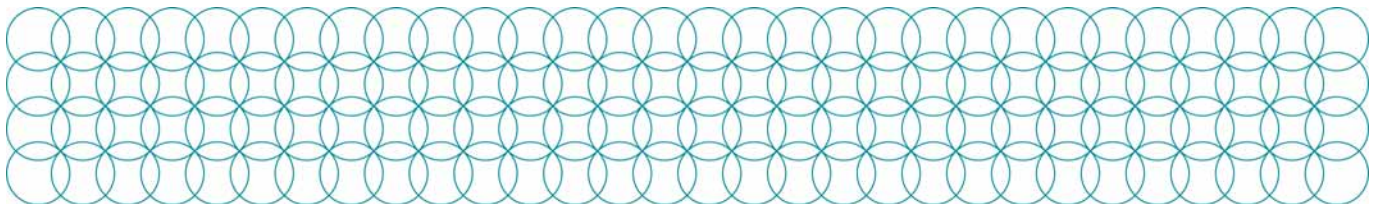




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The Correctional Services Accreditation Panel Report

2009–2010





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Foreword

I am pleased to introduce the eleventh report summarising the work completed by the Correctional Services Accreditation Panel (CSAP). The new Panel have had a busy year with a high volume of submissions and involvement in a range of wider issues.

The outcome of the Panel's considerations of submissions made to it included the following:

- Four programmes were fully accredited – the CARE programme designed to meet the needs of women offenders; a new cognitive behavioural programme, the Thinking Skills Programme; the Bridge Programme, a drug treatment programme developed by the Rehabilitation for Addicted Prisoners Trust which is aimed at those who are in custody for a relatively short period; and Kainos Challenge to Change programme which draws on a number of treatment elements was also accredited for use in custody.
- Two programmes were awarded provisionally accredited status – the Becoming New Me programme which is part of the suite of four treatment programmes designed to target the needs of intellectually disabled sex offenders; and COVAID Group Community, a cognitive behavioural therapy programme that aims to reduce the likelihood of aggression and violence.
- Two accredited programmes were submitted for review. The Focus on Resettlement Programme, a brief cognitive behavioural motivational programme for short-term prisoners and the Juveniles Estates Thinking Skills Programme (JETS). The JETS programme is targeted at male juveniles. These programmes were re-accredited for 2 and 3 years respectively.

The Panel has also been involved in some strategic discussions with NOMS and has provided advice on issues arising from the treatment of sex offenders, the development of new accredited programmes following a review by NOMS of its portfolio and a new audit structure that was being introduced in April 2010. The Panel's views have also been sought on a number of research studies being taken forward by the Offender Management Analytical Services (OMAG) and the Rehabilitation Services Group.

The Panel has also considered a number of applications from NOMS, third party and external providers for accreditation guidance or review and its advice sought on.

The Panel discussed a number of issues in Plenary. This included NOMS' review of accredited programmes. This review had looked at specific types of programmes – drug treatment, cognitive behavioural and motivational, drug treatment and violence. The Panel made a number of suggestions for improvement and said it would like to see more done for short-term prisoners. The Panel views were also sought on its potential future development including how it could influence policy and how the Justice Policy Group (formerly Criminal Justice Group) could best facilitate its advice. The Panel considered that it was well placed to offer advice on how the needs of particular groups of offenders could be met, how to build the evidence base to good effect and value for money generally, considering cost as well as effectiveness.

Finally, I would like to thank Carole Wham, who left the post of CSAP Secretary in October 2010, for all her work supporting the Panel over the last five years – her input has been greatly appreciated by myself, the previous Chair, and Panel members past and present.



Nicola Hewer

Diversity Statement

The Government is committed to building a fairer, more inclusive society in which public authorities improve links with the community and demonstrate equal opportunities for staff and service users. The Panel is committed to ensuring that diversity and equality are valued and permeate every aspect of its role and responsibility with regard to the What Works agenda and its own practices. The Panel requires programme designers and providers to demonstrate evidence of due regard for equality, diversity and inclusiveness in terms of equality of access to programmes on the basis of need.

The Panel is committed to:

- Examining its own practices to ensure that it is accessible, open and responsive to all stakeholders and in particular minority ethnic people.
- Ensuring an environment in which all its members and participants in its business can contribute effectively regardless of gender, ethnicity, ability, age, sexuality, learning style, marital status, nationality, religion or belief and past and present life experiences.

Introduction

This is the eleventh report of the Correctional Services Accreditation Panel, the first three being under the Panel's former name of the Joint Prison/Probation Services. It records the outcomes of the Panel's meetings during the year, including advice and decisions on programmes seeking accreditation, the Panel's work in safeguarding the quality of programme delivery by establishing criteria and overseeing audits, and the Panel's discussions in sub-panels and Plenary. Attached to the report are Annex A, a budget statement for 2009/10, which covers the period 1/4/2009 – 31/3/2010, Annex B, a schedule of accredited programmes and Annex C, the accreditation criteria. Separate to the report is an annex containing the applications for accreditation and the Panel's feedback letters in relation to the programmes that have been accredited during this period.

The Correctional Services Accreditation Panel became a non-statutory body on 1 May 2008. It sits within the Justice Policy Group (JPG), Ministry of Justice. The Ministry of Justice, established in 2007, brings responsibility for the entire justice system together, including courts, prisons and probation services. The Justice Policy Group's work includes developing a criminal justice and offender management strategy and working closely with other parts of the criminal justice system. It sets the strategic direction for the National Offender Management Service (NOMS) and for HM Courts Service in relation to criminal justice.

The Correctional Services Accreditation Panel

Up to 30 April 2008 the Correctional Services Accreditation Panel (CSAP) was an Advisory Non-Departmental public body with an independent chair. The establishment of the National Offender Management Service in 2004 created a different framework for the provision of correctional services and following an internal review in 2004 Ministers agreed that final decisions on accreditation should be made by a senior official within the Department on advice from a panel of experts. The measure to enable the accreditation process to be brought in-house was included in the Offender Management Act which received Royal Assent in July 2007. A new Panel of experts was recruited in January 2008 and the provision to bring the accreditation process in-house came into effect on 1 May 2008, when the previous panel members' appointments ended. Nicola Hewer, Head of Performance and Regulation, Criminal Justice Group took up the chairmanship of CSAP in November 2008.

The Correctional Services Accreditation Panel helps the Ministry of Justice and NOMS to develop and implement high quality offender programmes and promotes excellence in programme design. Its main work is to accredit programmes which are designed to reduce re-offending. It uses an evidence based approach to assess programmes. Applications are assessed against a set of accreditation criteria based on the lessons learnt from international research about what works in reducing re-offending

The 'What Works' evidence, based on systematic reviews of large numbers of varied offender treatment programmes evaluated on differing bases, suggests that defined and structured programmes using particularly but not exclusively cognitive-behavioural techniques can significantly reduce re-offending. The meta-analytic reviews do not suggest that there is any single, outstanding approach that is by itself guaranteed to work as a means of reducing re-offending but broadly, the principles associated with effective interventions include:

- Effective risk management
- Targeting offending behaviour
- Addressing the specific factors linked with offenders' offending
- Relevance to offenders' learning styles
- Promoting community re-integration
- Maintaining quality and integrity of programme delivery.

These are demanding principles to meet. There is good evidence about what is effective but large-scale implementation is very difficult. There are many threats to programme integrity. Accreditation is a mechanism which has been developed to help counter these threats. It supports consistent delivery of effective practice and helps to ensure there is continuous quality improvement in the correctional services.

Panel membership

Chair

Nicola Hewer, Head of Performance and Regulation, Criminal Justice Group, Ministry of Justice. David Griffiths took on this role temporarily from November 2009 to October 2010.

Members (from 1 May 2008)

- Professor Friedrich Losel, Director, Institute of Criminology, University of Cambridge and Chair Psychology 1, Institute of Psychology, University of Erlangen-Nuremberg.
- Professor Donald Grubin, Professor of Forensic Psychiatry, Newcastle University and Northumberland, Tyne and Wear NHS Trust.
- Professor Michael Gossop, Head of Research, Drugs and Alcohol Addiction Services, Maudsley Hospital.
- Professor Mike Maguire, Professor of Criminology and Criminal Justice, Cardiff University and University of Glamorgan.
- Dr William Murphy, Professor of Psychiatry, University of Tennessee Health Sciences Centre.
- Dr Frank Porporino, Senior Partner, T3 Associates Training and Consulting Inc, Canada.
- Dr Barbara Rawlings, Honorary Research Fellow, Department of Sociology, Manchester University.
- Dr Stanley Renwick – former Head of Clinical Psychology, Ministry of Defence. Currently Director of Research, Personality Disorder Directorate, Care Principles Ltd.
- Dr Lynn Stewart – National Manager, Living Skills, Counter point and Family Violence Prevention programmes, Correctional Service, Canada.
- Dr Linda Blud – Independent forensic psychology consultant. Has served on the Scottish and Canadian Accreditation Panels and is currently a member of the Parole Board.
- Dr Eric Cullen – Former Consultant Forensic Psychologist and Senior Research Fellow (Hon.) Depart. Psych., University of Birmingham.
- Dr Gerald Gaes – Criminal Justice consultant and Visiting Researcher Florida State University. Retired Director of Research for the Federal Bureau of Prisons in the United States Department of Justice.

- Dr David Thornton – Treatment Director for the Wisconsin Department of Health Services Sexually Violent Persons Programme and Adjunct Professor in the Department of Clinical Psychology at Bergen University, Norway.
- Professor Doris Leyton Mackenzie – Director, Justice Centre for Research, College of Liberal Arts and Professor, Crime, Law and Justice Programme, Department of Sociology, Penn State University.
- Professor Faye Taxman, Distinguished Professor, Administration of Justice, Evidenced Based Corrections and Treatment Research Programme, George Mason University.

Nominated members:

Steve Goode (Commissioner (community), West Midlands, NOMS).

Alan Scott (HM Prison Service Area Manager, NOMS).

Dr Nisha De Silva (Programme Director, Evidence and Analysis, OMS Analytical Services, Ministry of Justice).

Secretariat

Maureen Nwafor is the CSAP Secretary. Maureen is located in the Offender Management Policy Directorate, Ministry of Justice, 10th Floor 102 Petty France, London SW1H 9AJ. She can be contacted by telephone on 020 3334 2475 or by e-mail – maureen.nwafor@justice.gsi.gov.uk.

Advisors

During the course of the year, the Panel engaged the services of Professor Ray Hodgson, an expert in the treatment of addictions, particularly alcohol addiction. Professor Hodgson, was co-opted to the CSAP Drugs sub-panel in September 2008. Dr Daryl Harris, a chartered psychologist, advised the Panel in its consideration of the COVAID programmes.

Register of interests

The Panel's Code of Conduct requires the Panel to make available for public inspection a Register of the Interests of their members. The Register is maintained by the CSAP Secretariat and is available for inspection on request.

Accreditation criteria

Ministers approved a revised set of programme accreditation criteria in August 2002. In 2003–4 there was a further review of the accreditation criteria that led to minor revisions to the scoring system. The Panel made further, minor changes to the accreditation criteria in March 2009 following discussions on how the accreditation process could be strengthened. The accreditation criteria are attached to the body of this report at Annex C. A copy of the accreditation criteria can also be obtained from the CSAP Secretary, Maureen Nwafor.

Applications considered

The Panel's criteria allows for programmes to become accredited based on reconviction evidence supporting the general approach and method used. For newer programmes, reconviction data may not be available for the programme in its present form. In that event, the Panel requires that a basic level of research evidence should be provided to support the general approach and the majority of specific methods used in the model. The model of change should be in the form of plausible hypotheses from the research literature. The Panel requires an ongoing commitment to the evaluation of outcomes based on reconviction data and will keep accredited programmes under periodic review in the light of up-to-date evidence. In granting 'accredited status' the Panel has also, in all cases to date, identified some specific points for improvement. These issues are identified in the Panel's decision letters which the Panel expects to be addressed. In addition to the audit process, the Secretariat monitors progress on improvement by seeking updates from the programme developers.

Programmes are normally accredited for a five year period, following which they should be brought back for review. The Panel will consider whether an accredited programme needs to be reviewed for a period of less than 5 years. This may be the case, for example, where evidence from evaluation is required. If any substantial changes are made to an accredited programme within that 5 year period, programme developers will submit the programme to CSAP for review and endorsement of the changes.

In addition, programmes and systems can be 'Recognised' (Provisionally accredited). Such programmes and systems have received a sufficiently high rating to justify immediate use in custody and the community, however some issues will have been identified by the Panel as necessary. Within 12 months (unless otherwise specified by the Panel) a further submission will be required to demonstrate that specific changes have addressed these issues and to enable the award of 'accredited' status.

During the year 2009–10 the Panel considered a range of programmes. In response to the submissions the Panel has fully accredited four programmes, two programmes were awarded provisional accreditation and two programmes were awarded continued accreditation following review.

Programmes submitted for Accreditation

Kainos Challenge to Change (custody third party provider)

This programme draws on a number of treatment elements and is organised as a hybrid of the democratic therapeutic community and hierarchical therapeutic community models. It adopts for the structured programme a hybrid of cognitive behavioural treatment and educational models. The Panel considered an application for accreditation at its meeting on 30 April 2009 and the programme was awarded fully accredited status.

