections, with our inspection standards making it very clear what is expected in terms of the range and quality of services available and their application in individual cases. Operating alongside our inspection ratings, these standards will demonstrate to providers where they need to focus, helping to drive improvement where it is required.

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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

Domain one: organisational delivery

Each provider submitted evidence in advance and the CRC's Chief Executive Officer/NPS Divisional Director delivered a presentation covering the domain one standards, including the services standard.

During the main fieldwork phase of each inspection, we interviewed individual responsible officers. We held various meetings and focus groups, which allowed us to triangulate evidence and information. The evidence explored under this domain was judged against our published ratings characteristics.

Domain two 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% (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. To support the reliability and validity of their judgements against our standards framework, all cases were examined using standard case assessment forms, underpinned by rules and guidance.[13]

Analysis

In this bulletin, logistic regression has been used to analyse the case assessment 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.

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[13] The reliability and validity of judgements was further supported through training and quality assurance activities.

Annex B: 'Outstanding' rating characteristics for services

Outstanding

The range and quality of services fully support a tailored and responsive service for all service users.

There is an in-depth understanding of the characteristics of service users, based upon a wide range of recent and reliable information. Future demands are anticipated with services developed to meet the specific needs of all service users.

There is a strong mix of internal and external services, and of universal, targeted and specialist services which are used to provide the necessary range and depth of intervention to meet the full range of needs. There is sufficient flexibility used and options cater for those with often chaotic and unstable circumstances, and more vulnerable groups such as women, those with a disability or with mental health and/or addiction problems. The services are easily accessed and person-centred, with barriers to access identified and removed. Robust evaluation and quality assurance is an intrinsic part of service delivery, involving other providers and agencies where appropriate, with a focus upon identifying good practice and aspects for improvement.

Collaboration with other providers, agencies and the local community is integral to how services are planned, and ensures 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 and evidenced. 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 which are implemented in practice, 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.

Annex C: Analysis outputs

Table C1: Factors linked to offending – prevalence rates

		n	Accommo-dation	ETE	Family and relationships	Lifestyle	Alcohol misuse	Drug misuse	Thinking and behaviour	Attitudes to offending	Mean number of needs
All cases		3,308	24.0%	11.0%	48.4%	52.6%	39.5%	46.8%	84.2%	48.6%	3.6
Provider	CRC	2,474	21.0%	10.9%	45.1%	49.2%	37.8%	46.6%	81.7%	44.3%	3.4
	NPS	834	32.9%	11.4%	58.4%	62.7%	44.5%	47.1%	91.6%	61.2%	4.1
Gender	Male	2,815	24.2%	11.6%	48.5%	52.0%	39.3%	46.9%	84.9%	51.3%	3.6
	Female	472	23.7%	7.8%	48.7%	56.1%	41.1%	45.8%	80.5%	33.1%	3.4
Age group	18-20	150	20.7%	18.7%	42.0%	66.7%	24.0%	46.7%	87.3%	46.7%	3.5
	21-24	383	22.2%	16.7%	46.2%	58.7%	32.6%	47.3%	87.2%	50.7%	3.6
	25-29	573	23.4%	12.2%	54.5%	54.1%	38.0%	45.7%	86.2%	49.6%	3.6
	30-39	1,160	25.5%	9.3%	50.4%	53.4%	40.1%	52.5%	83.4%	48.0%	3.6
	40-49	646	24.8%	9.9%	44.6%	49.4%	44.9%	48.8%	81.6%	48.5%	3.5
	50+	366	22.4%	6.6%	46.2%	41.8%	44.8%	26.0%	85.0%	49.2%	3.2
Ethnic group	White	2,662	24.9%	10.5%	49.5%	51.6%	42.1%	48.1%	83.5%	47.0%	3.6
	Black	224	26.8%	13.8%	42.0%	62.9%	25.9%	44.6%	85.7%	57.6%	3.6
	Asian	177	15.8%	14.1%	40.7%	57.1%	24.3%	36.7%	90.4%	51.4%	3.3
	Mixed	119	20.2%	13.4%	47.9%	58.0%	31.9%	46.2%	85.7%	58.8%	3.6
	Other	37	27.0%	16.2%	43.2%	43.2%	32.4%	32.4%	83.8%	59.5%	3.4
Supervision type	Community sentence	1,788	18.3%	7.4%	50.6%	42.0%	43.9%	37.6%	84.1%	42.7%	3.3
	Post-custody	1,499	30.8%	15.3%	45.8%	65.6%	34.2%	57.9%	84.2%	55.4%	3.9
Likelihood of reoffending	Low	1,356	13.1%	8.8%	51.0%	39.5%	40.0%	24.6%	86.9%	42.3%	3.1
	Medium	934	27.3%	10.9%	48.5%	56.1%	42.3%	51.9%	85.7%	51.1%	3.7
	High/Very high	931	36.6%	14.7%	44.4%	68.4%	36.6%	74.2%	80.3%	55.2%	4.1
Risk of serious harm	Low	777	16.6%	15.1%	25.6%	50.7%	25.5%	50.3%	79.0%	37.7%	3.0
	Medium	2,017	23.6%	9.6%	53.5%	50.9%	43.9%	44.4%	84.8%	48.8%	3.6
	High/Very high	452	38.1%	11.1%	66.2%	63.9%	45.1%	51.3%	92.0%	65.9%	4.3