The Panel welcomed the work that had been done to further improve the programme manuals but made a number of suggestions for further improvement. It was pleased to see information from the evaluations which have been made of the programme and encouraged the developers to continue with these studies. The Panel thought a reconviction study of ex-residents should be carried out.

CARE (Choices, Actions, Relationships, Emotions) (Custody)

This programme is designed to meet the needs of women offenders. It aims to provide practical assistance to overcome barriers to social inclusion; reduce trauma related symptoms; increase self-worth; enhance assertive communication skills; and enhance personal and practical resources for building safe attachments.

The Panel considered an application for accreditation at its meeting in July 2009. It thought that the programme itself was promising and was particularly impressed by the support and mentoring work that continued after the delivery of the core programme. However, it considered that further work needed to be done on the manuals before it could take a decision on the suitability of the programme for accreditation. The Panel said it would also like to see a clear plan included for evaluating the impact of the programme on participants.

A further application for accreditation was submitted in March 2010. At that meeting, the programme was awarded fully accredited status. The Panel was impressed with the work that had been done to improve the programme. It made recommendations, however, for further improvements to make it easier for new staff to manage and run the programme. The Panel also thought more clarity was needed on how women with appropriate levels of risk would be selected and asked for further guidance to be provided on how that decision would be taken. The Panel asked for the programme to be re-submitted for review in 3 years time.

RAPt (Rehabilitation for Addicted Prisoners Trust) Bridge Programme (custody)

This programme is aimed at those who are in custody for a relatively short period and is designed to develop belief in recovery and treatment seeking behaviour in drug dependent offenders. At its meeting in December 2009, the Panel welcomed the work that had been done following an application for advice in 2008. However, the Panel considered that further changes needed to be made before accreditation could be awarded. This included clarification in relation to opportunities to practice essential skills and the issue of transition at the end of the programme. The programme developers made the required changes and the Panel awarded the programme full accreditation in January 2010.

Thinking Skills Programme (Custody and Community)

This cognitive skills programme designed for adult and young adult male and female offenders was provisionally accredited for use in custody and the community in July 2008. The Panel considered an application for accreditation at its meeting in March 2010. The programme was awarded fully accredited status but the Panel said it would like to review its status in 3 years time.

The Panel was pleased with the changes that had been made to the materials and the commitment to the programme demonstrated by the practitioners. It expressed concern that in some instances there may be groups run with singleton woman and asked for more to be done to ensure that women do not find themselves in this position. It also expressed concern about the limited amount of skills practice and asked the developers to consider where more time could be free up to allow more opportunity to practice relevant skills.

The Panel was pleased to see the results from the pilot study and thought the plans for further research were well considered. The Panel asked for monitoring and evaluation information to be provided at the review meeting in 3 years time.

The following programmes were awarded provisional accreditation:

Adapted Sex Offender Treatment Programme – Becoming New Me (Custody)

This programme is part of the suite of four treatment programmes designed to target the needs of intellectually disabled sex offenders. The Panel's advice was sought on the programme's development in 2006 and 2008 and an application for accreditation was considered by the Panel at its meeting in May 2009. The programme was awarded provisional accreditation.

The Panel was impressed by the quality of the design of the programme and was pleased to see the strong emphasis given to 'wrap around' services to support offenders before, during and after their attention on the programme. The Panel recommended that new learning about the most effective ways of engaging intellectually disabled offenders were sought and asked for further clarification on how offenders would be selected, dynamic risk factors would be targeted and how the treatment methods used are likely to have an effect on these factors.

COVAID Group Community (External provider – custody)

COVAID (Control of Violence for Angry Impulsive Drinkers) is a cognitive behavioural therapy programme that aims to reduce the likelihood of aggression and violence. This programme, designed for delivery in the community was awarded provisional accreditation in 2008. At its meeting on 20 May 2009, the Panel considered an application for accreditation. The Panel considered that the further work needed to be done to strengthen the programme for use in the community and in the light of this extended the period of provisional accreditation for a further period of 18 months. The Panel also asked for further improvements to be made to the programme manuals. The Panel commended the developers on the work that had been done to evaluate the programme.

The following programmes were reviewed or given advice by the Panel:

STOP (custody)

At its meeting on 1 April 2009, the Panel's advice was sought on how to take forward the development of the STOP drug treatment programme, a medium intensity substance misuse programme which uses a cognitive behavioural approach. This programme was re-accredited by the Panel in April 2008, on the understanding that a number of changes were made to the programme, including a review of the approaches and methods used. At this meeting, the Panel advised on how this should be done. It considered that changes requested previously were needed as part of the maintenance of standards required for an accredited programme. The Panel recognised, however that making these changes would require considerable staff time and resources but asked NOMS to consider whether it would be possible to undertake the work needed. The Panel considered that it was unsatisfactory for STOP to continue to be delivered without a thorough review of its approaches and methods.

Following discussions with NOMS on the programme's future development, the Panel wrote to the programme developers in July 2009 confirming that the programme accreditation could continue to run until the end of March 2010. The Programme's accredited status would however lapse at the start of the financial year 2010/11 if a review had not been undertaken and submitted to the Panel. The delivery of the programme ceased in April 2010.

Prison Partnership twelve step programme (custody)

The Panel considered amendments to the programme manuals at its meeting on 12 May 2009. The revised manuals were submitted to the Panel for discussion only and not for re-accreditation or a revised accreditation score. The Panel thought the revised manuals were well-presented and clear. The Panel expressed concern however about externally-generated changes to the programme which had impacted on the number of drop outs. It made suggestions on how this could be addressed. The Panel also thought the cognitive behavioural element of the programme should be reviewed and the programme materials re-visited and made more user-friendly.

CARATS (Counselling, Assessment, Referral, Advice and Throughcare) Service

In October 2009, the Panel met to consider a request for advice and guidance on the suitability of CARATS for accreditation. CARATS provides support to offenders with substance misuse disorders. Although the Panel considered that the process of accreditation could be used to improve and strengthen CARATS practice, it thought that the Service's broader activities did not fit easily within the programme accreditation framework. It considered that CARATS was an integrated system and would therefore need to be assessed under a different set of criteria.

RAPT (Rehabilitation of Addicted Prisoners Trust) Sober Together (community)

This programme is being developed for alcohol dependent offenders in the community. The Panel considered an application for advice at its meeting in December 2009. The Panel welcomed the programme's development as it considered that an effective programme in this area would fill gap in provision.

The Panel expressed concern about client throughput. Although designed as a rolling programme, the Panel thought that it would be possible for one group of 12 offenders to stay for a full year. In the Panel's view this would be costly and resource intensive and would not allow new members to join. The Panel recommended that the developers discussed throughput levels with NOMS. The Panel also saw a need for more clarity in relation to the aims of the programme.

FOR (Focus on Resettlement)

This brief cognitive behavioural motivational programme for short-term prisoners was accredited for use in custody in 2006. The Panel reviewed the programme at its meeting in March 2010 and extended its accredited status for a period of two years. Within that time the programme should be evaluated. The evaluation should pay particular attention to how well the 'marketplace' was working. It should also include data on resettlement outcomes as well as reconvictions. The Panel noted that although the programme had originally been designed for short-term prisoners, in practice those serving sentences of 12 months or more had been placed on the programme. The Panel recommended that the programme was used to a much greater extent with short-term prisoners.

The Panel considered that the model of change remained sound. However, it said it would like to see more thought given to how FOR might relate to other programmes and whether there was a need for more guidance on how individual sessions should be structured and run.

Juvenile Estates Thinking Skills (custody)

This cognitive behavioural programme targeted at male juveniles was awarded accreditation for use in custody in 2007. The programme was submitted for review by the Panel in March 2009. The Panel approved its continued accreditation for 3 years.

The Panel stressed the importance of this programme, being the only one in its field. It was also impressed with the detail and clarity of the new Operating and Management Manual.

The Panel thought however, that the programme needed updating and asked for a number of issues to be addressed. It would like to see the Theory Manual provide a clear argument as to why the programme is not offence-based. It should also be updated in the light of recent studies. The Panel also asked for the selection procedure to be rationalised and clarified.

The Panel considered that the programme be subjected to a full reconviction study, which should be integrated with other information, including:

- Feedback from participants
- Information on behaviour change
- Impact of facilitator style on learning
- Information related to the stage sentence when the programme is delivered.

In view of the importance of the evaluation of this programme, the Panel would like to see evidence that an evaluation study with an acceptable methodology is in place and underway in a year's time.

Audit

Democratic Therapeutic Communities

Dr Barbara Rawlings, the CSAP representative, reviewed the 2008/9 audit of democratic therapeutic communities in April 2009. A summary of findings was presented to the Panel. Thirteen therapeutic communities had been involved in the process, which included self-review against service standards for therapeutic communities and HM Prison standards. The Panel's advice was sought on how best to validate self- and peer-reviews to help communities perform consistently and give them guidance on how to meet standards. The Panel suggested gathering information and evidence on areas where NOMS therapeutic communities did not perform as well as other communities and consider how these could be addressed. A number of suggestions were made to make the audit process more transparent and robust and the results more valuable. The Panel re-iterated its support for this process and how important it was in ensuring effective quality evaluation and improvement.

Changes to the audit process and introduction of audit in the community

Michael Gossop and Mike Maguire, the CSAP representatives, met members of the Rehabilitation Services Group (NOMS) in December 2009 to discuss the proposal to introduce a revised audit cycle in custody and the community. It was explained that a 2 year audit cycle would be introduced for all accredited interventions. It would include a full site based compliance audit and an annual clinical audit both on site and remotely.

The Panel gave its agreement in principle to the changes. The Panel said that it was essential that establishments were supported throughout the audit process and given informed advice on how to address areas for improvement. The Panel would like to see follow-up contact with establishments either by telephone or by further site visits, if appropriate. It was agreed that further thought would be given to whether it would be better to remove baselines/scores which were based on small sample sizes and provide additional support. The Panel said if this was taken forward a mechanism must be put in place that identifies poorly performing sites and puts in place an action plan. The Panel provided advice on key baselines and said it was happy for the compliance audit to be reduced.

Research

Research Advisory Sub-group

The second meeting of this Research Group which includes representatives from CSAP and the Offender Management Sentencing and Analytical Services was held in August 2009.

The Panel's advice was sought on a number of issues including how best to compile an evidence digest and measure evidence as well as build wider links with the external research community.

The Panel's advice was also sought on two research studies being taken forward:

The Juvenile Cohort Study

This study is a comprehensive assessment of what Youth Offending Teams do with young offenders and what works. Approximately 10,000 offenders would be tracked for 2 years. The Panel considered that classifying and separating out different kinds of interventions would be critical. Thought would need to be given to how dichotomous categories/variables could be best analysed as logistic regression could be difficult. The Panel also thought that the meta-analysis would need to be quantified. It also considered that it may be possible to compare individual Youth Offending Teams or introduce a degree of standardisation and treat traditional casework as a discrete variable.

Surveying Prisoner Crime Reduction Survey

This project is a longitudinal survey of 4,000 newly sentenced prisoners with interviews both in prisons and back in the community. Its aim is to provide an overview of prisoners' needs, interventions received and outcomes achieved. The Panel considered that it would be important to gain prisoners' perceptions prior to release and post release to identify any changes. It also thought that the survey should look at what has happened to the offender post-release and whether any services had been taken up.

Sub-Panel Business

Drug Treatment programmes sub-panel

The Drugs sub-panel met in May 2009 and January 2010 to discuss issues arising in relation to drug treatment. At the meeting in May 2009 NOMS updated the sub-panel on a number of developments including:

- The work they had done on monitoring and evaluating drugs programmes
- The feasibility study for P-ASRO and the evaluation of Therapeutic Communities
- Methadone Maintenance Pilot – P-ASRO.

The NOMS review of the portfolio of accredited programmes was discussed. NOMS explained that there were three strands to it:

- A literature review
- A needs analysis
- And a review of each intervention.

The sub-panel said it welcomed this review. It noted that a large amount of data would be collected and said that thought should be given to how to make the best use of it. The Panel thought that one of the aims of the review should be to focus on what is already known and identify any duplication or gaps in treatment. It considered that NOMS might find it useful to produce a definition of each programme so that people are clear about its purpose and the types of offenders targeted. The sub-panel's advice was also sought on proposals to have more modular and rolling programmes.

At the meeting in January 2010 the sub-panel were informed of progress on two reviews being taken forward by NOMS – the review of CARATs and Drug Treatment Programmes. Its views were also sought on the focus of these reviews and other issues relating to drug treatment programmes:

The CARATs review: NOMS explained that the aim of the review was to look at the Service after 10 years of service delivery examining its strengths and weaknesses and any gaps in delivery.

The sub-panel considered that this piece of work should be framed as an evaluation rather than a review. It stressed the need for the aims and purpose of the work to be clear at the outset. The sub-panel thought the focus should be on the importance the Service to the offender, identifying what it does well. It thought that it would be useful to include key performance targets and

how they would be measured as well as number of assessment undertaken and any outcome data. The sub-panel expressed concern about the tight timescale for completion given that the review's aims were ambitious.

Drug Rehabilitation Requirements: This review would look at whether NOMS was commissioning the right services based on the commissioning model. The sub-panel made a number of suggestions for improvement and asked for further clarification on a number of issues. The Panel said that as a number of reviews were being undertaken, NOMS should be clear about how they would fit together and what the common themes should be.