Table C2: Strengths and protective factors – prevalence rates

		n	Family and relationships	Having a place within a social group	Motivation to change	Employment	Non-criminal identity	Mean number of strengths
All cases		3,308	39.7%	5.5%	35.5%	27.8%	13.5%	1.2
Provider	CRC	2,474	37.5%	5.2%	34.1%	28.7%	13.6%	1.2
	NPS	834	46.3%	6.5%	39.6%	25.3%	13.2%	1.3
Gender	Male	2,815	40.0%	5.3%	34.8%	29.5%	12.0%	1.2
	Female	472	38.6%	7.2%	38.1%	18.2%	22.2%	1.2
Age group	18-20	150	48.0%	4.7%	28.7%	25.3%	14.0%	1.2
	21-24	383	43.1%	5.2%	40.7%	34.5%	14.9%	1.4
	25-29	573	44.5%	5.4%	37.3%	35.4%	13.4%	1.4
	30-39	1,160	37.9%	4.9%	33.5%	27.8%	10.1%	1.1
	40-49	646	35.4%	6.3%	35.0%	21.1%	14.2%	1.1
	50+	366	38.8%	7.4%	36.1%	23.3%	21.0%	1.3
Ethnic group	White	2,662	39.2%	5.3%	36.1%	26.9%	13.0%	1.2
	Black	224	35.7%	7.1%	31.3%	30.4%	12.9%	1.2
	Asian	177	59.3%	8.5%	30.5%	37.3%	24.3%	1.6
	Mixed	119	38.7%	3.4%	37.8%	30.3%	10.1%	1.2
	Other	37	27.0%	8.1%	40.5%	21.6%	16.2%	1.1
Supervision type	Community sentence	1,788	37.5%	5.9%	34.7%	30.8%	16.6%	1.3
	Post-custody	1,499	42.6%	5.1%	36.6%	24.1%	9.7%	1.2
Likelihood of reoffending	Low	1,356	44.8%	7.6%	38.3%	37.3%	24.6%	1.5
	Medium	934	41.5%	3.4%	37.0%	26.7%	7.9%	1.2
	High/Very high	931	32.2%	4.5%	31.8%	16.0%	3.5%	0.9
Risk of serious harm	Low	777	40.8%	6.3%	38.1%	30.0%	19.9%	1.4
	Medium	2,017	39.6%	5.4%	35.1%	29.1%	12.3%	1.2
	High/Very high	452	40.3%	5.1%	34.5%	20.8%	8.6%	1.1