Prison-Addressing Substance Relating Offending – methadone pilot: NOMS explained that this pilot had been run to look at the needs of offenders on methadone and whether they are being met. The key findings from the P-ASRO for Women pilot were outlined. The sub-panel's views were sought on whether or not the delivery of this programme could continue to include those stabilised on substitute prescribing. NOMS explained that it was likely that the delivery of the programme might not be viable if it continued excluding those on methadone. The sub-panel recognised the difficulties but considered that abstinence was fundamental and that any change to this would change the ethos of the programme. It recommended that NOMS should review the literature on methadone in treatment before making reaching its decision. The sub-panel thought that moving to a gradual reduction in methadone would not necessarily be effective. It thought that pilot data was limited given the numbers involved and more needed to be collected. The sub-panel also thought that the needs of offenders on methadone generally needed to be considered as part of the wider drug treatment review being undertaken by NOMS.

Review of drug treatment programmes: NOMS sought the sub-panel's views on the finding and conclusions of the review of drug treatment programmes and explained that the literature review which would form part of the report was being done separately. One of the key recommendations was that a new modular programme for delivery in custody and the community, would replace four drug treatment programme currently being delivered – the Short Duration Programme, P-ASRO, OSAP and ASRO. A booster programme would also be developed.

The sub-panel considered that there a need for a programme for short-term prisoners if they did not have access to the current suite of programmes. The sub-panel also thought that as part of the review, NOMS should look at whether offenders are over assessed. It considered that the design of programmes should be simplified and the manuals made more user-friendly. The sub-panel thought that overall the review did not convey the positive developments in drug treatment that have taken place over 10 years and more

emphasis should be placed on this. The Panel's comments on the recommendations were:

- Consideration should be given to how the needs of young offenders and women would be met.
- Logistically, delivering a modular programme could cause difficulties.
- Structured, rather than modular programmes were better for offenders.
- The individual modules proposed should be the 'core' of the programme and provide a framework on which to build.
- The development of a booster programme was welcomed.
- An additional recommendation should be added with respect to a controlled evaluation and the need for one to be done.

Sex Offender programmes sub-panel

This sub-panel met twice, in December 2009 and January 2010.

At the meeting in December 2009 the sub-panel advised on proposals to change the delivery of sex offender programmes and changes to training materials. The sub-panel also reviewed a research proposal for a clinical change study for the rolling Sex Offender Treatment Programme. The sub-panel thought that the study would be a useful addition to the current literature on treatment doses. It considered that there may be a case for treating low risk offenders because of the large number but treatment effect was difficult to measure. The sub-panel; said it would also like to see mean and standard deviation comparisons and focussing in on the subgroup with more extreme scores. The following items were also discussed:

Proposal to undertake an interim review of the Healthy Sexual Functioning Programme: NOMS sought the sub-panel's approval to revisions made to this programme's content and structure. The sub-panel made a number of suggestions for improvement and asked to see the documentation that referred to medication. The sub-panel thought that supervision should focus closely on issues of transference and counter transference. The sub-panel was happy with the improvements made to the selection criteria and thought that the programme was now targeting the right people.

Evaluation of the Better Lives Booster Community Programmes: The sub-panel's views were sought on the proposed methodology and proposed way forward. It welcomed the study and said that conceptual changes to treatment programmes should always be accompanied by an empirical investigation. The sub-panel said it required more reassurance that missing data could be found and that the bias was not systematic. The sub-panel also mentioned a recent finding from the Northumbria Sex Offender Group

Programme Better Lives study which reported that relapse prevention appeared to change attitudes and behaviour and good lives changed insight. It said it would like to see this issue addressed in the next evaluation.

Reconviction rates paper: The sub-panel gave advice on how best NOMS could present its draft paper on reconviction rates. Its views were sought on the paper's publication. The sub-panel thought that the data should be published but that it should be made clear that it was not a definitive evaluation but could be said to be indicative given the large numbers involved. NOMS said that the final draft of the manuscripts would be sent to the sub-panel for review.

Auditing: The sub-panel stressed the importance of the audit process. The sub-panel thought that the clinical audit feedback was being done well. In discussing whether there were ways in which audit could be made less resource intensive without losing its value, the sub-panel said it favoured moving to an audit every two years. However, it felt that NOMS should check 50% of sites chosen at random each year rather than setting a two year schedule. The sub-panel thought that a lighter touch compliance audit could be introduced but did not feel that peer review audits would work. The sub-panel said that it would like to see video monitoring continue as it provided valuable feedback.

At the meeting in February 2010, the following issues were discussed:

Victim Empathy: NOMS informed the sub-panel that it had conducted an extensive literature review and had formally trialled the DVD with some groups and evaluated the response. The Panel's views would be sought on the outcome.

In the discussion that followed, the sub-panel thought that NOMS should investigate changes in motivation after empathy sessions. Evidence was needed that victim empathy produced actual change. The sub-panel suggested undertaking an experiment where NOMS provided victim empathy to some groups but not others. The sub-panel also thought that victim empathy would work through the motivational system.

Treatment of Low risk offenders: NOMS sought the sub-panel's view on the recommendations of a literature review on the treatment of low risk offenders. The sub-panel agreed that the review should be published but thought that as drafted it confused deviance and harm. More input was needed from high risk offenders.

In the discussion that followed, the sub-panel said that care must be taken to ensure low risk offenders were not exposed to high risk. The Lowenkamp studies showed that low risk offenders were apparently harmed by treatment

and in the light of this, the sub-panel felt that thought should be given to whether low risk men actually needed treatment and if they did, what type of treatment it should be. The needs of specific types of offenders would need to be taken into account and the safe management of them. The sub-panel thought that having a management process in place could be more appropriate than a programme.

It was agreed that NOMS should develop a short programme for low risk sex offenders but this should be shorter than 100 hours and a small proportion of low risk offenders could be identified for longer treatment.

Treatment of female sexual offenders: NOMS sought the sub-panel's views on the proposal to adopt a case management approach for female sexual offenders. A specialist assessment was proposed. The use of functional analysis was discussed and the sub-panel thought it could be expanded into a Ward and Hudson type approach to giving structure to the collection of case studies. The sub-panel also said that consideration could be given to adopting a Vanvoorhis study of pathways into offending and recommended a functional analysis/offence chain of 20–25 offenders. The sub-panel considered that personality orders should also be assessed and that NOMS should explore how this was done in healthcare.

The sub-panel felt that the current assessment process was too complex and would benefit from being streamlined. The sub-panel saw a need for some assessment of sexual interests (specific or generalised). NOMS could make it clear that the outcome for assessment and intervention would be to identify and address any general pattern of maladaptive behaviour/personality, of which sexual offending was one strand. The sub-panel said that the focus should not be on risk as female sex offenders were generally low risk.

Clinical audits: NOMS sought the sub-panel's views on what the clinical audit should focus on given that the time allocated to audit was being reduced to one day. The sub-panel thought that moving to a 2 year audit would be the most cost effective option but this would depend on whether there were substantial changes in personnel during this period. The sub-panel recommended having a compliance audit one year and a clinical audit the following year. Site visits were thought to be expensive and therefore should only be targeted at sites that need support. An alternative option would be to introduce a generic audit process provided there were follow up visits where problems could be identified.

Design of new programmes: The sub-panel said it welcomed the new designs which they thought would ensure that more robust evaluations were done. The sub-panel agreed that NOMS should reflect brain research findings in programme development and consider how to engage different brain systems. It supported the proposal to explore ACT and recommended exploring new approaches such as implicit techniques.

The sub-panel thought that the curriculum should be structured by criminogenic needs to reduce the risk of contamination. Non-contact offenders should not be grouped with contact offenders. The sub-panel saw some benefits in having a separate maintenance programme but thought the same benefits could be realised by putting people back into the main programme with a personal curriculum approach. The best exercises would have auditable products, be easily trainable and focus in particular on the socio affective functioning domain.

The sub-panel's advice was sought on how to deal with deniers. The sub-panel thought they could be put onto a programme but removed if denial persists or no problems were identified. The sub-panel made recommendations in relation to dosage and group size.

Psychometrics and reconviction: The sub-panel congratulated NOMS on the work it had done to establish an evidence base. It was invited to review findings from a number of research studies. Its views were:

- There should be fewer and less complex analyses,
- The value of using psychometrics to measure individual risk factors should be revisited,
- If NOMS intended to use IT based assessments work on defining these should start quickly,
- Psychometrics should not be used to determine what to focus on in treatment and psychometric change should not be used as an audit criterion,
- Decisions about treatment dose should be driven by static risk only.

Community outcome studies: The sub-panel made a number of recommendations on how these studies should be taken forward. It was agreed that NOMS should take out the differences between the programmes from the paper but the paper should point out that the results were similar for each programme.

Internet sex offender treatment programme: NOMS sought the sub-panel's advice on what to do with internet offenders and whether they should go onto the new low risk programme. The sub-panel considered that if internet offenders were put onto this programme they should also do an additional module on internet offending. Consideration should also be given to whether sex offenders more generally should attend this module as they will also use the internet. The sub-panel thought that internet offenders should go on the low risk programme if there was no offence description and said that contract offenders should not be grouped with internet offenders.

Reconviction rates study: The sub-panel though this study would be strengthened if the drop outs were identified. If this wasn't possible, the sub-panel suggested that NOMS should look at the drop out rate for each year to make sure it was less than 5%. The sub-panel made a number of other recommendations for improvement but overall were impressed with the work that had been done.

Future research plans: The sub-panel made the following comments on the proposals for future research:

- There was a need for strong evaluation for short term offenders
- There was a lack of alpha level studies in the sex offender treatment field
- It was justifiable to move treatment resources to the short sentence group because they had higher reconviction rates.
- This was a unique opportunity to undertake a randomised controlled trial with a group who were not currently getting treatment and who have an elevated recidivism rate
- Research in the community should focus on trialling new assessment methodologies.

Violence Programmes sub-panel

At the sub-panel's meeting in March 2009, NOMS sought the views of sub-panel members on the review of violence programmes, in particular how NOMS could consolidate, revise and develop violence interventions. The sub-panel's comments were:

- NOMS should not consider providing treatment interventions to low risk violence offenders unless an individual is high risk of harm and an exceptional case,
- Work should concentrate on reducing inconsistency between programmes and better sentencing between interventions and other services,
- Priority should be given to offenders who present moderate or high risk of reconviction and moderate or high risk of harm.

- Rather than making adaptations to existing programmes, NOMS should consider ways to accommodate low IQ offenders onto existing programmes.
- As there is a relatively low base-rate of women Domestic violence offenders there is a need to look at the individual profile for each offender in order to separate pure perpetrators from those who are reacting violently to their own victimisation. For same sex male domestic violence offenders there is a relatively higher base-rate and the factors are thought to be very similar to heterosexual offenders.
- Case study design, including overlapping cases which build up a body of evidence are recommended to evaluate high intensity, lengthy programmes with small numbers. Consideration should be given to identifying and assessing proxy measures which include institutional behaviour.
- Programmes should not be dropped before they are evaluated. Consideration could be given to the value of adapting the CSCP and CALM programmes as a basis for a new moderate dose programme.

Plenary

The Panel met in Plenary in May 2009 and January 2010.

At the meeting in May 2009, the Offender Management and Sentencing Analytical Services updated the Panel on the work being done on the Offender Segmentation and Criminal Careers Analysis. The aims of the project were explained. These were:

- To develop an understanding of the criminal career trajectories taken by offenders who enter the criminal justice system, in terms of the volume and types of offences convicted by the courts and pre-court disposals.
- To assess the relative cost of criminal career trajectories taken by different offenders (includes costs to victims, the criminal justice system and the wider economy)
- To establish which factors are predicative or indicative of an offender following a specific trajectory.

Panel members said they would like to see the work on this project carried out more empirically and more thought given to how it was going to be done, treatment needs and risk and whether the interplay between the offender and the community would be included. Effect sizes should be conceptualised. The Panel suggested the use of a logic map to plan the project which could be developed over time. This would give a visual representation of the relationship between the various components of the project. The Panel stressed the importance of robust evaluation designs and for more commitment given to getting interventions evaluated. If programmes weren't evaluated it was difficult to know whether they had an impact. The Panel said it would like to see offenders followed 'through the gate' to get a true picture. The Panel said they would welcome being kept updated on the project's progress.

NOMS also updated the Panel on the work being done on the specification, benchmarking and costing programme. It said that this programme would provide a systematic way of analysing the direct costs of delivering services and will provide a single directory of all services, sorted by types of offenders, providers, pathways and sentences.

Review of accredited programmes

NOMS updated then Panel on the work being done to on the review of accredited programmes. It explained that the review would look at the suite of programmes and each strand of work, reviewing across the piece. It would look at a number of issues, including:

- Are programmes being targeted effectively?
- Are we duplicating?
- Should we do things differently?
- Attrition rates
- Should there be more rolling programmes?
- Are there gaps and how should will fill them?

The Panel considered that if fewer programmes were run then there was a need to run them better. The Panel said it would like to see programmes supported properly and the risk associated with loss of local ownership needs to be looked at. The Panel thought the dependence on facilitators was an important point, as it would affect outcome data.

Non-accredited programmes

NOMS said that work was being done to map interventions that ran in custody and the community as an intervention, looking at the following:

- Why it was running, purpose and cost?
- Who delivers it?
- What's involved in its delivery?
- Has it been accredited in any way?
- What pathway it is aligned to?