Table C3: Sufficiency of assessment, planning and delivery in addressing needs

		Does assessment identify offending-related factors?		Does planning sufficiently reflect offending-related factors and prioritise those which are most critical?		Are the delivered services those most likely to reduce reoffending and support desistance?	
		n	% yes	n	% yes	n	% yes
All cases		3,299	82.4%	3,264	69.1%	3,209	55.5%
Provider	CRC	2,465	79.0%	2,444	66.3%	2,396	52.9%
	NPS	834	92.4%	820	77.7%	813	63.0%
Gender	Male	2,808	82.9%	2,778	69.4%	2,734	55.4%
	Female	470	78.7%	465	67.3%	459	55.8%
Age group	18-20	150	82.0%	148	66.9%	148	51.4%
	21-24	381	83.5%	376	66.5%	370	51.9%
	25-29	573	82.0%	563	68.9%	550	55.3%
	30-39	1,155	81.5%	1,146	69.9%	1,126	55.2%
	40-49	645	82.2%	640	68.1%	634	57.1%
	50+	365	85.2%	361	72.6%	353	59.5%
Ethnic group	White	2,656	82.5%	2,630	69.1%	2,579	55.4%
	Black	224	83.9%	221	65.6%	219	53.4%
	Asian	175	80.6%	175	72.6%	173	58.4%
	Mixed	119	79.0%	116	70.7%	117	53.8%
	Other	37	86.5%	37	73.0%	36	66.7%
Supervision type	Community sentence	1,785	79.6%	1,772	68.3%	1,725	55.9%
	Post-custody	1,493	85.7%	1,472	70.0%	1,463	54.8%
Likelihood of reoffending	Low	1,354	84.1%	1,350	70.5%	1,307	60.7%
	Medium	933	81.4%	922	69.3%	907	52.9%
	High/Very high	930	84.3%	909	70.3%	913	52.6%
Risk of serious harm	Low	773	75.8%	773	64.6%	756	51.7%
	Medium	2,014	83.9%	1,992	69.7%	1,953	55.5%
	High/Very high	452	94.2%	411	80.7%	440	64.5%

N.B. Shaded cells indicate that the sub-group differences were significant (based upon logistic regression analysis).

Table C4: Sufficiency of assessment, planning and delivery in building upon strengths

		Does assessment identify the service user's strengths and protective factors?		Does planning build on the service user's strengths and protective factors, utilising potential sources of support?		Does the delivery of services build upon the service users strengths and enhance protective factors?	
		n	% yes	n	% yes	n	% yes
All cases		2,805	73.7%	2,689	66.8%	2,661	68.9%
Provider	CRC	2,118	69.3%	2,020	63.4%	1,981	65.3%
	NPS	687	87.2%	669	77.0%	680	79.3%
Gender	Male	2,396	74.8%	2,293	67.6%	2,275	69.5%
	Female	391	66.5%	378	62.2%	368	65.5%
Age group	18-20	129	72.9%	128	66.4%	129	65.1%
	21-24	331	71.3%	315	67.3%	308	68.8%
	25-29	504	76.8%	482	69.3%	468	71.4%
	30-39	974	71.7%	931	65.7%	929	67.3%
	40-49	536	73.7%	512	64.8%	507	68.0%
	50+	307	77.2%	298	69.1%	298	73.2%
Ethnic group	White	2,244	73.4%	2,146	66.3%	2,120	68.8%
	Black	190	77.4%	185	68.6%	183	72.7%
	Asian	161	78.3%	149	73.2%	155	71.0%
	Mixed	101	74.3%	104	67.3%	101	67.3%
	Other	32	65.6%	31	67.7%	28	75.0%
Supervision type	Community sentence	1,583	69.8%	1,519	64.1%	1,489	66.4%
	Post-custody	1,205	78.5%	1,157	70.3%	1,158	71.8%
Likelihood of reoffending	Low	1,256	77.4%	1,221	71.2%	1,223	74.2%
	Medium	786	73.9%	759	64.6%	754	65.4%
	High/Very high	697	71.0%	648	65.0%	625	65.4%
Risk of serious harm	Low	676	69.1%	651	64.1%	655	64.9%
	Medium	1,731	74.4%	1,651	66.8%	1,625	68.8%
	High/Very high	347	85.0%	342	76.3%	342	79.5%

N.B. Shaded cells indicate that the sub-group differences were significant (based upon logistic regression analysis).