The aim would be to look to see whether any could be dropped to make efficiency savings. A suite of approved interventions would be drawn up across each pathway which would be held on a central database.

Effective Interventions Board

NOMS informed the Panel that the Effective Interventions Board was being re-introduced. The Board would filter applications to CSAP and give advice on whether a programme should be developed or submitted for accreditation. An appeals process would be put in place which was independent of NOMS.

Audit

NOMS said it was in the process of preparing the community for audit which would take place in the next financial year. The Panel had approved the audit tools which would be used. In relation to audit in prison, high performing establishments would receive a lighter touch audit.

Bradley Review

NOMS informed the Panel that the Justice Secretary had asked Lord Bradley to carry out a review on people with mental health problems or learning disabilities in the criminal justice system, focussing on diversion, and identifying where further work or reforms are needed and setting out the case for change. The Report recommended a proportionate and effective response to offender health delivering improvements to the way offenders are able to access mental health and learning disability services whilst ensuring proper risk management. It also proposed cross sector and joined up working across the health and criminal justice pathway.

Should criterion 10, evaluation and monitoring be removed from the accreditation criteria?

The Panel said the key questions were whether criterion 10 should be removed or adapted. This issue had been discussed at the Research Advisory Group in January 2009. The Panel were asked to consider whether the criterion was realistic given the lack of programme evaluation. The Panel said that one of the key issues revolved around where responsibility for programme evaluation should lie and what resources could and should be allocated to it as well as what standards CSAP could expect. The Panel thought that at the very least there should be an evaluation plan. This has been made a requirement when programmes come back for review.

The Panel thought that evaluation did not need to be huge and costly. PhD students could undertake some form of evaluation using available data. The Panel said it would find it useful to know what the priorities were for research.

The Panel agreed that this criterion should remain. It was right in principle for the Panel to request an evaluation but the Panel must be flexible, taking account of the broader context. The Panel would at least expect outcome data to be available particularly when programmes are run centrally. When a sub-panel considers an application for accreditation it will look at the type of programme, what sort of evaluation would be suitable and the type of research required. The sub-panel will make their requirements clear in the CSAP sub-panel letter. If an evaluation has not been done as requested when the programme comes back for review it could lose its accredited status.

How psychometrics are used in practice and the work being taken forward in this area

NOMS had previously sought the Panel's approval to reduce the size of the psychometric test batteries associated with each accredited programme. The Panel's views were also sought on the use of the PCLR as a selection tool and the question of whether offenders in the community should be required to complete psychometric tests when they are administered for research purposes only. The Panel had asked for more detailed information on how psychometric test batteries were used in practice for discussion at this Plenary.

NOMS said it was working to identify and rationalise the systems in use. There was currently no consistency of practice and there were anomalies in different settings. For each programme a psychometric battery was selected which was judged to match the treatment targets for the programme. Programmes in custody and the community did not always select the same tests but they were scored in different ways. NOMS sought the Panel's views on the following:

- Use of test administrators (who did not receive any training unless provided locally) which meant that tests were not administered under sufficiently controlled conditions.
- The variation in the practice on gaining consent.
- The provision of individualised need profiles and feedback to offenders on all programmes.

The Panel thought that one way of pruning the process would be to use computer administered tests which would produce reports and feedback. The Panel said they were happy with psychometrics continuing to be administered and they should be considered to be part of the programme.

The future role of CSAP in the audit process

NOMS explained that previously audit of drug treatment programmes were held annually from September to February and audits of Offending Behaviour Programmes July to November. The CSAP audit meetings, where the scores were ratified were held in January (OBPs) and March (drug treatment programmes) respectively. In April 2009 NOMS moved to a rolling audit process. In the light of this, continuing the existing meeting arrangements where CSAP ratification is sought would mean many establishments waiting longer for their final scores. To bring the process more in line with other audits it is proposed that in future CSAP would no longer ratify scores but would continue to examine and provide advice on the process. The Panel's views were sought on this proposal.

Mike Maguire and Mike Gossop, the CSAP representatives in relation to audit agreed that there was no need for CSAP ratification on individual audit scores. Mike Maguire thought the Panel's role was to provide advice on the issues that had arisen during audit and to ensure feedback was given to high performing establishments. Mike Gossop thought the audit process worked well and the CSAP members were there to provide the necessary checks and balances. The Panel thought that there should be an additional member at each audit meeting to provide a 'fresh' pair of eyes and to gain expertise in this area.

De-accrediting an accredited programme

This issue had arisen with regard to the STOP programme but the Panel's views were sought under what circumstances a programme would be de-accredited. The Panel said that after 5 years, programmes generally showed signs of age and in the light of this the Panel considered that a thorough review of the approaches and method used in the programme should be carried out by the developers.

The Panel said that the issue de-accreditation was covered in the review framework, which set out when accreditation would be withdrawn. It would only be used when there is clear evidence that a programme is ineffective and it is extremely unlikely that significant improvement is possible. The Panel acknowledged that any decision regarding the future provision was a matter which would affect offenders and staff as well as having implications for financial and manpower resources.

It was agreed that the review framework should be re-worded to make it clear what would happen and in what timescale, if accreditation was withdrawn. The Panel thought that if major changes or reviews of approaches and methods used that had requested by the Panel were not made in 12 months time, then a programme should be de-accredited or 'accreditation would lapse'.

January 2010

This meeting was chaired by David Griffiths, acting Head of Performance and Regulation and CSAP Chair.

The Head of the Interventions and Substance Misuse Group (NOMS) gave an update on developments within NOMS, which included the work that was being done to get offenders on indeterminate sentences onto programmes and the introduction of audit in the community and the new audit structure which would be put in place in April 2010. She explained that applications for accreditation by CSAP would in future first have to be considered by the NOMS Effective Interventions Board. This Board looks at whether a programme would be cost effective or add value to the current portfolio of accredited programmes. However, in order to ensure independence of decision making the Effective Interventions Board will include a member of the Ministry of Justice and there will be monitoring of the decisions made by EIB and an appeals process for any application that the EIB refuses to put forward to CSAP. The EIB held three meetings and each meeting had an MOJ representative. Two external programmes were presented to the board and only one out of the two programmes were recommended to be put forward CSAP. No application of appeals were made.

Proposals for auditing Accredited Programmes in Custody and the Community

NOMS explained that a consistent approach to audit was needed across custody and the community and in the light of this a new audit structure had been developed. A shadow audit would be carried out in the community for the first year. The revised audit cycle would span a 2-year period. It would be a full site based compliance audit which would give sites access to a supportive element and informed advice on improvements.

The Panel approved the revised structure but expressed concern that there would be reduction in face-to-face contact between the audit teams and sites. It also expressed concern that clinical teams would not have a standard to work to and that reducing the number of programmes may impact on quality of delivery. NOMS said that it would need to match service delivery against need but re-assured the Panel that it would take steps to ensure that quality of delivery was maintained. It would also look into the possibility of undertaking research into the most effective way of monitoring delivery.

Delivery of training in the community

NOMS informed the Panel that discussions were still ongoing on the most effective way of meeting training needs in the regions but some developmental work was being done to draw up a process which would ensure that training was aligned in the same way across custody and the community. The centre would oversee and organise all training but it would be regionally driven. The Panel's view was sought on the process. The Panel considered that a national approach to training with a pool of master trainers was the most cost-effective and competent way of taking this forward. The Panel was concerned that the quality of training could be affected if there was no formal mechanism in place for overseeing delivery. NOMS said that a Training Quality Assurance Team had been set up and it was looking at how quality standards could be raised.

Projects being taken forward to develop a database of non-accredited programmes

NOMS updated the Panel on the work being done to develop a database of non-accredited programmes. It sought the Panel's views on the draft guidance. The Panel said it saw a need for non-accredited programmes but thought it should be made clear in the guidance what standards needed to be met. When these were defined, they should be applied to both existing and new programmes. The Panel considered that the use of 'what works' language should be discouraged. It thought that some non-accredited programmes could have counter-productive effects. The Panel said that it did not consider that this process was appropriate for reducing re-offending programmes which should be submitted to CSAP. It would like to see non-accredited programmes run in areas where there were no accredited programmes being delivered.

Review of accredited programmes

NOMS explained that the purpose of this review was to find ways of using resources more effectively, to introduce new knowledge and reduce duplication. Drug treatment, violence, sex offender and cognitive behavioural programmes were also being reviewed as separate elements and the views of the appropriate sub-panels sought on the work going forward.

Drug Treatment Programmes: The review of drug treatment programmes had been considered by the CSAP Drugs sub-panel who were supportive of the way forward but did not consider that moving to a modular approach would be the most effective way forward. It would like to see core programmes being developed with add on modules as appropriate. It favoured a single reinforcement booster programme. The Panel would like to see more of a link being developed between alcohol and drugs programmes and thought given to the needs of short-term prisoners.

Cognitive behavioural and motivational programmes: NOMS said the review recommended that Think First and Enhanced Thinking Skills would be phased out as the new Thinking Skills programme was rolled out. Other cognitive behavioural programmes would be brought in line with the TSP. It would look at how best to deliver a 1:1 programme in the community and whether the TSP could be developed in that way and facilitators used more flexibly. The booster programme would need revising and there was also a need for a generic maintenance programme.

Some concern was expressed that deniers were not accepted onto the Thinking Skills Programmes which meant that a large number of people were being excluded. The Panel said it would welcome an opportunity to discuss the modularisation of programmes in more detail. It was agreed that a meeting would be held to discuss the concerns raised at the meeting.

Violence Programmes: NOMS explained that the purpose of this review was to identify strengths and gaps in provision and propose a more efficient and effective series of treatment pathways. The preferred option was a full revision of programmes. The Panel's views were sought on the way forward.

The Panel endorsed this option but made the following comments. It thought the new moderate dose programme was too wide ranging. It expressed concern at mixing anger management with violence as there were instrumentally violence people who did not have an anger control problem. The Panel was not clear where anger management programmes fitted in and would like to see emotional elements included in violence specific programmes. It did not think that combining domestic violence and violence programmes into a generic maintenance manual would be the best way forward.

Sex Offender Treatment Programmes: NOMS informed the Panel that the purpose of this review was to find a way to reduce the number of programmes whilst increasing the scope of treatment to sex offenders. The preferred option was to undertake a full revision of the suite of programmes, taking the best elements from existing programmes and creating three new rolling programmes.

The Panel endorsed this approach but asked for further thought to be given to the rationale for, and the need to, treat low risk offenders. The Panel expressed concern at the proposal to discontinue booster treatment as the primary changes in offenders' behaviour generally came from such treatment. NOMS said it planned to continue booster treatment but simplify the programme. The Panel emphasised the need for medical support when the Healthy Sexual Functioning Programme was introduced into the community.

Potential Future Development of the Panel

The CSAP Chair sought Panel members' views on its potential future development, including how it could influence policy and how the Justice Policy Group could best facilitate the Panel's expert advice. Panel members thought that CSAP added value by providing expert and consistent advice. Their views on the Panel's potential future development were as follows:

- It was well placed to offer advice on how the needs of particular groups of offenders could be met.
- Its future work could include providing advice on:
 - How to build the evidence base to good effect and whether more could be done with the evidence that already exists.
 - The research agenda in the short, medium and long term, giving advice on priorities for policymakers and what could be done within limited resources. This could also include how to develop a framework for priority research, designing methodology that was 'fit for purpose' and how to answer the bigger research questions.
 - How to best utilise data and where money should be invested.
 - The kinds of research that could be developed to look at systems and packages rather than single interventions.
 - Value for money generally – considering cost as well as effectiveness.
 - Programme delivery, design and development.
 - Restorative justice.

Annex A: Correctional Services Accreditation Panel: Budget 2009/10

(Covers the period 1/4/2009 – 31/3/2010)

Item	Total spent (£)	Allocated (£)	Differential (£)
Fees: Members	124,578.57	80,000.00	-44,578.57
Travel and Subsistence	24,278.35	40,000.00	15,721.65
Accommodation for Panel meetings	19,708.32	20,000.00	291.68
Administrative costs/ contingency	111.88	15,000.00	14,888.12
Total	179,091.41	£155,000.00	-24,091.41

NB. An increase in submissions to the Panel and the need to hold a number of meetings to discuss strategic issues in relation to treatment issues led to the budget being overspend during this period.

Annex B: Schedule of programmes currently accredited or recognised by the Panel

General offending behaviour programmes

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Enhanced Thinking Skills	Addresses thinking and behaviour associated with offending through a sequenced series of structured exercises designed to teach inter-personal problem solving skills. Developed by the Prison Service and adapted by the Home Office for use in the community.	20 sessions. 2–2½ hours each.	Accredited for use in custody 1996 and in the community in 2000.
Think First	A sequence of exercises designed to teach participants a number of social problem solving skills which are then applied to aspects of offences and situations in which they occur. Originally developed by James McGuire.	22 sessions, each 2 hours. Extended programme of 30 sessions (Think First Inside) was used in prisons.	Accredited for use in custody in 1996 and in the community in 2000.
Reasoning and Rehabilitation	A cognitive behavioural programme focussing on replacing maladaptive thinking with skills that promote pro-social behaviour. First developed and tested in Canada by Robert Ross and Elizabeth Fabiano, revised by T3 Associates.	38 sessions of between 2 and 2½ hours each	Accredited for use in custody in 1996 and in the community in 2000.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Priestley one to one	This programme aims to change learned behaviour and thoughts, attitudes and values. Developed by Philip Priestley.	20 sessions each estimated to take 1–1½ hours.	Accredited for use in the community in 2001.
Cognitive skills booster	This programme reinforces and consolidates the learning from a general behaviour programme. Developed jointly between the National Probation Director and Prison Service.	10–12 sessions of 2½ hours each which can be delivered at the rate of between one and three sessions per week with no more than one session being delivered on one day.	Accredited for use in custody and community for 3 years in 2008.
JETS Living Skills Programme	A cognitive behavioural programme targeted at male juveniles aged 15 to 18 who have a medium to high risk of re-offending. It aims to teach younger offenders how to behave and think in more pro-social ways. Developed by the Prison Service.	25 sessions of approximately 2 hours each, plus 7 individual sessions.	Accredited for use in custody in 2007 for 3 years. Submitted for review in 2010 and accredited for 2 years.
Thinking Skills programme	A new cognitive skills programme designed to target adult and young adult (18 years and over), male and female medium to high risk offenders. The programme focuses on offending and risk, engagement and motivation. Developed by NOMS and Daryl Harris.	19 sessions long, divided into 3 modules – self control, problem solving and positive relationships.	Accredited for use in custody and the community in 2010 for 3 years.

Motivational programmes

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
F.O.R.	A brief cognitive, motivational programme for short-term prisoners. The objective of the programme is to increase the motivation of prisoners to become committed and active participants in setting their own agenda for change. Developed by T3 Associates.	The structured delivery component is delivered within 3–4 weeks. The programme offers 39 guaranteed contact hours.	Accredited for use in custody in 2006. Submitted for review in 2010 and awarded accreditation for 2 years.

Programmes exclusively for women

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Women’s Acquisitive Crime Programme	This programme is for adult females who have committed a range of index offences in the context of acquisitive crime. It uses a motivational approach. It was designed by T3 Associates for the National Probation Directorate.	Sequential 31 session group-work programme.	Accredited for use in custody and the community in 2005.
CARE	CARE aims to enable women with a history of violence and complex needs to better understand and reduce the risk they pose to themselves and others and to live a more satisfying and pro-social life. It was designed by NOMS.	30 group work sessions with 10 individual narrative therapy sessions and up to 2 years mentoring and advocacy support.	Accredited for use in custody for 3 years in 2010.

Residential community programme

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Kainos Community Challenge to Change	This multi-modal residential intervention is a hybrid therapeutic community with cognitive behavioural therapy. It aims to create a learning atmosphere where anti-social behaviour can be addressed and self responsibility, self efficacy and problem solving skills can be developed. It was developed by Kainos Community, a third party provider.	The core programme consists of prison, spur and community meetings and social development evening. There are also four main interventions. Community Living, Interpersonal Relationships, Focus and Citizenship.	Accredited for use in custody in April 2009.

Substance misuse programmes

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
ASRO	This is a modular group work programme which aims to teach offenders the skills required to reduce or stop substance misuse. It was developed by Professor Mary McMurren and Philip Priestley.	20 sessions of 2½ hours.	Accredited for use in the community in 2004.
PRISM	One to one programme delivery. This programme aims to teach offenders the skills required to reduce or stop substance misuse. It was developed by Professor Mary McMurren and Philip Priestley.	20 sessions of between 45 minutes and 2 hours.	Accredited for use in the community in 2004.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Drink Impaired Drivers	<p>This programme aims to reduce the risk of future drink related driving offences. It combines cognitive behavioural work and education.</p> <p>It was developed by South Yorkshire probation area in collaboration with the Home Office.</p>	<p>14 sessions of 2 hours.</p>	<p>Accredited for use in the community in 2001 (males) and in 2006 (females).</p>
RAPt Bridge Programme	<p>This programme is aimed at medium-high risk substance dependent male offenders in custody.</p> <p>It was developed by the Rehabilitation of Addicted Prisoners Trust.</p>	<p>Intensive 6-week abstinence-based 12 step programme incorporating elements of Motivational Enhancement Therapy and Seeking Safety.</p>	<p>Accredited for use in custody in 2010.</p>
RAPt Substance Abuse Programme	<p>This is a medium to high intensity programme aimed at prisoners with severe and entrenched drug and offending behaviour. It is predominantly a 12-step programme developed from the Minnesota model which combines elements from therapeutic communities, group therapy and cognitive strategies of behaviour modification. It was developed by the Rehabilitation of Addicted Prisoners Trust.</p>	<p>Pre-admission (assessment and education phase) – 2 sessions of 90 minutes each per week for 4 to 6 weeks.</p> <p>Primary phase (covering first five of the 12 steps) – 12 weeks, five days per week. Sessions of between 1 and 2 hours.</p> <p>Aftercare phase (focusing on skills training and relapse prevention) – 12 workshops of 2 hours, delivered once or twice a week.</p>	<p>Accredited for use in custody in 2000 for men, women and young offenders. Programme accredited specifically for males in 2006.</p>

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>RAPt Alcohol Dependency Treatment Programme</p>	<p>This is a three-phase abstinence-based 12 step programme designed to be run over the course of six weeks. The programme is aimed at male offenders with a medium to high risk of re-offending, a history of alcohol dependence and alcohol dependence as a significant factor for re-offending. The programme was developed by the Rehabilitation of Addicted Prisoners Trust.</p>	<p>Phase 1 is one week long. The focus in this phase is on enhancing participant motivation and on the development of basic copying skills. Phase 2 is a four-week 'primary programme' focussed on taking participants through the first 3 of the 12 steps of AA recovery. Phase 3 consists of one week of Relapse Prevention Training.</p>	<p>Accredited for use in custody in 2008.</p>
<p>The Prisons Partnership 12 step programme (Lancaster Castle)</p>	<p>This is a high dose 12 step programme which targets medium to high risk drug dependent offenders where there is a link between their offending and problematic drug abuse. The programme was developed for the Prison Service by Anton Ashcroft in collaboration with Paul Bevan and Chris Berry. It is a rolling programme consisting of three phases.</p>	<p>Pre-admission phase – delivered 2 days a week for 4 weeks. Primary phase – the main core of the programme covering the first of the twelve steps. Aftercare phase – focusing on skills training and relapse prevention.</p>	<p>Accredited for use in prisons in 2003 and re-accredited in 2008.</p>

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>P-ASRO</p>	<p>Prison-Addressing Substance Related Offending is a low intensity cognitive behavioural intervention designed to assist offenders address drug use and related offending, learn and enhance skills and thinking patterns required to reduce or stop drug misuse and offending.</p> <p>This programme was adapted from the probation community based ASRO programme and developed by the Prison Service Drug Strategy Unit.</p>	<p>20 session programme divided into 4 modules delivered over a 6 week period. Session length is 2 hours.</p>	<p>Accredited for use in custody in 2002 for men and re-accredited in 2007. Accredited for women in 2007.</p>
<p>North West Area (formerly Garth and Wymott) Therapeutic Community</p>	<p>This hierarchical therapeutic community is designed to address drug offending behaviour needs of medium to high risk offenders. It uses a combination of social learning theory, cognitive behaviour skills and relapse prevention. The programme was designed and developed for the Prison Service by prison psychologists at Garth and Wymott prisons with specialist input from Phoenix House.</p>	<p>This programme can be completed within 9 to 12 months depending on an individual's progress throughout the 3 stages. Number and session lengths will vary from 90 to 120 minutes.</p>	<p>Accredited for use in custody in 2003 and re-accredited in 2008.</p>

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Ley Prison Programme	This programme is designed to address drug and offending behaviour of medium to high risk sentence male offenders. It is a cognitive behavioural programme which is delivered within a therapeutic environment. It was developed by Ley Community.	The core programmes runs for 31 weeks. Aftercare is delivered over a 4 week period.	Accredited for use in custody in 2003.
Drake Hall Therapeutic Community for Women	This is a hierarchical therapeutic community for women aged 18 or over assessed as having a high level of dependence on one or more illicit substances and at least seven months left to serve. It was developed by the Prison Service.	The programme lasts 24 weeks and is split into three phases, induction, primary and re-entry. The Induction phase is delivered over a 4 week period, the primary phase over a 16 week period and the re-entry phase lasts 4 weeks.	Accredited for use in custody in 2007.
FOCUS	FOCUS is a high intensity cognitive behavioural therapy. It is targeted at male offenders with a moderate to high risk of re-offending who have intermediate or severe substance abuse problems. It was designed and developed by the Prison Service High Security Estate.	62 x 2 hour sessions, held 3-4 times a week. 3 individual sessions take place at the beginning, middle and end of the programme.	Accredited for use in custody in 2003 and re-accredited in 2007.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Action for Drugs	This is a medium intensity programme which uses a cognitive behavioural approach to treatment. The programme targets male adults and young offenders with a medium to high risk of re-offending. It encourages offenders to learn and enhance pro-social skills that will enable them to become and remain drug free. It was designed and developed by a consortium of six drug service providers.	48 sessions to be delivered at a minimum of 3 sessions per week over a period of 16 weeks. The average length of a session is 12 hours.	Accredited for use in custody in 2003.
STOP	This is a medium intensity programme which uses a cognitive behavioural approach to treatment. The programme targets male adults and young offenders with a medium to high risk of re-offending. It encourages offenders to learn and enhance pro-social skills. It was designed and developed for the prison service by HMP Gartree.	The programme is broken down into 90 one hour sessions and 45 two hour sessions delivered over a period of 12–15 weeks.	Accredited for use in custody in 2003 and re-accredited in 2008. NB: This programme was de-accredited in 2010 and is no longer being delivered.
Short Duration Programme	This is a cognitive behavioural drug treatment programme with a focus on harm minimisation. It boosts drug treatment provision for offenders in custody for a short period (6 months left to service or on remand). The programme was developed by the prison service.	20 sessions of 2½ hours. Sessions are delivered daily and the course is completed in 4 weeks.	Accredited in 2005 for use in custody for adult male and females and young offender institutions.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>Offender Substance Abuse Programme</p>	<p>This is a modular programme that aims to teach male and female medium to high risk offenders the skills required to reduce or stop substance misuse. It enhances the motivation to change and resolve ambivalence. The programme was developed by the Correctional Services in Canada.</p>	<p>26 sessions of 2½ hours.</p>	<p>Accredited for use in the community in 2008.</p>
<p>COVAID</p>	<p>COVAID stands for Control of Violence for Angry Impulsive Drinkers. COVAID is a 10-session cognitive behaviour therapy programme that aims to reduce the likelihood of aggression and violence. It was developed by Professor Mary McMurrin and Delight Training Services Ltd.</p>	<p>10 sessions of up to 2 hours long. There are two main themes in COVAID – the personal scientist and self control. COVAID helps the participant become a scientist who studies his/her own behaviour. The programme helps to encourage self control skills identifying those already used and adding new skills.</p>	<p>COVAID Group Community was awarded provisional accreditation for use in the community in February 2008. COVAID Group Secure was accredited for use in prisons in December 2008. COVAID Group Community was provisionally accredited for use in the community in 2009.</p>

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>Alcohol Related Violence Programme</p>	<p>This programme is a medium intensity cognitive behavioural group programme which aims to reduce re-offending in young men who have been imprisoned for alcohol-related crimes of violence and who are hazardous drinkers. The target group is male adults and young offenders aged 18-30. The programme was developed for the Prison Service by LMB Consultancy.</p>	<p>30 group sessions that can be run over 10 weeks at 3 sessions per week. There is one individual pre-programme session.</p>	<p>Accredited for use in custody in December 2008.</p>
<p>Lower Intensity Alcohol Programme</p>	<p>This programme aims to address alcohol related behaviour and is aimed at two groups: those whose alcohol misuse and offending needs are not sufficient to lead to a referral to one of the existing substance misuse programmes, and offenders whose primary need would require referral to an accredited programme but where there is still a need for alcohol related offending to be addressed.</p>	<p>LIAP is a 14 session module. Each session lasts between 2 and 2½ hours. Sessions are designed to be as participatory as possible with a variety of activities in each session.</p>	<p>Provisionally accredited for use in the community in October 2008.</p>

Democratic therapeutic communities

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Democratic Therapeutic Community Core Model	<p>Democratic Therapeutic Communities provide a holistic residential treatment approach where individuals are required to understand and change their ways of thinking, their feelings and their behaviour. Community structures and boundaries are established in order to encourage identified treatment needs to emerge. They are aimed at those offenders for whom a shorter intervention may be inadequate or where particular emotional and psychological needs may hinder engagement in other programmes.</p> <p>The core model was developed by the Prison Service in collaboration with Community of Communities.</p>	Treatment occurs during a prolonged residential stay in the TC. Treatment is usually completed after 18 months but this may vary according to the individual.	Accredited for use in custody in 2004 and re-accredited in 2007.