Table C5: Sufficiency of delivery against identified needs

		Accommo-dation	ETE	Family and relationships	Lifestyle	Alcohol misuse	Drug misuse	Thinking and behaviour	Attitudes to offending
All cases		59.3%	55.2%	40.0%	42.2%	41.1%	45.0%	47.3%	41.7%
Provider	CRC	53.0%	51.7%	34.7%	36.3%	39.0%	43.3%	43.8%	35.3%
	NPS	71.3%	65.2%	52.1%	55.8%	46.3%	49.9%	56.5%	55.2%
Gender	Male	59.3%	56.9%	39.1%	42.8%	39.3%	45.5%	47.3%	42.1%
	Female	59.6%	40.5%	44.9%	39.2%	51.5%	42.1%	46.9%	37.9%
Age group	18-20	51.6%	53.6%	37.1%	43.4%	27.8%	36.2%	49.6%	52.2%
	21-24	58.8%	68.8%	37.9%	41.9%	36.6%	33.9%	46.8%	41.3%
	25-29	59.1%	59.7%	42.2%	44.7%	34.1%	41.4%	46.8%	43.7%
	30-39	54.6%	43.0%	38.9%	39.8%	39.3%	46.0%	46.0%	41.0%
	40-49	65.8%	64.5%	38.3%	42.7%	47.0%	53.2%	44.5%	36.6%
	50+	67.9%	50.0%	46.7%	46.7%	50.9%	51.1%	56.9%	46.9%
Ethnic group	White	59.3%	54.4%	40.3%	41.7%	40.7%	46.1%	47.1%	39.9%
	Black	65.0%	74.2%	32.3%	46.8%	50.0%	45.0%	42.9%	46.5%
	Asian	53.6%	60.0%	44.4%	46.5%	44.2%	42.2%	50.9%	50.0%
	Mixed	54.2%	56.3%	36.4%	37.3%	29.7%	26.9%	50.0%	47.8%
	Other	44.4%	16.7%	37.5%	43.8%	25.0%	41.7%	51.6%	54.5%
Supervision type	Community	55.3%	54.6%	39.5%	43.8%	41.3%	42.9%	49.6%	42.1%
	Post-custody	61.8%	55.6%	40.7%	41.1%	41.0%	46.4%	44.3%	41.2%
Likelihood of reoffending	Low	58.9%	66.7%	47.0%	53.3%	47.6%	43.8%	55.4%	50.4%
	Medium	60.5%	62.4%	38.9%	40.7%	38.0%	43.9%	45.0%	40.8%
	High/Very high	59.0%	41.4%	31.4%	34.6%	35.6%	47.1%	37.8%	33.5%
Risk of serious harm	Low	52.3%	57.3%	25.9%	36.1%	37.4%	43.2%	41.8%	35.4%
	Medium	58.5%	49.2%	38.3%	40.5%	39.8%	44.7%	47.2%	39.3%
	High/Very high	67.7%	75.5%	56.1%	57.8%	52.2%	51.5%	57.5%	58.0%

N.B. Shaded cells indicate that the sub-group differences were significant (based upon logistic regression analysis).

Table C6: Sufficiency of delivery in building upon identified strengths

		Family and relationships	Having a place within a social group	Motivation to change	Employment	Non-criminal identity
All cases		60.5%	63.5%	74.6%	71.2%	71.5%
Provider	CRC	54.2%	62.2%	71.0%	68.9%	68.0%
	NPS	75.7%	66.7%	83.9%	78.7%	82.4%
Gender	Male	61.4%	64.6%	75.5%	71.8%	72.9%
	Female	54.5%	57.6%	70.6%	64.7%	67.3%
Age group	18-20	58.6%	85.7%	73.8%	63.9%	71.4%
	21-24	61.5%	65.0%	73.5%	75.2%	74.5%
	25-29	60.9%	56.7%	78.6%	73.0%	76.0%
	30-39	59.6%	61.4%	71.7%	68.8%	65.2%
	40-49	58.5%	62.5%	74.2%	68.9%	72.2%
	50+	64.3%	70.4%	80.3%	76.2%	74.0%
Ethnic group	White	60.8%	65.9%	73.9%	71.4%	70.7%
	Black	57.0%	62.5%	77.1%	77.9%	78.6%
	Asian	61.9%	46.7%	75.9%	73.4%	66.7%
	Mixed	60.0%	75.0%	84.4%	68.6%	91.7%
	Other	70.0%	33.3%	80.0%	25.0%	83.3%
Supervision type	Community sentence	58.4%	65.4%	73.6%	69.1%	70.9%
	Post-custody	62.8%	60.5%	75.6%	75.1%	72.0%
Likelihood of reoffending	Low	66.4%	73.5%	81.2%	75.1%	78.5%
	Medium	56.9%	51.6%	70.2%	65.9%	51.4%
	High/Very high	54.7%	50.0%	69.9%	67.6%	50.0%
Risk of serious harm	Low	59.9%	59.2%	69.2%	69.9%	65.4%
	Medium	56.4%	65.1%	75.1%	71.0%	73.8%
	High/Very high	79.4%	65.2%	83.3%	76.6%	78.9%

N.B. Shaded cells indicate that the sub-group differences were significant (based upon logistic regression analysis).