Sex offender programmes

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Adapted Sex Offender Treatment Programme Becoming New Me	This programme is part of the suite of four treatment programmes designed to target the needs of intellectually disabled sex offenders. It is the main treatment programme.	89 sessions, divided into 12 blocks of treatment. Each sessions last between 2.2.5 hours, delivered at a minimum of 2 sessions per week.	Accredited for use in custody in 2009.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>Community Sex Offender Group Programme</p>	<p>This programme aims to reduce re-offending by adult male sex offenders. It was designed by staff in the West Midlands Area and developed in collaboration with the Home Office.</p>	<p>50 hour induction module. Total length is either 100 hours or 260 hours depending on risk/deviancy profile.</p>	<p>Accredited for use in the community in 2000. Revised relapse prevention component re-accredited for 2 years in 2007.</p>
<p>Thames Valley Sex Offender Group work Programme</p>	<p>This programme aims to reduce re-offending by adult male sex offenders and to provide support to partners of perpetrators. It was set up as a joint initiative with health, police and social services and was developed in collaboration with the Home Office.</p>	<p>10 consecutive day foundation block. The total length is either 196 hours for high risk/high deviancy or 156 hours for low risk/low deviancy.</p>	<p>Accredited for use in the community in 2001. Revised relapse prevention component re-accredited for 2 years in 2007.</p>
<p>Northumbria Sex Offender Group Programme</p>	<p>This programme aims to reduce offending by adult male sex offenders. Developed by staff in Northumbria Probation Area and staff in the Sexual Behaviour Unit, Department of Forensic Psychiatry, St Nicholas Hospital, Newcastle.</p>	<p>Offenders assessed as high risk/high deviancy will attend the Core Group (144 hours minimum) followed by Relapse Prevention (36 hours) giving a total programme length of 180 hours. Low risk/low deviance offenders will normally complete individual preparation work followed by the Relapse Prevention Programme.</p>	<p>Accredited for use in the community in 2001. Revised elapse prevention component accredited for 2 years in 2006.</p>

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>Prison Service Sex Offender Treatment Programme</p>	<p>This consists of 5 separate programmes which offenders are allocated to dependent on risk/treatment need. All the programmes aim to reduce offending by adult sex offenders.</p> <p>Core addresses a range of offending behaviour. It challenges thinking patterns used by offenders to excuse and justify their behaviour and teaches new attitudes and behaviours related to positive offence-free living.</p> <p>Adapted is the equivalent of the core programme but is for lower functioning offenders.</p> <p>Extended is for high risk/high need sex offenders who have already successfully completed the core programme.</p> <p>Rolling is for low risk sexual offenders and covers similar areas to the core programme.</p>	<p>86 sessions.</p> <p>85 sessions.</p> <p>70 sessions.</p> <p>Variable (45–60).</p>	<p>Accredited for use in custody.</p> <p>Adapted 1998.</p> <p>Core (revised) in 2000.</p> <p>Rolling in 2001.</p>

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
	<p>Better lives booster is for those who have successfully completed the core/extended programmes. There are high and low intensity versions.</p> <p>The programme was developed by the prison service. The adapted programme was developed in collaboration with the Janet Shaw Clinic.</p>	32 sessions (core). 38 sessions (adapted).	Extended (revised) in 2002. Better Lives booster in 2004.
Healthy Sexual Functioning Programme	<p>This programme is designed to help those who have trouble with sexual fantasies. It helps offenders think about what makes for a healthy intimate and sexual relationship and teaches techniques to change and control fantasies.</p> <p>The programme was developed by the prison service.</p>	12–20 sessions lasting between 1 and 1½ hours.	Accredited for use in custody in 2004.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Internet Sexual Offending Treatment Programme	This programme is for low, medium high risk and low deviance offenders. It is designed for those offenders convicted of internet offences. It is a cognitive behavioural treatment programme and aims to reduce the risk of future internet sexual offending and risk of progression to contact sexual offending. The programme was developed by the National Probation Directorate.	6 modules. Group: 70 hours – 35 two-hour sessions One to one 30–45 hours (20 to 30 ninety minute sessions). Varies according to individual need.	Accredited for use in the community in 2006. Provisionally accredited for use in custody in 2007.

Violence programmes

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Aggression Replacement Training	Aims to reduce aggressive behaviour through teaching social skills, anger management techniques and improved moral reasoning. Developed by Wiltshire Probation Area in collaboration with the Home Office and National Probation Directorate.	18 sessions, 2 hours per session.	Accredited for use in the community with adult males in 2001. Provisionally accredited for females.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
Controlling Anger and Learning how to manage it	Canadian cognitive behavioural programme which teaches skills in managing anger and emotions. It is aimed at offenders for whom anger/aggression features as a component in current or previous offending. The programme was developed by B Winogron, M van Dieten and L Gauzas in Canada.	24 sessions, 2 hours each.	Accredited for use in custody in 2000 and in the community in 2004.
Cognitive self change programme	Adapted programme designed for adult offenders with a history of violence who are motivated to change their pattern of behaviour. Participants must have 12 months or more left to serve in prison. Consists of 6 blocks, the final one takes place in the community after release.	38 sessions of between 2 and 2½ hours each.	Accredited for use in custody in 1996 and in the community in 2000.

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>Healthy Relationships Programme</p>	<p>This programme uses a range of techniques such as lectures, guided learning exercise and case studies to enable offenders to take responsibility for their behaviour and to develop skills in order that they may eliminate violent and abuse behaviour from their intimate relationships. It was originally designed by Lynne Stewart and Natalie Garboro for the Correctional Service of Canada in 1998 and adapted for use in England and Wales.</p>	<p>68–70 sessions of 2½ hours.</p>	<p>Accredited for use in custody in 2003.</p>
<p>Integrated Domestic Abuse Programme</p>	<p>This is an integrated group work and individual session programme for convicted adult male perpetrators of domestic abuse committed in the context of a heterosexual relationship. The programme includes interagency risk management and work with known victims. It was developed by the National Probation Directorate.</p>	<p>Rolling modular programme of 27 group work sessions preceded by 4 pre-group sessions and followed by a minimum of 4 post group sessions.</p>	<p>Accredited for use in the community in 2004.</p>

Programme	Description and designer/ development history	Number and length of core programme sessions	Status
<p>Community Domestic Violence Programme</p>	<p>Integrated domestic abuse programme for male perpetrators of domestic abuse. The programme includes interagency risk management and contact with known victims. It is based on the Canadian Correctional Services Family Violence Programme.</p>	<p>26 sessions of group work plus 9 individual sessions.</p>	<p>Accredited for use in the community in 2004.</p>
<p>Chromis</p>	<p>This is a cognitive behavioural programme which focuses on the identification, reduction and external management of a range of risk factors in offenders whose level or combination of psychopathic traits disrupts their ability to engage in both treatment and sustained socio-behavioural change.</p> <p>It was developed by the prison service to meet the needs of highly psychopathic individuals.</p>	<p>The programme comprises of 5 core components which combine individual and group work.</p>	<p>Accredited for use in custody in 2005.</p> <p>Reviewed in March 2009.</p>

Annex C: Correctional Services Accreditation Panel Programme Accreditation Criteria

Revised April 2009

The work of the Correctional Services Accreditation Panel

CSAP is a non-statutory advisory body for the Ministry of Justice.

Panel members, are independent individuals respected in their fields for their specialist expertise and their experience of offending behaviour programmes, the principles of effective practice and/or accreditation.

Panel members perform an important function in assisting the Criminal Justice Group to achieve its aim of reducing re-offending through the development and implementation of high quality offender programmes. CSAP plays a key role by promoting excellence in programmes that deal with offenders and by accrediting and encouraging effective approaches. Its main work is to accredit programmes for offenders and provide advice on audit and research issues brought to it. The Panel's advice is also sought on the development of strategy and guidance, based on the best evidence, to support Directors of Offender Management (DOMs) in securing excellent services for offenders. This could involve offering advice on the development of the strategy, or generic and specific work to support attitude and behavioural change.

Diversity statement

The Government is committed to building a fairer, more inclusive society in which public authorities improve links with the community and demonstrate equal opportunities for staff and service users. The Panel is committed to ensuring that diversity and equality are valued and permeate every aspect of its role and responsibilities. The Panel requires programme designers and providers to demonstrate evidence of due regard for equality, diversity and inclusiveness in terms of equality of access to programmes on the basis of need.

The Panel is committed to:

- Examining its own practices to ensure that it is accessible, open and responsive to all stakeholders and in particular black and minority ethnics people.
- Ensuring an environment in which all its members and participants in its business can contribute effectively regardless of gender, ethnicity, ability, age, sexuality, learning style, marital status, nationality, religion or belief and past and present life experiences.

The Accreditation System

The objective of the accreditation system is to provide a structure for improving the quality of effective interventions in England and Wales. It aims to find the balance between ensuring a consistency in practice and an adherence to standards with sufficient flexibility to respond to circumstances and to allow for professional input. To be accredited, a programme must demonstrate that it meets 10 criteria (see pages 4–14 for a detailed description on the criteria).

- A clear model of change
- Selection of Offenders
- Targeting a range of dynamic risk factors
- Effective methods
- Skills orientated
- Sequencing, intensity and duration
- Engagement and motivation
- Continuity of Programmes and Services
- Process Evaluation and Maintaining Integrity
- Ongoing Evaluation.

Scoring

A programme must score between 18–20 points to be awarded accredited status. The Panel will award recognised/provisionally accredited status where it has identified the need for specific changes that can be made in less than 12 months (or longer, where specified) and the programme has reached a score of around 16 points. A Programme may be identified as not accredited/promising if the Panel considered that it is suitable for accreditation but requires a significant degree of development work to bring it up to the required standard. It may also consider that there is no value to the business in developing a programme further and will set out the reasons for this decision in its feedback.

A programme will be awarded two points for each fully met criterion, one point if a criterion is partially met and no points if it is not met.

Programmes are accredited for a five year period, following which they should be brought back for review. The Panel will consider whether an accredited programme needs to be reviewed for a period of less than 5 years. This may be the case, for example, where evidence from evaluation is required. If any substantial changes are made to an accredited programme within that 5 year period, programme developers should submit the programme to CSAP for review and endorsement of the changes.

Applications for Advice and accreditation

An application should be concise and introduce the programme to the Panel. It should start with an overview of the programme which should be no more than 3 pages long. This should include the intended target group, number and length of sessions and treatment methods. A summary of the model of change should follow. This should describe how the programme is intended to work, drawing on relevant theory and research, and address the 10 accreditation criteria.

Applications for advice are generally made when a programme is at an early stage of development and the Panel's views are being sought on its development and suitability for accreditation. Programme developers will be required to submit an application and theory manual which describes the programme and puts forward proposals for its development. Other manuals can be submitted for consideration if they have been finalised.

A full application for accreditation must consist of the application itself, which must address each of the ten criteria. At present five supporting manuals are required but the need for five separate manuals will be kept under review by the Panel. A brief description of the five manuals is given below:

- the Theory Manual – theoretical base for the programme and the model for change
- the Programme Manual – describes each session of the programme in sufficient detail to enable a professional to run the programme
- the Assessment and Evaluation Manual – includes all the assessment and evaluation instruments used in the programme and guidance on their administration
- the Management Manual – describes the selection and training of staff, how offenders are selected and assessed and detail how the programme will operate

- Staff Training Manual – provides details of the training courses for all staff involved in the programme and how performance will be reviewed.

Further detail about the content of these manuals is given at Annex A.

Programme developers can contact the Panel at any time throughout the accreditation process, not just at the point of application, for advice and guidance.

The accreditation criteria

To be accredited, a programme must demonstrate to the Panel that it meets the following ten criteria:

(1) A Clear Model of Change

There must be an explicit model to explain how the programme is intended to bring about relevant change in offenders. Its rationale must be explicit and supported by evidence.

The Programme's theory manual must explain who the programme is for and which areas of risk it will reduce. It must specify how it will do this and what is achieved at each stage of the programme. It must describe why this combination of targets and methods is likely to work with the offenders selected. Evidence from existing research must be given to support the approach. The methods and exercises in the Programme Manual have to fit with the Theory Manual

If the evidence is incomplete, the model of change should be in the form of plausible hypotheses. The application should provide research evidence to support the general approach and methods employed.

(2) Selection of Offenders

There must be a clear specification of the types of offender for whom the programme is intended, and the methods used to select them.

For a treatment programme to be effective, it must be targeted at the right individuals. It is important, therefore, for selection processes to be clearly specified, and for there to be a means to exclude or de-select from the programme as appropriate.

To meet this criterion the application must include:

- a statement of the type or types of offending behaviour that the programme is intended to address
- a list of inclusion criteria

- an account of the action taken to ensure that potential participants are not inappropriately excluded on the basis of their background (e.g. their race, ethnicity, religion, gender, disability, sexuality, or age)
- a list of exclusion criteria (together with a justification for each)
- a description of the selection procedure employed
- a list of any assessment instruments employed in selection, together with a justification for their use and rationale for their use with the population
- a description of any de-selection criteria and the procedures by which unsuitable participants are removed from the programme.

(3) Targeting a Range of Dynamic Risk and Protective Factors

A range of dynamic risk factors known to be associated with re-offending must be addressed in an integrated manner within the programme.

A number of offender characteristics have been shown to be linked to the risk of re-offending. Some of these are associated with offending in general, while others are more particular to specific offence types. Those characteristics that are historical in nature and hence impermeable to change, for instance the number or type of previous convictions, are referred to as static risk factors. Other characteristics associated with re-offending, however, are potentially subject to change, and are described as dynamic risk factors. Because modification to dynamic risk factors should be associated with a lessening of the risk of re-offending, they represent suitable targets for treatment. Examples of dynamic risk factors are listed in the table below.

To meet this criterion the application must:

- list the dynamic risk factors targeted by the programme and how they complement each other (in cases where only a narrow range of dynamic risk factors are targeted, it must be shown that this will be adequate to reduce the risk of re-offending in those taking part in the programme)
- demonstrate how these risk factors are either directly or indirectly related to the type of offending addressed by the programme (the dynamic risk factors listed in the table below are accepted for accreditation purposes without the need to produce supporting evidence)
- where appropriate provide evidence to show that these risk factors are likely to be present among those taking part in the programme
- describe how these risk factors, and changes in them, are assessed and measured
- indicate in what ways the programme addresses each of the risk factors
- where important risk factors are not targeted by the programme, indicate where else in the management of the offender these will be addressed.

The dynamic risk factors listed below are acceptable for accreditation purposes and do not require evidence in support of them:

Generic Dynamic Risk Factors
<ul style="list-style-type: none"> • poor cognitive skills • anti-social attitudes and feelings, including sexist and racist attitudes • strong ties to and identification with anti-social/criminal models and impulsive anti-social lifestyle • weak social ties and identification with pro-social/non-criminal models • cognitive support for offending: distorted thinking used to justify offending • deficits in self-management, decision making and problem solving skills • difficulty in recognising personally relevant risk factors and in generating or enacting appropriate strategies to cope with them • poor pro-social interpersonal skills • dependency on alcohol and drugs • contingencies favouring criminal over pro-social behaviour • some adverse social or family circumstances • weak or fragile commitment to avoiding re-offending.

Additional Dynamic Risk Factors
<p>Sex Offending Factors:</p> <ul style="list-style-type: none"> • deviant sexual interest, offence related interests, especially arousal patterns, and excessive sexual preoccupation • empathy deficits: limited awareness of the victim's point of view, or an inappropriate reaction to victim distress • social support for sexual offending. This includes direct social support for sexual offending, as in a network • social support for sexual offence related ideas, for example, social messages supporting cognitive distortions, or family collusion, which may be a consequence of manipulation of family members by the offender; and the absence of social support for relapse prevention strategies.

Not all offenders with a similar pattern of risk factors represent the same probability of re-offending. Longitudinal research studies shows that the impact of risks can be partially compensated by protective factors (personal

and social resources). Although there is much less research on protective factors than on risk factors, the programme should promote the offender's strengths where appropriate.

Generic Protective risk factors

- Cognitive competencies (e.g. intelligence, future planning)
- Pro-social attitudes and feelings
- Social models that encourage constructive coping
- Strong social or family bonds and support from non deviant individuals
- Healthy beliefs and clear standards of behaviour
- Social competencies and problem-solving skills
- Experiences of self-efficacy and adequate self concept
- Belief that change is possible
- Commitment to avoiding re-offending.

(4) Effective Methods

There must be evidence to show that the treatment methods used are likely to have an impact on the targeted dynamic risk factors.

The aim of treatment is to modify dynamic risk factors as well as other offender characteristics that make re-offending more likely. These may be targeted in a variety of ways, using a range of treatment methods. In practice, however, it is not always the case that treatment methods have their intended effects. Whatever methods are employed in the programme, therefore, must be supported by evidence of their efficacy – in other words, there must be proof that they work.

To meet this criterion the application must:

- provide a clear description of the treatment methods used
- offer a theoretical justification for these treatment methods in respect of the dynamic risk factors identified in criterion 3
- describe how methods will be adapted to take account of diverse backgrounds
- describe evidence that demonstrates the efficacy of the chosen treatment methods in relation to the type of offender targeted by the programme
- show how the programme acts as a cohesive whole, and where different treatment methods are used, describe how these are integrated with each other.

(5) Skills Orientated

The programme must facilitate the learning of skills that will assist participants in avoiding criminal activities and facilitate their involvement in legitimate pursuits.

There is an increasing amount of evidence to show that the acquisition of skills by an offender is an important component in reducing his or her likelihood of re-offending. These skills may be related to those associated with aspects of self-management, interpersonal functioning, problem solving and a variety of cognitive abilities. On occasion they may be related to literacy. It is important to note, however, that learning a skill is not simply about being provided with new information, but also about being able to implement it, which requires practice.

The application must:

- define the skills that participants will have the opportunity to learn. .
- demonstrate that these skills are relevant to those participating in the programme, and that participants are likely to lack competence in them
- provide a reasonable justification backed by evidence, if available, of how the acquisition of each of these skills is potentially associated with either a reduction in criminal activity or an increased ability to pursue legitimate activities
- specify the ways in which each skill is acquired (if not already described in Criterion 4)
- describe any additional arrangements for fundamental skills acquisition, such as links with education or vocational training.

(6) Sequencing, Intensity and Duration

The amount of treatment provided must be linked to the needs of programme participants, with the introduction of different treatment components timed so that they complement each other.

For treatment to be most effective, the frequency and number of treatment sessions should be matched to the degree of treatment need typical for most participants in the programme. This will usually be dependent on participants' learning styles, their level of risk, and the extent to which the dynamic risk factors to be addressed in treatment are likely to be resistant to change: a short programme may be appropriate for low risk offenders, while those with greater need will require programmes of longer duration to ensure that there is adequate time in which to modify well established attitudes and behaviours. In addition, consideration needs to be given to the timing and pacing of

different components of the programme to ensure that treatment gains are reinforced and maintained.

To meet this criterion the application must:

- specify the overall length of the programme and demonstrate that the programme length will be sufficient to achieve sustained change
- show how intensity, duration and, where relevant, sequencing can be adapted to meet differing levels of risk, treatment needs and learning styles of participants
- describe the sequencing and length of different phases of the programme, and where there are gaps between phases indicate how long these last
- indicate whether homework is a requirement of the programme; if so, describe the nature of homework to be done by offenders between sessions
- describe the action to be taken in relation to missed sessions or activities, insufficient progress, or the emergence of new areas of concern
- specify any pre-programme preparation and further work to be done once the programme has been completed.

(7) Engagement and Motivation

The programme must be structured to maximise the engagement of participants and to sustain their motivation throughout.

A programme is unlikely to be effective unless offenders both actively engage with it, and remain motivated throughout its course. The extent to which this occurs is dependent in part on the way in which the programme is delivered, the commitment staff show to it, and the degree to which participants are responsive to programme methods and content. A good indicator of engagement and motivation is the proportion of offenders who complete the programme, and reasons for non-completion must, therefore, be understood.

To meet this criterion the application must:

- specify how motivation is assessed pre-programme, and describe any steps taken to enhance it
- describe the methods used to maintain motivation during the programme
- indicate the steps taken to ensure that needs associated with an offender's age, gender, ethnic background, learning style and personal life experiences (past and present) are addressed

- describe how pro-treatment attitudes are encouraged amongst managers, other staff, and associated professionals with whom the offender is in contact.

Evidence must also be provided of attendance and completion rates, with an account given of the reasons for non-completion, which should include information obtained from participants themselves, e.g. from exit interviews.

(8) Continuity of Programmes and Services

There must be clear links between the programme and the overall management of the offender, both during a prison sentence and in the context of community supervision.

Programmes must be integrated through close liaison with the Offender Manager and/or supervisor to ensure that there is continuity between programmes, both within one service and between prison and the community, to effect a smooth transition and maintain progress. Issues related to public protection also require that provision be made for sharing of information between agencies so that offenders can be monitored appropriately.

To meet this criterion the application must:

- show how the programme is integrated into the overall plan of work for the offender, demonstrating how offenders' needs during and beyond the end of the programme will be addressed (for example, accommodation, community and family networks, links with other treatment providers)
- contain guidelines that specify the roles of the Offender Manager/Supervisor.
- indicate how Offender Managers/Supervisors and Resettlement Managers are informed about the aims and objectives of the programme
- specify the arrangements for liaison, handover and communication between programme staff and others involved in the management of the offender
- specify the arrangements for non-completers
- Indicate how issues relating to confidentiality and disclosure to other agencies are dealt with, especially in cases involving protection of children and vulnerable people
- describe the enforcement policy in relation to programme attendance and enforcement of Orders or licence conditions
- provide details of pro forma summaries to be used at case reviews and programme completion (which should include recommendations for further treatment or supporting work where appropriate).

(9) Maintaining Integrity

There must be provision to monitor how well the programme functions, and a system to modify aspects of it that are not performing as expected.

Unless a programme is monitored closely it may not run as intended, with the risk of undermining its efficacy. Systems therefore need to be in place to ensure that the integrity of the programme is maintained, and deviations from required standards corrected. Three specific aspects of programmes require particular attention: supporting conditions, programme integrity, and treatment integrity.

To meet this criterion the application must:

- ensure there are clear specifications on what will be audited and what the key measures will be
- indicate how information obtained from monitoring is used to improve the operation of the programme
- include procedures for obtaining offender feedback, indicating how this is used to influence the further development of the programme
- indicate how access to the programme and outcomes are monitored in relation to diversity policies and potential discrimination, whether intentional or not.

In the Management/operating manuals clear guidance should be given concerning the operating conditions necessary to run the programme effectively.

A. Supporting conditions and programme integrity

- specification of staff selection procedures
- describe staff training procedures, and indicate how competency in delivering treatment is assessed
- details of staff training (including training in relation to cultural awareness)
- description of staff support and supervision arrangements (including an account of how negative effects of the programme on staff are identified and managed)
- guidance on procedures. These would normally include continuity of staff, reliable availability of staff and participants, and the delivery of sessions/activities when planned
- description of the resources and facilities available to the programme
- account of the management structure of the programme.

B. Treatment integrity

- details of the way in which treatment supervision takes place to ensure compliance with the programme manual and the competent use of any specific techniques
- account of methods to ensure proper use of participant inclusion and exclusion criteria
- description of how the treatment style of staff is monitored, including their sensitivity to the diversity and past and current life experiences of participants
- details of how circumstances or activities that might interfere with treatment are detected and managed.

10. Ongoing evaluation

There must be provision to evaluate the efficacy of the programme.

Unless the programme is properly evaluated it is not possible to know whether or not it is effective, which in the long term means a reconviction study with relevant comparison data, as soon as reasonably feasible. As a decrease in recidivism is intended to be achieved through change in targeted dynamic risk factors, improvement in these risk factors is an important, and more immediate, measure of efficacy. Evaluation should demonstrate, therefore, that offenders who complete the programme change as intended.

To meet this criterion the application must present an evaluation plan which should as a minimum include an assessment of:

- the demographic, previous criminal history and clinical characteristics of participants and those not accepted onto the programme
- changes in the dynamic risk factors targeted by the programme
- Over the longer term a reconviction study which must provide any existing evaluation results in addition to a plan for future on-going evaluation.

The Panel will expect to be kept informed of any problems that arise in evaluating the efficacy of the programme.

Annex A of the Accreditation Criteria

Preparing Materials for Accreditation

This document provides guidance notes to aid the development of manuals and material for submission to the Correctional Services Accreditation Panel.

1. Introduction

These notes are designed to help programme designers prepare submissions to the Correctional Services Accreditation Panel. They should be used in conjunction with the Accreditation Criteria document.

Programme designers and sponsors can also ask for clarification, guidance and advice directly from the Panel, at any point during your application.

You can obtain examples of best practice from the CSAP Secretary, Maureen Nwafor who can be contacted either by telephone on 020 3334 2475 or by e-mail at Maureen.Nwafor@justice.gsi.gov.uk.

2. Types of submission

There are three reasons why you might submit documentation to the CSAP: for advice, for accreditation and for review of an accredited programme.

2.1 Applications for advice are generally made when a programme is at an early stage of development and you are seeking the Panel's views on its development and suitability for accreditation. You will need to prepare:

- A brief covering letter
- A submission document which describes how you propose the programme will meet the 10 criteria
- A draft Theory Manual which describes the programme and puts forward proposals for its development.
- Other manuals can be submitted for consideration if they have been finalised.

If you have specific questions for the panel, or want them to focus their feedback on particular areas, make these clear in your covering letter. Keep your questions succinct and focused.

You will be given a date for submitting your documents, usually 4- 6 weeks before the date of the panel meeting.

You may find it helpful, or necessary, to submit for advice on more than one occasion. If you are resubmitting then make sure you clearly describe the

changes made since the previous submission in your submission document and covering letter.

2.2 A full application for accreditation must consist of a submission document and five supporting manuals. All of these documents must be in their final form. You will need to prepare:

- Covering letter
- Submission Document
- The Theory Manual
- The Programme Manual
- The Assessment and Evaluation Manual
- The Management or Operating Manual
- The Staff Training Manual.

You may have additional documentation, unique to your programme which should also be submitted as it provides important information about the design or delivery.

You will be given a date for submission which will be at least 4 weeks before the date of the panel meeting.

2.3 Submission of an Accredited Programme for review. When a programme is awarded accreditation status it is given a review date, usually 5 years. The purpose of the review is to ensure that the programme is still fit for purpose and continues to meet the accreditation criteria. There will be a presumption in favour of maintaining accreditation unless evidence to the contrary exists.

At this stage you will need to prepare material which evidences the degree to which the programme has been delivered as it has been designed, describes changes that have been made to content or processes within the programme, and includes any initial outcome data.

The review process provides a unique opportunity to share your learning of the delivery of the programme with the Panel. You will want to think about how you can best present material to the panel so that it is interesting, accurate and is comprehensive without being overly long.

You will need to submit

- Covering letter
- Any manuals or materials which have been significantly changed
- A summary document.

The summary document should provide a short history of the progress and developments made since accreditation, include data on current levels and quality of delivery, and statistics on throughput, attrition, participant demographics etc. You should include data from any pilots and a summary of audit results. You should describe any important issues which have arisen from delivering the programme and the steps which have been taken to manage these. You should also address any issues around delivery which were highlighted in the original feedback from the panel at the time of accreditation.

The application should make reference to any recent meta-analysis and literature reviews which are relevant to the programme or have informed the further development of the programme.

It should include a full description of all changes that have been made to the programme in terms of session content and design. You should describe why the changes were made; what changes were made; and the impact of the change.

Do not try to address all the criteria again or reprise the model of change as this is not necessary. You may want to pose questions or identify areas where you would like further advice from the Panel.

3. Developing Manuals

The primary purpose of the supporting manuals is that they provide all the information which is critical to the effective implementation and delivery of the programme. It is important to bear in mind that whilst you may meet with the Panel to discuss your programme, the manuals will also be the main source of evidence available to the CSAP to support your application for accreditation.

There are some **general principles** worth considering when developing materials and manuals.

- 1) Think about who you are writing each manual for. This should guide the language you use and the style and content of the material.
- 2) Make sure the information is assessable and does not require prior knowledge or experience which the reader may not have. This might include knowledge of particular services, systems, sites, literature or other programmes. Try to avoid abbreviations and acronyms.
- 3) Try to be concise and succinct.

- 4) Think about how manuals and documents are formatted and presented. Consider how you can make them easy to navigate. Cross referencing will form an essential part of this.
 - Avoid dense paragraphs and long explanations.
 - Make links throughout the document and clearly signpost why you are providing information and how it is relevant to the programme's design or delivery.
 - Summary boxes which identify key learning points, recommendations or implications are helpful.
 - Use of colour and images can also help clarify and communicate information.
- 5) Try to ensure the material is interesting and engaging.
- 6) Avoid repetition unless it clearly has a purpose. For example, you think the reader may not access other manuals which include the same information (i.e. a Programme Manager is unlikely to read a Programme Manual written for facilitators).
- 7) Keep a track of references and supporting documentation as you produce the materials and ensure these are included in submissions.
- 8) In some instances some of this information required to support your application and deliver your programme will be held in documents which have already been presented to CSAP in earlier submissions. In such cases you should make sure the documents are made available to the Panel and referenced in the application. For example, a copy of the most recent version of the generic core skills training manual should be provided when relevant programmes are submitted for consideration.
- 9) Always allow time for proof reading, peer review and revisions before the submission date. Each document should be numbered and a contents page should be included.

4. Manuals and Material

4.1 The submission document. The submission document should introduce the programme to the Panel, describing it succinctly and explaining the background and context. It should be clear, concise and informative and cross referenced to other manuals where appropriate. It should describe how the programme meets the 10 accreditation criteria.

It is written specifically for the CSAP, and should be pitched at this level. In the light of this, here is no need to bear in mind different audiences (such as managers or facilitators) when considering the style and language to be used.

When writing the Submission Document it is important that you take into account not just the 10 criteria headings, but the bullet points which describe the criteria. Make sure your information covers these points but try not to be too repetitive. Keep information succinct.

Lengthy material and detailed explanations should not be included in the Submission. Instead you should provide a summary of key points and make clear references to where more detailed information can be found in the supporting manuals.

The submission document should include:

- A brief introduction which explains the background and context to the programme's development.
- A summary of the Model of Change in approximately 1000 words. You may find a diagram helpful in explaining your model. The accreditation criteria provides information on the model of change.
- The Model of change and the 10 accreditation criteria should each be addressed separately under their own headed section. The submission should explain how each criterion has been met (taking account of the criteria description and the accompanying bullet points) and what has been done to address previous CSAP feedback if appropriate.
- Information on any piloting of the programme and plans for its roll out.
- A summary of any research evidence which has underpinned and informed the development of the programme as well as any evaluative evidence relating directly to the programme submitted. If the evidence relates to cognitive behavioural methods then only a brief summary is required. If the programme is based on approaches that are less well researched more detailed information will be required.

4.2 The Theory Manual. A good Theory Manual will bring alive the background and rationale for the programme and provide a convincing argument for its design and supporting systems.

It should be written for Treatment Managers and facilitators. It should enable them to understand clearly the key aims of the programme and the main theoretical ideas and evidence that drive it. It should help them understand not only what they have to do in treatment but why, and what evidence there is that this will be effective. It should be succinct and user-friendly. You may find it helpful to put more detailed material into annexes.

Alongside the Submission Document, this manual will be core to the Panel's decision around accreditation. Arguments should be well formed and evidenced as the Panel will look particularly closely at whether the manual

describes and is consistent with a clear and convincing model of change. Links should be made between evidence, rationale and actual programme materials.

It should be structured in a way which enables readers to easily identify how the programme meets each of the 10 criteria, with helpful links to other documents or supporting manuals.

The Theory Manual should also provide helpful explanations which enable programme deliverers to maintain the integrity of the programme and adhere to its theoretical model. It should help them understand why they deliver each element of the programme in the way described, and how they might be able to respond to individual needs in a flexible and creative way without undermining the purpose and sequencing of the material.

In terms of content and structure:

- It is recommended that the manual has an introductory section which summarises the programme and sets the scene, including:
 - Who the programme is for, background context and why it is being developed
 - Its purpose, what it is trying to achieve and with whom
 - How it will change people
 - How theory will apply to practice.
- It should include background on the development process, including how the need for the programme was established, the context within which it was developed and expectations around where and how it will be delivered.
- A summary of the evidence on which the programme has been developed is needed, and an explanation of the programme's model of change. This should refer back to the evidence and may be supported by a diagram.
- Whilst it is not necessary to provide a full account of well established criminal theories or describe in detail the acquisition of the criminal behaviours being targeted, the Manual should provide a rationale for how the treatment targets were identified, how the treatment methods and motivational approaches were chosen or developed, how they are combined and sequenced and why it will bring about the desired change in the population you are targeting.
- An explanation of who the programme is for and how these individuals will be referred, and their suitability assessed.
- Details of the treatment targets the programme will address and how these link to the target behaviour. Details also of how change in these factors will be measured.

- A description of what treatment methods are used and how they are combined and sequenced.
- A description of the actual programme including the number, type, frequency and length of sessions and modules. An explanation of how treatment needs are addressed and skills and material introduced, practiced and generalised.
- How the programme aims to meet or support the broader needs of participants and the role of complementary work expected to occur outside of the programme. How continuity of care and maintenance of learning will be supported.
- A brief overview of the staff assessment, training and development approach – with more detailed reference in the Training and Management Manuals.
- Reference to how the integrity of the programme will be maintained,
- References.

Sections from the Theory Manual may be used in other Manuals written for front line staff, such as the Programme Manual.

4.3 The Programme Manual. Also referred to as the treatment manual, this is the document which explains what should take place during programme sessions. It should be written specifically for facilitators, in a user-friendly way. Facilitators and other users should be able to gain a clear understanding not only of what to do to enable a programme to be delivered and organised effectively, but why.

As a general rule the manual should describe the session content and structure of the programme in sufficient detail to enable any well-trained professional to run the programme in the intended fashion. Headings should be clear and the manual should have a strong and consistent structure. Use of text boxes and colour can enhance the accessibility of manuals.

It is acceptable to provide more than one programme manual if the programme comprises different modules.

You may wish to include, at the beginning of the manual more general information on the rationale of programme including a description of the model of change, an explanation of the treatment targets, methods and motivational approach. This can be taken from the Theory Manual but should be made relevant to facilitators. These sections can provide a helpful reminder of the theory behind the programme and can be used during session preparation, supervision and training. They should be succinct but informative and couched in terms which are likely to make sense to programme deliverers.

Brief explanations of theory and rationale should be included through out the programme manual. Reference can be made to the sections within the Theory Manual and important papers or research you would like to encourage facilitators to read.

You may also be able to include examples of participants' work within Manuals to help guide facilitators.

How you structure the manual will influence how easy facilitators find it to follow what they have to do, how they have to do it and why it is important. You may find it helpful to split the explanation of each session into two broad sections:

1) Session Explanation (which might include)

- A brief over view of the session including what it contains, how it links with previous sessions and how it sequences with later work
- A rationale explaining the purpose of the session and why it has been designed in this way, for this population (this could include extracts and references to the Theory Manual)
- A clear indication of the specific aims and objectives of the session
- A reminder of the treatment targets being addressed in the session (this can help focus end of session note taking and support the end of programme report)
- A note about timing and planning the session, with tips on how to keep focus and judge when you have achieved your aims
- Advice on how to identify and best meet diversity related needs
- A list of materials required.

2) Delivering the session

- Clear and direct guidance on what to do. This should be clearly structured to enable facilitators to pace the session and plan their co-facilitation.

A Programme Manual should also include:

- A range of well-produced and clear materials appropriate for use with offenders. It is helpful to have a number of options available to meet the different intellectual and literacy needs as well as experiences of participants. These must be clearly matched with sessions through appropriate labelling
- Clear links between each session, the model of change, and the supporting research evidence
- Clear reference to relevant sections of theory.

4.4 The Training Manual (s). This manual should be written with trainers and facilitators in mind. It should contain the training materials developed for trainers who assess and train programme facilitators. This should be written with sufficient detail and include the training materials so that an experienced and trained trainer could deliver the trainer.

How you present this information will depend, to some degree, on the type of programme you have designed and range of training it involves.

When submitting to the Panel you will need to provide the training materials for training facilitators. This will usually be in the form of a Manual with additional handouts and slides. You may choose to submit more than one training manual if the programme involves different training courses. You may have also developed local staff training materials, managers training and trainers training. These are not required as part of the submission, but you should make it clear they exist within the Submission Document and make them available if requested by the Panel.

If you are submitting a programme for accreditation which uses a training course already accredited through another CSAP submission it is not necessary to submit these manuals again. Please ensure they are available on the day of the Panel for reference.

4.5 Assessment and Evaluation Manual. This Manual should describe the assessment, monitoring and evaluation processes supporting the programme. It should present any evaluation or research material on the programme that has already been obtained (including basic data on offenders who have attended the programme and set out clear and concrete plans for future monitoring and evaluation.

Whilst this is an important Manual used by the CSAP to assess a number of criteria it is also useful for Treatment Managers so should be written in a manner which both can understand.

The manual should include:

- A brief description of the tools and processes used to identify, refer and assess participants risk and needs. It is not necessary to include a copy of the assessment tools in the submission, but it is important to have them available on the day of the Panel meeting.
- Any guidance provided to delivery teams on decision making around suitability.
- How participants' progress is assessed and reported.

- A report on any evaluation which has already taken place at the pilot or initial implementation stage or research evidence of the programmes effectiveness in other settings. This may link back to the Theory Manual.
- Information on monitoring procedures.
- A detailed plan of how process evaluation will be completed. This should include times scales and deliverables.
- A detailed plan of how outcomes will be assessment and evaluated, by whom and when.

4.6 Management Manuals or Operational Manual. This Manual should be written for local Managers and should provide comprehensive and clear information on how the programme should be implemented and its ongoing delivery maintained.

The Manual should include an explanation of processes and practical issues such as selection procedures. Information on processes should describe how staff involved in the programme are selected, trained, supervised, supported and if necessary deselected. It should also provide details of any follow-up training. This should list the range of training associated with the programme, explain how this is sequenced and who it is targeted at. You should include competency frameworks and assessment protocols in this document, as well as a description of how competence is assessed at the end of training and throughout delivery. It should be clear and concise so that the Panel can evaluate the approach for accreditation, but also clear enough for managers to follow in delivery sites and areas.

The Manager's Manuals should also include:

- How offenders are referred and selected for the programme (focusing on processes rather than detailed info on tools which can be accessed through the Assessment and Evaluation Manual)
- An overview on the ways in which offenders are assessed before during and after the programme;
- The minimum operating conditions required to enable the programme to run as intended;
- Arrangements for ensuing programme and treatment integrity and audit
- The roles and responsibilities of managers and staff
- Arrangement for ensuring continuity of the programme, the overall management of the offender and other services;
- How issues related to public protection and sharing of information should be managed.

If your programme is part of a broader suite of accredited programmes and therefore shares a Managers Manual which has already been accredited by CSAP you do not need to resubmit the Manual. You may need to provide the Panel with a summary of any specific issues related to the programme and additions to the general manual. You will also need to provide a copy of the manual for the Panel Meeting.

Annex D:
Choices, Actions, Relationships, Emotions Programme
(CARE) application for accreditation and outcome
letter

Available at <http://www.justice.gov.uk/publications/csap-annual-report-2009-10.htm>

Annex E:
The Thinking Skills Programme (TSP) application for accreditation and outcome letter

Available at <http://www.justice.gov.uk/publications/csap-annual-report-2009-10.htm>

Annex F:
RAPt Women's Substance Dependency Treatment
Programme (WSDTP) application for accreditation and
outcome letter

Available at <http://www.justice.gov.uk/publications/csap-annual-report-2009-10.htm>

Annex G:
**Bridge Programme application for accreditation and
outcome letter**

Available at <http://www.justice.gov.uk/publications/csap-annual-report-2009-10.htm>

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